

Private Security Industry Regulatory Authority

Annual Performance Plan
2023/24



PSiRA
Private Security Industry Regulatory Authority

To obtain additional copies of this document, please contact:

PRIVATE SECURITY INDUSTRY REGULATORY AUTHORITY
420 Witch-Hazel Avenue,
Eco Glades 2 Office Park,
Highveld Ext. 70,
Centurion 0158

Tel: +27 (0)12 337 5500
+27 (0)12 337 5694

Web: www.psira.co.za

EXECUTIVE AUTHORITY STATEMENT



The private security industry continues to play a significant role in the South African economy by offering the security services that are legitimate and competent and by being the supplier of entry-level jobs in the labour market.

South Africa continues to suffer the consequences of the civil unrest that was experienced in July 2021 and the outbreak of the COVID-19 pandemic which created economic hardships. Some of the challenges that emanated from the civil unrest and lockdown were unemployment as some companies were forced to close due to the reduction of production.

While the country is still trying to recover from the social and economic challenges created by the civil unrest, the recurring electricity load shedding is negatively impacting the economic growth that is already sluggish. The recurring load shedding also increases the vulnerability of ordinary citizens due to an increase in criminal activities, which resulted in the security systems being compromised thus increasing the demand for private security services. In an effort to reduce crime and ensure safe communities, the private security industry in collaboration with the SAPS will ensure a stable, compliant, and well-governed private security sector, which will be achieved through law enforcement inspections and operations.

Continuous cooperation between a legitimate and compliant private security industry and the SAPS will go a long way in ensuring that the State's and public's interests are protected, and this partnership must be strengthened. To ensure the private security that is legitimate and competent, the Authority (PSiRA) will embark on a project to review and update the registration details of all security service providers within its database. This project will ensure that all the active security service providers and officers remain fit and

proper for this critical service.

I am pleased to note that the Annual Performance Plan highlights the need to continue digitising PSiRA's services. Building digital capabilities will put the regulator on a solid foundation to deliver an improved industry experience when interacting with the Authority in respect of regulatory services and hopefully improve levels of compliance.

I take note of the efforts of the Authority to strengthen the integrity of the training of security service providers by ensuring the digitalisation of industry elementary vocational training assessments and verification of outcomes in respect of applicable relevant standards.

As Executive Authority, I am fully aware of the fiscal constraints faced by the entity with the current funding model, which relies on the continuous growth in employment within the private security industry. I am grateful that National Treasury is attending to this matter in ensuring that the Levies Act is introduced as a Money Bill, and we trust that the process will be finalised soon.

The priorities highlighted in the Annual Performance Plan represent an ambitious programme of work by PSiRA for the coming year under a continuously challenging external environment. I am confident that the outcomes the Authority intends to achieve will build a better and safer South Africa and contribute to reaching the Medium-Term Strategic Framework (MTSF) Priorities of 2019-2024.

A handwritten signature in black ink, consisting of stylized initials and a surname, enclosed within a large, loopy oval.

Honourable Mr B.H. Cele, MP

Minister for Police

ACCOUNTING AUTHORITY STATEMENT



Dr Leah Mofomme

CHAIRPERSON OF COUNCIL, PRIVATE SECURITY
INDUSTRY REGULATORY AUTHORITY

The Council of PSiRA is pleased to present to the Executive Authority and Parliament of the Republic of South Africa, the entity's Annual Performance Plan (APP) 2023/2024. The plan is a product of Management's intense reflections on the previous years' performance and external and internal factors that influenced the planning going into the future in pursuit of the outcomes as contained in the entity's Strategic Plan 2020-25 as amended.

The Council has reviewed the APP and made inputs to provide strategic leadership to the entity. It's satisfied that the performance output indicators and targets set for the year are all focused on achieving the outcome indicators as per the Strategic Plan for the 2020-25 MTSF period. Council is also satisfied that the development of the APP took into consideration the challenges that were brought about by the global COVID-19 pandemic, and in this regard, applauds Management's progress in terms of implementation of the Digital Transformation Strategy in the previous financial year, the future enhancement plans of the online platform for stability to enhance the delivery of services to clients through technology, and for the entity to remain relevant and sustainable under the current and future environment of technological changes. The implementation of the digital transformation strategy is not only in response to the 4IR imperatives, but a response to the Authority's limited national footprint and the challenges of providing physical contact services to clients in times of pandemics.

The plan is also focused on areas for improved organisational performance and the impact on the industry to be able to support the National Economic Reconstruction and Recovery Plan 2020 following on from the economic meltdown caused by the COVID-19 pandemic. The focus areas remain the key national priorities enshrined in the Medium-Term Strategic Framework, and the National Development Plan (NDP) 2030. Our

plan is aimed at creating job opportunities in the private security industry through the professionalisation of the industry to be able to meet the modern-day security challenges faced by the country in the fight against ever-escalating crime.

Council is pleased that the industry continues to show some signs of growth in terms of employment opportunities as the demand for more personalised and corporate safety and security grows. The private security industry is an instrument for lawful individual and corporate self-protection, and there is no doubt that the industry is playing a significant role in the fight against crime through pro-active measures, including technology that seeks to prevent crime from taking place.

The July 2021 unrests that engulfed South Africa and posed a serious security threat to the country's economy have highlighted some security gaps in intelligence-driven collaboration between the private security industry and other government law enforcement agencies. Council is alive to the challenges experienced and is pleased that the analysis conducted to determine what went wrong and what needs to be improved in terms of the private security industry's involvement as a force-multiplier in the fight against crime and the protection of the country's economy has made some findings and recommendations for a concerted effort in building strong relations between the industry and other law enforcement agencies.

Council believes that a concerted effort in building strong relations between the industry and other law enforcement agencies in terms of intelligence gathering and sharing of information will go a long way in preventing similar incidents in the future. Some initial industry perspectives from the analysis had been provided by PSiRA to the Presidential Committee that investigated the unrests. Some engagements with the industry are continuing to obtain their views, which we believe will assist the entity in facilitating some collaborative agreements between the industry and other law enforcement agencies. Key to this in terms of PSiRA strategic focus will be our plans towards achieving *"a legitimate, competent and transformed private security industry which acts in the interest of the State, public and private security industry, and contributes towards a safer South Africa."*

Our plans in terms of registration of security service providers have now shifted from efficient service delivery due to the introduction of the online registration platform which had increased our efficiencies in this area. The Authority will from 2023/24 focus on revalidation of the entire industry population on our registers which dates back from 1987, to ensure that the database is cleansed, and only fit and proper persons remain on those registers. The register of security officers (active and inactive) is sitting at a population of around 2.8 million registered officers with only around 580 000 being accounted for by security businesses as active/employed. This is only 20% of the entire population, and it is for this reason that the Council supports Management's initiative for the cleansing of the database to build on the integrity and professionalisation of the industry.

Council is pleased that the Authority's resources have, for the past three financial years, started to show signs of improvement, but only due to good financial management practices and controls. The unsustainable annual fees funding model continues to be a barrier for the entity to generate enough revenue to fully fund its legislated mandate. Council is hopeful that the process started with National Treasury to reintroduce the revised Private Security Industry Levies Act, 2002 as a Money Bill in Parliament will, upon finalisation, address the funding challenges into the future.

Council looks forward to continuous improvements in the performance of PSiRA with the aim to achieve our outcome of *"a legitimate, competent and transformed private security industry"*, which will not only contribute to the sufficient levels of safety and security in the country, but will become a key partner to other law enforcement agencies in the fight against crime.

A handwritten signature in black ink, appearing to be 'Leah Mofomme'.

Dr Leah Mofomme
Chairperson of the Council

OFFICIAL SIGN-OFF

It is hereby certified that this 2023/24 Annual Performance Plan:

- 1) Was developed by the management team of the Private Security Industry Regulatory Authority, under the guidance of the Council and the Minister for Police.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which the Private Security Industry Regulatory Authority is responsible.
- 3) Accurately reflects the Outputs and Targets which the Private Security Industry Regulatory Authority will endeavour to achieve over the 2023/24 financial year.



Ms. M. Sechoaro

Deputy Director: Training and Communication

Date: 31/01/2023



Ms. T. Zwane

Deputy Director: Law Enforcement

Date: 31/01/2023



Mr I. Ralioma

Acting Chief Operations Officer

Date: 31/01/2023



Ms M.C. Sebogodi

Deputy Director: Finance and Administration (Chief Financial Officer)

Date: 31/01/2023



Mr M.S. Chauke

Director / Chief Executive Officer: PSiRA

Date: 31/01/2023

APPROVED BY:



Dr L. Mofomme

Chairperson of the Council (ACCOUNTING AUTHORITY)

Date: 31/01/2023



Honourable Mr B.H. Cele, MP

Minister for Police (EXECUTIVE AUTHORITY)

Date: 16/03/2023

ABBREVIATIONS AND ACRONYMS

4IR	4th Industrial Revolution
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Council
B2C	Business-to-Consumer
BIT	Business Information Technology
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
COVID-19	SARS-CoV-2 virus
CRM	Customer Relationship Management
CSI	Corporate Social Investment
DoEL	Department of Employment and Labour
DPME	Department of Planning, Monitoring and Evaluation
EMDE(s)	Emerging Market and Developing Economy/ies
EXCO	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GF	Guarantee Fund
HR	Human Resources
IASIR	International Association of Security and Investigative Regulators
ICT	Information and Communication Technology
IJS	Integrated Justice System
IMF	International Monetary Fund
IoT	Internet of Things
IT	Information Technology
JCPS	Justice, Crime Prevention and Security Cluster
M&E	Monitoring and Evaluation
MOA/U	Memorandum of Agreement/Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NA	Not Applicable
NDP	National Development Plan, Vision 2030
NPA	National Prosecuting Authority of South Africa
PDI	Previously Disadvantaged Individual
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PPP	Public-Private Partnership
PSI	Private Security Industry
PSiRA	Private Security Industry Regulatory Authority
PSIR Act	Private Security Industry Regulation Act, No. 56 of 2001

ABBREVIATIONS AND ACRONYMS

QC	Quality Council
QLFS	Quarterly Labour Force Survey
ROI	Return on Investment
SAPS	South African Police Service
SARS	South African Revenue Services
SAS	Security Association of Singapore
SASSETA	Safety and Security Sector Education and Training Authority
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SETA	Sector Education and Training Authority
SO	Security Officer
SSP	Security Service Provider
Stats SA	Statistics South Africa
TVET	Technical and Vocational Education and Training
UIF	Unemployment Insurance Fund

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1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

Updates to the legislative and policy mandates presented in the amended 2020-2025 Strategic Plan are reflected as follows:

CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa (Act No. 108 of 1996) - specifically:

- Chapter 2, the Bill of Rights
- Section 199(3)

LEGISLATIVE MANDATES (Static Mandates)

The Private Security Industry Regulation Act (No. 56 of 2001) (PSIRA Act)

Sets out the primary mandate of the Authority - 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 Public Finance Management Act (No. 1 of 1999, as amended) (PFMA)

In terms of which, PSIRA is listed as a Schedule 3A public entity and must comply with all regulations and prescripts emanating from this legislation.

The Private Security Industry Regulation Bill

Assented to by the President in October 2021 and strengthens control over the regulation of the private security industry, including security services rendered by SA to other countries. Due consideration is given for its implementation and the impact the amendments will have insofar as the regulatory framework is concerned.

The Private Security Industry Levies Act (No. 23 of 2002)

Although the Act has become redundant, National Treasury, as the custodian of Money Bills, is undertaking a process to review the Act into a Money Bill in terms of Section 77 of the Constitution. The change is expected in the 2022/23 financial year.

Various legislation pertaining to the governance environment and institutional arrangements

Specifically, relevant legislative imperatives are considered for the 2022/23 APP:

- Protection of Personal Information Act (No. 4 of 2013), but Sections 2-38, 55-109, 111, 114 came into affect from 1 July 2020; and Sections 58, 110, 114(4) from 30 June 2021
- Disaster Management Act (No. 57 of 2002), and its regulations
- Firearms Control Amendment Bill 2021, which is in the process of being finalised

POLICY MANDATES (Dynamic Mandates)

National Development Plan 2030 (NOP), 2012

Seeking to eliminate poverty and sharply reduce inequality and unemployment by 2030. Line of sight through the NOP to the SDGs and AU2063.

- The NOP envisions that all people live safely, with an independent and fair justice system.
- The NOP focuses on inclusive economic growth through skilled, technical, professional posts that better reflect the country's racial, gender and disability demographics, and the ownership of assets to historically disadvantaged groups.
- Transforming the South African economy includes participation of POIs, which in turn creates increased employment opportunities, promotes localisation and industrialisation, and fosters skills development

Medium-Term Strategic Framework 2019-2024 (MTSF)

Framed around seven national priorities for the period to 2024, and stating the impact, outcomes and indicators to be monitored.

Specifically, PSIRA contributes to the following MTSF priorities:

- MTSF Priority 1 - A capable, ethical and developmental state.
- MTSF Priority 2 - Economic transformation and job creation.
- MTSF Priority 3 - Education, skills and health.
- MTSF Priority 6 - Social cohesion and safe communities.

Medium-Term Strategic Framework 2019-2024 (MTSF)

MTSF Priority 6: Social cohesion and community safety - Justice, Crime Prevention and Security Cluster Priorities

- Strengthening relationships with all stakeholders, especially the other entities of the JCPS;
- Improving overall organisational performance;
- Effective implementing of the law enforcement/compliance strategy which is aimed at changing behaviour in the industry and improve industry compliance;
- Protection of the public interest through a more professional private security industry;
- Ensure a legitimate private security industry which can contribute to improved relationships with State law enforcement agencies in the fight against crime;
- Building capacity through industry research and continuous stakeholder engagements;
- Improved IT infrastructure to enhance organisational efficiencies and service delivery mandate;
- Improvement of Industry Training standards to improve professionalism, and attracting the youth to consider a career in one or more of the growing categories of security services; and
- Research on the occupation of private security to improve regulatory framework and enhance partnership policing.

Figure 1: PSIRA Legislative and Policy Mandates

With specific reference to the PSIR Amendment Act, assented to and signed into law by the President on 23 September 2021, in terms of section 43 of the said Act, the President is yet to determine the date when the Act will come into operation. The President will announce the said date by publishing a notice to that effect in the Government Gazette.

Arising from the Amendment Act, there are a number of areas that need to be attended to by the Authority, notably

- 1) The Exemption Advisory Committee must be appointed by the Minister, and regulations dealing with the procedures of the Committee must be prepared, which must be scrutinised and adopted by Parliament six months after promulgation of the Act. This means before the commencement date.

- 2) A period of two years from the commencement of the Act is allowed for the Minister to make regulations that must be prescribed (Section 44(3)). **All the regulations must be submitted to Parliament.** Consequently, for every regulation that is required to be prescribed by the Minister under this Act, the office of the Secretariat must be involved in the drafting, the Office of the State Law Advisors must provide certification and confirm that they pass the constitutional master and final presentation to Parliament for adoption of the regulations.
- 3) In terms of the Act, new regulations pertaining to the following matters must be made:
 - The requirements in respect of the infrastructure and capacity necessary for a security business to render a security service;
 - Guidelines regarding insignia, emblem, title, or symbol whether on a uniform, vehicle or otherwise;
 - The types of information which security service providers (SSP) Public-Private Partnerships (PPP) must furnish to the Authority when rendering a security service outside the Republic;
 - Minimum standards applicable to security service providers responsible for the safe transportation of cash or goods with high value, including precious metals or jewellery;
 - Minimum standards for the provision of security services at national key points as referred in Section 1 of the National Key Points Act, No. 102 of 1980;
 - Regulations dealing with amounts payable by appellants for the reproduction of records and related matters in the lodging and prosecution of appeals;
 - Regulations relating to the functioning of the Exemption Committee – within six months after promulgation; and
 - Regulations on the renewal of registration.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

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

2.1. National Economic Reconstruction and Recovery Plan (October 2020)

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

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

Of specific relevance to PSiRA is the following:

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

- 3) The Plan further includes a commitment to fast-track the reduction of the cost of doing business and lowering the barriers to entry.

Associated interventions and accountabilities for government and industry have been identified and inform an action framework, with focus areas and actions of relevance to PSiRA discussed in Part B of this Annual Performance Plan.

As of October 2022, the Presidential Economic Reconstruction and Recovery Plan had created more jobs for than 1 million.

2.2. Industry regulations for the different categories or classes of security service providers

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

- 1) Regulations for working animals (not yet promulgated);
- 2) Regulations in respect of the events security sector;
- 3) Regulations in respect of the possession and use of firearms;
- 4) Regulations on the use of uniforms, logos, and insignia by the private security industry; and
- 5) Regulations on standards for the cash-in-transit sector.

The following regulations are in process:

- 1) Remotely Piloted Aircraft – signed by the Minister, awaiting publication, and thereafter the notice and comment procedure followed by consultation if necessary;
- 2) Training Regulations – signed by the Minister, awaiting publication, and thereafter the notice and comment procedure followed by consultation if necessary; and
- 3) Security Consultants – awaiting the Minister’s concurrence.

A lot of work has gone into the abovementioned regulations, and provision must be made for the impact that the implementation of these regulations will have on the Authority during the next financial year.

2.3. PSiRA digital transformation strategy, 2020–2025

In 2020/21, PSiRA developed its Digital Transformation Strategy (2020–2025) with the aim *‘to digitally transform PSiRA, ensuring we provide effective and efficient customer service to our clients and to align to the “4IR” era’*.



Figure 2: Goals of the PSiRA Digital Transformation Strategy

The Digital Transformation Strategy was designed in conjunction with the PSiRA's 2020–2025 Strategic Plan to ensure the digital transformation aligns with the business strategy.

The organisational Digital Transformation Strategy is being implemented over the period to 2025, with milestones informing this APP, as follows:

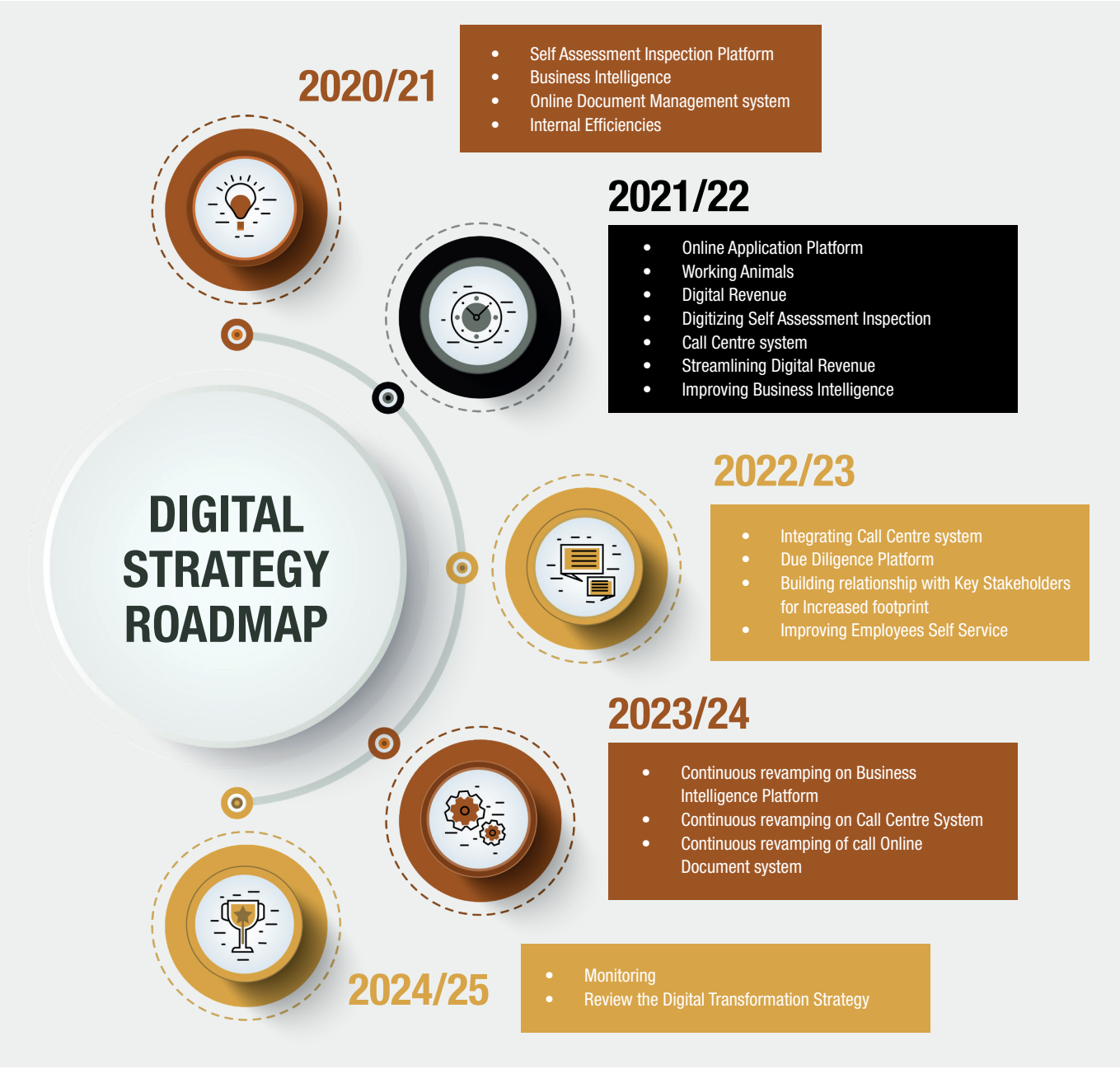


Figure 3: Roadmap for Implementation of the PSiRA Digital Transformation Strategy

PSiRA officially implemented the online digital platform in February 2022. The online platform is phase one of the digital transformation strategy, which is geared towards providing PSiRA services remotely and enhancing service offerings. The integrated digital strategy is gaining traction, and its intersection with the Authority’s Customer Value Proposition shall ramp up the current customer service model into a convenient portal for our stakeholders. This transition is necessary to revitalise the Authority’s stakeholder engagement strategy and enhance the complaints management value chain. For the 2021/22 financial year, 55% of the digital strategy had been implemented.

3. UPDATES TO RELEVANT COURT RULINGS

There are no new court judgements or rulings which have a bearing on the mandate and/or core operations of PSiRA

1. UPDATED SITUATIONAL ANALYSIS

1.1. External environment analysis

1.1.1. OVERVIEW OF THE PRIVATE SECURITY INDUSTRY

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 is 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 a force multiplier to the SAPS, is self-evident.

The private security industry continues to show growth, and PSiRA is registering more security officers (SO) and businesses. This increase is attributable, in some instances, to the tougher economic conditions which result 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.

Any interpretation of crime statistics for 2022/23 must obviously consider the impact of the state of emergency announced by the President in response to the Covid-19 pandemic. The first quarter of 2020/21 coincided with Level 5 lockdowns that kept almost everyone indoors whilst the first quarter of 2021/22 had level 1 and 2 lockdowns. Considering this reality, the statistics released by the SAPS in August 2022 which compare crime statistics for Q1 2022/23 to Q1 2021/22 and Q1 2020/21, although positive, reflect a distorted and very skewed picture. The Q1 2022/23 statistics highlight a reduction in most categories of crime when compared to Q1 2021/22. This includes a 1.5% reduction in contact crimes, 6.7% reduction in all sexual offences and 0.3% reduction in property related crimes. This is not only a positive reflection on policing but also of private security initiatives and the essential service played by the private security industry.

However, there was an increase in murders (11.5%), car hijackings (14.0%), cash-in-transit robberies (30.4%) and truck hijackings (23.6%). Commercial crime increased by 12.7% but robbery at non-residential premises was down by 6.4%. The increases in crime 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 Information and Communication Technology (ICT), the use of cyberspace, and related technology advancement.

When compared with Q1 in 2020/21, the same period in 2022/23 shows double-digit increases in the subcategories of crimes, such as contact crimes, sexual offences, aggravated robberies, contact-related and property-related crimes. This trend shows that as Covid-19 restrictions were relaxed, crime has generally trended upwards.¹

SUB-CATEGORIES	QUARTER 1: 2022/23 vs 2021/22	QUARTER 1: 2022/23 vs 2020/21
Contact Crimes	-1.5%	60.6%
All Sexual Offences	-6.7%	74.1%
Aggravated Robbery	5.4%	58.2%
Contact-related Crimes	-0.2%	42.3%
Property-related Crimes	-0.3%	6.0%

Figure 4: Subcategories of Crime, Q1 2020/21 and 2021/22 compared to Q1 2022/23

¹ Source: https://www.saps.gov.za/services/downloads/april_2022_23_presentation.pdf.

The unemployment statistics released by Statistics South Africa (Stats SA) in the Quarterly Labour Force Survey (QLFS) in August 2022 highlight that although the unemployment rate has marginally reduced from 34,5% in the first quarter of 2022 to 33,9% in the second quarter of 2022, the youth remain vulnerable in the labour market. The second quarter of 2022 saw the total number of unemployed youth (aged 15–34) increase by 2,0% (or 92,000) to 4,8 million from Q1:2022. There was a noticeable increase of 7,2% or 370 000 in the number of employed youth during the same period. The increase in both employment and unemployment among the youth resulted in a decrease in the youth unemployment rate by 1,3 percentage points to 46,5% in Q2:2022. Overall, the number of unemployed persons increased by 132 000 to 8,0 million in the second quarter of 2022 compared to the previous quarter. The number of discouraged work-seekers decreased by 183 000 (4,9%) and the number of people who were not economically active for reasons other than discouragement decreased by 452 000 (3,3%) between the two quarters resulting in a net decrease of 635 000 in the not economically active population.

According to Stats SA, unemployment results indicate that the South African labour market is more favourable to men than women. The proportion of men in employment is higher than that of women; more men than women are participating in the labour market as men's labour force participation rate is higher than that of women, and the unemployment rate among men is lower than among women.

In general, the increased demand for private security and the resource constraints within SAPS results in private security service providers entering functional areas of policing, which are normally exclusively the domain of the SAPS. In addition, security service providers are not peace officers and only enjoy the same powers as ordinary citizens in rendering security services. There have been several cases where the private security industry has 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 the professionalisation 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.

According to PSiRA's registration records², over 2.6 million security officers (SO's) are currently registered, of which over 586 042 are employed (active)³ by 12 059 registered security businesses⁴ (SP's). Figure 6 below shows the geographical spread of the registered security officers and registered security businesses.

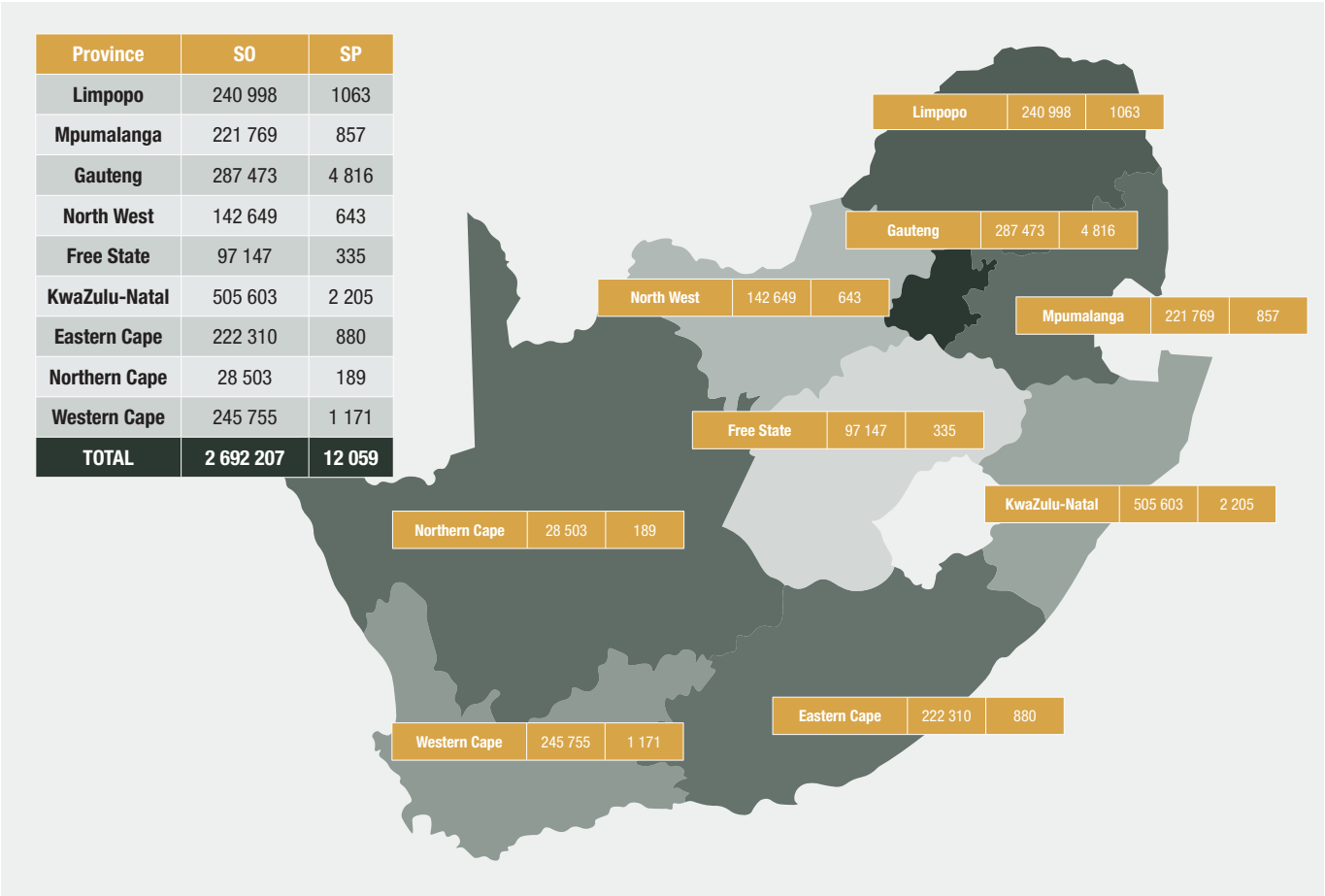


Figure 5: Geographic Spread of Total Registered Security Service Providers (March 2022)

² PSiRA Annual Report 2021/22.
³ PSiRA Annual Report 2021/22.
⁴ PSiRA Annual Report 2021/22.

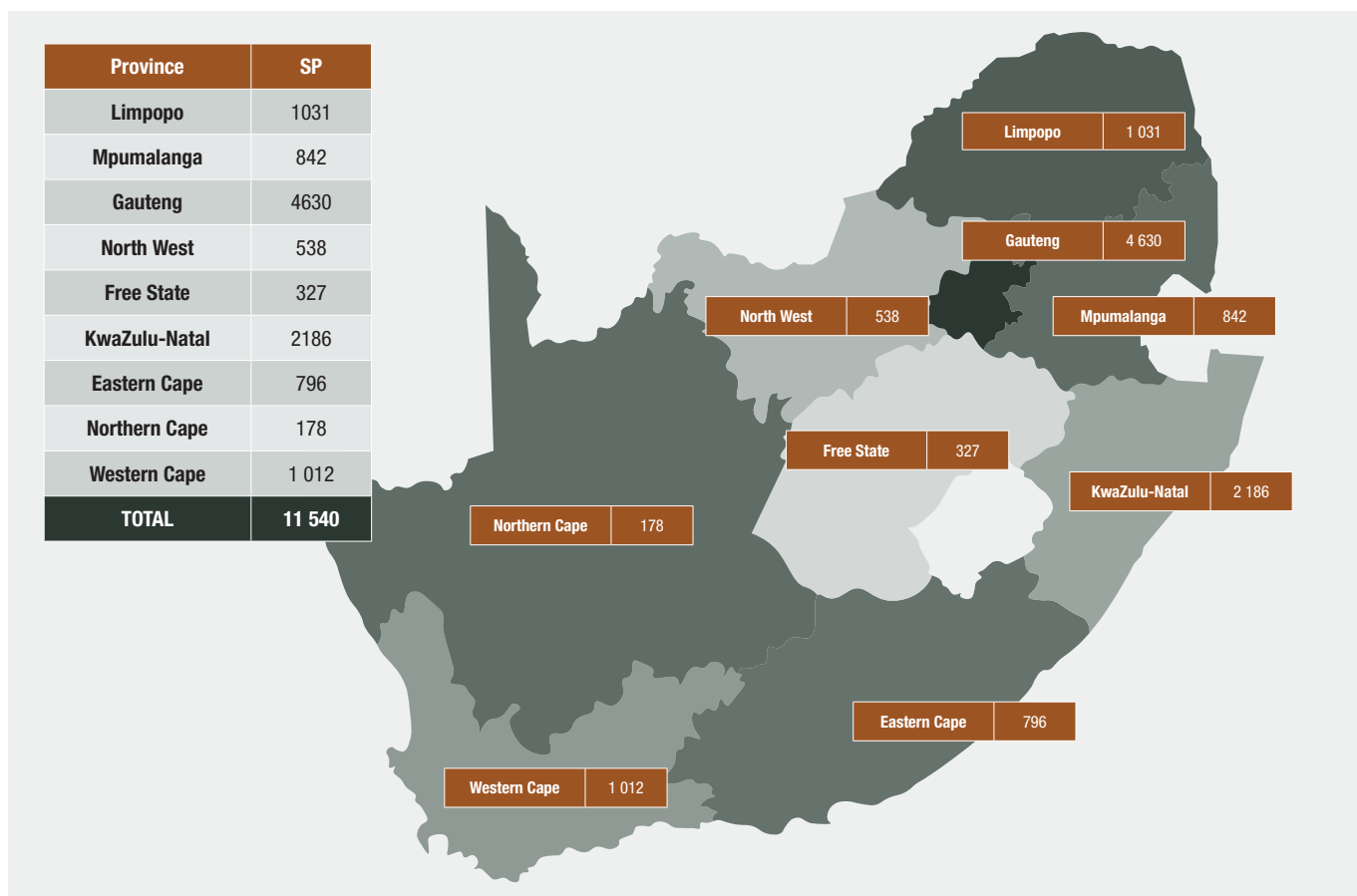


Figure 6: Geographic Spread of Registered and Active Security Businesses (SP) (March 2022)

The number of active employed security officers has increased by 20% since 2014, while the number of active security businesses has increased by 42%⁵. This indicates a continuous appetite for private security in South Africa and increased demand on PSiRA to ensure an effectively regulated industry that 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. Most security businesses operate in Gauteng (40%), followed by KwaZulu-Natal (18%) and the Western Cape (10%). The number of security businesses is also increasing in Limpopo with 9% of all registered businesses, followed closely by the Eastern Cape at 7%.⁶

As far as security officers are concerned, the total number of registered active security officers is 586 042. Gauteng has the highest number of security officers (36%), 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 the 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.⁷

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. A better understanding of these sectors and the impact on regulation is imperative.

Since the private security industry regulatory authority's establishment in 1987, the active registered security officers' and service providers' database has not been reviewed or updated. The Authority developed new key performance indicators to review and update the database. The project will involve identifying, flagging, and updating the details of active security officers and service providers. In addition, the project will include the identification of deceased and inactive security officers in the industry. This process will also assist in eliminating opportunities for identity theft.

The scope of the review will cover a period of thirty years, from 1987 to 2017. The first review will target the population of active registered security officers and service providers database from 1987 to 1997. This project will lead to an adequate, reliable, and up-to-date database.

⁵ PSiRA Annual Report 2021/22.

⁶ PSiRA Annual Report 2021/22.

⁷ PSiRA Annual Report 2021/22.

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 impact employment and will require new skills by employee security officers to remain relevant in the 4IR. PSiRA has implemented a number of innovative interventions to remain relevant in the 4IR. Some of the interventions include online booking system to control the number of people visiting PSiRA offices, self-assessment for security businesses, issuing of a leniency notice to SMMs to promote the sustainability of emerging security service business, approving long distance learning implementation of a digital platform.

The Authority's current revenue model proved to have reached its lifespan as most Security Businesses billed are finding it difficult to pay the annual fees. PSiRA in collaboration with National Treasury are in a process to review the Private Security Industry Levies Act to address the financial sustainability of the Authority and to replace the current outdated funding model. The Levies Act will bring a balanced and equitable contribution of all service providers to the funding model. Most of the smaller security companies were hard hit by the Covid-19 pandemic and lockdown restrictions which led to some losing their work and this had an impact on the revenue of 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, worth 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. According to the Authority's Annual Report 2021/22, there has been a 5% increase in the number of women employed within the private security industry compared to the previous financial year. A year-on-year comparison over the last two financial years did not indicate a growth of registered employed security officers in the private security industry. It maintained 22% of the total number of security officers employed.

The size of the private security industry (businesses and security officers) directly influences 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 1:164, and the Authority aims to achieve an inspector-to-security business ratio of 1:120 over the next two financial years. However, considering the industry's continuous growth, the ratio must be reviewed regularly, especially since many employee security officers are also subject to regulation and not only security businesses.

In addition, the law enforcement strategy is reviewed and revised continuously, considering the growth of the industry, the resources available, and the compliance behaviour. In this regard, the strategy has been changed to also include industry self-assessments. The Authority's Law Enforcement strategy is increasingly recognising the importance of other stakeholders to assist in driving the compliance agenda. In this regard, the number of law enforcement operations conducted with other stakeholders such as the South African Police Service, the Department of Employment and Labour, and the Department of Home Affairs. During the period under review 44 operations were conducted with stakeholders which resulted in the arrest of 825 security personnel. Of the 825 arrested, 462 were unregistered security service providers, 198 were undocumented foreign nationals deployed as security officers and 15 were as a result of non-compliance with the Firearms Control Act.

In the wake of the unrest that engulfed KwaZulu-Natal and Gauteng provinces in July 2021, PSiRA conducted investigations into the allegations against the security service providers implicated and the recommendations will be implemented in collaboration with the South African Police Service and other law enforcement agencies to ensure that the industry would be ready for similar unrest in future.

1.1.2. UPDATED EXTERNAL ENVIRONMENT ANALYSIS – PESTEL ANALYSIS

POLITICAL	There have not been any changes in the political environment to affect the operating environment of the Authority. South Africa is a stable democracy, and the outlook is positive without any threats to the democratic order.
	The industry is currently contending with the issue of illegal immigrants that are been employed by some security providers as security officers. Of the 825 security personnel arrested during PSiRA law enforcement operations, 198 were undocumented foreign nationals deployed as security officers by clients. ¹ To PSiRA, the implication of this is as follows:
	<div>1) PSiRA has to continue to conduct joint operations with other law enforcement agencies and the Department of Home Affairs to curb this problem which poses a security risk to the nation; and</div> <div>2) PSiRA has to continue to raise this issue in industry forums highlighting how it contributes to social unrest in the country.</div>

¹ PSiRA Annual Report 2021/22.

ECONOMIC	<p>Globally, a tentative recovery in 2021 has been followed by increasingly gloomy developments in 2022 as risks began to materialise. Global output contracted in the second quarter of 2022, owing to downturns in China and Russia, while US consumer spending undershot expectations. Several shocks have hit a world economy already weakened by the pandemic: higher-than-expected inflation worldwide—especially in the United States and major European economies—triggering tighter financial conditions; a worse-than-anticipated slowdown in China, reflecting COVID- 19 outbreaks and lockdowns; and further negative spill overs from the war in Ukraine.</p> <p>The baseline forecast is for global growth to slow from 6.1 percent last year to 3.2 percent in 2022, 0.4 percentage points lower than in the April 2022 World Economic Outlook. Lower growth earlier this year, reduced household purchasing power, and tighter monetary policy drove a downward revision of 1.4 percentage points in the United States. In China, further lockdowns and the deepening real estate crisis have led growth to be revised down by 1.1 percentage points, with major global spill overs. And in Europe, significant downgrades reflect spill overs from the war in Ukraine and tighter monetary policy. Global inflation has been revised up due to food and energy prices as well as lingering supply-demand imbalances and is anticipated to reach 6.6 percent in advanced economies and 9.5 percent in emerging market and developing economies this year—upward revisions of 0.9 and 0.8 percentage point, respectively. In 2023, disinflationary monetary policy is expected to bite, with global output growing by just 2.9 percent.</p> <p>In South Africa, unemployment remains high, at 33.9%, and youth unemployment even exceeds 50%. In the meantime, spending pressures are mounting to close the financing gap in health, infrastructure and higher education. To finance those needs while putting public finances on a more sustainable path, which is key to restore confidence, spending efficiency should improve and be accompanied with increased government tax revenues.</p> <p>After a strong rebound in 2021, GDP is projected to grow by 1.8% and 1.3% in 2023 and 2024 respectively. Household consumption and investment will remain the main drivers of growth. Household income will benefit from the continuation of the COVID-relief grant. The commodity prices boom will support exports. Investment will continue to strengthen over the projection horizon. Inflation reached close to 6% in early 2022 and is projected to increase further due to higher energy prices before starting to fall.</p> <p>Businesses are closing their doors, and many families have experienced layoffs of either one or both breadwinners. This, in conjunction with the increased use of electronic security equipment, is having an impact on the growth of employment within the private security industry and is creating challenging annual fee collection conditions for the Authority.</p> <p>High unemployment rates also provide opportunities for unemployed individuals who view the private security industry as an easily accessible career path due to lower training requirements and registration fees.</p> <p>Nonetheless, PSiRA's revenue is not growing at the same rate as its operational costs. This is due to the changing nature of the industry with the introduction of new technologies and other innovations. In addition to this, the Authority has some foreign currency denominated costs such as Microsoft licence fees. A primary contributing factor is also the under-declaration of the number of employed security officers by some security service providers.</p> <p>Furthermore, the electricity load shedding experienced by the country will result in lower production, which leads to job losses as the businesses will be forced to close, and this problem negatively affects the economic growth of the country and it could in turn potentially trigger widespread crime.</p>
SOCIAL	<p>Tougher economic conditions directly correlate with the notion of rising crime, real or perceived, by businesses and households. This increases the demand for private security services and demands more services from PSiRA. The possibility of social unrest remains high as a result of the high unemployment rate, rising inequality and poor service delivery by government departments. In addition, the country is experiencing increased electricity load shedding, which increases the vulnerability of the people due to crime as the security systems are affected.</p> <p>The following factors impact on the work of PSiRA:</p> <ol style="list-style-type: none"> 1) Upward trends in people living in gated estates create more demand for private security services; 2) Escalating unregulated security services in non-suburban communities, where private security is less affordable (neighbourhood watches and other formal/informal community safety initiatives); 3) Instances of non-compliance within the Private Security Industry (PSI) constantly creates challenges for the ability of PSiRA to effectively do its work, as evidenced by several performance indicators to address this behaviour; and 4) Thought needs to be given on 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.

TECHNOLOGICAL	<p>Like any organisation in the 21st Century, PSiRA as a self-funding regulator, faces significant challenges brought about by globalisation and advancing new technologies.</p> <p>The latest technologies bring about new challenges in crime 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.</p> <p>To PSiRA, this means the following:</p> <ol style="list-style-type: none"> 1) Recruiting and/or training staff skilled in the use of different technologies 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 the present and the future; 2) Develop technology-focused research to enable PSiRA to remain relevant to these ever-evolving innovative times; and 3) PSiRA has to build organisational capacity to anticipate changes and challenges to the industry without missing opportunities for early engagement with service providers and product providers, as well as early consultation with consumers. <p>The impact of the 4IR on the security industry cannot be underestimated. In the 2021/22 financial year, PSiRA commissioned a research study titled, <i>“A New Dawn: The impact of 4IR in the Private Security Industry”</i>. This study explored the impact of 4IR in the private security industry. It unpacked the best practices implemented in regulating the 4IR technologies in the private security industry. No doubt, the 4IR comes with both its promises and perils. Among other things, the 4IR brought about a new field within the private security industry known as aerial security. The study discusses the pros and cons of the 4IR within the context of the private security industry. Through this study, it was uncovered that small companies struggle to compete with large companies due to rapid changes in technology. Generally, there should be minimal openness in adopting new technology. There have also been technological advancements in security services, which in turn created employment opportunities in the industry. The study also found that while the PSiRA grades are relevant, there was a need to constantly update them to cover include the use of contemporary 4IR technologies.</p>
ENVIRONMENTAL	<p>Environmental mismanagement, natural resources’ depletion, waste management (e.g., recycling), and the impact an organisation has on the natural environment are some considerations PSiRA should take cognisance of.</p> <ol style="list-style-type: none"> 1) Clients can retain the private security industry to ensure that these threats to the environment are mitigated; 2) PSiRA is a responsible corporate citizen who cannot be oblivious to these challenges and should lead from the front to ensure an environmentally friendly industry; and 3) The implementation of the Digitalisation Strategy of the organisation will reduce the need for stakeholders to travel to PSiRA’s offices and reduce resources associated with non-digital administration processes, such as printing, filing, and physical storage of documents.
LEGAL AND REGULATORY	<p>The gazetting of the Private Security Industry Regulation Amendment Act, 2014, into law will bring with it new dynamics on how the industry and the regulator should work.</p> <p>PSiRA must consider the following:</p> <ol style="list-style-type: none"> 1) Strengthening communication capabilities with industry stakeholders to address concerns with the intended reforms; 2) PSiRA needs to develop regulations to ensure that security service providers that have capabilities of gathering intelligence are acting within the law; 3) The issue of the lapsing of registrations is made clearer, requiring re-registration within two years. This will be a disruption to the industry; and 4) The Amendment Act defined segmentation of the industry, with the list of security services itemised. This will require issuing licences in terms of sectors and no longer be a single licence. PSiRA researched to unpack the different sectors of the industry. <p>The industry must also contend with new entrants from other countries, either as security service providers or individuals who want to practise in South Africa.</p>

The opening of the borders and South Africa 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:

- 1) Creating capacity for researching training standards in other countries to ensure accreditation where foreigners want to practice in the country, subject to them meeting the registration requirements as contemplated in the PSiR Act; and
- 2) Being part of and participating in international bodies that regulate private security.

4IR also impacts the manner in which PSiRA conducts its regulatory activities. In the 2021/22 financial year, PSiRA commissioned a research study on *“The New Private security: Regulating Cybersecurity services in South Africa.”*

The study unpacked the ‘new’ private security that had emerged alongside the traditional private security. The heavy reliance on digital platforms laid the foundation for the existence of cybercrimes and cyber security service providers.

The study recommended that the Authority should solicit a legal opinion to determine if PSiRA should regulate the cybersecurity. It further recommended that the Authority should consider the following:

- 1) Categorising security services in the cyberspace (as in the case of physical security);
- 2) Promoting partnerships with the Department of Higher Education and Training, Institutions of Higher Learning, and TVET Colleges in promoting cybersecurity training; and
- 3) Developing working relationships with other regulators responsible for cybersecurity such as ICASA and Information Regulator.

1.2. Internal environment analysis

The Authority continues to strengthen its corporate governance by establishing oversight committees to support its Council and Executive, ensure that policies and procedures are implemented, improve the internal control environment, and enhance service delivery. In addition to the legislative prescripts, corporate governance within PSiRA is also guided by the principles of the King Code of Corporate Governance in Southern Africa, which had expanded the application of the scope of corporate governance to include public sector entities under the King IV Code.

The Authority will leverage the advent of the 4IR through the digitalisation of its services as per its Digital Transformation Strategy. This will assist in addressing the breadth of the Authority’s 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 is implementing a new organisational structure in a phased approach over the next few financial years, depending on the availability of funding. However, a review of this structure may be required in the light of changes to the need for a new structure to support an operating model based on the decentralisation of core services to regional offices and the establishment of provincial offices, both of which were to be supported by effective digital platforms and vendors.

The current organisational structure is shown in Figure 8 below.

The Authority is statutorily mandated to conduct an ongoing study and investigation of the rendering of security services and practices of security service providers and identify shortcomings in the laws and policies relating to private security. Over the years, the Authority has undertaken 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 sectors of the private security industry as informed by the research.

In conjunction with the Private Security Industry Sector Advisory Committee, the Authority also developed, and its Council approved a draft Transformation Charter for the private security industry. The Transformation Charter for the private security industry will:

- Constitute a framework and establish the principles upon which B- BBEE must be implemented in the industry;
- Establish targets and qualitative undertakings in respect of each element of B-BBEE; and
- Outline processes for implementing the commitments contained in the Charter, as well as mechanisms to monitor and report on progress.

The Transformation Charter will aim to effectively promote the objectives contained in the B-BBEE Amendment Act and the elements highlighted therein (which include employment equity, gender transformation and youth employment) as it relates to the private security industry. The Charter will therefore support Government’s objectives to redress historical, socio-economic inequalities and ensure broad-based economic empowerment and meaningful participation of HDP’s in the private security industry. Further consultations with the private security industry have taken place in the 2022/23 financial year.

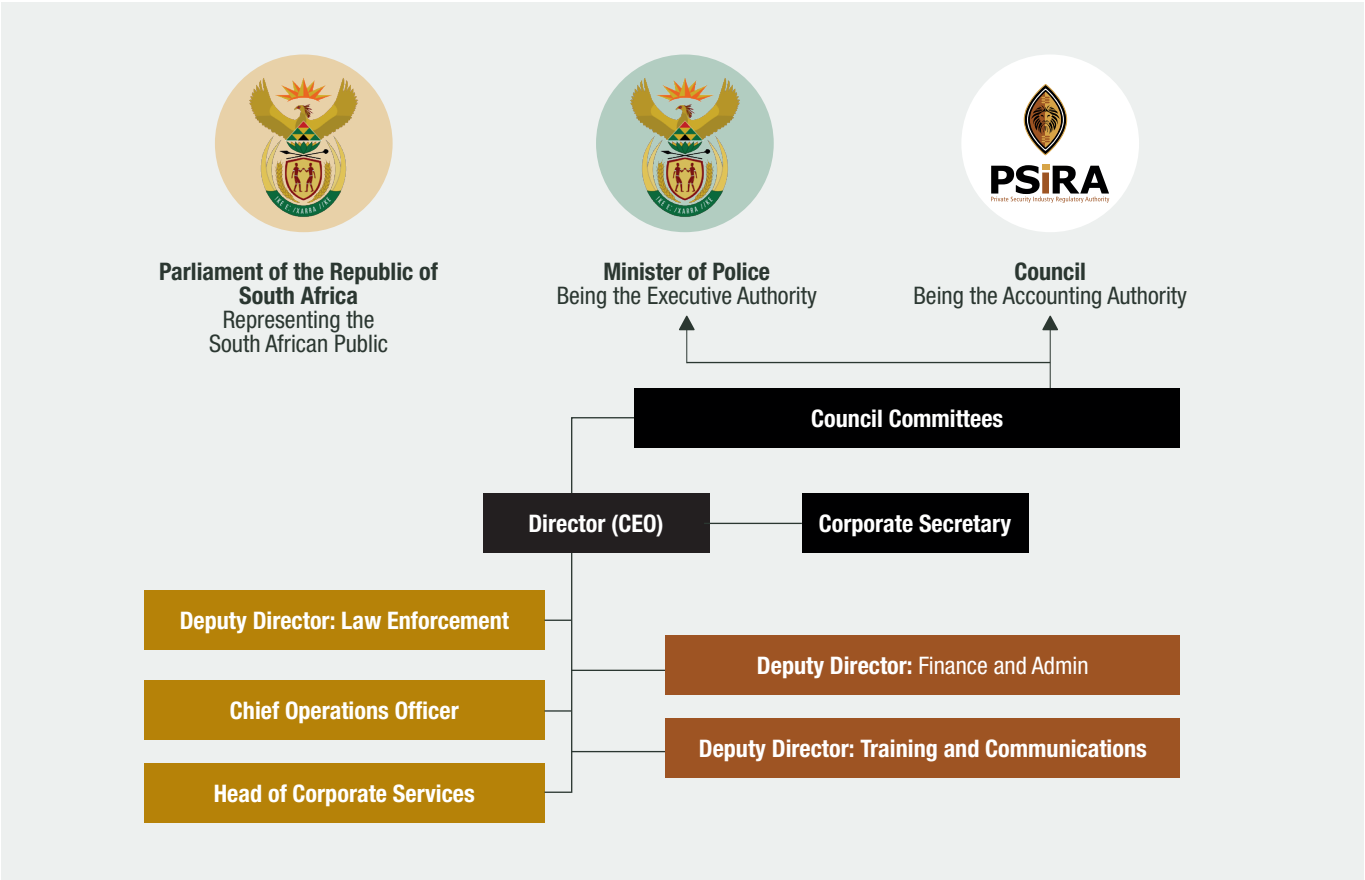


Figure 7: PSiRA High-Level Organisational Structure

The Authority’s finances continue to be severely strained due to the current funding model which relies on industry players paying annual fees to the Authority. Plans are at an advanced stage to enhance the financial sustainability model through other possible revenue streams, such as the Industry Guarantee Fund (GF) and the implementation of the Private Security Industry Levies Act, 2002. The National Treasury is currently attending to this matter 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, which relies on the continuous growth in employment within the private security industry.

1.2.1. UPDATED INSTITUTIONAL CAPACITY ANALYSIS – SWOT ANALYSIS

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 to ensure the highest possible potential for revenue growth and sustainability. The Authority hopes to leverage these strengths.	
Sound corporate governance practices	<p>The Authority has strengthened its corporate governance by establishing additional oversight committees to support executives and the Council to ensure that policies and procedures are implemented to improve the internal control environment and enhance the organisation's service delivery.</p> <p>In this regard, the Authority has also established a sector subcommittee represented by the different categories of security service providers that will advise the Council on sector interests.</p> <p>The Authority has a full council and continually reviews policies to enhance corporate government policies</p>
Enabling legislation	<p>The legislation that the Authority operates under has proven to be adequate for what the mandate is.</p> <p>Notwithstanding this, new reforms have been proposed that have now been passed in the Private Security Industry Regulation Amendment Act, 2014, into law, which will bring new dynamics on how the industry and the regulator should work. It is hoped that this will further enhance the ability of the Authority to better serve its stakeholders and improve regulation.</p>
Legal framework to collect revenues	The Authority maintained its going concern status by implementing the revenue streams applicable as per the legislation.
Agile organisational structure	The organisation has adopted a new organisational structure to augment the prescribed statutory one. It is envisaged that the new structure (supported through regionalisation) has enabled better service delivery by the Authority. The relatively flat structure is expected to enable agile decision-making and reduce bureaucracy.
Talented and experienced workforce	<p>The requisite skills for the Authority are in place. Where there is a need to recruit for specialised functions, such skills will be readily available in the job market, as is the ability within the organisation to undertake the recruitment processes.</p> <p>The workforce of PSiRA is relatively young, energetic, competent, and ready to embrace changes where necessary.</p>
Successful performance⁹ management system and consequence management system	An 83% performance of planned targets was achieved in the 2021/2022 financial year which is an indication of the successful performance management system.
Culture of training	As part of their culture of training, the organisation ensures that there is an implementation of relevant and suitable training available to improve staff performance. This may include finance, supply chain management (SCM), and IT to assist staff to stay up to date with new information and developments.
PSiRA brand awareness and reputation	<p>The requisite skills for the Authority are in place. Where there is a need to recruit for specialised functions, such skills will be readily available in the job market, as is the ability within the organisation to undertake the recruitment processes.</p> <p>The workforce of PSiRA is relatively young, energetic, competent, and ready to embrace changes where necessary.</p>

⁹ PSiRA Annual Report 2021/22.

STRENGTHS

Research capability	<p>The Authority has a statutory obligation to conduct ongoing research and investigation into the rendering of security services and practices of security service providers to identify shortcomings in the laws and policies relating to the PSI. Over the years, the Authority has undertaken several research studies on the various sectors within the PSI, and these are available to the public on the Authority's website. Soliciting views of research participants on topical issues has enriched the body of knowledge of the private security industry. Peer review of research reports produced has improved the quality of the research outputs of the organisation.</p> <p>The Authority continues to propose policy changes and develop regulations to improve the effective regulation of the different sectors, as informed by the research.</p>
Good relationship with stakeholders	<p>PSiRA enjoys a sound and cooperative relationship with its stakeholders, including relationships with other law enforcement agencies. These strategic relationships will be strengthened over time to ensure that PSiRA achieves the impact outlined in the strategic plans.</p>

WEAKNESSES

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

Funding model inadequate to support business strategy (insufficient financial resources to operate optimally)	<p>As a Schedule 3A public entity, various revenue streams are received, such as annual subscription fees and administration fees from the PSI. Funding is highly reliant on stability as well as growth in employment in the industry.</p> <p>The Authority continues to report increased impairment provision in its finances due to an increasing debtors' book, which is an inherent component of this model. The model was due to have been substituted by the introduction of levies under the Private Security Industry Levies Act, 2002.¹⁰</p>
Outdated document management systems and lack of a reliable database	<p>The implementation of the digitalisation strategy will assist in modernising the ICT systems of the Authority. Hopefully, the inadequate document management system and lack of an up-to-date database will be eliminated. The development of this strategy must be monitored.</p>
Inadequate digital platforms leading to delivery inefficiencies	<p>PSiRA's digital transformation strategy has been finalised, with implementation having commenced.</p> <p>The lack of an integrated digital platform using new technologies directly impacts PSiRA's efficiency and operational costs. It also places a constraint on broadening access to the Authority and the ease of doing business.</p> <p>Manual processes are time-consuming and, at times, overwhelm the available resource capacity. The need to automate is highlighted for the benefit of PSiRA and its customers.</p>
Synchronisation of activities and data	<p>One of PSiRA's noted weaknesses is the lack of digital synchronisation with other key stakeholders, such as SAPS, the DoEL and the South African Revenue Services (SARS). This limits PSiRA's ability to fully comprehend employment statistics from service providers.</p>
Inadequate monitoring and evaluation of projects and plans	<p>The Authority has many projects it is implementing but does not have a systematised way of tracking project implementation.</p>

¹⁰ PSiRA Annual Report 2021/22.

WEAKNESSES

Outdated regulations for industry training and outdated training standards, systems, and processes	<p>The Authority has not been asserting its role as the statutory body responsible for setting 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.</p>
Inadequate capacity in specialised areas	<p>There is inadequate staff capacity to cope with the industry's rapid growth, particularly considering technological advancements in the PSI.</p> <p>There is a misalignment between how PSIRA employees are capacitated through training and development programmes and the competencies needed to implement the organisational strategy.</p> <p>Furthermore, vacant positions are often not filled timeously.</p>
Inadequate focus on sector training	<p>As one of the roles of the authority is to provide training and set training standards, adequate support of this area will create fissures in the successful operations of the Authority. Several challenges in the sphere of training exist. These include:</p> <ol style="list-style-type: none"> 1) Failure to appoint service providers for the review of specialised courses and development due to non-response of the market to procurement requests; 2) There has been a lack of conclusion on engagements with Technical and Vocational Education and Training (TVET) colleges; 3) The engagement with colleges must be finalised to ensure the establishment of assessment centres for completed training; 4) Adherence to compliance and the monitoring of security training providers should be centralised; 5) There is a need to collaborate with Quality Councils (QCs) to address compliance requirements within the industry training landscape; 6) The professionalisation of specific occupations and the creation of designations in the industry should be considered through applicable legislation and policies; 7) Security training (locally and internationally) should be promoted; and 8) The Authority must provide the relevant IT infrastructure to enable e-learning systems.
Prevailing inefficiencies in operations	<p>Timely turnaround times to complete administrative tasks to the appropriate quality standard take longer than customers expect. This includes reliance on 3rd parties in respect of registration applications, inefficiencies in post-prosecution administration, industry compliance self-assessments and inadequate reinforcement of the complaints management process.</p>

OPPORTUNITIES

PSiRA continues to scan the environment to identify new opportunities for developing new categories of services and ex-panding access throughout the country, including new potential customers as well as outside the borders of South Africa. PSiRA must be able to identify emerging opportunities to take advantage of the present opportunities and try to forecast longer-term opportunities that would also encourage entry to the African market for South African security service providers.

New/Alternative funding model	<p>The National Treasury has developed draft levies contribution and levies administration bills, which should be tabled for Cabinet approval to be introduced into the parliament legislative process in the 2024/25 financial year. ¹¹</p> <p>The timelines set by the National Treasury will be closely monitored to ensure that unnecessary delays are avoided and/or escalated for intervention by relevant authorities. ¹²</p>
Digitalisation of services across the business (training-online assessments, case management, mobile platforms, etc.)	<p>The advancement of technology platforms and the development of mobile applications offer new opportunities for improving the accessibility and reach of PSiRA's services, e.g., the system enabling the digital registration of beneficiaries is at an advanced stage.</p>
Strategic Partnerships	<p>The partnership with the Unemployment Insurance Fund (UIF) established in previous financial years in support of the government's call for the creation of employment opportunities for unemployed persons, especially UIF beneficiaries, was halted due to Covid-19 restrictions. The partnership, however, continues to be maintained, with some alternative interventions being considered to resume the project to finality in the 2022/23 financial year.</p> <p>Improved relations with the industry through the established industry sector advisory committee are scheduled to continue. This work should add value in terms of providing advice and guidance based on industry sector information.</p> <p>This will enable the Council to make properly informed regulatory decisions for each industry sector. A point of departure for these committees will be continuous consultations and workshops on developing the Private Security Industry Transformation Charter, which is one of the key outcomes under the entity's strategic plan.</p> <p>The Authority requires assistance from several governmental entities to improve the regulation of the growing private security industry.</p>
Regulating new technologies in the industry	<p>PSiRA must try to develop 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.</p>
Expanding training for the industry	<p>The development of training standards in the various industry sectors is a key milestone towards achieving a '<i>capable and trained private security industry</i>' as one of the entity's five-year outcomes. Key implementation projects are scheduled with some specialised training courses identified for development.</p>

¹¹ PSiRA Annual Report 2021/22.

¹² PSiRA Annual Report 2021/22.

OPPORTUNITIES

Repository of data about the industry	<p>It is without any doubt that the future of any industry will be data-driven and will take advantage of advancing technologies in data capturing management and analysis.</p> <p>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.</p> <p>Sharing of information is extremely important to ensure that employees are vetted. In this respect, relationships with SAPS and the National Prosecuting Authority (NPA) are important. PSiRA was granted access to the Companies and Intellectual Property Commission (CIPC)'s business registration database to improve the Authority's registration, enrolments, and inspections. In addition, PSiRA was granted access to the Integrated Justice System (IJS), and it is foreseen that this integration will be completed in 2022/23.</p>
Improving the perception of the security industry and security professions	<p>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.</p>
Regulatory support and consulting to the private security industry globally	<p>The opportunity exists for PSiRA to champion and strengthen private security initiatives and regulations in other African countries. Involvement in international partnerships enhances the Authority's aspirations to be recognised as the host of the African chapter of the association, which will allow it to market the membership and internationally acclaimed regulatory product offerings in the African continent.</p> <p>PSiRA concluded memoranda of agreements (MOAs) with several partners, including:</p> <ol style="list-style-type: none"> 1) Private Security Authority of Ireland: PSiRA will foster the strategic relations between the regulators, collaboration, exchange of information, and initiatives to promote the private security transformation; 2) The Security Association of Singapore (SAS): PSiRA will be in a position to share experiences and initiatives to promote private security industry transformation; 3) Recognition of PSiRA by the International Association of Security and Investigative Regulators (IASIR): As a member of IASIR (since 2018), PSiRA secured a seat as the association's board member through the appointment of the Director of PSiRA; and 4) Relationships with international regulators have been established, which has allowed for the development of additional capabilities and the acquisition of expertise; for example, training content has been shared as a result of these partnerships.

THREATS

PSiRA has scanned the external environment for issues, events, and/or occurrences beyond its control that could negatively impact the Authority's performance. Through this analysis, the Authority will be better prepared for whatever it will encounter in the external environment.

Diminished levies due to economic pressures	The Authority's current revenue model proved to have reached its lifespan, as most security businesses billed are finding it difficult to pay the annual fees.
Reduction in revenue because 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.
Cyber Attacks	The threat of cyber-attacks within the industry is high with the adoption of new technologies. The research being undertaken by the Authority in this area will hopefully shed more light on this specialised security area.
Future pandemics or disasters	Covid-19 has demonstrated that if companies' systems are predominantly manual, they will not be able to reach customers in cases of disaster. Therefore, modernising and leveraging technologies are a necessity and not an option.
Access to the skills for the future	As new challenges brought by advancing technologies occur, 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 the participation of disreputable individuals in the industry indicate varying levels of non-compliance. The continued operation by these non-compliant security service providers is detrimental to the reputation of the Authority as an effective regulator. Examples of this practice include security services within the taxi industry, as well as stray labour groupings and other groupings with no formal/organised affiliation.
Identity fraud	The stealing of South African identities, 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 around the control of firearms	Firearms form 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.
Risk of abuse of technologies within the security industry	Service providers and their employees are beginning to access technologies that can be abused. There are threats of invasion of privacy of premises and cybercrime. 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 staff	The Authority has, as one of its functions and outcomes, the protection of the interests of security officers. However, there are practices 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.
Industry transformation	The transformation of the private security industry remains a concern. The industry is using strategies to avoid transformation, for instance, fronting.

The updated SWOT analysis has revealed the following for the Authority:

PAINS:

- 1) Financial sustainability is based on fees only;
- 2) Inadequate infrastructure to monitor compliance and enforce regulations;
- 3) Lack of an integrated database within the government's Justice, Crime Prevention, and Security Cluster (JCPS);
- 4) Need to keep abreast of new technology, including cybersecurity; and
- 5) The ratio of inspectors in relation to a growing number of officers and businesses.

ENABLERS:

- 1) A skilled and competent workforce;
- 2) The digitalisation of processes and procedures;
- 3) National reach to administer and communicate with the constituency, owing to improved digitalisation;
- 4) New research and development capacity for driving innovative solutions;
- 5) Enabling legislation to enforce compliance; and
- 6) PSiRA business continuity strategy and plan implementation.

THE ISSUES IDENTIFIED THAT ARE CRITICAL FOR APP 2023/24 ARE THE FOLLOWING:

- 1) Strengthening of institutional management and decentralisation of services;
- 2) Leading and coordinating the development of a Sector Transformation Charter and future Transformation Index;
- 3) Focus on training, professionalisation, and sector development;
- 4) The implementation of the Private Security Industry Levies Act;
- 5) Digitalisation and strengthening of the ICT systems of the Authority;
- 6) Development of regulations supporting the Private Security Industry Amendment Act, 2014; and
- 7) Increased law enforcement

PART C: MEASURING OUR PERFORMANCE

Informed by the legislative and policy mandates and the strategic focus, the amended 2020–2025 Strategic Plan presents the impact statement of PSiRA as:

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

Contributing towards the achievement of the impact, the PSiRA outcomes reflected in the amended 2020–2025 Strategic Plan are unpacked into the Annual Performance Plan for 2023/24.

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

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

PROGRAMME NO	PROGRAMME DESCRIPTION	BUSINESS FUNCTIONS
Programme 1	ADMINISTRATION Overall coordination of efforts and activities of the Authority towards the achievement of the strategic intent and organisational success, the financial management of the Authority, and providing institutional support and services to the other programmes. Coordination of institutional reporting, management processes, and systems to track performance against each of the strategic objectives.	<ul style="list-style-type: none"> Finance Corporate Services Operations – Research and Development
Programme 2	LAW ENFORCEMENT Ensuring that industry players operate and comply with regulations and standards and take appropriate action where violations happen.	<ul style="list-style-type: none"> Compliance and Enforcement Prosecutions
Programme 3	TRAINING AND COMMUNICATION Ensuring the content and quality of the training offered in the industry is enhanced, and communicating knowledge about the industry and sharing consistent information, results, and relevance of the Authority.	<ul style="list-style-type: none"> Training Marketing, Communications and Stakeholder Relations
Programme 4	REGISTRATION The registration of industry businesses and security officers.	<ul style="list-style-type: none"> Operations – Registrations and Renewals

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

1.1. PROGRAMME 1: ADMINISTRATION

1.1.1. PROGRAMME 1: PURPOSE

The Administration Programme is responsible for the overall coordination of all efforts and activities of the Authority towards achieving the strategic intent and 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.

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

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

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

Outcome 1: Financial sustainability, accountability, relevance, and performance.

Outcome 4: The private security industry is transformed.

The 2023/24 performance plan of Programme 1 is reflected in the log frame tables below:

1.1. PROGRAMME 1: ADMINISTRATION

1.1.2. PROGRAMME 1: OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME 1. Financial sustainability, accountability, relevance, and performance

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE				ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
FINANCE:									
1.1. Audit Action Plan AGSA and Internal Audit findings)	1.1.1.1. Percentage implementation of the Audit Action Plan	New indicator	New indicator	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% Implementation of the Audit Action Plan	
1.2. Statutory tabling and reporting	1.2.1. Percentage compliance with statutory reporting requirements	New indicator	New indicator	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	
1.3. Risk management	1.3.1. Percentage implementation of the approved StrategicRisk Mitigation Plan	New indicator	New indicator	75% implementation of the approved Strategic Risk Mitigation Plan	90% implementation of the approved Strategic Risk Mitigation Plan	75% implementation of the approved Strategic Risk Mitigation Plan	80% implementation of the approved Strategic Risk Mitigation Plan	80% implementation of the approved Strategic Risk Mitigation Plan	
1.4. Revenue collection	1.4.1. Percentage of billed revenue collected	76% billed revenue collected	89% billed revenue collected	81% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected	
CORPORATE SERVICES:									
1.5. Business process digitisation	1.5.1. Percentage implementation of digital business strategy implementation plan	New indicator	20% implementation of digital business strategy implementation plan	55% implementation of digital business strategy implementation plan	60% implementation of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan	Review and realign digital strategy	-	
1.6. Human resources management and development	1.6.1. Percentage of the vacancy rate against the approved funded positions	-	New indicator	6.2%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%	
	1.6.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System	-	-	98% of assessed employees performed on rating of 3 and above.	95% of assessed employees perform on rating of 3 and above for 2020/21 FY	95% of assessed employees perform on rating of 3 and above for 2022/23 FY	95% of assessed employees perform on rating of 3 and above for 2023/24 FY	95% of assessed employees perform on rating of 3 and above for 2024/25 FY	
1.7. Industry regulation	1.7.1. Number of draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	4 draft regulations approved by Council	3 draft regulations approved by Council	1 draft regulations approved by Council	1 draft regulations approved by Council	1 draft regulations approved by Council	

1.1. PROGRAMME 1: ADMINISTRATION

1.1.2. PROGRAMME 1: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME 1. Financial sustainability, accountability, relevance, and performance

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE				ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
OPERATIONS – RESEARCH AND DEVELOPMENT									
1.8. Sector research	1.8.1. Number of relevant research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	
	1.8.2. Number of completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	

OUTCOME.4. The private security industry is transformed

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE				ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
OPERATIONS – RESEARCH AND DEVELOPMENT									
4.1. Private Security Industry Charter and Transformation Index	4.1.1. Transformation Charter for the private security industry approved	New indicator	Approval of the concept model for a Transformation Charter for the Private Security Industry	Draft Transformation Charter and Transformation Index for the Private Security Industry developed and approved	Draft Transformation Charter for the private security industry submitted for approval	Transformation Charter for the private security industry approved. Baseline for Transformation Index completed	Transformation Index for the private security industry developed. Monitor Scorecard and Transformation Index tracked	Implementation of the transformation charter	

1.1. PROGRAMME 1: ADMINISTRATION

1.1.3. PROGRAMME 1: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr – Jun 2023	Q2 Jul – Sep 2023	Q3 Oct – Dec 2023	Q4 Jan – Mar 2024
FINANCE:						
1.1. Audit Action Plan (AGSA and Internal Audit findings)	1.1.1. Percentage implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	Develop Internal Audit Action Plan 25% implementation of the approved Internal Audit Action Plan Develop Audit Action Plan 100% implementation of the Audit Action actions due for the quarter	50% implementation of the approved Internal Audit Action Plan Incorporate findings and Action Plan from regulatory audit into the Audit Action Plan 100% implementation of the Audit Action Plan actions due.	75% implementation of the approved Internal Audit Action Plan	100% implementation of the approved Internal Audit Action Plan
1.2. Statutory tabling and reporting	1.2.1. Percentage compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements
1.3. Risk management	1.3.1. Percentage implementation of the approved StrategicRisk Mitigation Plan	75% implementation of the approved Strategic Risk Mitigation Plan	Develop and gain approval for the annual Strategic Risk Mitigation Plan 25% implementation of the approved Strategic Risk Management Plan	50% implementation of the approved Strategic Risk Mitigation Plan	65% implementation of the approved Strategic Risk Mitigation Plan	75% implementation of the approved Strategic Risk Mitigation Plan
1.4. Revenue collection	1.4.1. Percentage of billed revenue collected	80% billed revenue collected	40%	55%	65%	80%

1.1. PROGRAMME 1: ADMINISTRATION

1.1.3. PROGRAMME 1: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr – Jun 2023	Q2 Jul – Sep 2023	Q3 Oct – Dec 2023	Q4 Jan – Mar 2024
CORPORATE SERVICES:						
1.5. Business process digitisation	1.5.1. Percentage of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan	70% implementation of digital business strategy implementation plan	80% implementation of digital business strategy implementation plan	90% implementation of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan
	1.6.1. Percentage of the vacancy rate against the approved funded positions	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%
1.6. Human resources management and development	1.6.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System	95% of assessed employees perform on rating of 3 and above for 2022/23 FY	–	95% of assessed employees perform on rating of 3 and above for 2022/23 FY	–	–
1.7. Industry regulations	1.7.1. Number of draft regulations approved by Council	1 draft regulations approved by Council	Propose regulation for EXCO approval	–	–	1 Draft regulation approved by Council
OPERATIONS – RESEARCH AND DEVELOPMENT:						
1.8. Sector research	1.8.1. Number of relevant research reports completed	5 research reports completed	5 research concepts approved by EXCO	5 research topics in progress	5 draft research reports completed	5 research topics completed
	1.8.2. Number of completed surveys	4 completed surveys	Survey concept approved by EXCO	4 surveys in progress	2 surveys completed	2 surveys completed
4.1. Private Security Industry Charter	4.1.1. Transformation Charter for the private security industry approved	Transformation Charter for the private security industry approved. Baseline for Transformation Index completed	Baseline for Transformation Index completed	Submit draft Transformation Charter to the Minister of Police for consideration	Submit draft Transformation Charter to the Minister of Trade, Industry and Competition for approval	Transformation Charter approved

1.1.4. PROGRAMME 1: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

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

To improve efficiency through the business, the organisation must fully evolve to a digital operating model. This model has been articulated in the digital transformation strategy developed for the organisation.

Given the financial constraints, PSiRA must identify new income streams and possible commercialisation of certain services to ensure that adequate financial resources are available for core business functions. In this respect, the legislation governing PSiRA, and the anticipated changes to this legislation, are critically important.

This Programme will address the priority focus on women, youth and people with disabilities through the implementation of the Employment Equity Plan and in ensuring targeted procurement spend. PSiRA is committed to supporting businesses from designated groups to be viable businesses in the South African economy. Through this Programme, PSiRA will actively increase spend with suppliers in designated groups. During this year, activities will be geared to establishing systems and processes to measure the Rand value spent with these groups.

Further, the work being done on the development of the Transformation Charter to ensure the growth and participation of PDIs is to:

- 1) Create more employment opportunities;
- 2) Promote localisation and industrialisation; and
- 3) Encourage skills development that will serve the needs of the broader community.

STRATEGIC ENABLERS OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (GAME CHANGERS):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2023/24 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Improvement of liquidity ratios	<ul style="list-style-type: none"> ■ Focus on cash collection ■ Short-term investment of funds ■ Daily/weekly cashflow management ■ Cost containment ■ Negotiations of contract amounts where possible 	<ul style="list-style-type: none"> ■ Focus on cashflows ■ Long-term investment of funds for higher returns ■ Cashflow Management ■ Cost containment. ■ Negotiations of contract amounts where possible (e.g., lease contracts) 	<ul style="list-style-type: none"> ■ Focus on cashflows ■ Long-term investment of funds for higher returns ■ Cashflow management
Upskilling of employees	Short-term training of employees through short courses	Focused training on employees (long term) targeting specific areas	
Upgrade of financial systems	Upgrade of the assets and SCM modules	Upgrade of the Accounts Payable module	NA
Implementation of the approved OD structure	70% implementation of the approved OD structure	80% implementation of the approved OD structure	100% implementation of the approved OD structure

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Revise the on-boarding process	Review recruitment policy and framework	Implementation of the revised onboarding process	
Reskilling employees to ensure that they become compatible with the digitalised working environment	Ongoing training	Ongoing training	Ongoing training
Scientific tool to identify candidates that align to organisational values	Plan to prioritise critical positions	NA	NA
Research to be conducted	<ul style="list-style-type: none"> Completion of 5 research topics Completion of 4 consumer surveys 	<ul style="list-style-type: none"> 5 research topics to be conducted 4 consumer surveys to be conducted 	<ul style="list-style-type: none"> Published research work with institutions of higher learning Build relations with more strategic partners, including institutions of higher learning
Transformation	<ul style="list-style-type: none"> Development and approval of a Transformation Charter 	<ul style="list-style-type: none"> To have a Transformation Charter, Transformation Index, and Scorecard for the private security industry 	

1.1.5. PROGRAMME 1: RESOURCE CONSIDERATIONS

EXPENDITURE ESTIMATES BY ECONOMIC CLASSIFICATION:

PROGRAMME 1: ADMINISTRATION	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
(R'000)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel Expenditure	58 314	70 401	74 127	96 766	95 052	104 025	106 017
Administrative Expenditure	35 338	42 895	32 791	73 749	83 118	94 808	107 924
Repairs and Maintenance	1 186	1 366	1 540	1 321	2 901	3 026	3 160
Travel and Subsistence	3 591	970	1 533	4 097	4 608	4 814	5 043
Lease Payments	1 160	1 386	16 108	17 974	19 945	20 138	24 758
Consultancy & Professional Fees	34 174	31 058	38 087	31 452	40 937	44 705	45 884
TOTAL EXPENDITURE	133 763	148 076	164 186	207 385	246 561	271 516	292 786
Staff complement (no.)	88						

1.2. PROGRAMME 2: LAW ENFORCEMENT

1.2.1. PROGRAMME 2: PURPOSE

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

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

BUSINESS FUNCTION	PURPOSE
Compliance and Enforcement	Ensure that industry players operate and comply with regulations and standards and take appropriate action where violations happen
Prosecutions	Prepare and present evidence about improper conduct by industry participants

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

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

The 2023/24 performance plan of Programme 2 is reflected in the log frame tables below:

1.2.2. PROGRAMME 2: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME 2. A professional, accountable, and trustworthy private security industry

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
COMPLIANCE AND ENFORCEMENT:								
2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	7 158 security businesses inspected	7 558 security businesses inspected	6 851 security businesses inspected	5 325 security businesses inspected	5 650 security businesses inspected	5 975 security businesses inspected	5 975 security businesses inspected
	2.2.2. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	37 136 security officers inspected	39 805 security officers inspected	30 744 security officers inspected	27 930 security officers inspected	29 640 security officers inspected	30 640 security officers inspected	30 640 security officers inspected
	2.3. Security business firearm inspection	1 582 security businesses licensed for firearms inspected	1 793 security businesses licensed for firearms inspected	1 988 security businesses licensed for firearms inspected	1 650 security businesses licensed for firearms inspected	1 725 security businesses licensed for firearms inspected	1 800 security businesses licensed for firearms inspected	1 800 security businesses licensed for firearms inspected
2.4. Investigations	2.4.1. Percentage complaints finalised through an investigation against security service providers	93% of complaints finalised through an investigation against security service providers	98% of complaints finalised through an investigation against security service providers	95% of complaints finalised through an investigation against security service providers	90% implementation of the approved Strategic Risk Mitigation Plan	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers
PROSECUTIONS:								
2.5. Improper conduct enquiries prosecuted	2.5.1. Percentage of cases of non-compliant SSPs successfully prosecuted per year	96% of cases of non-compliant SSPs successfully prosecuted	98% of cases of non-compliant SSPs successfully prosecuted	100% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted

1.2.3. ROGRAMME 2: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr – Jun 2023	Q2 Jul – Sep 2023	Q3 Oct – Dec 2023	Q4 Jan – Mar 2024
COMPLIANCE AND ENFORCEMENT:						
2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	5 650 security businesses inspected	1 482	1 879	1 144	1 145
	2.2.2. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	29 640 security officers inspected	6 678	10 636	6 163	6 163
2.3. Security business firearm inspection	2.3.1. Number of security businesses licensed for firearms inspected	1 725 security businesses licenced for firearms inspected	412	551	381	381
2.4. Investigations	2.4.1. Percentage complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	40%	60%	75%	90%
PROSECUTIONS:						
2.5. Improper conduct enquiries prosecuted	2.5.1. Percentage of cases of non-compliant SSPs successfully prosecuted per year	92% of cases of non-compliant SSPs successfully prosecuted	92%	92%	92%	92%

1.2.4. PROGRAMME 2: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

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

STRATEGIC ENABLERS OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (GAME CHANGERS):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2023/24 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Strategy Development and Implementation	Realignment of the Law Enforcement Strategy.	Training of staff in respect of the realignment of the Law Enforcement Strategy.	Establishment of the National Intervention Task Team, as well as the Business Intelligence Unit.
Digitalisation Process	<ul style="list-style-type: none"> On-line inspections to be conducted. Prosecutions to be affected on-line via Microsoft Teams where applicable. 	Synchronising all processes to a digital platform	All law enforcement processes are digitalised.

1.2.5. PROGRAMME 2: RESOURCE CONSIDERATIONS

EXPENDITURE ESTIMATES BY ECONOMIC CLASSIFICATION:

PROGRAMME 2: LAW ENFORCEMENT	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
(R'000)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel Expenditure	89 219	77 638	88 549	90 269	98 496	106 325	122 483
Administrative Expenditure	23 631	11 461	11 871	22 797	20 651	23 305	23 480
Repairs and Maintenance	455	223	130	292	218	169	177
Travel and Subsistence	5 687	2 707	2 985	7 520	7 186	7 506	7 860
Lease Payments	13 313	14 564	14 050	14 050	12 107	12 791	11 473
Consultancy & Professional Fees	1	38	25	26	26	27	28
TOTAL EXPENDITURE	132 306	106 631	117 610	134 954	138 684	150 123	165 501
Staff complement (no.)	176						

1.3. PROGRAMME 3: TRAINING AND COMMUNICATION

1.3.1. PROGRAMME PURPOSE

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

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

BUSINESS FUNCTION	PURPOSE
Training	Provide development of sector-based training, accreditation services, and standards.
Marketing, communications, and stakeholder relations	<ul style="list-style-type: none">■ Ensure that PSiRA's functions and services are adequately promoted.■ Ensure that the promotion and advocacy mandate of PSiRA are realised.■ Provide customer care and complaints management support.■ Promote corporate social responsibility.

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

Outcome 1: Financial sustainability, accountability, relevance, and performance

Outcome 2: A professional, accountable, and trustworthy private security industry

Outcome 3: A capable and trained private security industry

The 2022/23 performance plan of Programme 3 is reflected in the log frame tables below:

1.3.2. PROGRAMME 3: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME 1. Financial sustainability, accountability, relevance, and performance

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
MARKETING, COMMUNICATIONS AND STAKEHOLDER RELATIONS:								
1.9. Stakeholder relations	1.9.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	New indicator	1 cooperation agreement	1 Agreement approved and signed	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into

OUTCOME 2. A professional, accountable, and trustworthy private security industry

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
MARKETING, COMMUNICATIONS AND STAKEHOLDER RELATIONS:								
2.1. Marketing and communications	2.1.1. Number of external stakeholder awareness workshops conducted	–	New indicator	71 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	80 stakeholder awareness workshops conducted
	2.1.2. Number of marketing campaigns held	–	New indicator	40 stakeholder awareness campaigns	20 stakeholder awareness campaigns	25 marketing campaigns	30 marketing campaigns	30 marketing campaigns

1.3.2. PROGRAMME 3: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME 3. A capable and trained private security industry

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
TRAINING:								
3.1. Accreditation	3.1.1. Number of accredited instructors monitored and audited	–	New indicator	120 instructors	200 instructors	300 instructors	400 instructors	400 instructors
3.2. Determination and Accreditation of Qualifications	3.2.1. Number of qualifications accredited	–	0	2 qualifications	8 qualifications	10 qualifications	10 qualifications	10 qualifications
3.3. External assessment	3.3.1. Percentage of learners completing on-line external assessments	New indicator	Concept document on online external assessments approved by EXCO	Briefing session held on the 19th January and closing date for submission was on the 4th February 2022	20% of learners completing online external assessments	20% of learners completing online external assessments	30% of learners completing online external assessments	40% of learners completing online external assessments

1.3.3. PROGRAMME 3: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr – Jun 2023	Q2 Jul – Sep 2023	Q3 Oct – Dec 2023	Q4 Jan – Mar 2024
MARKETING, COMMUNICATIONS, AND STAKEHOLDER RELATIONS:						
1.9. Stakeholder relations	1.9.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	1 new cooperation agreement entered into	–	–	–	1 new cooperation agreement entered into
2.1. Marketing and communications	2.1.1. Number of external stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	25 stakeholder awareness workshops conducted	25 stakeholder awareness workshops conducted	10 stakeholder awareness workshops conducted	10 stakeholder awareness workshops conducted
	2.1.2. Number of marketing campaigns held	25 marketing campaigns	7 marketing campaigns	8 marketing campaigns	5 marketing campaigns	5 marketing campaigns
TRAINING:						
3.1. Accreditation	3.1.3. Number of accredited instructors monitored and audited	300 instructors	80	80	70	70
3.2. Accreditation of qualifications	3.2.1. Number of qualifications accredited	10 qualifications	2 qualifications	3 qualifications	3 qualifications	2 qualifications
3.3 External assessment	3.3.1. Percentage of learners completing on-line external assessments	20% of learners completing online external assessments	5% of learners completing online external assessments	10% of learners completing online external assessments	15% of learners completing online external assessments	20% of learners completing online external assessments

1.3.4. PROGRAMME 3: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

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

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

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

STRATEGIC ENABLERS OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (GAME CHANGERS):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2023/24 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Complaints Management Strategy	Work with Business Information Technology (BIT) to create a website linked portal.	Establish a complaints office.	Dedicated personnel to oversee complaints office
Enhancement of Customer Value Proposition	Conduct customer service survey (ongoing).	<ul style="list-style-type: none"> Pursue loyalty programme Increase Corporate Social Investment (CSI) initiatives with identifiable Return on Investment (ROI) – women, children, and disabled Arrange directors' Imbizos 	Conduct stakeholder engagements in remote areas
Strategic Marketing	<ul style="list-style-type: none"> Develop Marketing and Public Relations Policy Implement digital marketing 	<ul style="list-style-type: none"> Host virtual dialogues with Chief Executive Officers (CEOs) of prominent regulators in Africa, Asia, and Europe Arrange PSiRA Indaba 	Ensure cooperation agreements with international regulators
Digitalisation	Continue online system awareness on print, online, and radio.	Focused approach on promoting online system through Business-to-customer (B2C)	With the improved online system, promote the system to other regions and continents
Determination of Training Standards	Standard setting for specialised courses and standards and/or review of existing security qualifications/learning material in the industry	Standard-setting for courses in the security electronics area	<ul style="list-style-type: none"> Develop prioritised standards critical in response to industry needs Ongoing review based on feedback on the use of revised programmes

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
On-line Assessment Process	Complete on-line assessment platform	Develop a learner management system, enhancing e-learning opportunities	Ongoing on-line assessment and monitoring of implementation
Industry Training Regulations	Establish collaboration with Quality Council Draft regulations	Consult with stakeholders and promulgate regulations	Consult and engage relevant stakeholders for establishment of professional body registration and recognition
Quality Monitoring and Auditing	Establishment of a training quality monitoring auditing function	Developing monitoring and auditing tools, processes, procedures, guidelines	Ensuring compliance to training regulation through continuous monitoring and auditing
Establishment of Assessment Centres	Establish collaboration with Quality Council and other educational institutions	Increase the number of assessment centres	

1.3.5. PROGRAMME 3: RESOURCE CONSIDERATIONS

EXPENDITURE ESTIMATES BY ECONOMIC CLASSIFICATION:

PROGRAMME 3: TRAINING AND COMMUNICATION	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
(R'000)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel Expenditure	27 161	12 876	10 904	16 402	19 209	20 767	23 989
Administrative Expenditure	16 165	134	5 149	19 759	17 040	19 142	19 504
Repairs and Maintenance	1	2	2	2	2	2	2
Travel and Subsistence	1 919	64	201	1 686	872	909	950
Lease Payments		–	–	–	–	–	–
Consultancy & Professional Fees	1 392	-	177	5 570	5 137	5 369	5 626
TOTAL EXPENDITURE	46 638	13 076	16 433	43 419	42 260	46 189	50 071
Staff complement (no.)	26						

1.4. PROGRAMME 4: REGISTRATION

1.4.1. PROGRAMME PURPOSE

The Registration Programme is responsible for ensuring the registration of industry businesses and security officers.

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

BUSINESS FUNCTION	PURPOSE
Operations – Registrations and Renewals	The registration of industry businesses and security officers.

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

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

The 2023/24 performance plan of Programme 4 is reflected in the log frame tables below:

1.4.2. PROGRAMME 4: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

OUTCOME 2. A professional, accountable, and trustworthy private security industry

OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE				ESTIMATED PERFORMANCE	MTEF TARGETS		
		2019/20	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
OPERATIONS:									
2.7. Registrations	2.7.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.	-	-	-	-	7 days	7 days	7 days	
	2.7.2. Number of active registered security businesses on the database reviewed.	-	-	-	-	1 500	1 575	1v 754	
	2.7.3. Number of active registered security officers on the database reviewed.	-	-	-	-	29 000	30 450	31 972	

1.4.3. PROGRAMME 4: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr – Jun 2023	Q2 Jul – Sep 2023	Q3 Oct – Dec 2023	Q4 Jan – Mar 2024
2.7. Registrations	OPERATIONS:					
	2.7.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.	7 days	7 days	7 days	7 days	7 days
	2.7.2. Number of active registered security businesses on the database reviewed.	1 500	345	450	450	255
	2.7.3. Number of active registered security officers on the database reviewed.	29 000	6 670	8 700	8 700	4 930

1.4.4. PROGRAMME 4: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

During the 2021/22 financial year, there was a sustainable investment made to modernise the ICT systems of the Authority. This will lead to an adequate document management system and reliable and up-to-date database, directly impacting PSiRA's efficiency and broadening access and the ease of doing business with the Authority. The ongoing focus on digitalisation is thus critical for the Registration Programme moving forward.

STRATEGIC ENABLERS OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (GAME CHANGERS):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2023/24 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Digitisation of Processes	Digitisation	<ul style="list-style-type: none"> Full integration with the Integrated Justice System Digital fingerprint vetting of applicants Renewal of registrations Building a fingerprint database of all security officers employed within the sector 	<ul style="list-style-type: none"> All registration services done digitally, with no need to visit PSiRA offices

1.4.5. PROGRAMME 4: RESOURCE CONSIDERATIONS

EXPENDITURE ESTIMATES BY ECONOMIC CLASSIFICATION:

PROGRAMME 4: REGISTRATION	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
(R'000)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Personnel Expenditure	-	8 407	8 458	6 809	7 516	8 081	7 682
Administrative Expenditure	-	3 668	12 677	16 437	17 134	17 905	21 620
Repairs and Maintenance	-	-	-	-	-	-	-
Travel and Subsistence	-	4 336	55	536	558	583	611
Lease Payments	-	-	-	-	-	-	-
Consultancy & Professional Fees	-	-	-	-	-	-	-
TOTAL EXPENDITURE	-	16 411	21 190	23 782	25 208	26 569	29 913
Staff complement (no.)	13						

2. CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND 2023/24 MTEF BUDGET ESTIMATES

2.1. STATEMENT OF FINANCIAL PERFORMANCE AND ESTIMATES FOR THE 2023/24 MTEF

(R'000)	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ECONOMIC CLASSIFICATION:							
Administration	133 763	148 076	164 186	207 385	246 561	271 516	292 786
Law Enforcement	132 306	106 631	117 610	134 954	138 684	150 123	165 501
Communication and Training	46 638	13 076	16 433	43 419	42 260	46 189	50 071
Registration	-	16 411	21 190	23 782	25 208	26 569	29 913
TOTAL EXPENSES	312 707	284 194	319 419	409 540	452 713	494 397	538 271

2.2. STATEMENT OF FINANCIAL POSITION FOR THE 2023/24 MTEF

STATEMENT OF FINANCIAL PERFORMANCE (R'000)	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
REVENUE:							
Non-tax revenue	316 144	317 613	407 716	409 540	452 713	494 397	538 270
Sale of goods and services other than capital assets	276 096	278 695	367 692	373 410	415 259	453 770	497 481
Administrative fees	276 096	278 695	367 692	373 410	415 259	453 770	497 481
Annual Fees Received	153 013	163 581	198 561	194 191	215 256	242 979	273 286
Registration fees	43 523	35 733	49 767	50 920	59 206	65 749	72 192
Training Revenue	55 698	53 813	84 948	96 492	106 920	111 731	117 093
Sale of goods	23 862	25 568	34 416	31 807	33 877	33 311	34 910
Other non-tax revenue	40 048	38 918	40 024	36 130	39 454	40 627	40 789
Fines and penalties	22 475	25 191	26 057	25 000	26 000	26 000	26 000
Interest received	7 266	5 419	8 059	4 358	7 500	7 500	7 500
Other income	10 307	8 308	5 908	6 772	5 954	7 127	7 289
Transfers received	-	-	-	-	-	-	-
Total revenue	316 144	319 467	407 716	409 540	452 713	494 397	538 270

EXPENSES:							
Current expenses	313 981	319 467	354 007	409 540	452 713	494 397	538 270
Compensation of employees	174 694	187 369	196 668	210 246	228 424	236 985	261 815
Goods and services	133 818	124 756	149 630	185 286	209 692	242 158	260 469
Depreciation	5 469	7 342	7 709	14 008	14 597	15 254	15 986
Loss on Disposal of assets	71	-	-	-	-	-	-
Interest dividends and rent on land	-	-	-	-	-	-	-
Total expenses	313 981	319 467	354 007	409 540	452 713	494 397	538 270
Surplus/(Deficit)	2 163	0	0	0	0	0	0

STATEMENT OF FINANCIAL PERFORMANCE (R'000)	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
STATEMENT OF FINANCIAL POSITION							
Carrying value of assets of which:	57 182	60 057	58 275	64 776	131 310	134 389	117 180
Inventory	600	667	1 543	879	1 222	1 082	1 044
Receivables and prepayments	17 863	15 980	23 545	25 054	32 054	32 054	22 054
Cash and cash equivalents		4 317	34 391	4 062	98 034	101 253	94 082
Non-current assets held for sale	0	0	0	0	0	0	0
Total assets	57 182	60 057	58 275	64 776	131 310	134 389	117 180
Accumulated surplus/(deficit)	0	0	0	0	73 052	75 131	57 922
Revaluation reserve	519	8 739	9 050	9 539	9 539	9 539	9 539
Trade and other payables	41 735	41 734	42 634	49 870	43 870	43 870	43 870
Benefits payable							
Provisions	5 312	5 312	4 434	3 837	3 837	4 837	4 837
Other Liabilities	3 562	4 272	2 157	1 530	1 012	1 012	1 012
TOTAL EQUITY AND LIABILITIES	51 128	60 057	58 275	64 776	131 310	134 389	117 180

3. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

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

OUTCOME	KEY RISK	POTENTIAL CONSEQUENCES	RISK MITIGATION
1. Financial sustainability, accountability, relevance, and performance.	Financial instability.	<ul style="list-style-type: none"> Service delivery will be affected and compromised mandate. Threat to going concern of the Authority. Inability to deliver on the Private Security Industry Regulatory Authority's mandate and key projects. 	<ul style="list-style-type: none"> Intensify collection rate of fees and levies. Development of Levies Act Strategy. Other sources of funding. Managing expenditure
2. A professional, accountable, and trustworthy private security industry.	Non-compliance to PSiRA regulations and standards.	<ul style="list-style-type: none"> Lawlessness in the industry. Industry exploitation. Poor service delivery. 	<ul style="list-style-type: none"> Intensify stakeholder awareness and consumer education initiatives. Revised law enforcement strategy. Digitalisation of registration services.

OUTCOME	KEY RISK	POTENTIAL CONSEQUENCES	RISK MITIGATION
3. A capable and trained private security industry.	Inadequate industry training by accredited Security Providers	<ul style="list-style-type: none"> ■ Lack of professionalism in the industry ■ Mushrooming of unregistered training centres ■ Fraudulent training certification 	<ul style="list-style-type: none"> ■ Implementation of the Industry Training Strategy ■ Full implementation of the online assessment system
4. The private security industry is transformed.	Non-acceptance of the Transformation Charter.	<ul style="list-style-type: none"> ■ Lack of representation of previously disadvantaged groups. ■ Non-compliance with the National Development Plan goals. 	Consultation on the draft Transformation Charter towards crafting a final Transformation Charter for the private security industry in South Africa.

4. PUBLIC ENTITIES

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

5. INFRASTRUCTURE PROJECTS

Not applicable to the Private Security Industry Regulatory Authority.

6. PUBLIC / PRIVATE PARTNERSHIPS (PPPs)

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

PART D: TECHNICAL INDICATOR DESCRIPTIONS

1. PROGRAMME 1: ADMINISTRATION

Indicator Title 1.1.1.	Percentage implementation of the Audit Action Plan
Definition	To monitor and report on the implementation of the annually approved Internal Audit Action Plan
Source of data	Information provided by the business units sourced to undertake the work
Method of Calculation / Assessment	Number of implemented audit actions as per the Audit Action Plan divided by the number of planned audit actions for implementation to date, expressed as a percentage.
Means of Verification	Audit reports (AGSA and Internal Audit) and Audit Action Plan Report submitted to Audit and Risk Council (ARC) for recommendation to Council quarterly
Assumptions	<ul style="list-style-type: none"> ■ Unrestricted access to records ■ Availability of personnel ■ Cooperation and support from stakeholders like business units and provinces ■ Accurate information and records
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100% implementation of the Audit Action Plan
Indicator Responsibility	Deputy Director: Finance and Admin (Chief Financial Officer -CFO)

Indicator Title 1.2.1.	Percentage compliance with statutory reporting requirements
Definition	The indicator measures the level of compliance by the PSiRA to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/ regulations (PSiR Act, PFMA, Treasury Regulations and Guidelines, etc.)
Source of data	<ul style="list-style-type: none"> ■ Statutory reporting schedule ■ Annual reports ■ Quarterly performance reports ■ Emails confirming annual and quarterly report submissions to the National Department and National Treasury ■ Proof of tabling (agendas/attendance registers) ■ Interim and annual financial statements
Method of Calculation / Assessment	Number of reports submitted within the statutory and other required deadlines divided by the number of statutory and other deadlines in respect of these reports, expressed as a percentage.

Indicator Title 1.2.1.	Percentage compliance with statutory reporting requirements
Means of Verification	<ul style="list-style-type: none"> Statutory reporting schedule Minutes of EXCO, ARC, and Council Proof of tabling (tabling letters, agendas/attendance registers) Emails confirming annual and quarterly report submissions to the National Department, National Treasury, and the DPME (Department of Planning, Monitoring and Evaluation)
Assumptions	<ul style="list-style-type: none"> Non-cancellation or postponement of meeting dates Timeous receipt of draft replies and submissions On time submissions to meet reporting timelines Annual performance plans and quarterly reports are submitted on time, and the information contained therein is reliable Availability of data
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	100% compliance with statutory reporting requirements
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

Indicator Title 1.3.1.	Percentage implementation of the approved Strategic Risk Mitigation Plan
Definition	The risk mitigation plan aligns with the strategic risk register and reflects the specific strategic risk management activities that will be implemented in the year, including responsible persons and resources required
Source of data	Strategic risk register
Method of Calculation / Assessment	Total number of planned risk mitigation measures implemented divided by the total number of planned mitigation measures for the year-to-date period, expressed as a percentage
Means of Verification	<ul style="list-style-type: none"> Approved Risk Management Implementation Plan Strategic risk register and portfolio of evidence on implemented risk mitigation measures year to date Progress Report to EXCO/ARC and Council submitted within 30 days of the following quarter Minutes of EXCO, ARC, and Council
Assumptions	Complete, accurate, timeous risk information and cooperation from internal stakeholders (risk champions and risk owners)
Disaggregation of Beneficiaries (where applicable)	Not applicable

Indicator Title 1.3.1.	Percentage implementation of the approved Strategic Risk Mitigation Plan
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	90% implementation of the approved Strategic Risk Management Plan
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

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

Indicator Title 1.5.1.	Percentage implementation of digital business strategy implementation plan
Definition	Digital business strategy developed, and the indicator measures the degree to which targets, as set out in the approved digital strategy, are being achieved, based on the cumulative implementation period of the strategy and implementation plan.
Source of data	Approved digital business strategy, implementation plan and progress reports
Method of Calculation / Assessment	Targets achieved as per the cumulative digital business strategy's implementation plan divided by targets over the 5-year implementation plan, expressed as a percentage.
Means of Verification	Approved digital business strategy, implementation plan and progress reports

Indicator Title 1.5.1.	Percentage implementation of digital business strategy implementation plan
Assumptions	Funding will be available to implement strategy, and the data is available, reliable, valid, and timeous.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative over the digital strategy and implementation plan period
Reporting Cycle	Quarterly
Desired Performance	100% of digital business strategy implemented
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.6.1	Percentage of the vacancy rate against the approved, funded positions
Definition	The annual post establishment plan is approved to indicate the approved budgeted positions for the particular financial year.
Source of data	The approved post establishment plan and the HR Provisioning Report
Method of Calculation / Assessment	The vacancy rate is calculated based on the number of vacant posts that are approved multiplied by 100, and then divided by the total number of approved posts thus providing the vacancy percentage.
Means of Verification	Vacancy report, appointment letters
Assumptions	<ul style="list-style-type: none"> ■ The approved posts shall be filled ■ Funding will be available
Disaggregation of Beneficiaries (where applicable)	Appointments in-line with PSiRA's approved Employment Equity Plan
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Not more than 7%
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.6.2	Percentage of employee performance rating assessed at 3 and above as per Performance Management System
Definition	The performance rating scale of employees is between 1-5, and 3 represents average performance. The 95% is calculated based on all employee's performance assessed in the financial year for their performance for the preceding financial year, in line with the performance management policy
Source of data	Performance assessment forms, performance assessment reports, online performance system
Method of Calculation / Assessment	Number of people who achieve the score of 3 and above divided by the total number of people's performance assessed in respect of their performance for the preceding financial year, expressed as a percentage.
Means of Verification	Signed scorecards and assessment reports
Assumptions	The performance management online system will provide adequate assistance to employees for performing this function
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-accumulative
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.7.1.	Number of draft regulations approved by Council
Definition	Drafting regulations in terms of the PSIR Act for consideration by the Minister
Source of data	To ensure a proper regulatory framework in support of the Authority's core mandate
Method of Calculation / Assessment	Simple count of the number of draft regulations approved by Council
Means of Verification	Draft regulations approved by Council and minutes of the 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
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	1 Draft regulation approved by Council
Indicator Responsibility	Head: Corporate Services

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

Indicator Title 1.8.2.	Number of completed surveys
Definition	Undertaking industry surveys
Source of data	Approved concept notes and completed surveys
Method of Calculation / Assessment	Simple count of the number of industry and/or internal surveys completed and adopted by Council
Means of Verification	Surveys completed
Assumptions	External capacity available to conduct surveys on Authority's behalf
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4 completed surveys per annum
Indicator Responsibility	Head: Research and Development

Indicator Title 4.1.1.	Transformation Charter for the private security industry approved
Definition	The Draft Transformation Charter developed and approved by Minister of Trade, Industry and Competition
Source of data	Transformation Charter
Method of Calculation / Assessment	Verification: Transformation Charter Proof of submission of the Draft Transformation Charter to the Minister of Trade, Industry and Competition for consideration in the 4th quarter of 2023/2024
Means of Verification	Draft Transformation Charter submitted to the Minister of Trade, Industry and Competition
Assumptions	Support for a Transformation Charter by the private security industry. Sufficient capacity and funding to develop Transformation Charter. Demographic data on the private security industry is available and accurate
Disaggregation of Beneficiaries (where applicable)	The Draft Transformation Charter, and any future Scorecard and/or Index will comprise data disaggregated to the various designated groups, including women, the youth, and persons with disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Draft Transformation Charter for the private security industry submitted for approval
Indicator Responsibility	Chief Operations Officer

2. PROGRAMME 2: LAW ENFORCEMENT

Indicator Title 2.2.1.	Number of security businesses inspected to enforce compliance with applicable legislation
Definition	These are all types of inspections conducted at security businesses
Source of data	Inspection reports completed and signed by both inspector and representative of the security business. Inspections include routine/regulatory inspections, infrastructure and capacity inspections, accreditations of training centres, and working animal inspections
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of inspection reports of security businesses completed Completed means a report with an inspection report reference number signed by the inspector
Means of Verification	Business inspection reports completed
Assumptions	Sufficient capacity within law enforcement department and reports are available, reliable, valid, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable

Indicator Title 2.2.1.	Number of security businesses inspected to enforce compliance with applicable legislation
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Aim to ensure that all security businesses are inspected.
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.2.2.	Number of security officers inspected to enforce compliance with applicable legislation
Definition	These are all types of inspections conducted at the sites where security officers are deployed
Source of data	Inspection reports completed
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of inspection reports of security officers completed. Completed means a report with an inspection report reference number signed by the inspector
Means of Verification	Security officer inspection reports/books
Assumptions	Sufficient capacity within law enforcement department and reports are available, reliable, valid, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.3.1.	Number of security businesses licensed for firearms inspected
Definition	Inspection schedule/report and self-assessment inspection report completed on security businesses licensed to possess firearms
Source of data	Inspection reports, including self-assessment firearm reports relevant to the use of firearms completed on security businesses licensed for firearms and verified/assessed and signed by the Inspector
Method of Calculation / Assessment	<p>Simple count of the number of inspections completed at businesses licensed for firearms</p> <p>Completed inspections are inspection reports specifically designed to verify compliance on the use of firearms, completed and signed by the inspector. This includes self-assessment firearm inspection reports completed by security businesses and verified and co-signed by an inspector</p>

Indicator Title 2.3.1.	Number of security businesses licensed for firearms inspected
Means of Verification	Firearm inspection reports completed
Assumptions	Sufficient capacity within the law enforcement department and registers and investigation files are available, reliable, valid, and timely. Cooperation from Central Firearm Registry of SAPS to provide accurate information on SSPs licensed for firearms
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.4.1.	Percentage of complaints finalised through an investigation against security service providers
Definition	These are complaints referred to the Law Enforcement Unit for investigation
Source of data	Number of complaints received from help desk and other sources during the period under review
Method of Calculation / Assessment	<p>Number of finalised complaints investigated divided by the total number of complaints allocated to the unit (per quarter/year), expressed as a percentage.</p> <p>Finalise means the completion of the investigation and the submission of an investigation report with the findings</p> <p>Note: Within the quarter, complaints pending from the previous quarter will be carried over as an opening balance to the new quarter</p>
Means of Verification	Investigation complaint registers and investigation files
Assumptions	Sufficient capacity within the 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
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.5.1.	Percentage of cases of non-compliant SSPs successfully prosecuted per year
Definition	This refers to the total number of cases (dockets) placed on the improper conduct prosecution role and successfully prosecuted in terms of PSiRA code of conduct regulations
Source of data	Number of case dockets placed on the prosecution role
Method of Calculation / Assessment	Total number of cases successfully finalised by prosecutors, and which resulted in some form of penalty or sanction imposed divided by the Total number of cases placed on the improper conduct prosecution role (where charge sheets have been issued and successfully served), expressed as a percentage. Cases written-off (where SSPs are untraceable), removed from the roll or postponed, do not form part of the total number of cases placed on the improper conduct prosecution 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
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

3. PROGRAMME 3: TRAINING AND COMMUNICATIONS

Indicator Title 1.9.1.	Number of new cooperation agreements entered into with industry regulatory bodies in other countries
Definition	To develop formal relationships with similar regulators to benchmark the mandate and implement best practise models in the regulation of the private security industry
Source of data	Cooperation agreements
Method of Calculation / Assessment	Simple count of the number of signed agreements entered with international bodies
Means of Verification	Signed cooperation agreements
Assumptions	Agreements are valid, reliable, and timely Interest by International regulators to develop a relationship with PSiRA
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable

Indicator Title 1.9.1.	Number of new cooperation agreements entered into with industry regulatory bodies in other countries
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

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

Indicator Title 2.1.2.	Number of marketing campaigns held
Definition	Marketing activities that create awareness on the role, functions, and products of PSiRA targeted at the general public
Source of data	<ul style="list-style-type: none"> Media monitoring reports, attendance registers and concept notes approved prior to the campaigns.
Method of Calculation / Assessment	<p>Simple count of the number of approved public awareness campaigns undertaken on the role, functions, and products of PSiRA as per the communication plan and on invitation, including media reportage</p> <p>Note: PSiRA may also partner with other strategic allies on the awareness programmes not highlighted in the operational plan</p>

Indicator Title 2.1.2.	Number of external stakeholder awareness campaigns held
Means of Verification	<ul style="list-style-type: none"> ■ Register of campaigns held with supporting data reflecting the date and technical details of the campaign ■ Media monitoring reports ■ Feedback reports
Assumptions	Campaigns approved and sufficient capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The awareness campaigns will target all the provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.1.1.	Number of accredited instructors monitored and audited
Definition	An increase in the number of accredited persons that are monitored and audited in respect of their instructor profession
Source of data	Reports on the audit of accredited instructors
Method of Calculation / Assessment	Simple count of the number of reports completed on instructors providing accredited security training
Means of Verification	Reports completed in respect of accredited instructors
Assumptions	The security training offered is of high quality
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

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

Indicator Title 3.3.1.	Percentage of learners completing on-line external assessments
Definition	Develop ICT infrastructure and processes to enable online external assessments
Source of data	Database and register of security service providers
Method of Calculation / Assessment	Number of external assessments done through the on-line platform divided by the total number of external assessments submitted to PSiRA, expressed as a percentage
Means of Verification	Online external assessments and security service provider database
Assumptions	ICT infrastructure and processes developed for online external assessments
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

4. PROGRAMME 4: REGISTRATION

Indicator Title 2.7.1.	Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.
Definition	To ensure that registrations process for new applicants is transparent, fair and objective by implementing the resolution of the registration committee for the illicit applications that were submitted for adjudication.
Source of data	Minutes of the Registration Sub-committee
Method of Calculation / Assessment	Take the number of individual security service provider applications that have been submitted to the Registration sub-committee for adjudication on registration and action the resolution(s) taken by the committee within an average of 7 working days for the quarters and the financial year <i>Only applications which have applied within the financial year are considered</i>
Means of Verification	Minutes of the Registration sub-committee and status of the individuals on the online portal.
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Average turnaround time of 7 days
Indicator Responsibility	To ensure that the registration process for new applicants is transparent, fair and objective

Indicator Title 2.7.2.	Number of active registered security businesses on the database reviewed.
Definition	To ensure that the active registered security service providers are professional and trustworthy.
Source of data	Database of active registered security service providers
Method of Calculation / Assessment	Simple count of the number of active registered security officers that are on the database reviewed.
Means of Verification	Security service provider database and Registration review report
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)

Indicator Title 2.7.2.	Number of active registered security businesses on the database reviewed.
Reporting Cycle	Quarterly
Desired Performance	To ensure all the security service providers on the database are reviewed
Indicator Responsibility	Head: Registration

Indicator Title 2.7.3	Number of active registered security officers on the database reviewed.
Definition	To ensure that the active registered security officers are professional and trustworthy.
Source of data	Database of active registered security officers
Method of Calculation / Assessment	Simple count of the number of active registered security officers that are on the database reviewed.
Means of Verification	Security officers database and Registration review report
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	To ensure all the security officers on the database are reviewed
Indicator Responsibility	Head: Registrations

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

Developing this 2023/24 Annual Performance Plan in September 2022 began with again reviewing and confirming the amendments made to the approved 2020-2025 Strategic Plan, included as Annexure A to the 2021/22 and 2022/23 Annual Performance Plan.

In addition to the amendments of 2022/23, which are carried forward, the following adjustments were made to the 5-year Outcome targets and Outcome Technical Indicator Descriptions:

AMENDMENTS TO OUTCOME INDICATORS AND 5 YEAR TARGETS:

OUTCOME	AMENDMENT TO OUTCOME 5 YEAR TARGET			NOTE ON AMENDMENT
	Outcome indicator	Baseline (2019/20)	Five-year target (By March 2025)	
1. Financial sustainability, accountability, relevance and performance	External audit opinion	Unqualified audit opinion	Unqualified audit opinion	The 5 year target to retain unqualified audit opinion over the period to 2025 was amended because qualified audit opinion was issued for the 2021/22 financial year.

AMENDMENTS TO OUTCOME TECHNICAL INDICATOR DESCRIPTIONS:

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

ANNEXURE B: CONDITIONAL GRANTS

Not applicable to the Private Security Industry Regulatory Authority.

ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable to the Private Security Industry Regulatory Authority.

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Not applicable to the Private Security Industry Regulatory Authority.