PSiRA
Private Security Industry Regulatory Authority

2026/27 Annual Performance Plan

PSiRA

Private Security Industry Regulatory Authority

PRIVATE SECURITY INDUSTRY REGULATORY AUTHORITY

ANNUAL PERFORMANCE PLAN 2026/27

EXECUTIVE AUTHORITY STATEMENT

MINISTER FOR POLICE

It is with great appreciation and optimism that I present the 2026/27 Annual Performance Plan (APP) of the Private Security Industry Regulatory Authority (PSiRA). This document reflects a strategic vision and a robust commitment to the professionalisation and effective regulation of the private security sector, a vital component of South Africa's broader security framework.

The private security industry continues to play an indispensable role in safeguarding our communities and bolstering the South African economy. As one of the largest employers in the country, particularly for entry-level workers, the industry provides crucial opportunities in an environment marked by structural unemployment and slow economic growth. At the same time, its collaboration with the South African Police Service (SAPS) has proven invaluable in combating crime and promoting public safety.

This Annual Performance Plan outlines key priorities that align with the National Development Plan (NDP) 2030 and the Medium-Term Development Plan (MTDP) 2024–2029. These priorities include strengthening compliance and governance within the sector, modernising operations through digital transformation, and enhancing the quality of training for security service providers. By focusing on these areas, PSiRA is not only improving the regulatory landscape but also reinforcing the sector's capacity to address contemporary security challenges effectively.

Of particular importance is the ongoing effort to digitise PSiRA's services, which will enhance operational efficiency and improve interactions between the regulator and its stakeholders. The move towards digital capabilities ensures that the private security industry remains agile and responsive in an era of rapid technological advancement.

The partnership between SAPS and the private security sector, exemplified by initiatives such as the Eyes and Ears (E2) Initiative, remains critical in our fight against crime. Such collaborations highlight the sector's role as a force multiplier, enhancing the capacity of state law enforcement agencies to protect South Africans and the economy from security threats.

However, the industry also faces challenges, particularly the sustainability of the current funding model, which relies heavily on annual fees. I commend PSiRA for its work in advancing the Private Security Industry Levies Act, a legislative initiative critical to addressing these financial constraints and ensuring the Authority's long-term viability.

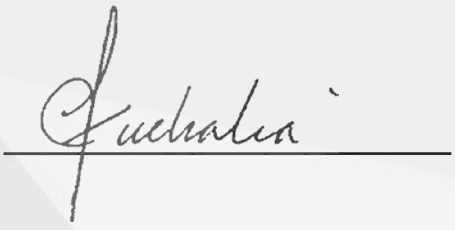
In the financial year 2026/27, I will focus on strengthening the governance arrangements of PSiRA, with particular emphasis on the reconstitution of its Council. A new, fit-for-purpose Council will be put in place to enhance oversight and ensure that the adverse findings previously raised by the Auditor-General of South Africa (AGSA) do not recur.

In addition, there is a need to address concerns relating to private security companies that may be established, infiltrated, or influenced by individuals involved in organised crime or other forms of criminality. Substantial evidence in this regard has been presented before the Madlanga Commission of Inquiry. It is encouraging to note PSiRA's swift response in initiating internal investigations into some of this evidence and taking action against implicated individuals.

As the Executive Authority, I am confident that the priorities set out in this APP will significantly contribute to the realisation of the government's goals for a safer South Africa. The focus on professionalising the industry, fostering collaboration, and strengthening compliance and governance underscores PSiRA's pivotal role in the country's security architecture.

I extend my gratitude to the management and staff of PSiRA for their dedication and tireless efforts in advancing the mandate of the Authority. Your commitment ensures that the private security industry remains a trusted partner in the collective mission to build safer communities and support the country's developmental objectives.

Together, let us continue to strengthen the private security sector and its contribution to achieving a safer and more secure South Africa for all.



Mr Firoz Cachalia, MP

Minister for Police

ACCOUNTING AUTHORITY STATEMENT

Acting Accounting Authority

The Council of PSiRA is pleased to present to the Executive Authority and the Parliament of the Republic of South Africa the Authority's Annual Performance Plan (APP) for 2026/27. This plan reflects Management's assessment of performance in previous years, as well as consideration of both internal and external factors that have influenced the planning process. It is aligned with and supports the achievement of the outcomes outlined in the Strategic Plan 2025–2030.

The Council has reviewed the Annual Performance Plan (APP) and provided strategic inputs to guide the Authority in achieving its mandate. The Council is satisfied that the performance indicators and targets set for the year are appropriately aligned to the outcome indicators outlined in the Strategic Plan 2025–2030. Furthermore, the Authority remains relevant and sustainable within the evolving technological landscape.

The implementation of the Digital Transformation Strategy serves as a strategic response to the Authority's limited national footprint and the challenges associated with providing physical, contact-based services to clients.

The plan is focused on improving organisational performance, particularly in addressing areas of underperformance identified in previous years, while enhancing the Authority's impact on the private security industry. It aligns with the priorities of the Medium-Term Development Plan (MTDP) 2024–2029, the National Development Plan (NDP) 2030, and contributes to the objectives of the National Integrated Crime and Violence Prevention Strategy. The plan further supports the national agenda of promoting economic growth and job creation through the professionalisation and transformation of the private security industry, ensuring its capacity to respond effectively to the evolving security challenges facing the country.

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 collaboration with other state law enforcement agencies and proactive measures, including the use of technology that seeks to prevent crime from taking place.

The establishment of the Eyes and Ears (E2) Initiative between SAPS and private security companies with the support of Business Against Crime SA (BACSA) is one of those collaborative initiatives that the Authority supports and would encourage increased participation of private security companies in such initiatives in the fight against crime. We believe that through our industry regulatory measures, private security would remain a force-multiplier in the fight against crime and the protection of the country's economy through a concerted effort in building strong relations between the industry and other state 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 security threat incidents in the future. 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 state law enforcement agencies. Key to this in terms of PSiRA's strategic focus will be our plans towards achieving "Safer homes, businesses and communities in the interest of all South Africans."

The Council is pleased to note that the Authority's financial position has continued to show signs of improvement over the past financial years, primarily due to sound financial management practices and a strong internal control environment. However, the current annual fees-based funding model remains unsustainable and continues to constrain the Authority's ability to fully execute its legislated mandate. The Council remains optimistic that the ongoing engagement with the National Treasury to reintroduce the revised Private Security Industry Levies Act, 2002 as a Money Bill in Parliament will, once finalised, provide a long-term solution to the Authority's funding challenges.

As the 2026/27 financial year marks the second year of implementing the Medium-Term Development Plan (MTDP) 2024–2029, the Council takes pride in the progress achieved thus far and is confident that continued improvement in organisational performance will further advance PSiRA's strategic outcome of fostering safer homes, businesses, and communities in the interest of all South Africans. This will not only enhance national safety and security but also strengthen PSiRA's role as a key partner to other state law enforcement agencies in the collective fight against crime.

Acting Accounting Authority

OFFICIAL SIGN-OFF

It is hereby certified that this 2026/27 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 2026/27 financial year.

31 January 2026

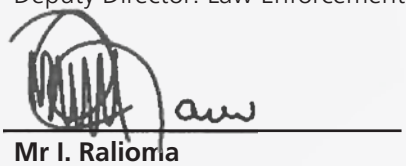
Ms J. De Klerk
Acting Deputy Director: Training and Communication

Date

31 January 2026

Ms T. Zwane
Deputy Director: Law Enforcement

Date



31 January 2026

Mr I. Ralioma
Acting Chief Operations Officer

Date

31 January 2026

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

Date

31 January 2026

Mr M.S. Chauke
Director/Chief Executive Officer: PSiRA

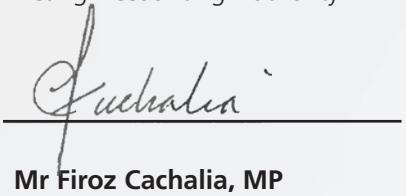
Date

APPROVED BY:

31 January 2026

Acting Accounting Authority

Date



31 January 2026

Mr Firoz Cachalia, MP
Minister for Police (EXECUTIVE AUTHORITY)

Date

ABBREVIATIONS AND ACRONYMS

4IR	4th Industrial Revolution
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
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
MTDP	Medium-Term Development Plan
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
QC	Quality Council
QLFS	Quarterly Labour Force Survey
ROI	Return on Investment
SAPS	South African Police Service
SCM	Supply Chain Management
SO	Security Officer
SSP	Security Service Provider
Stats SA	Statistics South Africa

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PART A

OUR MANDATE

1. RELEVANT LEGISLATIVE AND POLICY MANDATES

Constitutional mandates

The Bill of Rights, outlined in Chapter 2 of the 1996 Constitution, enshrines the rights of all people in South Africa and affirms the democratic values of human dignity, equality and freedom. The effective protection of fundamental rights, including the right to life, personal security, and protection against deprivation of property, is essential for the well-being and social and economic development of every individual. While state security agencies established under the Constitution are primarily responsible for safeguarding these rights, the private security industry also plays a crucial role in their protection and enforcement.

Section 199 of the Constitution mandates the establishment of security services, which encompass a single police service, a single defence force, and any intelligence agencies created under the Constitution. According to Section 199(3), the formation of any additional armed organisations or services is permitted only through national legislation.

To establish and uphold a trustworthy and legitimate private security industry that operates in accordance with the principles outlined in the Constitution and relevant laws, the Private Security Industry Regulation Act (Act 56 of 2001) (hereinafter referred to as "the Act") was enacted. This Act establishes the Private Security Industry Regulatory Authority (PSiRA), which is responsible for promoting greater safety and security within the country.

Legislative mandate

The Private Security Industry Regulation Act (Act 56 of 2001) (PSIR Act) outlines the primary mandate of the Authority. Its main objectives are to regulate the private security industry and to exercise effective control over the practice of the occupation of security service providers in the public and national interest as well as the interest of the private security industry itself.

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

a. promote a legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law;

b. ensure that all security service providers act in the public and national interest in the rendering of security services;

c. promote a private security industry which is characterised by professionalism, transparency, accountability, equity and accessibility;

d. promote stability of the private security industry;

e. promote and encourage trustworthiness of security service providers;

f. determine and enforce minimum standards of occupational conduct in respect of security service providers;

g. encourage and promote efficiency in and responsibility regarding the rendering of security services;

h. promote, maintain and protect the status and interests of the occupation of security service providers;

i. ensure that the process of registration of security service providers is transparent, fair, objective and concluded timeously;

j. promote high standards in the training of security service providers and prospective security service providers;

k. encourage ownership and control of security businesses by persons historically disadvantaged through unfair discrimination;

l. encourage equal opportunity employment practices in the private security industry;

m. promote the protection and enforcement of the rights of security officers and other employees in the private security industry;

n. ensure that compliance with existing legislation by security service providers is being promoted and controlled through a process of active monitoring and investigation of the affairs of security service providers;

o. protect the interests of the users of security services;

p. promote the development of security services which are responsive to the needs of users of such services and of the community; and

q. promote the empowerment and advancement of persons who were historically disadvantaged through unfair discrimination in the private security industry.

Section 4 of the Act outlines the functions and powers of the Authority, which must be utilised by the Council and management to fulfil the Authority's objectives. These responsibilities require an integrated management approach within the organisation.

The Private Security Industry Regulatory Authority is classified as a Schedule 3A National Public Entity under the Public Finance Management Act (Act No. 1 of 1999, as amended) (PFMA) and is accountable to the Minister of Police and Parliament. Consequently, all regulations and directives established by the PFMA are applicable to the governance and operations of PSiRA. The PFMA regulates financial management and ensures that all revenue, expenditure, assets and liabilities of government are managed efficiently and effectively; provides for the responsibilities of persons entrusted with financial management in government; and provides for matters connected therewith.

PSiRA is also informed and guided by various acts and regulations as a public entity viz:

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 South Africa 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.

Additional key legislation pertaining to the mandate, governance environment and institutional arrangements, inter-alia:

- Firearms Control Act (No. 60 of 2000)
- Criminal Procedure Act (No. 51 of 1977, as amended)
- Promotion of Access to Information Act (No. 2 of 2000)
- Promotion of Administrative Justice Act (No. 3 of 2000)
- Protection of Personal Information Act (No. 4 of 2013)
- Protected Disclosures Act (No. 26 of 2000)
- Disaster Management Act (No. 57 of 2002)
- Prevention and Combating of Corrupt Activities Act (No. 12 of 2004)
- Skills Development Act (No. 97 of 1998)
- Labour Relations Act (No. 66 of 1995)
- Basic Conditions of Employment Act (No. 75 of 1997)
- Employment Equity Act (No. 55 of 1998)
- Occupational Health and Safety Act (No. 85 of 1993, as amended)
- Compensation for Occupational Injuries and Diseases Act (No. 130 of 1993)
- Promotion of Equality and Prevention of Unfair Discrimination Act (No. 4 of 2000)
- Broad-Based Black Economic Empowerment Act (No. 46 of 2013)
- Preferential Procurement Policy Framework Act (No. 5 of 2000) and Preferential Procurement Regulations (2017)
- Intergovernmental Relations Framework Act (No. 13 of 2005)

The above legislation and acts are not exhaustive, and it is recognised that the PSiRA must comply with all national and provincial legislation and regulations, and all municipal by-laws, applicable to its functions or the areas in which it operates.

2. INSTITUTIONAL POLICIES AND STRATEGIES

Various national policy and strategy frameworks give effect to how the PSiRA mandate should be implemented and have direct bearing on the priorities and focus areas of PSiRA. The following are the policy frameworks and plans from which the entity derives its mandate for implementation as pronounced by the Government:

National Development Plan 2030 (NDP), 2012

Adopted by Cabinet in 2012, the NDP is Government's visionary blueprint with business and society as collaborative partners. It seeks to eliminate poverty and sharply reduce inequality and unemployment by 2030. All of Government is challenged to ensure that medium and short-term planning is aligned with the NDP. The NDP highlights that people living in South Africa should feel safe and have no fear of crime. They should have confidence that the criminal justice system effectively apprehends and prosecutes criminals who violate individual and community safety. One of the hallmarks of the NDP is an integrated approach to safety and security which requires coordinated activity across all government departments, the private sector, and community bodies. The NDP envisions that all people live safely, with an independent and fair justice system.

For PSiRA this means:

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

The NDP focuses on inclusive economic growth through skilled, technical, professional posts that better reflect the country's racial, gender and disability demographics, and the ownership of assets to historically disadvantaged groups.

Transforming the South African economy includes participation of PDIs, which in turn creates increased employment opportunities, promotes localisation and industrialisation, and fosters skills development.

For PSiRA this means:

- Ensuring the development and promotion of the necessary qualifications and learning material to improve skills levels in the private security industry, including attracting youth employment and empowerment within the private security industry;
- Transforming the South African economy to include participation of PDIs to create more employment opportunities, promote localisation and industrialisation, and encourage skills development that will serve the needs of the broader community;
- Adopting institutional policies that promote development goals in the relevant areas of the organisation, including the impact of the 4th Industrial Revolution (4IR) on the private security industry and environmental sustainability.

The NDP 2030 serves as our long-term national plan leading up to 2030 and aligns with our international commitments both on the continent and globally, including the African Agenda 2063 and the Sustainable Development Goals (SDGs) 2030. These agendas are mutually reinforcing and collectively promote sustainable development.

Medium-Term Development Plan 2024–2029

The MTDP 2024–2029 outlines three strategic priorities: inclusive growth and job creation; reducing poverty and addressing the high cost of living; and building a capable, ethical, and developmental state. These medium-term priorities are aligned with the Government of National Unity priorities, as articulated by the President in his State of the Nation Address (SONA).

Strategic Priority 3, building a capable, ethical, and developmental state, of the MTDP 2024–2029, which aims to strengthen law enforcement agencies to combat crime, fight corruption, eliminate gender-based violence, and enhance national security capabilities, aligns directly with PSiRA's mandate to regulate and professionalise the private security industry. As a key stakeholder in the broader security landscape, PSiRA plays a supportive role in enhancing law enforcement capacity by ensuring that private security providers operate within the bounds of the law, adhere to ethical standards, and actively contribute to public safety. Through robust compliance inspections, enforcement actions, and the promotion of industry integrity, PSiRA advances national efforts to combat crime and foster a safer, more secure South Africa; thus contributing meaningfully to the realisation of Strategic Priority 3.

PSiRA takes its guidance from the Justice Crime Prevention and Security Cluster (JCPS) in terms of Outcomes: A reformed, integrated and modernised Criminal Justice System and increased feelings of safety for women and children in communities. These outcomes are dedicated to fostering safer communities by implementing effective crime prevention strategies, enhancing public safety measures, and encouraging community involvement. The goal is to create environments where citizens feel secure and supported.

PSiRA's 2025–2030 Strategic Plan is fully aligned with these priorities and specifically focuses on:

- Strengthening relationships with all stakeholders, especially the other entities of the JCPS;
- Improving overall organisational performance;
- Effectively implementing the law enforcement/ compliance strategy which is aimed at changing behaviour in the industry and improve industry compliance;
- Protecting the public interest through a more professional private security industry;
- Ensuring 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;
- Improving IT infrastructure to enhance organisational efficiencies and service delivery mandate;
- Improving industry training standards to improve professionalism and attract youth to consider a career in one or more of the growing categories of security services;
- Enabling advocacy and awareness about the security industry; and
- Researching the occupation of private security to improve regulatory framework and enhance partnership policing.

National Economic Reconstruction and Recovery Plan

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

- Create jobs, primarily through aggressive infrastructure investment and mass employment programmes;
- Reindustrialise the economy, focusing on growing small businesses;
- Accelerate economic reforms to unlock investment and growth;
- Fight crime and corruption; and
- Improve the capability of the State.

Of specific relevance to PSiRA is the following:

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.

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".

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 the Strategic Plan.

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:

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

The following regulations are in progress:

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

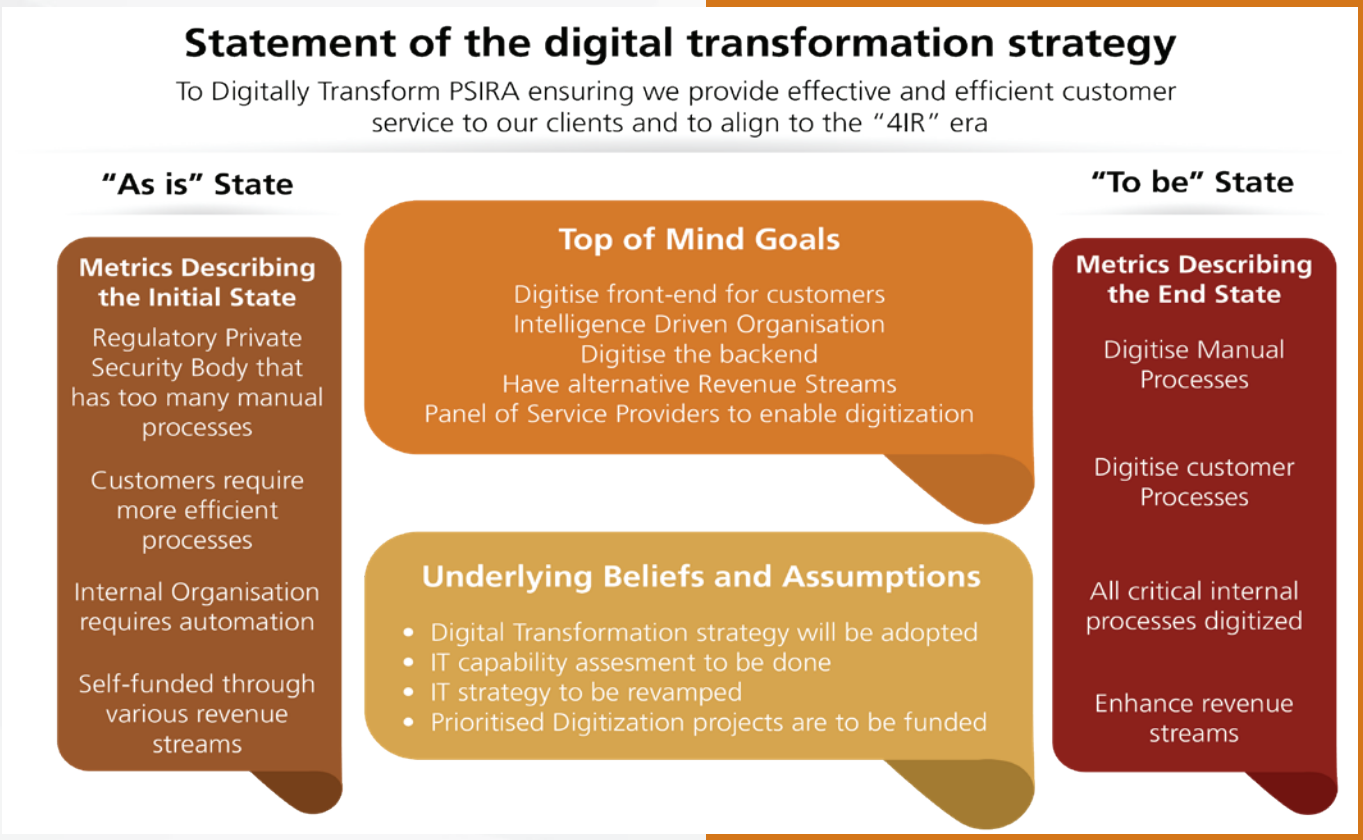
A lot of work has gone into the abovementioned regulations, and provision must be made for the impact that the implementation of these regulations will have on the Authority during the next financial years.

PSiRA Digital Transformation Strategy, 2024–2027

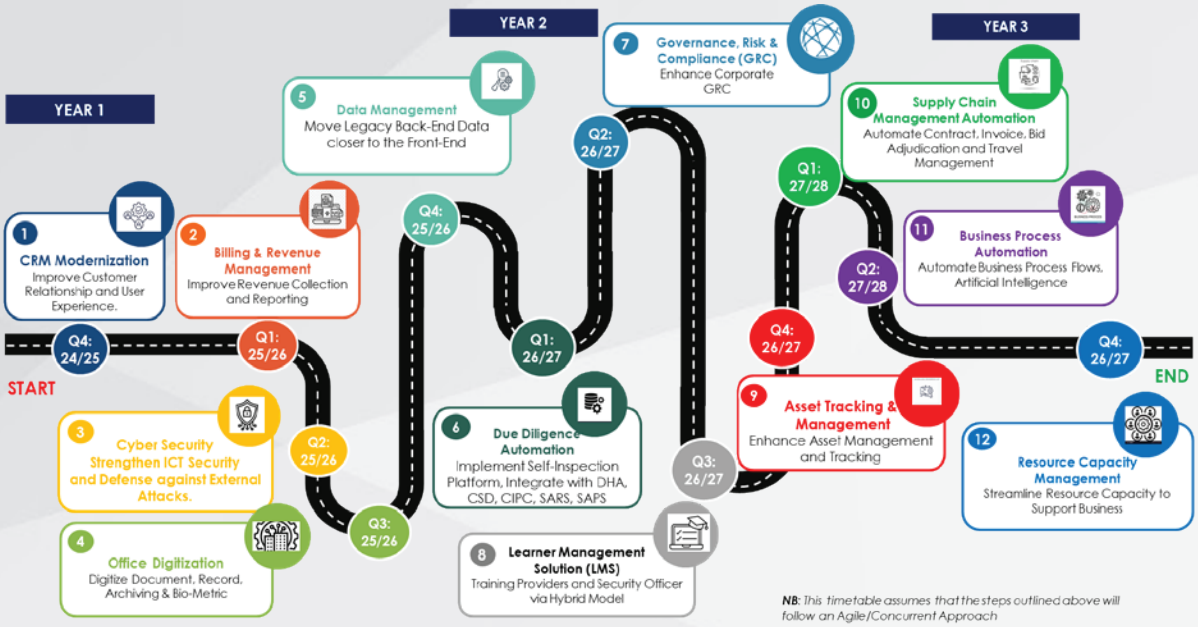
PSiRA has reviewed and developed its Digital Transformation Strategy for 2024–2027. The primary objective is to digitally transform PSiRA, enhancing customer service to provide more effective and efficient solutions, thereby improving the overall customer experience.

This strategy will enable the Authority to adapt swiftly to changing conditions, evolving customer needs, and emerging industry trends. Additionally, the Digital Transformation Strategy has been developed in alignment with PSiRA's 2025–2030 Strategic Plan, ensuring coherence with the overall business strategy and promoting a unified, efficient, and cost-effective approach to achieving our organisational goals.

The strategy will focus on four key areas for improvement detailed in the figure below:



The PSiRA Digital Transformation Strategy will be implemented over 4 financial years as per the roadmap below:



As at the current financial year, 33% of the Digital Transformation Strategy has been implemented, with projections indicating that implementation will reach 40% by the end of 2025/26. Key initiatives deliverables to date include the Security Information and Event Management (SIEM) system for defence against cyber-attacks, a security monitoring platform, the Artificial Intelligence (AI) Chatbot, and the Endpoint Detection and Response (EDR) system. These initiatives have strengthened the Authority's technological capabilities and are driving improvements in service delivery, operational efficiency, and stakeholder engagement.

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.

PART B

OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

1.1.External Environment Analysis

1.1.1 Overview of the Private Security Industry

The Bill of Rights as contained enriched 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 context, the private security industry serves as a critical instrument for lawful self-protection and has become strategically important in South Africa's broader crime prevention landscape. As a force multiplier to the South African Police Service (SAPS), the industry plays an increasingly vital role in proactive crime prevention and the safeguarding of communities and assets.

The industry continues to expand, with a growing number of security officers and companies registering with PSiRA. This growth is partly driven by persistent economic pressures and heightened levels of crime, which have led households and businesses to seek enhanced private protection measures.

Recent national crime statistics highlight the persistent safety challenges faced by the country.

Violent crime: According to SAPS data for the period ending October 2025, the national murder rate has continued to climb, with an estimated **88 murders reported daily,** reflecting a further increase from previous years. Other violent crimes such as assault with intent to do grievous bodily harm and attempted murder rose by approximately **8% year on year**, while kidnappings and armed robberies remain prevalent, particularly in major urban centres.

Property related crime: Property crimes, including burglary and theft, increased by **4.2%**, with housebreaking remaining the most commonly reported household crime. Vehicle theft and business robberies have also shown notable spikes, especially in Gauteng and the Western Cape.

Police detected crime: Offences such as drug-related crimes and illegal possession of firearms rose by **13%**, reflecting intensified police operations but also the persistence of organised crime and gang related activity.

General crime trends: Serious crimes increased by **6.8%** between 2024 and 2025, with community reported offences, especially contact and property crimes driving the upward trajectory. Notably, while most categories saw increases, there has been a marginal decline in crimes related to driving under the influence of alcohol or drugs, continuing the pattern observed in previous years.

The continued rise in crime statistics underscores the critical role of the private security industry in South Africa's overall safety environment. The increasing demand for private security services reflects ongoing concerns about personal and property safety, and highlights the necessity for effective regulation, professionalisation, and collaboration with state law enforcement agencies.

The growing demand for private security services, coupled with resource constraints within the South African Police Service (SAPS), has resulted in private security service providers operating in functional areas reserved for the SAPS. Given that security officers are not peace officers and possess only the powers of ordinary citizens under the law, there has been a noticeable increase in instances where the private security industry has exceeded its mandate. This overreach has, in some cases, led to the infringement of the rights of clients and the public, highlighting the need for strengthened regulation, training, and oversight of the sector.

Enhancing training and professionalising the private security industry is critical to ensuring that it remains a reliable and effective partner to the SAPS in combating crime. Furthermore, the protection of clients through limited liability is reinforced by the establishment of a Guarantee Fund, as provided for in Section 4 of the Private Security Industry Regulation Act (PSIR Act) and remains a legislative priority to enhance consumer confidence and safeguard industry integrity.

As of 31 March 2025, PSiRA's registration records reflected 2,921,316 registered security officers, of whom 637,675 were active (a 22% participation rate). Out of 22,015 registered security businesses, 17,146 were actively operating (a 78% participation rate). Since 2015, the number of active security officers has increased by 109%, and registered businesses by 53%, signalling sustained market demand and an expanding regulatory mandate for PSiRA.

The majority of businesses operate in Gauteng (42%), followed by KwaZulu-Natal (18%), and Limpopo and the Western Cape (9% each). Similarly, Gauteng (37%), KwaZulu-Natal (19%), and Western Cape (12%) account for the highest concentrations of active security officers. These patterns reflect both economic activity and regional variations in crime levels, which shape demand for private security services.

The contract guarding sector continues to constitute the largest portion of the private security industry. However, there is notable growth in other segments,

including electronic security, assets-in-transit, anti-poaching, and other specialised areas, highlighting the need for a comprehensive understanding of these sectors and their regulatory implications.

The industry is also rapidly adopting technological innovations such as drones, surveillance systems, AI enabled cameras, advanced motion detectors, and mobile safety applications in line with global trends. These technologies enhance service efficiency but also pose new regulatory challenges, particularly as they are increasingly distributed through non-traditional channels. Simultaneously, the proliferation of illegal firearms exacerbates safety concerns, reinforcing the need for integrated enforcement and tighter control mechanisms.

The size and continued growth of the private security industry both in terms of businesses and registered security officers directly influence the regulatory approach and resource requirements of the Authority. PSiRA utilises the security business to inspector ratio as a key metric in determining the capacity needed to effectively regulate the industry.

Currently, the ratio stands at 1 inspector for every 120 security businesses. To strengthen regulatory oversight and improve compliance monitoring, the Authority aims to achieve a ratio of 1:100 during the 2026/27 financial year. However, given the consistent expansion of the industry, this ratio will require periodic review to ensure it remains responsive to changing operational demands. It is also important to note that regulatory oversight extends beyond businesses to include individual security officers, necessitating a comprehensive and adaptive regulatory capacity.

Beyond inspector to business ratios, the geographic distribution of the private security industry also significantly influences regulatory planning, particularly in guiding the expansion of the Authority's national footprint. Given the steady growth of the industry across all provinces, PSiRA has embarked on a strategic initiative to establish new regional offices in provinces where it currently has no presence, while simultaneously enhancing existing offices to improve accessibility and service delivery. Furthermore, the Authority continues to strengthen its Outreach Programme to extend services to areas without a physical PSiRA office, ensuring broader and more equitable access to regulatory services.

The private security industry is also undergoing rapid transformation, largely driven by advancements in technology. Emerging technologies such as drones, surveillance systems, advanced motion detectors, artificial intelligence driven cameras, and mobile safety applications are reshaping the security landscape. These technologies are increasingly distributed through non-traditional channels, presenting new challenges for effective oversight and regulation. Additionally, the proliferation of illegal firearms continues to pose a significant regulatory concern, necessitating enhanced coordination, enforcement, and policy interventions to ensure public safety and uphold the integrity of the industry.

1.1.2 External Environment Analysis – PESTEL Analysis

Political	The political environment in South Africa remains stable, with no significant or anticipated changes likely to impact the Authority's operational landscape in the immediate term. The country continues to demonstrate strong democratic resilience, supported by functional institutions and adherence to constitutional principles, indicating a low risk to political stability in the short- to medium-term. However, the increasing frequency of service delivery protests highlights persistent socio-economic challenges, including unemployment, inequality, and limited access to basic services. These protests have led to heightened demand for security services to safeguard property and infrastructure from vandalism or destruction. This growing demand, extending even to rural areas, is exerting additional pressure on the Authority's operational footprint across the country. The pattern of this demand broadly correlates with the size and level of economic activity within each province. Looking ahead, several political and legislative factors could influence the Authority's strategic direction and operational priorities. Changes in the office of the Minister of Police may alter policy direction, oversight mechanisms, and legislative priorities. Such political shifts could affect stakeholder confidence and potentially delay the enactment or implementation of key legislation, thereby impacting the stability and effectiveness of policing and regulatory functions. Forthcoming legislative developments may also introduce new corporate social responsibility (CSR) expectations for the private security industry, which could affect the Authority's regulatory processes, particularly regarding re-registration and enforcement activities. In addition, the expansion of community policing initiatives will require clear and coordinated collaboration between PSiRA, SAPS, and the private security sector. To ensure effective implementation, legislative and regulatory clarity will be essential particularly to prevent potential risks such as extortion or role ambiguity within these partnerships. The Madlanga Commission has resulted in increased scrutiny on the security industry which could impact PSiRA. Its increased media and civil society scrutiny are intensifying oversight of the private security industry, highlighting the need for PSiRA to strengthen regulation, ensure compliance, and maintain public confidence. Given these dynamics, the growing reliance on private security services underscores the need for proactive capacity planning within the Authority. Strengthening operational capacity will be critical to accommodate increasing service demands while maintaining effective oversight, compliance, and public confidence in the regulatory framework.
Economic	South Africa's economic outlook remains cautious with GDP growth estimated at 1.3% in 2024 and projected to improve only modestly to around 1.6% in 2025. Inflation has moderated significantly: headline CPI averaged about 4.4 % in 2024 and is forecast to average around 4.3 % in 2025. Notwithstanding this weak overall economic performance, there has been recorded growth in trading density in commercial property markets particularly in rural towns, black townships and former homeland regions underpinned by new mall developments, emerging office parks and government service-delivery sites. This trend is driving demand for private security services, especially guarding services which for the Authority translates into a need for an increased national footprint and further digitisation of services to enhance accessibility. At the same time, the Authority's funding model remains a key concern. The changing nature of the security industry (with new technologies and innovations) is eroding the stability of the fees-based model, while under declaration of the number of employed security officers by some service providers further reduces the fee base. This creates risk for the Authority's ability to fund its regulatory mandate effectively. The private security industry continues to experience steady growth, driven by increasing demand for protection services amid rising socio-economic challenges and heightened public safety concerns. However, this expansion simultaneously places greater pressure on the Authority's operational capacity and regulatory oversight functions. At the same time, the constrained economic environment has affected the financial sustainability of several private security companies, with an increasing number struggling to meet their annual fee obligations. This presents a dual challenge: while industry growth expands the regulatory workload, declining compliance and reduced revenue collection may limit the Authority's ability to adequately resource its operations. Addressing this balance requires strategic financial planning, targeted support to improve industry compliance, and greater efficiency in regulatory processes. To strengthen financial sustainability and maintain effective oversight, the Authority is implementing a series of strategic measures. These include the introduction of revised registration fees accompanied by a three-year payment holiday, the implementation of the Levies Act to secure a sustainable funding model, and investment in legal drafting capacity and technology to enhance legislative efficiency. In addition, PSiRA remains committed to reinvesting in the industry through financial aid and educational support for security officers and their dependants, thereby promoting transformation, professionalism, and long-term stability within the private security sector.

Social	South Africa's socio-economic conditions significantly influence security trends across the country. High unemployment rates contribute to elevated crime levels, which in turn drive increased demand for private security employment opportunities. Concurrently, there is growing pressure within the industry for transformation, greater professionalism, and adherence to ethical standards. These calls reflect a broader societal expectation for the private security sector to contribute positively to social stability and to operate with transparency, accountability, and integrity. Addressing these underlying issues may also influence regulatory approaches. Tougher economic conditions have also been observed to correlate with increased perceptions of insecurity among businesses and households, resulting in greater reliance on private security services. This trend places additional regulatory and operational pressure on PSiRA to effectively monitor, enforce compliance, and ensure industry integrity across an expanding and complex security landscape. Additionally, negative public perception and low levels of trust in the private security and justice systems can discourage witnesses from cooperating with prosecutions, while social media and public scrutiny may influence prosecutorial decisions. To address this, PSiRA plans to implement targeted communication strategies that engage non-compliant security service providers. These initiatives aim to promote transparency, enhance compliance awareness, and strengthen industry professionalism, ultimately supporting improved public safety outcomes. The following key social factors impact PSiRA's work: The increasing number of people residing in gated estates and secured residential developments has led to sustained growth in the demand for private security services. This shift reflects broader patterns of urbanisation, rising concerns about safety, and a preference for controlled access environments. In non-suburban and economically disadvantaged communities where private security services are less affordable, informal safety structures such as neighbourhood watches and community patrols are expanding. These initiatives, while valuable, often operate outside the regulated environment, posing challenges for oversight, standardisation, and the Authority's compliance mandate. A persistent culture of non-compliance within parts of the private security industry undermines efforts to professionalise the sector. This challenge hampers PSiRA's ability to ensure that all service providers operate lawfully and uphold the ethical and professional standards prescribed by legislation. There is debate around what constitutes "personal information" in the regulation of technology used by security companies to collect the personal information of people when entering secure premises or precincts. This is particularly acute in the light of the POPI Act. Emerging social dynamics increasingly place private security officers in situations that extend beyond their traditional scope of duties, such as managing protests or assisting with community crowd control. Addressing this requires enhanced training, capacity development, and structured collaboration with statutory law enforcement agencies, Community Policing Forums (CPFs), and community patrol initiatives. Furthermore, the following additional social challenges or factors might impact the Authority negatively: • Persistent social inequality and the widening gap between the wealthy and the poor (disparity between poor vs wealthy). • Ongoing transformation challenges within the private security industry. • The presence of unregistered security officers, including foreign nationals, operating outside the Basic Conditions of Employment Act (BCEA) and Occupational Health and Safety (OHS) requirements. • Broader regional socio-economic instability across Africa, influencing cross-border labour dynamics and security operations. • Population growth contributing to increased pressure on public safety and law enforcement resources. • A rise in extortion and criminal infiltration using security companies as a cover. • Increased pressure to remove people who are not fit and proper from the PSiRA database and ensure proper vetting and screening. • Limited national footprint and capacity constraints that affect the Authority's ability to monitor and enforce compliance effectively.

Technology	Technological innovation is rapidly transforming the private security industry and reshaping the regulatory environment within which PSiRA operates. The increased adoption of advanced technologies such as surveillance systems, biometric access control, drones, and artificial intelligence (AI) is redefining how security services are delivered. These developments present both opportunities and regulatory challenges that require PSiRA and the industry to continuously adapt. New technologies enable faster, more efficient, and cost-effective service delivery while enhancing decision-making and operational accuracy. However, the accelerating pace of digitisation also introduces new risks, including cyber threats and data privacy concerns, which demand strong cybersecurity and resilience measures. To remain effective in this environment, PSiRA must modernise its systems, build internal technological capacity, and ensure that emerging innovations are effectively governed. The Authority continues to invest in digital transformation through advanced cybersecurity systems and online platforms that enhance operational efficiency and regulatory oversight. PSiRA is also developing a digital Learner Management System (LMS) and integrating emerging technology topics into training curricula to ensure that regulatory knowledge and skills remain current. Key strategic priorities include: • Building technological capacity through recruitment and continuous training in areas such as cybersecurity, drone operations, and digital forensics; • Promoting technology-focused research to anticipate innovation-driven changes and inform responsive regulatory frameworks; and • Strengthening early engagement with technology developers and service providers to shape proactive regulatory approaches. The Fourth Industrial Revolution (4IR) continues to alter the nature of work and skills within the security sector. PSiRA's digital transformation, investment in human capital, and technology-driven regulatory innovations will ensure it remains a credible, efficient, and future-ready regulator in an evolving digital landscape.
Legal and Regulatory	The evolving legal and policy landscape continues to shape PSiRA's regulation and support of the private security industry. The anticipated enactment of the Private Security Industry Regulation Amendment Bill will introduce new dynamics in the relationship between the regulator and the industry, necessitating proactive regulatory adaptation and strengthened stakeholder engagement. PSiRA will enhance communication and consultation mechanisms with industry stakeholders to facilitate the smooth implementation of legislative reforms and address sector concerns. In addition, the Authority will develop targeted regulations governing the activities of security service providers with intelligence-gathering capabilities, ensuring full compliance with the law. The increasing cross-border mobility of security service providers underscores the need for international alignment of training and accreditation standards. PSiRA will maintain active participation in international regulatory bodies and conduct comparative research to ensure global relevance and compliance. To strengthen regulatory development and enforcement capacity, PSiRA will expand its legal drafting capabilities by recruiting skilled professionals, investing in continuous professional development, and leveraging technology-driven solutions to enhance efficiency and legislative quality. Key legal and regulatory priorities include: • Changes in Supply Chain Management (SCM) and finance legislation, including the Public Procurement Bill and related standards; • Implementation of the Levies Act to establish a sustainable funding framework; • Compliance with POPIA, labour laws, firearms control regulations, and stricter enforcement of security industry standards; • Amendments to the Employment Equity Act and developments in the broader human capital regulatory space; and • Increasing legislative complexity, requiring enhanced inter-agency coordination and advanced legal drafting expertise. To remain compliant, responsive, and aligned with legislative developments, PSiRA will: • Provide continuous legal and compliance training for SCM and finance personnel; • Strengthen internal consultation and coordination protocols with key partners, including SAPS, DHA, and relevant sector departments; • Continuously review and update regulatory frameworks to reflect changing laws and industry practices; • Align training content and strategies with emerging legislative and national security priorities, including cybersecurity, drones, and security fencing; and • Review and align internal strategies including the Employment Equity Plan, Human Capital Strategy, and Diversity, Equity, and Inclusion Framework with updated legislation. As national priorities evolve, influenced by political changes, heightened focus on national security, and the emergence of new security subsectors, PSiRA's capacity for regulatory agility, inter-agency coordination, and legislative foresight will remain critical to sustaining its mandate and reinforcing industry credibility.

Environmental	Increasing natural disasters, such as floods or droughts, can impact security needs, particularly in vulnerable areas. Security firms may be called upon to manage crises or protect infrastructure during emergencies. Environmental mismanagement, depletion of natural resources and waste management (e.g. recycling) and the impact an organisation has on the natural environment are some of the considerations PSiRA should take cognisance of. The private security industry can be retained by clients to ensure that these threats to the environment do not happen. PSiRA is a responsible corporate citizen which cannot be oblivious to these challenges, and should provide leadership to ensure an environmentally friendly industry. The private security industry faces environmental challenges that can affect operations, service delivery, and regulatory compliance. Key threats include: • Natural disasters: Floods, droughts, and extreme weather can increase security risks and disrupt operations. • Environmental mismanagement: Resource depletion, waste management, and unsustainable practices can impact service delivery and industry credibility. • Climate change and energy disruptions: Load shedding and sustainability challenges can hinder operational continuity. Strategic responses: Sustainability initiatives: • Integrate green procurement and sustainability principles into regulatory frameworks. • Promote paperless operations and energy-efficient technologies (e.g. solar-powered security systems). • Ensure business continuity planning addresses environmental risks. Industry leadership: • Guide security service providers to operate in an environmentally responsible manner. • Support clients in mitigating environmental risks through security services. Collaboration and stakeholder engagement: • Strengthen coordination with SAPS and sector departments. • Establish formal inter-agency protocols to manage environmental and security risks. Training and risk awareness: • Embed environmental awareness, disaster response, and risk management training in programmes. • Identify and address operational constraints arising from natural disasters, infrastructure, and personnel limitations. By addressing environmental threats, PSiRA ensures operational resilience, promotes sustainable industry practices, and supports national environmental objectives.

1.2.Internal Environment Analysis

The Authority continues to strengthen its corporate governance capacity to ensure effective oversight, accountability, and performance-driven leadership. Through the establishment of functional oversight committees supporting the Council and Executive Management, governance structures are being enhanced to ensure that policies, systems, and internal controls drive improved organisational performance and service excellence.

To advance service accessibility and operational efficiency, the Authority is strategically expanding its national footprint. The establishment of new regional offices in the North West and Northern Cape provinces will significantly improve public access to PSiRA's regulatory services and contribute to equitable service delivery across the country.

Recognising that sustainable service delivery increasingly depends on technology, the Authority is accelerating the implementation of its digital transformation strategy. By leveraging the opportunities presented by the Fourth Industrial Revolution (4IR), PSiRA aims to modernise its business processes, enhance stakeholder engagement, and strengthen regulatory efficiency. This strategic shift towards digitisation not only mitigates the limitations of a constrained physical footprint but also positions the Authority to respond effectively to the evolving needs of the private security industry and the public it serves.

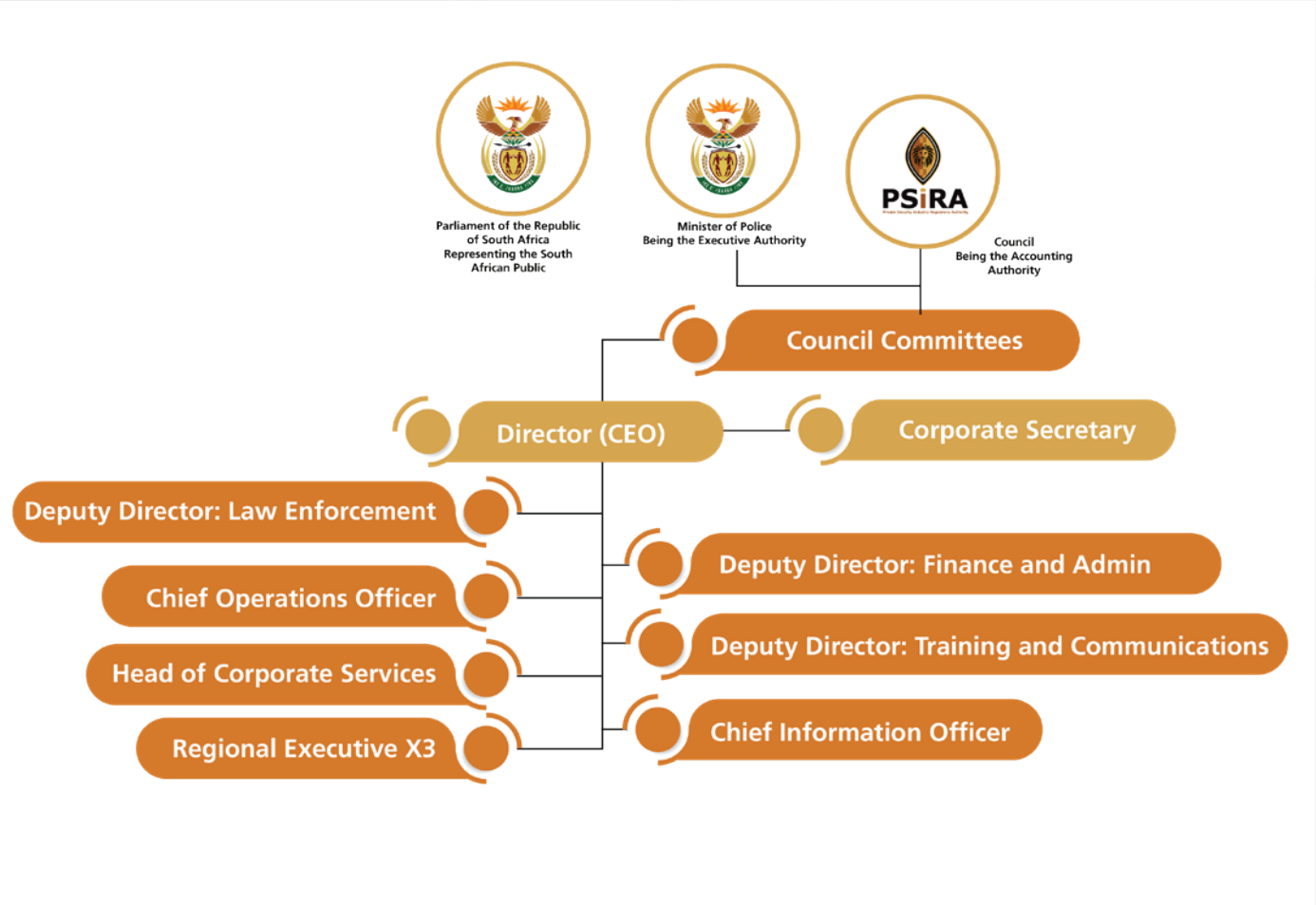
The Authority is statutorily mandated to conduct continuous research and investigations into the provision of security services and the operational practices of security service providers, with the objective of identifying gaps in existing laws and policies

governing the private security sector. Over the years, the Authority has undertaken multiple research initiatives across various segments of the industry and continues to do so. The insights and findings derived from these studies have informed policy development and the formulation of regulations, thereby enhancing the effectiveness of sector-specific regulation and contributing to the professionalisation and oversight of the private security industry.

The Authority's financial position is under increasing strain due to the limitations of the current funding model. A turnaround strategy was implemented to address 'going concern' challenges, yielding positive results. Nevertheless, there remains a critical need to enhance financial sustainability through alternative revenue streams, including the Guarantee Fund and the implementation of the Private Security Industry Levies Act, 2002. National Treasury is currently reviewing the Act as a Money Bill in terms of Section 77 of the Constitution. The successful implementation of the Levies Act is expected to address legacy challenges arising from the current annual fee funding model, which was inherited from the repealed Security Officers' Act, 1987.

The staff complement at PSiRA has steadily increased over the past few years, driven by the need to strengthen core business functions and expand programme delivery. This growth is expected to continue as the Authority's organisational footprint expands and additional skills are required to build capacity, particularly in areas impacted by advancements in ICT, which create new demands for regulations and standards. To achieve its strategic objectives, the Authority is implementing an integrated resource planning approach, ensuring that human and financial resources are aligned with strategic goals through targeted planning, budget allocation, and the monitoring of relevant performance indicators. Delivery programmes have been designed in accordance with Section 14(1) of the Act, taking into account both core business functions and supporting programmes.

Figure 1 below depicts the high-level organisational structure of the Authority.



Programme leaders have the authority to design and propose divisions into sub-programmes, enabling them to deliver functional outputs and services as required by internal and external stakeholders. Each programme is directly responsible for initiatives contributing to the achievement of organisational outcomes. Programme leaders serve as the principal advisors for their areas of responsibility, establishing plans and institutional policies to improve functional performance across the Authority. The Director and Management maintain sufficient insight into organisational activities to ensure that they are conducted in accordance with all statutory, regulatory, and fiduciary responsibilities. This structure ensures that strategic objectives are operationalised effectively, aligning programme-level outputs with the Authority's overarching goals.

1.2.1 Updated Institutional Capacity Analysis

The SWOT analysis underscores the importance of regulatory agility, strengthened stakeholder engagement, targeted human capital development, and proactive environmental and technological adaptation. Leveraging strengths and opportunities while addressing weaknesses and mitigating threats is critical to sustaining PSiRA's mandate and reinforcing industry credibility.

STRENGTHS	
PSiRA has identified and assessed its strengths to inform strategic resource allocation, ensuring the efficient delivery of services to the private security industry. By leveraging these strengths, the Authority aims to maximise operational effectiveness, enhance service quality, and optimise opportunities for revenue growth and long-term sustainability.	
Adequate Skills and Competent Workforce	PSiRA possesses the requisite skills to execute its mandate effectively. Where specialised functions are required, such skills are readily available in the job market. PSiRA's relatively young and energetic workforce demonstrates adaptability and readiness to embrace change.
Strategic Capability and Resource Alignment	The Authority has identified and assessed its strengths to guide strategic resource allocation, ensuring efficient service delivery to the private security industry. By leveraging these strengths, the Authority aims to maximise operational effectiveness, enhance service quality, and optimise opportunities for revenue growth and long-term sustainability.
Influence on Policy and Legislative Change	PSiRA plays an active role in influencing the development and shaping of legislation to promote effective regulation and industry transformation.
Database with Registered Businesses and Officers	PSiRA has significant data about private security companies and security officers. Efforts are underway to optimise the use of this data for strategic decision-making and compliance monitoring.
Integrity and Compliance Enforcement	PSiRA has embarked on a sustained initiative to ensure the legitimacy of all individuals and companies registered in the sector, including the removal of those with criminal records. This strengthens industry credibility and public trust.
Collaborative Operations with Stakeholders	The Authority maintains strong cooperative relationships with stakeholders, particularly SAPS, to conduct joint operations aimed at eliminating non-compliance and promoting lawful conduct within the industry.
Mobile Outreach Capability	PSiRA's registration units enhance accessibility, particularly in underserved areas, supporting compliance promotion and stakeholder engagement.
Legislative Framework Supporting Revenue Collection	The Authority managed to maintain its going concern through implementation of the revenue streams applicable as per the legislation. This enabled reliable and sustainable revenue collection, ensuring financial stability and operational continuity.
Stable and/or Agile Management and Leadership	The Authority benefits from stable and experienced leadership, with executive managers averaging five years of service. Leadership is agile, decisive, and effective in addressing emerging challenges and guiding organisational transformation.
Enabling Legislation	The current legislative framework remains robust and fit for purpose. Ongoing legislative reforms are expected to further strengthen PSiRA's regulatory mandate and service delivery capacity.
Enhanced Organisational Structure	The adopted organisational development structure promotes agility, efficiency, and responsiveness. The flat structure supports faster decision-making and reduced bureaucracy, enhancing service delivery.
Performance Management System	The Authority has implemented a comprehensive performance management system ensuring accountability and fostering a performance-driven organisational culture across all levels.
PSiRA Brand Awareness	PSiRA's brand recognition has increased among stakeholders, improving engagement and compliance. The strengthened brand supports the Authority's continental and strategic outreach objectives.
Research and Policy Development Capability	In line with its statutory mandate, PSiRA conducts ongoing research to assess industry practices, identify legislative gaps, and inform policy development. Research findings have contributed to major regulatory initiatives, including the development of targeted regulations.
Good Stakeholder Relations	The Authority continues to maintain positive and cooperative relationships with key stakeholders, fostering collaboration and trust to advance regulatory objectives.

WEAKNESSES	
PSiRA has identified and assessed its weaknesses as part of its commitment to continuous improvement and organisational excellence. These weaknesses represent areas that may currently constrain service delivery or have the potential to affect future performance. The analysis enables the Authority to implement targeted interventions to strengthen capacity, enhance efficiency, and ensure sustained regulatory effectiveness.	
Inadequate geographical footprint	PSiRA's physical presence is largely concentrated in metropolitan areas and major towns across seven of the nine provinces. The limited footprint creates service accessibility challenges and may contribute to perceptions of poor service delivery. The Authority must expand its reach through physical offices, digital platforms, and strategic partnerships.
Inadequate monitoring and evaluation of projects and plans	While the Authority implements multiple projects, it lacks a systematised and integrated framework for monitoring, and reporting. This limits the ability to track progress, measure impact, and ensure accountability for results.
Resource constraints and absence of a long-term funding model	As a self-funded Schedule 3A Public Entity, PSiRA does not receive fiscal transfers from Government. Although its current revenue streams, such as annual fees and administrative charges are reliable, they remain insufficient to ensure long-term financial sustainability. The Authority requires a sustainable funding model and exploration of new revenue sources, including regulation of emerging security technologies.
Outdated document management systems and database	Limited investment in ICT modernisation has resulted in inadequate document management systems and unreliable databases. This hinders operational efficiency, data accuracy, and decision-making capacity.
Lack of regulations for industry training	PSiRA has not consistently exercised its statutory mandate to set and enforce training standards within the industry. This has led to unregulated training activities, affecting the credibility of qualifications and undermining efforts to professionalise the sector.
Lack of adequate human capacity	There is inadequate human capacity to cope with the rapid growth of the industry, particularly in light of technological advancements in the private security industry.
Manual processes	The continued reliance on manual processes reduces operational efficiency, increases administrative workload, and delays service delivery. Process automation and digitisation are required to improve turnaround times and client experience.
Silo operation	Weak interdepartmental coordination and information sharing limit organisational agility and integrated decision-making. Greater cross-functional collaboration is needed to improve operational coherence.
Lack of data synchronisation with key stakeholders	Limited digital integration with critical stakeholders such as SAPS, the Department of Labour, and SARS constrains PSiRA's ability to access and verify key sector data, including employment and compliance statistics. Improved data exchange protocols and digital synchronisation are required.
Inadequate communication of achievements	PSiRA has not consistently communicated its achievements, reforms, and success stories to stakeholders. Strengthening its communication strategy could enhance visibility, stakeholder engagement, and public trust.
Weaknesses in strategy execution	Several challenges have been encountered in the execution of strategy over the past period. These include difficulties in improving internal morale, ensuring effective communication both within the organisation and with external stakeholders, and achieving alignment on strategic objectives. Additionally, there is a need for greater leadership accountability in fostering a collaborative culture and designing services with empathy, taking into account the real experiences of stakeholders. Collectively, these challenges have impacted the ability to move beyond simply meeting numeric targets to truly making a meaningful difference.

OPPORTUNITIES	
PSiRA continues to scan the environment to identify new opportunities for developing new categories of services and expanding access throughout the country, including new potential customers including outside the borders of South Africa. PSiRA has to be able to identify emerging opportunities to take advantage of the right now and try to forecast longer term opportunities that would also encourage entry to the African market for South African security service providers.	
Rapid growth and expansion of the security industry	The private security sector is expanding not only in size but also in the diversity of services demanded. For example, the growing number of high-net-worth individuals increases demand for close protection services, requiring specialised training and regulatory standards.

OPPORTUNITIES	
Regulating for the future	PSiRA must develop regulations that safeguard consumers while keeping pace with emerging technologies. This includes providing clarity and predictability for the use of drones, mobile applications, and other advanced security technologies, regulating both personnel and technology.
Industry education and awareness	Early and ongoing education reduces the risk of non-compliance. PSiRA is strategically positioned to lead sector education, set industry standards, and promote professionalisation.
Repository of data about the industry	It is without doubt that the future of any industry will be data driven. PSiRA needs to take advantage of advancing technologies in data capturing, management and analysis. Service providers will need accurate data and appropriate analytical tools to understand the industry better and therefore prepare new and better solutions. This ability will enhance the research capacity of the Authority.
Strategic partnerships formations	Leveraging accurate data and analytical tools enhances the Authority's research capacity, improves regulatory oversight, and supports the development of innovative industry solution.
Meeting growing stakeholder expectations	Public expectations for security coverage at shopping centres, events, and mass gatherings have increased. This demand drives the need for professional, front line security personnel and creates opportunities for sector growth.
Opportunities for online registration	Technology platforms and applications can facilitate remote registration of security service providers, improving accessibility, customer experience, and regulatory efficiency.
Other sources of funding	One of the Authority's functions is the establishment of a Guarantee Fund to safeguard the economic interests of security service providers in the industry and to also implement the Levies Act. These two measures can and will increase the funds that will be available to the Authority when they come into operation.
Possibility of improved inter-governmental relations	The Authority requires assistance from a number of governmental entities to improve the regulation of the private security industry. Strengthening cooperation with government entities improves regulatory coordination, oversight, and sector governance.
Possibility of overcoming negative perceptions of the security industry and elevating the perception of security professions	Emerging technologies and professionalisation initiatives provide opportunities to improve public perceptions of the private security industry and enhance the status of security service providers.
Regulatory support and consulting to the private security industry in Africa	PSiRA can leverage its expertise to support and consult on private security regulation in other African countries, promoting regional standards and expanding the influence of South African security services.

THREATS	
PSiRA has scanned the external environment for issues, events and/or occurrences beyond its control that could have a negative impact on the Authority's performance. It is through this analysis that the Authority will be better prepared for whatever it will encounter in the external environment.	
Access to Skills for the Future	As new challenges brought by advancing technologies happen, there is a demand for the creation and development of new and effective solutions which requires the attraction of specialised skills.
Reputational Risk	The existence of illegal security operations and the participation of disreputable individuals undermine compliance and damage PSiRA's credibility as an effective regulator. Continuous non-compliance threatens public confidence in the Authority and the industry.
Delayed promulgation of the law	Delays in the enactment of laws may create uncertainty and inconsistency in regulatory practices, leading to compliance challenges and potential disputes among security service providers.
Non-Compliance with Legislation	Competitive pressures in the industry may drive some service providers to cut costs through non-compliant practices, including deploying unregistered or undocumented personnel. Such behaviour undermines regulatory oversight and sector integrity.
Growing Illegitimate industry	Rapid industry expansion has facilitated the entry of illegal operators, threatening both regulatory control and the reputation of PSiRA if left unaddressed.

THREATS	
Diminished levies as a result of insourcing of security services	The pressure on government institutions and their agencies to insource the provision of security services is a threat to the growth of the industry. Every insourcing project takes away an opportunity from a private security provider who would normally be paying levies to the Authority. This is going to affect the financial viability of the Authority unless it finds ways to mitigate this threat.
Abuse of technologies within the security industry	Service providers and their employees are beginning to have access to technologies that can be abused. There are threats of invasion of privacy of premises and cyber-crime. There are advances in biometrics and their use in the industry is increasing. All these new technologies require proper calibration and their demands on the regulator needs to be assessed and addressed.
Industry exploitation of security officers' basic conditions of employment	The Authority has as one of its functions and outcomes the protection of the interests of security officers. However, there are 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. There needs to be improved intergovernmental interaction for possible solutions, and coordination is needed to safeguard officers' rights and industry stability.
Over-reliance and dependency on a single form of income for financial viability	Legislation provides for the payment of both annual and administrative fees by the private security service providers and Security Officers. Moreover, the limitations of the current funding structure pose challenges for the Authority in executing its statutory mandate. Diversification of funding sources is necessary to ensure sustainable execution of PSiRA's mandate.
Existence of illegal operations and non-compliant security providers	With increased competition and costs for the private security industry comes illegal activity by some sectors within the industry to circumvent registration and compliance.
Industry Transformation Challenges	The transformation of the private security industry remains a concern. Strategies are being used by the industry to avoid transformation. For instance fronting is rife in this industry.
Cybersecurity threats	Adoption of digital platforms and technology-based security services exposes the industry to cyber risks, requiring ongoing monitoring, regulation, and capacity building to mitigate potential threats.

PART C
MEASURING OUR PERFORMANCE

Informed by its legislative and policy mandates, and guided by its strategic focus, PSiRA's **2025–2030 Strategic Plan** presents the following **Impact Statement:**

Impact Statement	Safer homes, businesses and communities in the interest of all South Africans.

To contribute towards achieving this impact, the strategic outcomes outlined in the 2025–2030 Strategic Plan have been translated into the **Annual Performance Plan (APP) for 2026/27.**

To deliver this impact, the APP identifies **five key strategic priorities:**

- **Enhancing registration processes:** Improve efficiency and effectiveness by digitising all processes and ensuring rigorous vetting, withdrawing individuals who are not fit and proper from PSiRA registration.
- **Increasing consumer awareness:** Educate private security consumers on their rights and responsibilities to enable them to play an active role in the regulation of the industry.
- **Broadening regulatory scope:** Expand oversight to include the trade in security equipment and the regulation of firearms within the private security industry.
- **Strengthening collaboration:** Enhance partnerships with other agencies and organisations to extend PSiRA's footprint and influence, contributing to a safer South Africa.
- **Transforming organisational culture:** Foster an agile, adaptable organisation capable of sustaining high performance and employee wellbeing in a fast-evolving industry.

In addition, PSiRA has identified five key strategic enablers to improve **strategy execution**. These enablers are designed to shift the organisation from a **compliance-driven** to an **impact-driven** model of performance. Here's a detailed breakdown of each:

- **Measuring Impact**

  Objective: Move beyond compliance metrics to assess real-world outcomes.

- **Increasing People Capacity & Capability**

  Objective: Ensure the right people with the right skills are in the right roles.

- **Enhancing Digital & Systems Capability**

  Objective: Modernise systems to improve efficiency, accessibility, and service delivery.

- **Enabling Collaboration & Integration**

  Objective: Break down silos and foster a culture of shared accountability.

- **Strengthening Organisational Culture**

  Objective: Build a culture that supports execution, innovation, and shared purpose.

Summary of enablers and focus areas:

Enabler	FOCUS AREA
Measuring Impact	Stakeholder trust, safety, and real-world outcomes
People Capacity & Capability	Skills audits, upskilling, internal mobility
Digital & Systems Capability	Automation, AI tools, digital literacy support
Collaboration & Integration	Cross-functional teamwork, systems thinking
Organisational Culture	Leadership modelling, trust-building, values reinforcement

These strategic priorities are operationalised through the Authority's programmes, outputs, indicators, and targets as detailed in the sections that follow:

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.	Finance Corporate Services Legal 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.	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.	Industry Training Marketing, Communications and Stakeholder Relations
Programme 4	Registration The registration of industry businesses and security officers and reviewing and updating of the industry database.	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	Provides financial management, support, and reporting. Facilitation and coordination of internal audit and risk management.
Corporate Services	Provides human resource management services and support. Provides Business and Information Technology (BIT) services and support. Provides legal services and support and ensures legislative compliance.
Operations – Research and Development	Conducts research about private security to inform the development of policy, regulations, and standards.

In contributing towards the PSiRA impact of ***"Safer homes, businesses and communities in the interest of all South Africans"***, the Administration Programme delivers on the following Strategic Plan outcome:

Outcome 1: **An agile, high performing organisation with financial sustainability, accountability, and innovative technology.**

Outcome 3: **An informed public of a regulated, capable, and professional private security industry.**

The 2026/27 performance plan of Programme 1 is reflected in the log frame tables below:

1.1.2. Programme 1: Outcomes, Outputs, Output Indicators and Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
1. An agile, high performing organisation with financial sustainability, accountability, and innovative technology	FINANCE								
	1.1. Audit Action Plan (AGSA and Internal Audit findings)	1.1.1. Percentage implementation of the Audit Action Plan (AGSA and Internal Audit findings)	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan
	1.2. Revenue collection	1.2.1. Percentage of billed revenue collected	92% billed revenue collected	86% billed revenue collected	82% billed revenue collected	86% billed revenue collected	86% billed revenue collected	86% billed revenue collected	86% billed revenue collected
	CORPORATE SERVICES								
	1.3. Business process digitisation	1.3.1. Percentage implementation of the digital business strategy plan	65% implementation of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan	14% implementation of digital business strategy plan	40% implementation of digital business strategy plan	60% implementation of digital business strategy plan	100% implementation of digital business strategy plan	-
	1.4. Human resources management and development	1.4.1. Vacancy rate against the approved funded positions	6.2%	5.3%	6.5%	Not more than 7%	Not more than 7% vacancy rate against the approved funded positions	Not more than 7% vacancy rate against the approved funded positions	Not more than 7% vacancy rate against the approved funded positions
		1.4.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System	99.6% of assessed employees perform on rating of 3 and above for 2020/21 FY	99.3% of assessed employees performed on rating of 3 and above for 2022/23	99.7% of assessed employees performed 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	95% of assessed employees perform on rating of 3 and above for 2025/26 FY	95% of assessed employees perform on rating of 3 and above for 2026/27 FY	95% of assessed employees perform on rating of 3 and above for 2027/2028 FY

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		1.4.3. Number of employee satisfaction surveys conducted	New indicator	New indicator	New indicator	1	1 employee satisfaction survey conducted	1 employee satisfaction survey conducted	1 employee satisfaction survey conducted
	1.5. Industry regulation	1.5.1. Number of draft regulations approved by Council	4 draft regulations approved by Council	3 draft regulations approved by EXCO	1 draft regulation approved by Council	1 draft regulation approved by Council	1 draft regulation approved by Council	1 draft regulation approved by Council	1 draft regulation approved by Council
OPERATIONS – RESEARCH AND DEVELOPMENT									
3.Public awareness of a well-regulated, capable, and professional private security industry	3.1. Sector research	3.1.1. Number of 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
		3.1.2. Number of industry-related surveys completed	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys

1.1.3. Programme 1: Output Indicators: Annual and Quarterly Targets

OUTPUT	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr–Jun 2026	Q2 Jul–Sep 2026	Q3 Oct–Dec 2026	Q4 Jan–Mar 2027
FINANCE						
1.1. Audit Action Plan (AGSA and Internal Audit findings)	1.1.1. Percentage implementation of the Audit Action Plan (AGSA and Internal Audit findings)	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan actions due for the quarter	100% implementation of the Audit Action Plan actions due for the quarter	100% implementation of the Audit Action Plan actions due for the quarter	100% implementation of the Audit Action Plan actions due for the quarter
1.2. Revenue collection	1.2.1. Percentage of billed revenue collected	86% billed revenue collected	40% billed revenue collected	55% billed revenue collected	65% billed revenue collected	86% billed revenue collected
CORPORATE SERVICES						
1.3. Business process digitisation	1.3.1. Percentage implementation of the digital business strategy plan	60% implementation of digital business strategy plan	45% implementation of digital business strategy plan	50% implementation of digital business strategy plan	55% implementation of digital business strategy plan	60% implementation of digital business strategy plan

OUTPUT	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr–Jun 2026	Q2 Jul–Sep 2026	Q3 Oct–Dec 2026	Q4 Jan–Mar 2027
1.4. Human resources management and development	1.4.1. Vacancy rate against the approved funded positions	Not more than 7% vacancy rate against the approved funded positions	Not more than 14% vacancy rate against the approved funded positions	Not more than 11% vacancy rate against the approved funded positions	Not more than 9% vacancy rate against the approved funded positions	Not more than 7% vacancy rate against the approved funded positions
	1.4.2. 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 2025/26 FY	-	95% of assessed employees perform on rating of 3 and above for 2025/26 FY	-	-
	1.4.3. Number of employee satisfaction surveys conducted	1 employee satisfaction survey conducted		1 employee satisfaction survey conducted		
1.5. Industry regulations	1.5.1. Number of draft regulations approved by Council	1 draft regulation approved by Council	-	Propose regulation for EXCO approval	1 draft regulation submitted to EXCO	1 draft regulation approved by Council
OPERATIONS – RESEARCH AND DEVELOPMENT						
3.1. Sector research	3.1.1. Number of research reports completed	5 research reports completed	5 research concepts approved by EXCO	Progress report on 5 research topics	Progress report on 5 research topics	5 research reports completed
	3.1.2. Number of industry-related surveys completed	4 surveys completed	Survey concept approved by EXCO	Progress report on 4 surveys	2 surveys completed	2 surveys completed

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

The Administration Programme provides corporate and support services that enable PSiRA's core business to effectively deliver on its mandate. It manages the Authority's human and financial resources and drives organisational efficiency. Strong policies and an internal control environment, led by the Finance Department alongside the Risk and Internal Audit functions, form the foundation that supports the Authority in achieving its outcome of being well-governed.

PSiRA is committed to ensuring that the right people are in the right roles, performing the right tasks, with the right processes, at the right time. This requires a strategic focus on attracting and retaining top talent, fostering a culture of high performance, agility, and employee wellbeing. Given the rapid pace of change in the private security industry, PSiRA aims to cultivate a more agile and adaptable organisational culture.

Efficiency gains will also be driven by a full transition to a digital operating model, as outlined in the Authority's Digital Transformation Strategy. A key focus for the 2025–2030 Strategic Plan is establishing a robust data analytics capability to support informed decision-making and operational effectiveness.

Given current financial constraints, PSiRA must explore new revenue streams and potential commercialisation of certain services to ensure sufficient resources for core functions. Legislative frameworks, including anticipated amendments, remain critical to achieving financial sustainability.

The Administration Programme will also advance equity, inclusion, and transformation priorities, with a focus on women, youth, and people with disabilities. Implementation of the Employment Equity Plan and targeted procurement spend will ensure that businesses from designated groups are supported and able to grow within the South African economy. Activities this year will focus on establishing systems and processes to track expenditure with these groups.

Additionally, the work being done on the development of the Transformation Charter to ensure the growth and participation of previously disadvantaged individuals (PDIs) is to:

1. Create more employment opportunities;
2. Promote localisation and industrialisation; and
3. Encouraging skills development aligned with broader community needs.

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 2026/27 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Improvement of liquidity ratios	• Focus on cash collection. • Short-term investment of funds. • Daily/weekly cashflow management. • Cost containment. • Negotiations of contract amounts where possible.	• 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).	• Focus on cashflows. • Long-term investment of funds for higher returns. • Cashflow management.
Financial systems	• Working with BIT to reconcile amounts the current system.	• Integration of different modules with the current financial system.	• Full integration of the online system with the current financial system.
Levies Act implementation	• Capacity building and consultations.	• Business process mapping and system integration.	• Implementation of the Levies Collection.
Upskilling of employees	Short-term training of employees through short courses.	Focused training on employees (long-term) targeting specific areas.	
Upgrade of financial systems	Appointment of the service provider to upgrade systems.	Upgrade of the assets and SCM modules.	Upgrade of the Accounts Payable module.
Reskilling employees to ensure they become compatible with the digitised working environment	Ongoing training programmes.	Continuous skills development initiatives.	Continuous skills development initiatives.

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Skills Development Plan	Enhance workforce capabilities and strengthen stakeholder collaboration.	• Implementation of the Learning Management System (LMS). • Introduction of personality assessment for management.	Establishing and maintaining relationships with key stakeholders.
Filling of vacant positions	Better coordination in filling positions.	• Improvement of the career portal. • Enhanced onboarding processes.	• Recruitment digitisation e.g., eRecruitment.
Review of the Employment Equity Plan	Alignment of systems to comply with new provisions.	• Review the EE Plan to align with requirements of the amended EE legislation.	• Maintain compliance.
Human Capital Management Strategy & Plan	Alignment of the activities in line with latest developments within human capital space.	• Review the Human Capital Management Strategy Plan to align with latest developments within the human capital field. • Automation of HC activities.	• Maintenance and compliance.
Organisational structure	Maintenance of the current structure.	• Review of the organisational structure. • Personnel budget realignment.	• Review of the organisational structure to resource strategy implementation.
Research to be conducted	-	-	• Published research work with institutions of higher learning. • Build relations with more strategic partners, including institutions of higher learning and other research institutions.
Scoping study on the implementation of research recommendations	• To undertake research on the implementation of research recommendation for the past 12 years.	• To develop a matrix on the implementation of the research recommendations. • To have a commitment from business unit leaders with regard to the implementation of research recommendations not implemented.	• To undertake research of this nature after every five (5) years. • To ensure that all research recommendations that can be implementable are implemented.
Consultation on possible research topics with the industry and other relevant stakeholders	• To convene a research round-table to identify possible research topics to be shared with EXCO.	• Convene round-table discussions after every three (3) years.	• Convene meeting with stakeholders to report back on progress every three (3) years.
Research	• Produce quality research outputs.	• Capacity building of researchers.	• Build a body of knowledge through industry research.
Improve PSiRA processes	• Make pragmatic and practical recommendations.	• Monitor the implementation of research recommendations.	• Evaluate the impact of implemented recommendations.
Transformation of PSI	• Establishment of the Steering Committee.	• Approval of the Transformation charter by the Minister of DTiC and establishment of the Charter Council.	• Private security industry is transformed.

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Implementation of Inspectorate Inspection platform	• Deploy the digital inspection platform and integrate with existing databases. • Train inspectors on using inspection tools. • Establish basic system monitoring and user support.	• Enhance reporting and analytics capabilities for inspection performance.	• Fully automate inspection scheduling and reporting using predictive analytics. • Integrate platform insights into strategic decision-making processes.
Integration of e-PSiRA systems	• Identify and document system integration requirements. • Implement secure data exchange protocols across platforms.	• Implement interoperable APIs and shared data infrastructure. • Establish a unified authentication and user management system.	• Achieve full digital ecosystem integration across all PSiRA systems. • Leverage AI-driven automation for data validation and service delivery.
Continuously evolving digital and business processes	• Conduct process mapping and identify areas for digital transformation. • Begin automation of key administrative workflows. • Establish change management and staff training initiatives.	• Introduce continuous improvement frameworks and performance dashboards. • Adopt emerging technologies (AI, Analytics) to enhance efficiency.	• Embed innovation and continuous process evolution into organisational culture. • Scale digital maturity to support adaptive, data-driven service delivery.
Stakeholder engagement and legal education	Finalise outstanding regulations.	Lead quarterly cross-functional legal alignment sessions with affected stakeholders.	Develop legal frameworks to support mandatory continuous professional development (CPD) for the Unit.
Regulatory reform and modernisation	Conduct stakeholder consultations and integrate feedback.	Collaborate with R&D for extensive research on relevant issues relating to further regulatory development.	Develop a 5-year review and amendment schedule for all PSiRA regulations to ensure relevance and responsiveness to emerging issues.

1.1.5. Programme 1: Resource Considerations

Expenditure Estimates by Economic Classification:

PROGRAMME 1: ADMINISTRATION (R'000)	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Personnel Expenditure	92 118	105 023	134 807	145 625	171 619	187 375	189 690
Administrative Expenditure	61 497	85 227	155 944	205 180	277 241	231 078	240 697
Repairs and Maintenance	2 538	3 682	5 243	8 599	13 165	13 739	14 356
Travel and Subsistence	2 986	8 129	7 676	11 699	14 219	14 838	15 505
Lease Payments	18 486	20 797	18 128	22 572	24 975	26 064	27 234
Consultancy & Professional Fees	16 509	22 458	30 410	46 855	55 542	108 115	119 979
TOTAL EXPENDITURE	**194 134**	**265 659**	**352 208**	**440 530**	**556 761**	**581 209**	**607 461**

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 ***"Safer homes, businesses and communities in the interest of all South Africans"***, the Law Enforcement Programme delivers against the following outcome in the amended Strategic Plan:

Outcome 2: A compliant, collaborative, accountable, and transformed private security industry

The 2026/27 performance plan of Programme 2 is reflected in the log frame tables below:

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

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	COMPLIANCE AND ENFORCEMENT								
2. A compliant, collaborative, accountable, and transformed private security industry.	2.1. Industry inspections and operations	2.1.1. Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	7 236 businesses inspected	7 886 security businesses inspected	9 080 security businesses inspected	6 300 security businesses inspected	9 100 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	9 100 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	9 100 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)
		2.1.2. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	36 406 security officers inspected	39 119 security officers inspected	43 623 security officers inspected	31 640 security officers inspected	44 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	44 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	44 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)
		2.1.3. Number of operations to address non-compliance with PSiRA legislation	New indicator	New indicator	New indicator	100	140 operations to address non-compliance with PSiRA legislation	140 operations to address non-compliance with PSiRA legislation	140 operations to address non-compliance with PSiRA legislation
	2.2. Security business firearm inspection	2.2.1. Number of security businesses in possession of firearms inspected	2 285 security businesses licensed for firearms inspected	2 252 security businesses licensed for firearms inspected	2 490 security businesses licensed for firearms inspected	1 875 security businesses licensed for firearms inspected	1 875 security businesses licensed for firearms inspected	2 025 security businesses licensed for firearms inspected	2 025 security businesses licensed for firearms inspected
	2.3. Investigations	2.3.1. Percentage complaints finalised through an investigation against security service providers	98% of complaints finalised through an investigation against security service providers	97% of complaints finalised through an investigation against security service providers	97% of complaints finalised through an investigation against security service providers	92% of complaints finalised through an investigation against security service providers	92% of complaints finalised through an investigation against security service providers	92% of complaints finalised through an investigation	92% of complaints finalised through an investigation

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		2.3.2 Number of investigations conducted into SSPs utilising non-compliant tools of trade (i.e. strobing/ flashing lights, vehicles, branding and resembling uniforms)	New indicator	New indicator	New indicator	50	60 investigations conducted into SSPs utilising non-compliant tools of trade	70 investigations conducted into SSPs utilising non-compliant tools of trade	80 investigations conducted into SSPs utilising non-compliant tools of trade
	PROSECUTIONS								
	2.4. Improper conduct enquiries prosecuted	2.4.1. Percentage of cases of non-compliant SSPs successfully prosecuted per year	100% of cases of non-compliant SSPs successfully prosecuted	100% of cases of non-compliant SSPs successfully prosecuted	100% of cases of non-compliant SSPs successfully prosecuted	96% of cases of non-compliant SSPs successfully prosecuted	96% of cases of non-compliant SSPs successfully prosecuted	97% of cases of non-compliant SSPs successfully prosecuted	97% of cases of non-compliant SSPs successfully prosecuted

1.2.3. Programme 2: Output Indicators: Annual and Quarterly Targets

OUTPUT	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr–Jun 2026	Q2 Jul–Sep 2026	Q3 Oct–Dec 2026	Q4 Jan–Mar 2027
COMPLIANCE AND ENFORCEMENT						
2.1. Industry inspections and operations	2.1.1. Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	9 100 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	2 500 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	2 500 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	2 050 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	2 050 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)
	2.1.2. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	44 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	15 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	15 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	7 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	7 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)
	2.1.3. Number of operations to address non-compliance with PSiRA legislation	140 operations to address non-compliance with PSiRA legislation	40 operations to address non-compliance with PSiRA legislation	40 operations to address non-compliance with PSiRA legislation	30 operations to address non-compliance with PSiRA legislation	30 operations to address non-compliance with PSiRA legislation

OUTPUT	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr–Jun 2026	Q2 Jul–Sep 2026	Q3 Oct–Dec 2026	Q4 Jan–Mar 2027
2.2. Security business firearm inspection	2.2.1. Number of security businesses in possession of firearms inspected	1 875 security businesses licensed for firearms inspected	449 security businesses licensed for firearms inspected	588 security businesses licensed for firearms inspected	419 security businesses licensed for firearms inspected	419 security businesses licensed for firearms inspected
2.3. Investigations	2.3.1. Percentage complaints finalised through an investigation against security service providers	92% of complaints finalised through an investigation against security service providers	40% of complaints finalised through an investigation against security service providers	60% of complaints finalised through an investigation against security service providers	75% of complaints finalised through an investigation against security service providers	92% of complaints finalised through an investigation against security service providers
	2.3.2 Number of investigations conducted into SSPs utilising non-compliant tools of trade (i.e. strobing/flashing lights, vehicles, branding and resembling uniforms)	60 investigations conducted into SSPs utilising non-compliant tools of trade	15 investigations conducted into SSPs utilising non-compliant tools of trade	15 investigations conducted into SSPs utilising non-compliant tools of trade	15 investigations conducted into SSPs utilising non-compliant tools of trade	15 investigations conducted into SSPs utilising non-compliant tools of trade
PROSECUTIONS						
2.4. Improper conduct enquiries prosecuted	2.4.1. Percentage of cases of non-compliant SSPs successfully prosecuted per year	96% of cases of non-compliant SSPs successfully prosecuted	96% of cases of non-compliant SSPs successfully prosecuted per year	96% of cases of non-compliant SSPs successfully prosecuted per year	96% of cases of non-compliant SSPs successfully prosecuted per year	96% of cases of non-compliant SSPs successfully prosecuted per year

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 taking 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 2026/27 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Strategy	Phase-based realignment of the law enforcement strategy	Training of staff in respect of the realignment of the law enforcement strategy	Establishment of the specialised Business Intelligence Unit, K9 unit, Organised Crime Unit, Training Inspections Unit.
Prosecutions	Prioritise cases involving unregistered businesses and individuals and cases that impact community safety such as violent crimes. Prosecution to be affected on-line via Microsoft Teams where applicable.	Improve forensic capabilities to analyse evidence and build stronger cases	Prosecutions processes digitised
Digitisation process	On-line inspections Prosecutions via digital platform, e.g. MS Teams	Synchronising all processes to digital platform	All law enforcement processes are digitised and automated
Resources	Effective utilisation of limited resources Establishment of a YES Programme model	Increase Human Capital (Insp & Admin) Inspector-SSP ratio. Current estimate Increased Specialised Operations Units	Procurement of LE technology, e.g. Drones
Priority Cases	Designate prosecution and inspectorate team to deal with priority cases	Development, programme designed to improve service delivery	-

1.2.5. Programme 2: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 2: Law Enforcement (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Personnel Expenditure	93 171	124 616	130 868	146 290	163 057	163 813	179 087
Administrative Expenditure	15 890	16 009	17 387	26 489	30 315	31 618	18 404
Repairs and Maintenance	-	-	-	-	-	-	-
Travel and Subsistence	4 841	8 186	3 342	8 261	13 377	13 956	14 583
Lease Payments	11 137	22 867	22 377	21 974	23 952	25 054	26 164
Consultancy & Professional Fees	43	-	26	-	-	-	-
TOTAL EXPENDITURE	125 082	171 678	174 000	203 014	230 701	234 441	238 238

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	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 ***"Safer homes, businesses and communities in the interest of all South Africans"***, the Training and Communications Programme delivers against the following outcomes in the amended Strategic Plan:

Outcome 3: An informed public of a regulated, capable, and professional private security industry.

The 2026/27 performance plan of Programme 3 is reflected in the log frame tables below:

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

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TRAINING									
3. An informed public of a regulated, capable, and professional private security industry.	3.2. Industry training	3.2.1. Number of industry training refreshers material determined	New indicator	New indicator	New indicator	Industry training refreshers material developed	1 industry training refreshers material determined	-	-
	3.3. Qualifications reviewed/ developed	3.3.1. Number of qualifications reviewed	10 qualifications	10 qualifications	16 qualifications	10 qualifications	10 qualifications reviewed	10 qualifications reviewed	10 qualifications reviewed

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
MARKETING, COMMUNICATIONS AND STAKEHOLDER RELATIONS									
3. An informed public of a regulated, capable, and professional private security industry.	3.4. Stakeholder relations	3.4.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	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 with industry regulatory bodies in other countries	1 new cooperation agreement entered into with industry regulatory bodies in other countries	1 new cooperation agreement entered into with industry regulatory bodies in other countries
		3.4.2. Number of industry stakeholder collaborations entered into	New indicator	New indicator	New indicator	5	10 industry stakeholder collaborations entered into	15 industry stakeholder collaborations entered into	20 industry stakeholder collaborations entered into
	3.5. Marketing and communications	3.5.1. Number of security services, products and equipment engagements conducted with the public	New indicator	New indicator	New indicator	55	55 security services, products and equipment engagements conducted with the public	55 security services, products and equipment engagements conducted with the public	55 security services, products and equipment engagements conducted with the public
		3.5.2. Number of security services, products and equipment engagements conducted with the Private Security Industry	New indicator	New indicator	New indicator	60	60 security services, products and equipment engagements conducted with the Private Security Industry	60 security services, products and equipment engagements conducted with the Private Security Industry	60 security services, products and equipment engagements conducted with the Private Security Industry
		3.5.3. Number of digital marketing campaigns conducted	New indicator	New indicator	New indicator	50 digital marketing campaigns	55 digital marketing campaigns conducted	60 digital marketing campaigns conducted	65 digital marketing campaigns conducted
		3.5.4. Number of Security information guides published	New indicator	New indicator	New indicator	1 Security information guide developed	1 Security information guide published	Awareness assessment	-

1.3.3. Programme 3: Output Indicators: Annual and Quarterly Targets

OUTPUT	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr–Jun 2026	Q2 Jul–Sep 2026	Q3 Oct–Dec 2026	Q4 Jan–Mar 2027
Training:						
3.2. Industry training	3.2.1. Number of industry training refreshers material determined	1 industry training refreshers material determined	Consultation with the industry on refresher course	Feedback and amendments into the refresher course	Submission to EXCO	1 industry training refreshers material determined
3.3. Accreditation of qualifications	3.3.1. Number of qualifications reviewed	10 qualifications reviewed	2 qualifications reviewed	2 qualifications reviewed	3 qualifications reviewed	3 qualifications reviewed
Marketing, communications, and stakeholder relations:						
3.4. Stakeholder relations	3.4.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	1 new cooperation agreement entered into with industry regulatory bodies in other countries	-	-	-	1 new cooperation agreement entered into with industry regulatory bodies in other countries
	3.4.2. Number of industry stakeholder collaborations entered into	10 industry stakeholder collaborations entered into	3 industry stakeholder collaborations entered into	3 industry stakeholder collaborations entered into	2 industry stakeholder collaborations entered into	2 industry stakeholder collaborations entered into
3.5. Marketing and communications	3.5.1. Number of security services, products and equipment engagements conducted with the public	55 security services, products and equipment engagements conducted with the public	10 security services, products and equipment engagements conducted with the public	15 security services, products and equipment engagements conducted with the public	15 security services, products and equipment engagements conducted with the public	15 security services, products and equipment engagements conducted with the public
	3.5.2. Number of security services, products and equipment engagements conducted with the Private Security Industry	60 security services, products and equipment engagements conducted with the Private Security Industry	15 security services, products and equipment engagements conducted with the Private Security Industry	15 security services, products and equipment engagements conducted with the Private Security Industry	15 security services, products and equipment engagements conducted with the Private Security Industry	15 security services, products and equipment engagements conducted with the Private Security Industry
	3.5.3. Number of digital marketing campaigns conducted	55 digital marketing campaigns conducted	15 digital marketing campaigns conducted	20 digital marketing campaigns conducted	10 digital marketing campaigns conducted	10 digital marketing campaigns conducted
	3.5.4. Number of Security information guides published	1 Security information guide published	-	-	1 Security information guide published	-

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. Enhancements in this financial year based on the 2025–2030 Strategy include:

- Renewed focus on training partnerships and collaboration
- Ensuring the best possible use of digital technology in the training process
- Focusing on building awareness amongst Private Security Consumers directly and through partnerships
- Partnering with the community and other organisations to achieve objectives

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 2026/27 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Enhancement of Customer Value Proposition	Conduct customer surveys to measure and track customer value proposition.	Increase Corporate Social Investment (CSI) initiatives with identifiable Return on Investment (ROI) – women, children, and disabled. Regular Industry engagements.	Conduct stakeholder engagements in remote areas. Establish PSiRA kiosks to increase national footprint in collaboration with finance and registration departments.
Strategic Marketing	Develop Public Relations Policy. Implement digital marketing that invokes interest and interaction in the industry. Arrange PSiRA Indaba.	Host virtual dialogues with Chief Executive Officers (CEOs) of prominent regulators in Africa, Asia, and Europe. Actioning/implementing lessons learned from interactions and/or Indaba. Publish booklets/info rights of service consumers.	Ensure cooperation agreements with international regulators with particular focus in Africa.
Digitisation	Continue online system awareness on print, online, and radio. Enhance website to focus on security consumers.	Focused approach on promoting online system through business-to-customer (B2C).	-
Determination of Training Standards	Standard setting for specialised courses and/or review of existing security qualifications/learning material in the industry.	Targeted standard-setting and determination for security qualifications/learning material in the industry.	-

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Implementation of Learner Management System	Implement on-line assessment platform. Secure partnerships to ensure effective training using digital technology.	Develop a comprehensive learner management system, enhancing e-learning opportunities.	Ongoing LMS implementation and monitoring.
Industry Training Regulations	Promulgate and consult on the revised industry training regulations.	Implementation of promulgated revised industry regulations.	Ongoing implementation.
Quality Monitoring and Auditing	Capacitating of the training quality monitoring and auditing function.	Develop monitoring and auditing tools, processes, procedures, guidelines. Ensuring compliance to training regulation through continuous monitoring and auditing (collaborative function with LE).	-
LMS advocacy and industry readiness assessment	Advocacy and online system training.	Ongoing industry readiness assessment.	

1.3.5. Programme 3: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 3: Training and Communication (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Personnel Expenditure	15 633	20 048	22 839	22 610	27 078	28 259	29 527
Administrative Expenditure	18 834	17 931	14 183	24 367	25 532	24 979	26 100
Repairs and Maintenance	2	8	-	-	-	-	-
Travel and Subsistence	781	1 357	3	2 224	2 504	2 613	2 731
Lease Payments	-	-	-	-	-	-	
Consultancy & Professional Fees	2 330	3 851	3 321	3 434	3 974	4 147	4 334
TOTAL EXPENDITURE	**37 580**	**43 195**	**40 346**	**52 635**	**58 088**	**59 998**	**62 692**

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 ***"Safer homes, businesses and communities in the interest of all South Africans"***, the Registration Programme delivers against the following outcome in the amended Strategic Plan:

Outcome 2: A compliant, collaborative, accountable, and transformed private security industry.

The 2026/27 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	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
2. A compliant, collaborative, accountable, and transformed private security industry.	OPERATIONS								
	2.5. Efficient and effective Registrations	2.5.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	New indicator	Average of 3 days	Average of 2 days	3 days	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity
		2.5.2. Number of active registered security businesses on the database reviewed	New indicator	1 502 businesses	2 048	6 000	6 200 active registered security businesses on the database reviewed	6 500 active registered security businesses on the database reviewed	6 500 active registered security businesses on the database reviewed
		2.5.3. Number of Mobile outreach programmes executed	New indicator	New indicator	New indicator	11 Mobile outreach	22 Mobile outreach programmes executed	25 Mobile outreach programmes executed	25 Mobile outreach programmes executed

1.4.3. Programme 4: Output Indicators: Annual and Quarterly Targets

OUTPUT	OUTPUT INDICATORS	2026/27 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr–Jun 2026	Q2 Jul–Sep 2026	Q3 Oct–Dec 2026	Q4 Jan–Mar 2027
Operations:						
2.5. Efficient and effective Registrations	2.5.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity
	2.5.2. Number of active registered security businesses on the database reviewed.	6 200 active registered security businesses on the database reviewed	1 700 active registered security businesses on the database reviewed	1 500 active registered security businesses on the database reviewed	1 500 active registered security businesses on the database reviewed	1 500 active registered security businesses on the database reviewed
	2.5.3. Number of Mobile outreach programmes executed.	22 Mobile outreach programmes executed	7 Mobile outreach programmes executed	5 Mobile outreach programmes executed	5 Mobile outreach programmes executed	5 Mobile outreach programmes executed

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.**

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 2026/27 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Digitisation of processes	▪ Digitise taking fingerprints ▪ Digitise vetting processes	▪ Link with IJS i.r.o. verifying criminal records & verifying HANIS. ▪ Improving ePSiRA for better reliability and versatility. ▪ 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.	▪ All registration services done digitally, with no need to visit PSiRA offices.
Internal processes	▪ Transformation of processes into a one-stop service ▪ Decentralisation of tasks ▪ Increase in staff to address the current impact of high numbers of appointments at branch level. And addressing the new APP targets at head office.	▪ Possible redistribution of staff due to impact of digitisation on the operating model. ▪ More services migrated to a digital platform with fewer manual services at branch level.	
Relationships with external stakeholders	▪ Improved access/ processes i.r.o. verifying criminal records. ▪ Alternatively, introduction of the digital fingerprint verification that will improve our turnaround time and efficiency.	▪ Access to the historic records from our current fingerprint verification provider.	-
National footprint expansion	▪ Outreach programme to take services to outlying towns.	▪ Increase number of outreach programmes on a national basis. ▪ Open 2 additional branches in North West province and Northern Cape province.	-

1.4.5. Programme 4: Resource Considerations

Expenditure Estimates by Economic Classification:

PROGRAMME 4: REGISTRATION (R'000)	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Personnel Expenditure	6 978	7 022	8 507	10 600	11 068	11 550	12 069
Administrative Expenditure	18 884	39 422	20 748	21 781	27 224	28 412	29 839
Repairs and Maintenance	-	-	-	-	-	-	
Travel and Subsistence	90	66	308	677	706	736	769
Lease Payments	-	-	-	-	-	-	
Consultancy & Professional Fees	-	-	1	133	139	146	0
TOTAL EXPENDITURE	**25 952**	**46 510**	**29 563**	**33 191**	**39 137**	**40 844**	**42 677**

2. CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND 2026/27 MTEF BUDGET ESTIMATES

2.1 Statement of Financial Performance and Estimates for the 2026/27 MTEF

(R'000)	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
ECONOMIC CLASSIFICATION							
Administration	194 134	265 659	352 208	440 530	556 761	581 209	607 461
Law Enforcement	125 082	171 678	174 000	203 014	230 701	234 441	238 238
Communication and Training	37 580	43 195	40 346	52 635	58 088	59 998	62 692
Registration	25 952	46 510	29 563	33 191	39 137	40 844	42 677
TOTAL EXPENSES	**382 748**	**527 042**	**596 117**	**729 370**	**884 687**	**916 492**	**951 058**

2.2 Statement of Financial Position for the 2026/27 MTEF

STATEMENT OF FINANCIAL PERFORMANCE (R'000)	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
REVENUE							
Non-tax revenue	**452 448**	**607 539**	**710 785**	**729 370**	**884 687**	**916 492**	**951 068**
Sale of goods and services other than capital assets	**410 259**	**524 613**	**619 860**	**658 160**	**760 405**	**823 395**	**855 352**
Administrative fees	**308 899**	**393 134**	**456 187**	**473 052**	**582 939**	**608 071**	**631 635**
Annual fees received	214 167	254 636	280 468	333 979	370 105	387 145	404 749
Registration fees	66 105	104 998	126 711	102 106	171 592	176 504	179 429
Training revenue	101 360	131 479	163 673	185 108	207 466	215 324	223 717
Sale of goods	28 627	33 500	49 008	36 967	41 242	44 422	47 457
Other non-tax revenue	**42 189**	**82 926**	**90 925**	**71 210**	**94 282**	**93 097**	**95 716**
Fines and penalties	14 127	25 205	30 475	25 000	30 000	30 000	30 000

STATEMENT OF FINANCIAL PERFORMANCE (R'000)	AUDITED OUTCOMES			ESTIMATED EXPENDITURE	MTEF EXPENDITURE ESTIMATES		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Interest received	18 420	41 553	52 350	38 000	55 492	54 187	56 430
Other income	9 642	16 168	8 099	8 210	8 790	8 910	9 286
Transfers received	–	–	–	–	–	–	
Total revenue	**452 448**	**607 539**	**710 785**	**729 370**	**884 687**	**916 492**	**951 068**
EXPENSES							
Current expenses	**382 748**	**527 042**	**596 117**	**729 370**	**884 687**	**916 492**	**951 068**
Compensation of employees	207 900	248 053	297 021	325 125	372 822	390 997	410 373
Goods and services	168 118	268 271	287 598	384 614	490 813	504 276	518 523
Depreciation	6 730	10 718	11 498	19 631	21 052	21 219	22 172
Loss on disposal of assets	–	–	–	–	–	–	–
Interest dividends and rent on land	–	–	–	–	–	–	–
Total expenses	**382 748**	**527 042**	**596 117**	**729 370**	**884 687**	**916 492**	**951 068**
Surplus/(Deficit)	69 700	80 497	114 668	0	0	0	0
STATEMENT OF FINANCIAL POSITION							
Carrying value of assets of which:	110 681	117 096	140 132	344 534	347 054	334 850	346 044
Inventory	1 584	2 349	2 811	2 460	2 562	2 567	2 677
Receivables and prepayments	31 558	3 815	4 535	3 994	4 160	4 169	4 347
Cash and cash equivalents	217 996	303 199	386 746	166 368	184 529	197 801	208 835
Non-current assets held for sale	0	0	0	0	0	0	0
Total assets	**361 819**	**428 459**	**534 224**	**517 356**	**538 305**	**539 387**	**561 903**
Accumulated surplus/(deficit)	0	0	0	0	0	0	0
Revaluation reserve	9 149	12 075	12 075	12 075	12 075	12 075	12 075
Trade and other payables	66 086	78 362	68 731	81 734	85 117	85 297	88 939
Benefits payable							
Provisions	5 216	5 684	8 464	5 952	6 198	6 211	6 476
Other Liabilities	3 616	3 675	2 965	3 847	4 007	4 015	4 187
TOTAL EQUITY AND LIABILITIES	**361 819**	**428 459**	**534 224**	**517 356**	**538 305**	**539 387**	**561 903**

2.3 CAPITAL EXPENDITURE

	BUDGET	MEDIUM-TERM ESTIMATE		
	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000
Motor Vehicles	3 000	11 000	1 000	1 000
Buildings and Infrastructure	3 500	3 500	-	-
Computer Hardware	4 000	27 000	2 000	2 000
Computer Software	35 000	103 000	71 333	62 333
Office Equipment	4 000	1 717	1 500	1 500
Office Furniture	2 500	3 000	3 000	3 000
Leasehold Improvements	3 000	10 000	10 000	1 000
Total Capital Expenditure	**55 000**	**159 217**	**88 833**	**70 833**

3. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

The key risks reflected in the 2025–2030 Strategic Plan are reflected as follows:

OUTCOME	KEY RISK	POTENTIAL CONSEQUENCES	RISK MITIGATION
An agile, high performing organisation with financial sustainability, accountability, and innovative technology.	Insufficient funds to meet financial obligations	Inability to deliver on the PSiRA mandate	Intensify collection rate of fees and levies
	Cyber security threats	Penalties Reputational damage Loss of data Data manipulation Erosion of customer trust Financial loss	Implementation of Security incident and event management
	Inadequate implementation of the IT systems	Increased costs Reputational damage Compromised data integrity Operational disruptions Audit queries	Enhancement of the change management policy to include project risk steering committee and project risk assessment
A compliant, collaborative, accountable, and transformed private security industry.	Non-compliance to PSiRA regulations and standards	Lawlessness in the industry Reputational damage Industry/consumer exploitation	Intensify stakeholder awareness and consumer education initiatives. Intensify law enforcement initiatives to enforce zero tolerance to non-compliance.
	Non-acceptance of the Transformation Charter by the industry	Continued imbalance in the economic participation of the country Non-attainment of the transformative agenda of the BBBEE Act	Collaboration engagements with the Civilian Secretariat of Police to ensure that the stakeholders receive the transformation charter.
An informed public of a regulated, capable, and professional private security industry.	Inadequate industry training by accredited Security Training providers	Lack of professionalism in the industry Low proficiency of trained SOs	Roll out of revised grades material Piloting of the online assessment system with identified assessment centres Implementation of the online assessment system with identified assessment centres

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 DESCRIPTORS

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	Performance information provided by business units to undertake the work Audit report (internal and external audit)
Method of Calculation / Assessment	Quantitative – Number of implemented audit actions as per the Audit Action Plan / Total number of planned audit actions due for implementation x 100
Means of Verification	Audit reports (AGSA and Internal Audit), Audit Action Plan Report submitted to Audit and Risk Council (ARC) for recommendation to Council quarterly, and supporting documentation
Assumptions	• 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	Non-Cumulative
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 of billed revenue collected
Definition	Measures the percentage of billed revenue that has been collected by the Authority.
Source of data	Financial statements and bank statements
Method of Calculation / Assessment	Quantitative – Revenue collected / Revenue billed on annual fees and fines x 100
Means of Verification	Quarterly analysis report
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	86% billed revenue collected
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

Indicator Title 1.3.1.	Percentage implementation of the digital business strategy plan
Definition	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 and implementation plan
Method of Calculation / Assessment	Quantitative – Number of digital business strategy targets achieved / Total number of digital business strategy targets x 100
Means of Verification	Approved digital business strategy progress report
Assumptions	Funding will be available to implement strategy, and the data is available, reliable, valid, and timeous.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year-to-date (over the digital strategy and implementation plan period)
Reporting Cycle	Quarterly
Desired Performance	40% implementation of the digital business strategy
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.4.1.	Vacancy rate against the approved, funded positions
Definition	This indicator measures the vacancy rate (the percentage of unfilled positions within the organisation) as per approved annual post establishment plan.
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. Quantitative: Number of vacant posts / Total number of approved posts x 100
Means of Verification	Vacancy report, appointment letters
Assumptions	▪ The approved posts shall be filled ▪ Funding will be available
Disaggregation of Beneficiaries (where applicable)	Appointments in-line with PSiRA's approved Employment Equity Plan
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Not more than 7% vacancy rate against the approved, funded positions
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.4.2.	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, where 3 represents average performance. The 95% is calculated based on all employees' performance assessed in the financial year for their performance for the preceding financial year, in line with the performance management policy.
Source of data	Online performance system Signed scorecards
Method of Calculation / Assessment	Quantitative – Number of employees who achieve the score of 3 and above / Total number of employees' performance assessed in respect of their performance for the preceding financial year x 100 • Excluding employees who do not meet the assessment requirements, as well as those on prolonged suspension.
Means of Verification	Approved assessment reports

Indicator Title 1.4.2.	Percentage of employee performance rating assessed at 3 and above as per Performance Management System
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-cumulative
Reporting Cycle	Annually
Desired Performance	95% of assessed employees perform on rating of 3 and above for 2025/26 FY
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.4.3.	Number of employee satisfaction surveys conducted
Definition	This indicator measures the total number of employee satisfaction surveys conducted to assess staff morale, engagement, and workplace conditions.
Source of data	Survey questionnaires and responses
Method of Calculation / Assessment	Quantitative – A simple count of the total surveys conducted during the reporting period.
Means of Verification	Survey reports
Assumptions	Employees participate in sufficient numbers for meaningful insights.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One (1) employee satisfaction survey conducted
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.5.1.	Number of draft regulations approved by Council
Definition	This indicator measures the number of draft regulations that have been developed in terms of the PSIR Act for consideration by the Minister.
Source of data	Research outcomes, departmental requests, topical issues affecting the mandate
Method of Calculation / Assessment	Quantitative – 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	One (1) draft regulation approved by Council
Indicator Responsibility	Head: Corporate Services

Indicator Title 3.1.1.	Number of research reports completed
Definition	This indicator measures the number of research reports produced. These research reports are based on research conducted in areas of the private security industry.
Source of data	Approved concept notes
Method of Calculation / Assessment	Quantitative – Simple count of the number of completed research reports and approved by EXCO
Means of Verification	Research reports completed and minutes of EXCO
Assumptions	Capacity to conduct research and approved research concept notes by EXCO
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Five (5) research topics completed per annum
Indicator Responsibility	Head: Research and Development

Indicator Title 3.1.2.	Number of completed surveys
Definition	This indicator measures the number of industry-related surveys completed
Source of data	Approved concept notes and completed surveys
Method of Calculation / Assessment	Quantitative – Simple count of the number of industry and/or internal surveys completed and adopted by EXCO
Means of Verification	Analysis of survey findings
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	Four (4) completed surveys per annum
Indicator Responsibility	Head: Research and Development

2. PROGRAMME 2: LAW ENFORCEMENT

Indicator Title 2.1.1.	Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)
Definition	Tracks the number of security businesses that have been inspected to ensure compliance with the Private Security Industry Regulation Act (2001). This includes all types of inspections conducted at security businesses. Inspections include routine/regulatory inspections, infrastructure and capacity inspections, accreditations of training centres, and working animal inspections.
Source of data	Inspection Plan
Method of Calculation / Assessment	Quantitative – Simple count of the number of inspection reports of security businesses completed
Means of Verification	Business inspection reports completed Completed means a report with an inspection report reference number signed by the inspector
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	9 100 security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.1.2.	Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)
Definition	Tracks the number of security officers that have been inspected to ensure compliance with Private Security Industry Regulation Act (2001). This includes all types of inspections conducted at the sites where security officers are deployed.
Source of data	Inspection plan
Method of Calculation / Assessment	Quantitative – Simple count of the number of inspection reports of security officers completed
Means of Verification	Security officer inspection reports/books completed Completed means a report with an inspection report reference number signed by the inspector
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	44 000 security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.1.3.	Number of operations to address non-compliance with PSiRA legislation
Definition	This refers to the number of Law Enforcement (LE) operations conducted in the Private Security Industry (PSI).
Source of data	An operational plan submitted and approved.
Method of Calculation / Assessment	Quantitative – Simple count of the number of operations conducted.
Means of Verification	Operational request submitted and approved, as well as operational feedback submitted and signed off by Law Enforcement.
Assumptions	Sufficient capacity within LE 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	140 operations to address non-compliance with PSiRA legislation.
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.2.1.	Number of security businesses in possession of firearms inspected
Definition	Tracks the number of inspections conducted in security businesses that are licensed to possess firearms
Source of data	Central Firearm Registry of SAPS
Method of Calculation / Assessment	Quantitative – Simple count of the number of inspections completed at businesses licensed for firearms
Means of Verification	Firearm inspection reports completed Completed inspections are inspection reports specifically designed to verify compliance on the use of fire-arms, completed and signed by the inspector. This includes self-assessment firearm inspection reports com-pleted by security businesses and verified and co-signed by an inspector.
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	1 875 security businesses licensed for firearms inspected
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.3.1.	Percentage of complaints finalised through an investigation against security service providers
Definition	Measures the proportion of complaints that have been finalised through referral to the Law Enforcement Unit for investigation against security service providers.
Source of data	Complaints received from help desk and other sources during the period under review
Method of Calculation / Assessment	Proposed: Quantitative – Number of finalised complaints investigated / total number of complaints allocated to the unit (per quarter/year) x 100 Finalise means the completion of the investigation and the submission of an investigation report with the findings Note: Within the quarter, complaints pending from the previous quarter will be carried over as an opening balance to the new quarter
Means of Verification	Investigation complaint registers and investigation files

Indicator Title 2.3.1.	Percentage of complaints finalised through an investigation against security service providers
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-to-date)
Reporting Cycle	Quarterly
Desired Performance	92% of complaints finalised through an investigation against security service providers
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.3.2.	Number of investigations conducted into SSPs utilising non-compliant tools of trade (i.e. strobing/flashing lights, vehicles, branding and resembling uniforms).
Definition	This refers to the number of investigations conducted into SSPs failing to comply with branding, insignia, strobing/flashing lights, vehicles and uniforms.
Source of data	Complaints received from the Complaints office and other sources as well as self-initiated investigations.
Method of Calculation / Assessment	The total number of investigations conducted into SSPs utilising non-compliant tools of trade (i.e. strobing/ flashing lights, vehicles, branding and resembling uniforms).
Means of Verification	Investigation files including: Investigation/Complaints, registers, inspection reports, and affidavits.
Assumptions	• Sufficient capacity within LE department. • Reports are available, and registers are 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	60 investigations conducted into SSPs utilising non-compliant tools of trade
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.4.1.	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 • Cases (dockets) placed on the improper conduct prosecution role have charge sheets issued and successfully served • Successfully prosecuted cases are those that have resulted in some form of penalty, settlement or sanction imposed
Source of data	Case dockets placed on the prosecution role
Method of Calculation / Assessment	Quantitative – Total number of cases successfully finalised by prosecutors / Total number of cases placed on the improper conduct prosecution role x 100 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

Indicator Title 2.4.1.	Percentage of cases of non-compliant SSPs successfully prosecuted per year
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	96% of cases of non-compliant SSPs successfully prosecuted
Indicator Responsibility	Deputy Director: Law Enforcement

3. PROGRAMME 3: TRAINING AND COMMUNICATIONS

Indicator Title 3.2.1.	Number of industry training refresher materials determined
Definition	Determination of the industry training refresher material refers to the process through which the content, standards, and learning outcomes of refresher training programmes are identified, reviewed, and approved to ensure alignment with current industry needs, legislative requirements, and professional competencies.
Source of data	Refresher course reviewed, curriculum content and learning outcomes determined
Method of Calculation / Assessment	Simple count of the number of industry refresher training materials
Means of Verification	Refresher courses content approved
Assumptions	Industry readiness Capacity
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	One (1) industry training refresher material determined
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.3.1.	Number of qualifications reviewed
Definition	Tracks the number of qualifications that have been developed and/or reviewed by an appointed service provider and determined by the Authority
Source of data	Qualifications and part qualifications curriculum
Method of Calculation / Assessment	A simple count of the number of reviewed or determined curricula
Means of Verification	▪ Approved curricula ▪ Training sub-committee minutes
Assumptions	Availability of Subject Matter Experts Funding available
Disaggregation of Beneficiaries (where applicable)	Not applicable

Indicator Title 3.3.1.	Number of qualifications reviewed
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	10 qualifications reviewed
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.4.1.	Number of new cooperation agreements entered into with industry regulatory bodies in other countries
Definition	This indicator measures new formal relationships developed with similar regulators to benchmark the mandate and implement best practise models in the regulation of the private security industry
Source of data	Engagements held with regulatory bodies
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
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	One (1) new cooperation agreement entered into with industry regulatory bodies in other countries
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.4.2.	Number of industry stakeholder collaborations entered into
Definition	Engagements to be held and information sharing with industry stakeholders and role players
Source of data	Requests/invitation for collaboration, industry complaints and initiatives
Method of Calculation / Assessment	Simple count of the number of engagements with external stakeholders and other industry role players
Means of Verification	Attendance registers of participants, or virtual records of the list of attendees or Minutes
Assumptions	Increased awareness and advance compliance through information sharing
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The meetings will be held in all provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Ten (10) industry stakeholder collaborations entered into
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.5.1.	Number of security services, products and equipment engagements conducted with the public
Definition	Marketing to the public to disseminate information to enhance awareness of consumer obligations and the role and functions of PSiRA.
Source of data	Internal developments that affect the industry, advertisements, campaign performance reports (feedback reports)
Method of Calculation / Assessment	Simple count of awareness campaigns conducted with external stakeholders
Means of Verification	Detailed reports of awareness campaigns
Assumptions	Increase capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Fifty-five (55) security services, products and equipment engagements conducted with the public
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.5.2.	Number of security services, products and equipment engagements conducted with the Private Security Industry
Definition	Meetings hosted to provide and disseminate information to enhance awareness on services and products within the private security industry and the role and functions of PSiRA.
Source of data	Internal developments that affect the industry, invites and attendance registers
Method of Calculation / Assessment	Simple count of engagements conducted with external stakeholders
Means of Verification	Attendance registers of participants or virtual records of the list of attendees Survey report
Assumptions	Increase capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The meetings will be held in all provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Sixty (60) security services, products and equipment engagements conducted with the private security industry
Indicator Responsibility	Deputy Director: Training and Communication

Indicator Title 3.5.3.	Number of digital marketing campaigns conducted
Definition	Digital marketing activities that create awareness on the role, functions, and products of PSiRA targeted at the general public, the industry and consumers of private security
Source of data	• Market analysis reports of campaigns • Content and concept development aligned to market analysis • Research and surveys
Method of Calculation / Assessment	Simple count of the number of approved public awareness campaigns undertaken on the role, functions, and products of PSiRA as per the communication plan and on invitation, including media reportage. Note: PSiRA may also partner with other strategic allies on the awareness programmes not highlighted in the operational plan.
Means of Verification	• Market analysis reports • Feedback reports • Approved content and artwork • Analytics and campaign reports (links, schedules, screenshots etc.)
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	Fifty-five (55) digital marketing campaigns conducted
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 3.5.4.	Number of security information guides published
Definition	Publication of a comprehensive guide explaining the security services and products available to the private security industry and its consumers.
Source of data	Security information guide
Method of Calculation / Assessment	Simple count of the number of security information guides published
Means of Verification	Approved security services and products guide publication
Assumptions	• Security information guide will be developed on time • Budget will be available
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The guide will be distributed nationally
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	One (1) security information guide published
Indicator Responsibility	Deputy Director: Training and Communications

4. PROGRAMME 4: REGISTRATION

Indicator Title 2.5.1.	Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.
Definition	Tracks the turnaround time for implementing resolutions of the registration committee for the illicit applications that were submitted for adjudication. This is to ensure that the registrations process for new applicants is transparent, fair and objective.
Source of data	Minutes of the Registration Sub-committee
Method of Calculation / Assessment	Calculate the average number of working days taken to action resolutions made at the Registration Sub-Committee meeting relating to illicit activity identified during the registration process, calculated from the date of the committee meeting to the date the decision has been actioned. Only resolutions which have been made at the Registration Sub-committee for the financial year are considered.
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	3 days turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity
Indicator Responsibility	Head: Registration

Indicator Title 2.5.2.	Number of active registered security businesses on the database reviewed.
Definition	Tracks the number of active registered security service providers reviewed to ensure that they 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 businesses reviewed that are on the database.
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)
Reporting Cycle	Quarterly
Desired Performance	6 200 active registered security businesses on the database reviewed
Indicator Responsibility	Head: Registration

Indicator Title 2.5.3.	Number of mobile outreach programmes executed
Definition	Tracks the total number of registration outreach programmes successfully completed per month. This is to ensure the Authority mitigates the lack of a national footprint and provide services to outlying areas and businesses.
Source of data	Confirmation from registration team leader on completed outreach programmes
Method of Calculation / Assessment	Simple count of the total number of mobile outreach programmes conducted
Means of Verification	Completed outreach programme(s) report
Assumptions	The required functions performed at the mobile outreach location was finalised
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	22 mobile outreach programmes executed
Indicator Responsibility	Head: Registrations

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

Not applicable

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.

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