

ANNUAL PERFORMANCE PLAN

2022|23



PSiRA
Private Security Industry Regulatory Authority





Honourable Gen B.H. Cele, MP
Minister of Police

EXECUTIVE AUTHORITY STATEMENT

To obtain additional copies of this document, please contact:

PRIVATE SECURITY INDUSTRY REGULATORY AUTHORITY

420 Witch-Hazel Avenue,
Eco Glades 2 Office Park,
Highveld Ext. 70,
Centurion 0158

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

Web: www.psiira.co.za

South Africa continues to suffer the consequences of the outbreak of the COVID-19 pandemic. Our country was already in an economically precarious position prior to the onset of the pandemic, and the consequences of the subsequent lockdown requirements in our fight against the SARS-CoV-2 virus impacted a high number of businesses resulting in increased unemployment and other social-economic challenges, which, unfortunately, also drives an increase in crime.

The unfortunate civil unrest experienced in July 2021 is a direct consequence of the impact of unemployment. The consequences of the unrest also amplified the socio-economic challenges facing our country. It is, however, also true that these events were used by opportunistic criminals to serve their own agenda driven by greed. Once again, the private security industry, in general, played a significant role in strengthening the hand of the South African Police Service (SAPS) in dealing with the unrest and protecting lives and property. It is clear that continuous cooperation between a legitimate and compliant private security industry and the SAPS will go a long way in ensuring that the State's and public's interests are protected, and this partnership must be strengthened.

However, it must also be mentioned that some members of the private security industry, unfortunately, acted outside the ambit of the law and contributed to some of the challenges experienced by ordinary citizens during the unrest. This is something that the Private Security Industry Regulatory Authority (PSiRA) will have to look into to ensure that the expectations placed by clients of private security services in protecting their property, are not at the expense of the rights of ordinary citizens.

...private security industry, in general, played a significant role in strengthening the hand of the South African Police Service...

In response to the impact of the pandemic, the National Economic Reconstruction and Recovery Plan highlighted in its objectives, the need to create jobs through employment programmes, the focus on growing small businesses, and fighting crime and corruption. In this regard, the private security industry can contribute to achieving these objectives, and the PSiRA, must create an enabling environment for the private security industry to grow, but at the same time to not lose



EXECUTIVE AUTHORITY STATEMENT *continued*

sight of its primary objective to ensure that this growing sector acts in the national, public and industry's interest.

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

As Executive Authority, I am fully aware of the fiscal constraints faced by the Government and, in particular, the budgetary constraints facing PSiRA with the current funding model, which relies on the continuous growth in employment within the private security industry. I am grateful that National Treasury is attending to this matter in ensuring that the Levies Act is introduced as a Money Bill, and I expect progress on this matter. It is also encouraging that the President has signed the Private Security Industry Regulatory Amendment Act, 2014, into law, empowering PSiRA to regulate the private security industry better.

I am looking forward to progress on the development of the necessary regulations in support of the Amendment Act, which will allow the President to publish a date for its implementation.

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

Honourable Gen B.H. Cele, MP
Minister of Police



Dr Leah Mofomme
Chairperson of the Council,
Private Security Industry Regulatory Authority

ACCOUNTING AUTHORITY STATEMENT

The Council of PSiRA is pleased to present to the Executive Authority and Parliament of the Republic of South Africa, the entity's Annual Performance Plan (APP) 2022/2023. The plan is a product of Management's intense reflections on the previous years' performance and external and internal factors that influenced the planning going into the future in pursuit of the outcomes as contained in the entity's Strategic Plan 2020-25 as amended.

The Council has reviewed the APP and made inputs to provide strategic leadership to the entity. It's satisfied that the performance output indicators and targets set for the year are all focused on achieving the outcome indicators as per the Strategic Plan for the 2020-25 MTSF period. Council is also satisfied that the development of the APP took into consideration the challenges that were brought about by the global COVID-19 pandemic, and in this regard, supports Management's plans to enhance the delivery of services to clients through the introduction of new technology in a phased-in approach, for the entity to remain relevant and sustainable under the current challenging environment.

The introduction of digital services to PSiRA clients has become the future of doing

business under the 4th Industrial Revolution (4IR) dispensation. The implementation of the digital transformation strategy is not only in response to the 4IR imperatives, but a response to the Authority's limited national footprint and the challenges of providing physical contact services to clients in the time of the heightened COVID-19 pandemic.

The plan is also focused on areas for improved organisational performance and the impact on the industry to be able to support the National Economic Reconstruction and Recovery Plan 2020 following on from the economic meltdown caused by the COVID-19 pandemic. The focus areas remain the key national priorities enshrined in the Medium Term Strategic Framework, and the National Development Plan (NDP) 2030. Our plan is aimed at creating job opportunities in the private security industry through the professionalisation of the industry to be able to meet the modern-day security challenges faced by the country in the fight against ever-escalating crime.

Council is pleased that the industry continues to show some signs of growth in terms of employment opportunities as the demand for more personalised and corporate safety and security grows. The private security industry is an instrument for lawful individual



ACCOUNTING AUTHORITY STATEMENT *continued*

and corporate self-protection, and there is no doubt that the industry is playing a significant role in the fight against crime through pro-active measures, including technology that seeks to prevent crime from taking place.

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

Council believes that a concerted effort in building strong relations between the industry and other law enforcement agencies in terms of intelligence gathering and sharing of information will go a long way in preventing similar incidents in the future. Some initial industry perspectives had been provided by PSiRA to the Presidential Committee investigating the unrests. Some engagements with the industry are continuing to obtain

their views, which we believe will assist the entity in facilitating some collaborative agreements between the industry and other law enforcement agencies. Key to this in terms of PSiRA strategic focus will be our plans towards achieving *"a legitimate, competent and transformed private security industry which acts in the interest of the State, public and private security industry and contributes towards a safer South Africa."*

The private security industry is an instrument for lawful individual and corporate self-protection, and there is no doubt that the industry is playing a significant role in the fight against crime through pro-active measures, including technology that seeks to prevent crime from taking place.

The Council is pleased that the Authority's resources have, for the past two financial years, started to show some signs of improvement, but only due to good financial management practices and controls. The unsustainable annual fees funding model continues to be a barrier for the entity to generate enough revenue to fully fund its



legislated mandate. Council is hopeful that the process started with National Treasury to reintroduce the revised Private Security Industry Levies Act, 2002 as a Money Bill in Parliament will, upon finalisation, address the funding challenges into the future.

Our plan is aimed at creating job opportunities in the private security industry...

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

Dr Leah Mofomme
Chairperson of the Council

OFFICIAL SIGN-OFF

It is hereby certified that this 2022/23 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 2022/23 financial year.



Mr I. Ralioma
Acting Deputy Director: Training and Communication

28 January 2022



Adv H. Thwane
Acting Deputy Director: Law Enforcement

28 January 2022



Mr C.S. Badenhorst
Chief Operations Officer

28 January 2022



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

28 January 2022



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

28 January 2022

APPROVED BY:



Dr L. Mofomme
Chairperson of the Council (ACCOUNTING AUTHORITY)

28 January 2022



Honourable Gen B.H. Cele, MP
Minister of Police (EXECUTIVE AUTHORITY)

03 March 2022

ABBREVIATIONS AND ACRONYMS

4IR	4 th Industrial Revolution
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Council
B2C	Business-to-Consumer
BIT	Business Information Technology
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
COVID-19	SARS-CoV-2 virus
CRM	Customer Relationship Management
CSI	Corporate Social Investment
DoEL	Department of Employment and Labour
DPME	Department of Planning, Monitoring and Evaluation
EMDE(s)	Emerging Market and Developing Economy/ies
EXCO	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GF	Guarantee Fund
HR	Human Resources
IASIR	International Association of Security and Investigative Regulators
ICT	Information and Communication Technology
IJS	Integrated Justice System
IMF	International Monetary Fund
IoT	Internet of Things
IT	Information Technology
JCPS	Justice, Crime Prevention and Security Cluster
M&E	Monitoring and Evaluation

MOA/U	Memorandum of Agreement/Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NA	Not Applicable
NDP	National Development Plan, Vision 2030
NPA	National Prosecuting Authority of South Africa
PDI	Previously Disadvantaged Individual
PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
PPP`	Public-Private Partnership
PSI	Private Security Industry
PSiRA	Private Security Industry Regulatory Authority
PSIR Act	Private Security Industry Regulation Act, No. 56 of 2001
QC	Quality Council
QLFS	Quarterly Labour Force Survey
ROI	Return on Investment
SAPS	South African Police Service
SARS	South African Revenue Services
SAS	Security Association of Singapore
SASSETA	Safety and Security Sector Education and Training Authority
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SETA	Sector Education and Training Authority
SO	Security Officer
SSP	Security Service Provider
Stats SA	Statistics South Africa
TVET	Technical and Vocational Education and Training
UIF	Unemployment Insurance Fund

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Part A Our mandate

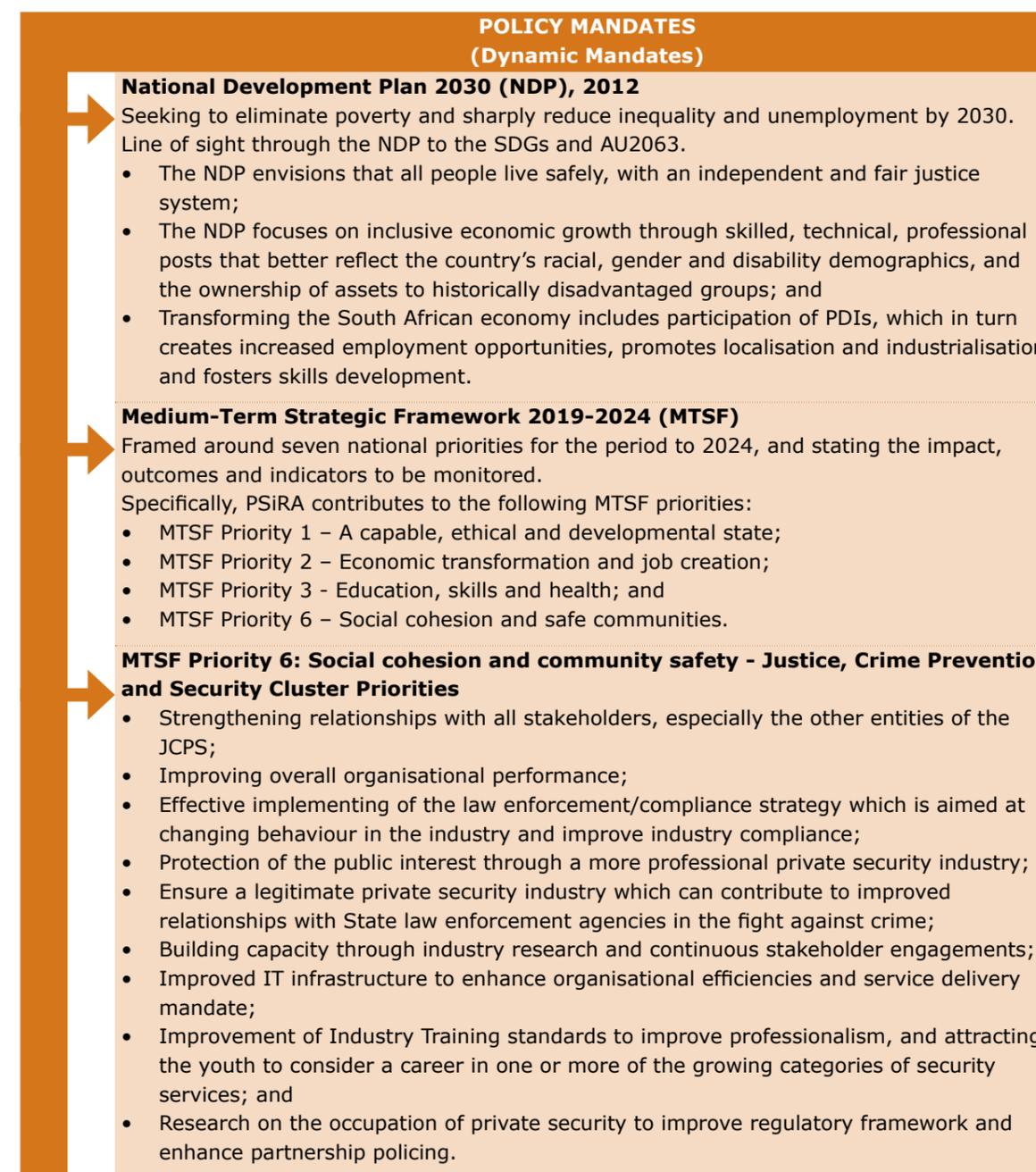


PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

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

Figure 1: PSiRA Legislative and Policy Mandates



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

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

- 1) The Exemption Advisory Committee must be appointed by the Minister, and regulations dealing with the procedures of the Committee must be prepared, which must be scrutinised and adopted by Parliament six months after promulgation of the Act. This means before the commencement date.
- 2) A period of two years from the commencement of the Act is allowed for the Minister to make regulations that must be prescribed (Section 44(3)). **All the regulations must be submitted to Parliament.** Consequently, for every regulation that is required to be prescribed by the Minister under this Act, the office of the Secretariat must be involved in the drafting, the Office of the State Law Advisors must provide certification and confirm that they pass the constitutional master and final presentation to Parliament for adoption of the regulations.
- 3) In terms of the Act, new regulations pertaining to the following matters must be made:
 - a) The requirements in respect of the infrastructure and capacity necessary for a security business to render a security service;

- b) Guidelines regarding insignia, emblem, title, or symbol whether on a uniform, vehicle or otherwise;
- c) The types of information which security service providers (SSP) Public-Private Partnerships (PPP) must furnish to the Authority when rendering a security service outside the Republic;
- d) Minimum standards applicable to security service providers responsible for the safe transportation of cash or goods with high value, including precious metals or jewellery;
- e) Minimum standards for the provision of security services at national key points as referred in Section 1 of the National Key Points Act, No. 102 of 1980;
- f) Regulations dealing with amounts payable by appellants and related matters in the lodging and prosecution of appeals;
- g) Regulations relating to the functioning of the Exemption Committee – within six months after promulgation; and
- h) Regulations on the renewal of registration.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

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

2.1 National Economic Reconstruction and Recovery Plan (October 2020)

COVID-19 and the related economic shutdown has had a severe impact on sectors of the economy, with many businesses battling to recover or are now non-operational.

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

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

Of specific relevance to PSiRA is the following:

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

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

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

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

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

The following regulations are in process:

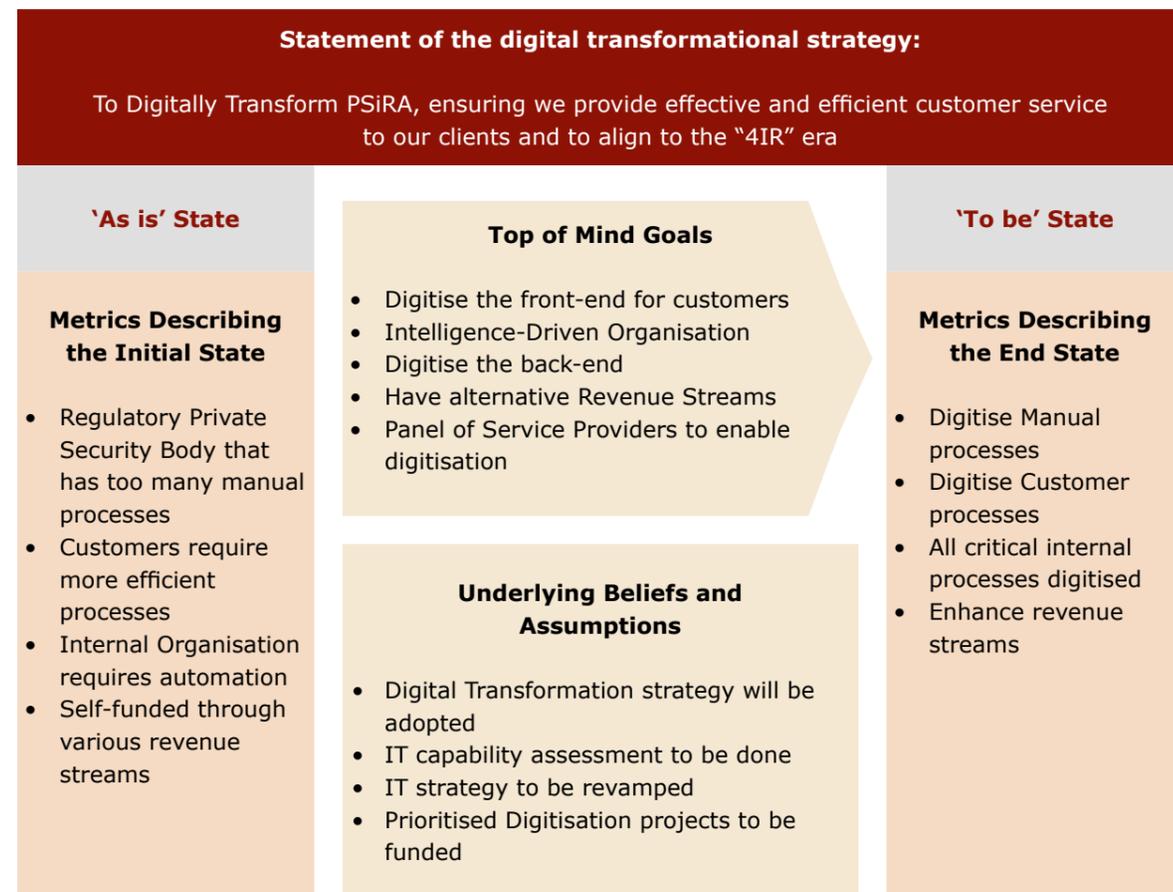
- 1) Remotely Piloted Aircraft – signed by the Minister, awaiting publication, and thereafter the notice and comment procedure followed by consultation if necessary;
- 2) Training Regulations – signed by the Minister, awaiting publication, and thereafter the notice and comment procedure followed by consultation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

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

2.3 PSiRA Digital Transformation Strategy, 2020-2025 (2020)

In 2020/21, PSiRA developed its Digital Transformation Strategy (2020-2025) with the aim "to digitally transform PSiRA, ensuring we provide effective and efficient customer service to our clients and to align to the '4IR' era".

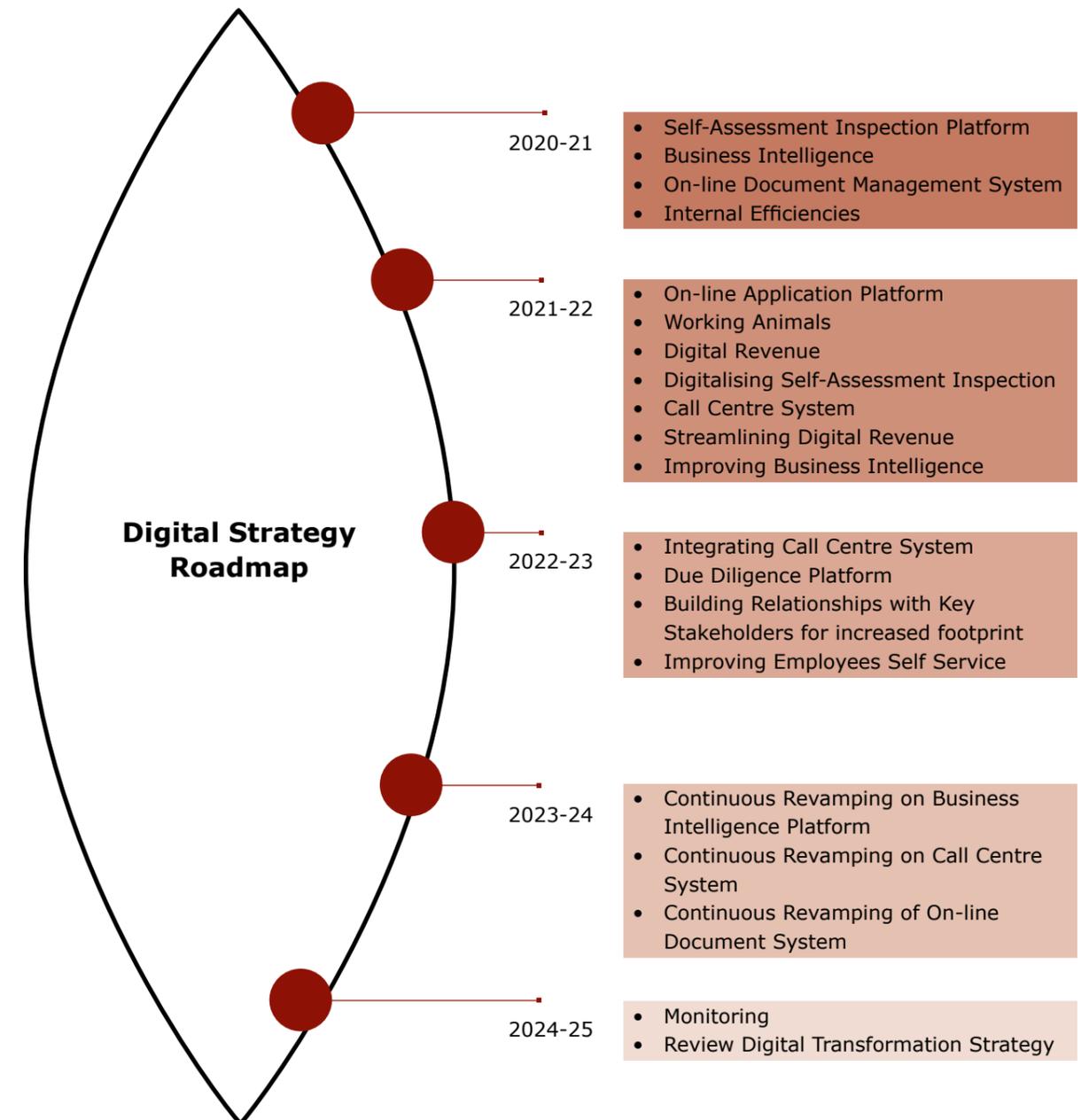
Figure 2: Goals of the PSiRA Digital Transformation Strategy



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

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

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



3. UPDATES TO RELEVANT COURT RULINGS

Court judgements or rulings reflected in the prior year Annual Performance Plan, which have a bearing on the mandate and/or core operations of PSiRA, have been operationalised.

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



PSIRA
Private Security Industry Regulatory Authority

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

The private security industry continues to show growth, and PSiRA is registering more security officers (SO) and businesses. This increase is attributable, in some instances, to the tougher economic conditions that result in high levels of economic crimes being experienced by households and businesses, and which drives the need for more personal security arrangements to safeguard and protect persons and property.

Any interpretation of crime statistics for 2020/21 must obviously consider the impact of the state of emergency announced by the President in response to the COVID-19 pandemic. The first quarter of 2020/21 coincided with level 5 lockdown that kept almost everyone indoors. Most businesses closed, including taverns, liquor outlets, night clubs, sporting activities and places of entertainment, which are generally attributors to causative factors of crime. Considering this reality, the statistics released by the SAPS compared to the same period in 2019, although positive, does reflect a distorted and very skewed picture. The crime statistics for 2020/21 highlights a reduction in most

categories of crime, including a 13.9% reduction in contact crimes if compared with the preceding year, which includes a reduction in common robbery (-27,4%) and robbery with aggravating circumstances (-16.9%). As far as the sub-categories of armed robberies are concerned, there was a reduction in carjacking (-7.9%), robbery at residential premises (-1.2%), and robbery at non-residential premises (-11.7%). Overall, property-related crimes also reduced by 21.2% compared to the preceding year with a reduction in burglaries at non-residential properties (-6%), burglaries at residential properties (-22.5%), theft of motor vehicle/motorcycles (-25.4%), and stock theft (-7.4%). This is not only a positive reflection on policing but also because of private security initiatives and the essential service played by the private security industry during the respective lockdown levels.

However, there was an increase in cash-in-transit robberies (18.9%) and truck hijacking (16.2%) in 2020/21. Further, as lockdown restrictions eased, the first two quarters of 2021/2022 highlights an increase in crime if compared with the low base of 2020/21, which will continue to drive the demand for private security. The increases in crime are also driven by the access to new technologies, which leads to challenges within sectors affected by advancing Information and Communication Technology (ICT), use of cyberspace, and related technology advancement.

If compared with quarter 1 in 2020/21, the same period in 2021/22 shows double-digit increases in the subcategories of crimes, such as contact crimes, sexual offences, aggravated robberies, contact-related and property-related crimes. It is, therefore, preferable to compare Quarter 1 2021/22 crime statistics to the same period of 2019/20, i.e., to a 'normal period' two years ago where there was no lockdown¹.

¹ Source: https://www.saps.gov.za/services/downloads/april_june_2021_22_quarter1_presentation.pdf. Accessed 11 October 2021.

Figure 4: Subcategories of Crime, Q1 2020/21 and 2021/22 compared to Q1 2019/20

Sub-Categories	Quarter 1: 2019/20 vs 2020/21	Quarter 1: 2019/20 vs 2021/22
Contact Crimes	60.6%	0.6%
All Sexual Offences	74.1%	5.0%
Aggravated Robbery	107%	45.2%
Contact-related Crimes	42.3%	0.5%
Property-related Crimes	6.0%	-24.8%

The recent unemployment statistics released by Statistics South Africa (Stats SA) in the Quarterly Labour Force Survey (QLFS) also highlights an increase in socio-economic challenges, amplified by the impact of the COVID-19 pandemic. The official unemployment rate during the third quarter of 2021 was 34.9% (the highest since the start of the QLFS in 2008), with the number of employed persons decreasing by 660 000 to 14.3 million. The number of unemployed persons decreased by 183 000 to 7.6 million compared to the second quarter of 2021. The number of discouraged work-seekers increased by 545 000 (16.4%), and the number of people who were not economically active for reasons other than discouragement increased by 443 000 (3.3%) between the two quarters resulting in a net increase of 988 000 in the not economically active population. According to the expanded definition of unemployment, the unemployment rate increased by 2.2 percentage points to 46.6% in quarter 3, 2021, compared to quarter 2, 2021.

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

among women was 37.3% in the third quarter of 2021, compared to 32.9% among men. The official unemployment rate among black African women was 41.5% during this period compared to 9.9% among white women, 25.2% among Indian/ Asian women and 29.1 among coloured women.

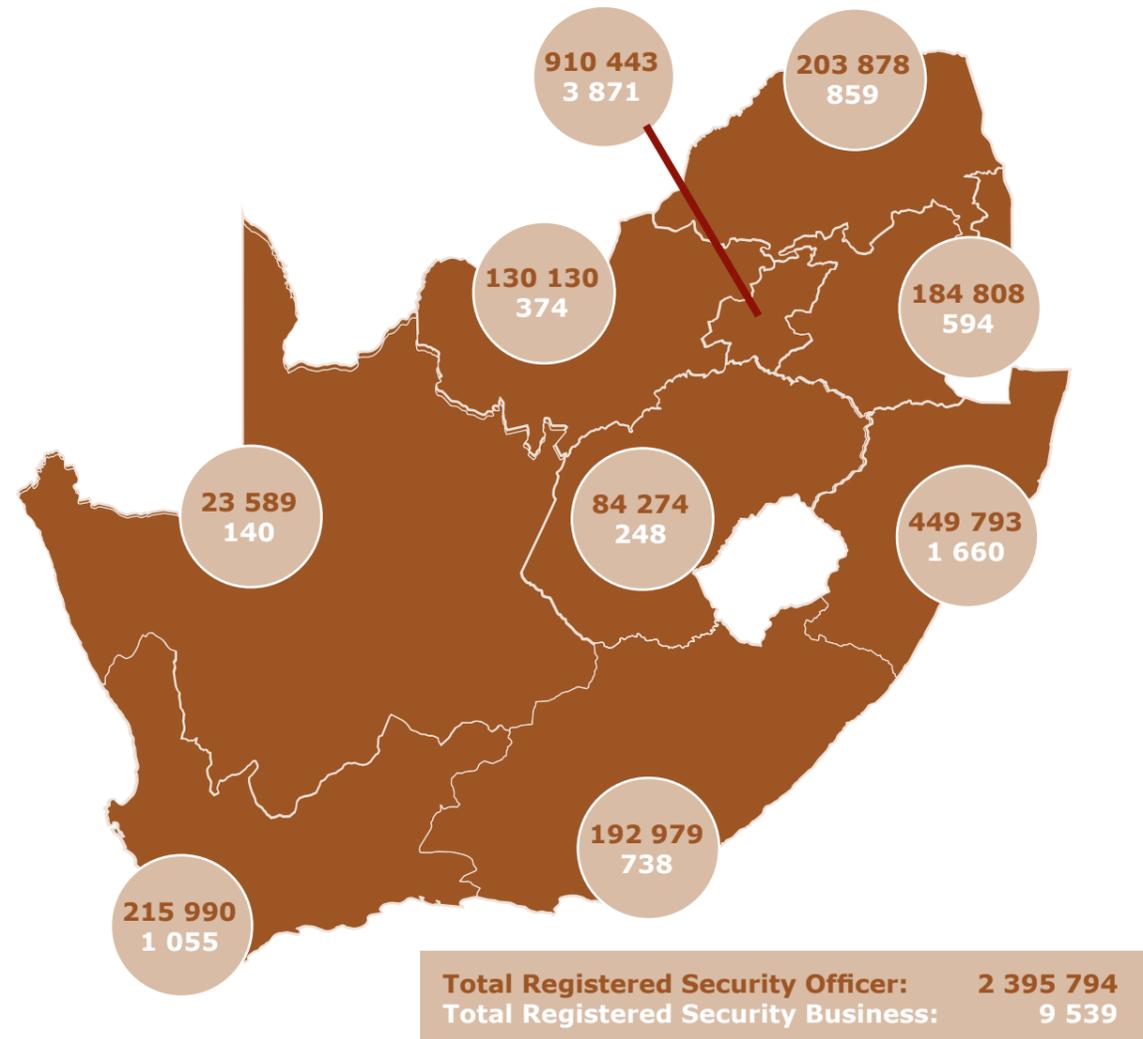
The civil unrest experienced in July 2021 also placed the private security industry's actions under the microscope. The private security industry, in general, played a significant role to strengthen the hand of the SAPS in dealing with the unrest to protect lives and property. But there were also challenges in that the private security industry was not sufficiently resourced and trained to react to the situation. The environment also highlighted some gaps in intelligence-driven collaboration between the private security industry and other government law enforcement agencies. It is clear that continuous cooperation between a legitimate and compliant private security industry and the SAPS will go a long way in ensuring that the State's and public's interests are protected, and this partnership must be strengthened.

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

There have been several cases where the private security industry has overstepped their mandate and exercised powers that they do not officially have. This includes infringing on the rights of clients, as well as the public at large. Improved training and professionalising of the industry is essential to ensure that the industry can become and remain a valuable partner to the SAPS in the fight against crime.

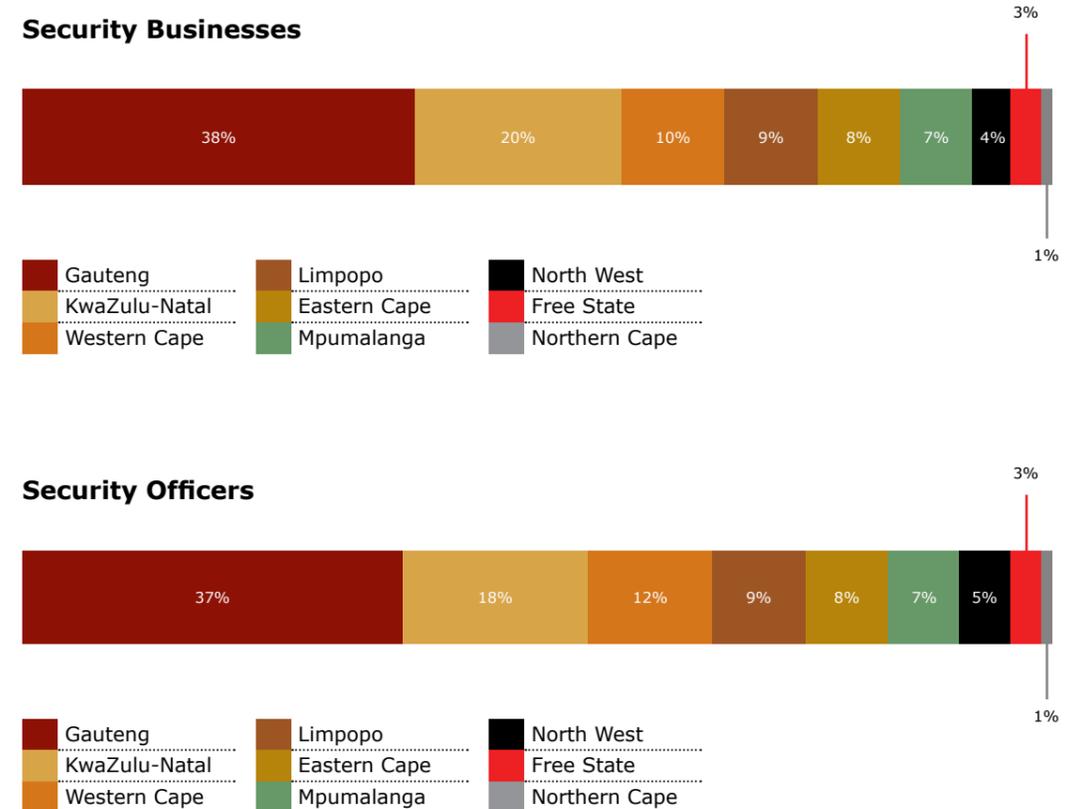
According to PSiRA's registration records², over 2.5 million security officers are currently registered, of which over 557 277 are employed (active)³ by 10 830 registered and active security businesses⁴.

Figure 5: Geographic Spread of Total Registered Security Service Providers (March 2021)



² PSiRA reports these figures at 27 September 2021.
³ PSiRA reports these figures at 27 September 2021.
⁴ PSiRA reports these figures at 27 September 2021.

Figure 6: Geographic Spread of Registered and Active Security Service Providers (March 2021)



The number of active employed security officers has increased by 43% since 2010, while the number of security businesses has increased by 44%⁵. This indicates a continuous appetite for private security in South Africa and increased demand on PSiRA to ensure an effectively regulated industry that acts in the interest of the State, the public, clients, and the private security industry itself.

The nature of security services rendered by the security businesses and employee security officers is also vast, as defined in the PSIR Act, with the majority falling within what is generally described as the guarding sector. Most security businesses operate in Gauteng (39%), followed by KwaZulu-Natal (19%) and the Western Cape (10%). The number of security businesses is also increasing in Limpopo with 9% of all registered businesses, followed closely by the Eastern Cape at 7%.⁶

As far as security officers are concerned, the total number of registered active security officers is 557 277. Gauteng has the highest number of security officers (37%), followed by KwaZulu-Natal (18%) and the Western Cape (12%). The geographic spread of the private security industry shows change: during 2007, almost 50% of active security businesses and security officers were operating/deployed in Gauteng, but as highlighted, this ratio has changed and is expected to continue to change in the future. This will have an impact on the Authority's national footprint, as it will have to cater for the private security industry's demands for service delivery in other growing areas.⁷

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

⁵ PSiRA reports these figures at 27 September 2021.

⁶ PSiRA reports these figures at 27 September 2021.

⁷ PSiRA reports these figures at 27 September 2021.

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

The local private security industry also continues to follow international trends in its development, especially in the use of electronic security to improve service delivery to clients. This will impact employment and will require new skills by employee security officers to remain relevant in the 4IR.

The private security industry also has to contend with concerted efforts by organised labour to reverse the practice of outsourcing security services by clients. This is most prominent in government and agencies and/or entities in the public sector. Lately, several universities have begun to in-source their security services. This is going to have an impact on security service providers and the transformation of the sector, as many of the security service providers rendering services to the government and its agencies and/or entities are Previously Disadvantaged Individual (PDI) -owned and/or small enterprises. In addition, an increased in-house security sector will also have an impact on the Authority, as revenues through annual fee payments will decline, and extra resources will be needed to regulate the growing in-house security sector.

Security businesses faced losing out on work as a result of not being able to supply compliance documents issued by PSiRA. This necessitated a rapid response by PSiRA through the deployment of digital systems and other delivery processes during the COVID-19 lockdown. These initiatives are set to continue in the future, including the digitalisation of registration and industry training services.

As the Authority is reliant on the private security industry to fund its operations through annual fees and the general growth of the industry, the negative economic growth for South Africa, worsened by the COVID-19 pandemic, is directly impacting the private security industry and the Authority, and the

need for the Private Security Industry Levies Act to be implemented is becoming more urgent.

The transformation of the private security industry is not only about redress, but also about creating opportunities for the entire industry through equal and fair economic participation. It is about having a culture that advances equality, worth of humanity, ownership, and business and educational opportunities in the industry.

Transformation is happening gradually, and it is noted that analysed data shows that there has been encouraging progress, in particular where the employment of women is concerned. According to the Authority's Annual Report 2020/21, there has been a 16% increase in the number of women employed within the private security industry over the last five years. A year-on-year comparison over the last two financial years did not indicate a growth of registered employed security officers in the private security industry. It maintained 22% of the total number of security officers employed. There was, however, a marginal increase of 0.1% in the number of female security officers registered with PSiRA during the financial year compared with 2019/2020. The total number of registered security officers (employed and unemployed) is 33%, an 18% increase over the last five years.

The size of the private security industry (businesses and security officers) directly influences the way the private security industry is regulated. The Authority primarily uses the security business-to-inspector ratio to determine the resources required to regulate the private security industry. In view of the growth in the number of security businesses, the current ratio is 1:151, and the Authority aims to achieve an inspector-to-security business ratio of 1:120 over the next two financial years. However, considering the industry's continuous growth, the ratio must be reviewed regularly, especially since many employee security officers are also subject to

regulation and not only security businesses.

In addition, the law enforcement strategy is reviewed and revised continuously, considering the growth of the industry, the resources available, and the compliance behaviour. In this regard, the strategy has been changed to also include industry self-assessments. The Authority's law enforcement strategy is increasingly recognising the importance of other stakeholders to assist in driving the compliance agenda. In this regard, there are a number of law enforcement operations conducted with other stakeholders (SAPS, Department of Employment and Labour (DoEL), and others). In the 2020/21 financial year, these operations saw the arrest of 875 security service providers, of whom 861 were unregistered. In addition, the Authority continued its focus on firearm control within the private security industry and conducted 1 793 inspections at businesses licenced for the use of firearms.

The transformation of the private security industry is not only about redress, but also about creating opportunities for the entire industry through equal and fair economic participation.

In general, there has been relative stability in the private security industry from a labour market perspective due to cooperation by all socio-economic partners in the industry. Following on from the establishment of the National Bargaining Council for the Private Security Sector, it is hoped that measures to strengthen labour stability, reduce exploitation, and improve collective bargaining can be expected.

1.1.2. Updated External Environment Analysis - PESTLE Analysis

Political	<p>There have not been any changes in the political environment to affect the operating environment of the Authority. South Africa is a stable democracy, and the outlook is positive without any threats to the democratic order.</p> <p>The industry has to contend with concerted efforts by organised labour to reverse the practice of outsourcing of security services by clients.⁸ This is most pronounced in government and agencies and/or entities in the public sector. To PSiRA, this means the following:</p> <ol style="list-style-type: none">1) Increased regulation to absorb the increased scope of regulation within the government and other in-house sectors;2) Assist security service providers, particularly PDI-owned enterprises, who are the major service providers to the South African government and its agencies and/or entities; and3) As a regulatory body, PSiRA, among other things, issues registration certificates to eligible security services providers. Currently, the qualifying criteria applied is that which is determined in terms of the legislation. However, the Authority is developing considerations regarding the registration requirements. The considerations would allow previously disadvantaged persons to apply for temporary licenses to enable them to seek work and be compliant with the tender terms of reference.⁹ <p>Furthermore, four more factors impact on the immediate future of PSiRA:</p> <ol style="list-style-type: none">1) The appointment of a new Council for the organisation has provided an opportunity for new leadership¹⁰;2) The support of PSiRA by the ministers of partner agencies will greatly enhance its ability to achieve its goals in collaboration with other key stakeholders;3) Perceived trust deficit in state-owned entities, due to the widespread reports of corruption and the state capture narrative; and4) Security service providers may be negative towards the payment of fees.
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Economic	<p>The COVID-19 pandemic and resultant hard lockdowns of economies across the world caused a collapse in global economic output in 2020. The World Bank expects output to expand by 4% in 2021 but still to remain more than 5% below pre-pandemic projections. The International Monetary Fund (IMF) projects a 6% global growth rate in 2021, moderating to 4.4% in 2022.</p> <p>Lasting damage to potential economic growth is expected to be more severe for Emerging Markets and Developing Economies (EMDEs), setting back key development goals of these countries. While China returned to pre-COVID Gross Domestic Product (GDP) output levels in 2020, many other EMDEs are not expected to do so until well into 2023. The recovery across EMDEs (excluding China) is anticipated to average a muted 3.5% in 2021-22, with aggregate EMDE output in 2022 expected to remain about 6% below its pre-pandemic projection.</p> <p>The projected recovery follows a severe contraction that has had particularly adverse employment and earnings impact on certain groups. Youth, and women, workers with relatively lower educational attainment, and the informally employed have generally been hit hardest.¹¹</p> <p>South Africa was already in an economically precarious position before the onset of the COVID-19 pandemic. It suffered the most severe SARS-CoV-2 outbreak in Sub-Saharan Africa, prompting some of the strictest lockdown measures of any country, which brought the economy to a virtual standstill. The World Bank reports that decisive monetary and fiscal policy support from the government likely prevented an even deeper downturn.</p> <p>The COVID-19 outbreak led to huge job losses in the South African economy. On a national level, unemployment has increased to the highest recorded level in recent years. However, the situation improved in the third and fourth quarters of 2020/21, with some of the jobs lost previously, being created again.</p> <p>The outbreak of the COVID-19 pandemic and its continued crippling of businesses on the country's economy did not spare the Authority from the impact of this deadly virus. The operations of the Authority were impacted largely during the hard lockdown restrictions imposed from the start of the financial year under review. The result was less revenue for the Authority due to very limited client services offered for the period.</p> <p>South Africa's unemployment rate hit a new record high of 34.9% in the third quarter of 2021 from 34.4% in the first quarter.</p>
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11 IMF World Economic Outlook, April 2021

<p>Economic</p>	<p>According to an expanded definition of unemployment that includes those discouraged from seeking work, 46.6% of the labour force was without work in the third quarter, from 44.4% in the second quarter.</p> <p>Businesses are closing their doors, and many families have experienced layoffs of either one or both breadwinners. This, in conjunction with the increased use of electronic security equipment, is having an impact on the growth of employment within the private security industry and is creating challenging annual fee collection conditions for the Authority.</p> <p>High unemployment rates also provide opportunities for unemployed individuals who view the private security industry as an easily accessible career path due to lower training requirements and registration fees.</p> <p>Nonetheless, PSiRA's revenue is not growing at the same rate as its operational costs. This is due to the changing nature of the industry with the introduction of new technologies and other innovations. A primary contributing factor is also the under-declaration of the number of employed security officers by some security service providers.</p>
<p>Social</p>	<p>Tougher economic conditions directly correlate with the notion of rising crime, real or perceived, by businesses and households. This increases the demand for private security services and demands more services from PSiRA. The civil unrest experienced in July 2021 is a direct consequence of the impact of unemployment, and the consequences of the unrest also amplified the socio-economic challenges facing our country.</p> <p>The following factors impact on the work of PSiRA:</p> <ol style="list-style-type: none"> 1) Upward trends in people living in gated estates create more demand for private security services; 2) Escalating unregulated security services in non-suburban communities, where private security is less affordable (neighbourhood watches and other formal/informal community safety initiatives); 3) Instances of non-compliance within the Private Security Industry (PSI) constantly creates challenges for the ability of PSiRA to effectively do its work, as evidenced by several performance indicators to address this behaviour; 4) The debate around what constitutes "personal information" in the regulation of the technology used by security companies to collect people's personal information when entering secure premises or precincts. This is particularly acute in light of the Protection of Personal Information Act (No.4 of 2013) (POPIA); and 5) Thought needs to be given on how private security service providers can be prepared and trained to manage situations that are outside of their current scope of activities, such as protests and community crowd control.

<p>Technological</p>	<p>Like any organisation in the 21st Century, PSiRA as a self-funding regulator, faces significant challenges brought about by globalisation and advancing new technologies.</p> <p>The latest technologies bring about new challenges in crime that could compromise the safety and security of businesses and individuals. These challenges manifest themselves in sophisticated tactics that could pose a threat to both the State and its citizens.</p> <p>To PSiRA, this means the following:</p> <ol style="list-style-type: none"> 1) Recruiting and/or training staff skilled in the use of different technologies and who would be equal to the task and counter modern-day challenges, such as cybercrime, use of drones, etc. This will ensure that PSiRA prepares itself to become an excellent regulator for the present and the future; 2) Develop technology-focused research to enable PSiRA to remain relevant to these ever-evolving innovative times; and 3) PSiRA has to build organisational capacity to anticipate changes and challenges to the industry without missing opportunities for early engagement with service providers and product providers, as well as early consultation with consumers. <p>The impact of the 4IR on the security industry cannot be underestimated. This particularly relates to the reality that new technologies are, in some cases, changing the need for human security personnel and, in others, changing the nature of the competencies required by people to function effectively in the security industry. The following are key dimensions of this change:</p> <ol style="list-style-type: none"> 1) The need to train and upskill security service providers to meet 4IR requirements; 2) The need to understand the changes in the security industry and develop strategies to regulate technologies, as well as people within the private security industry; and 3) The need to continue to develop and implement internal systems and processes which digitise and automate the work of PSiRA, making it more accessible and easier to do business with. This can eliminate bureaucracy, shorten administrative waiting periods, make processes more efficient, and lead to more satisfied customers.
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Legal and Regulatory

The passing of the Private Security Industry Regulation Amendment Act, 2014, into law will bring with it new dynamics on how the industry and the regulator should work.

PSiRA must consider the following:

- 1) Strengthening communication capabilities with industry stakeholders to address concerns with the intended reforms;
- 2) PSiRA needs to develop regulations to ensure that security service providers that have capabilities of gathering intelligence are acting within the law;
- 3) The issue of the lapsing of registrations is made clearer, requiring re-registration within two years. This will be a disruption to the industry; and
- 4) The Amendment Act defined segmentation of the industry, with the list of security services itemised. This will require issuing licences in terms of sectors and no longer be a single licence. PSiRA researched to unpack the different sectors of the industry.

The industry must also contend with new entrants from other countries, either as security service providers or individuals who want to practise in South Africa.

The opening of the borders and South Africa being a member of the international community has also seen South African security service providers venturing to offer services outside and beyond the borders of the Republic into the rest of the African continent and the world.

The implementation of the POPIA, 2013 also brings some challenges for the PSI as industry does consume vast amounts of personal information. Compliance with this legislation also needs to be monitored closely.

To PSiRA, this means the following:

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

Environmental

Environmental mismanagement, natural resources' depletion, waste management (e.g., recycling), and the impact an organisation has on the natural environment are some considerations PSiRA should take cognisance of.

- 1) Clients can retain the private security industry to ensure that these threats to the environment are mitigated;
- 2) PSiRA is a responsible corporate citizen who cannot be oblivious to these challenges and should lead from the front to ensure an environmentally friendly industry; and
- 3) The implementation of the Digitalisation Strategy of the organisation will reduce the need for stakeholders to travel to PSiRA's offices and reduce resources associated with non-digital administration processes, such as printing, filing, and physical storage of documents.

The COVID-19 pandemic has exposed the need for organisations to develop an approach to infectious disease. This could include a revision of PSiRA's Business Continuity Strategy and Plan, the Disaster Management Plan and/or a Work-From-Home solution.

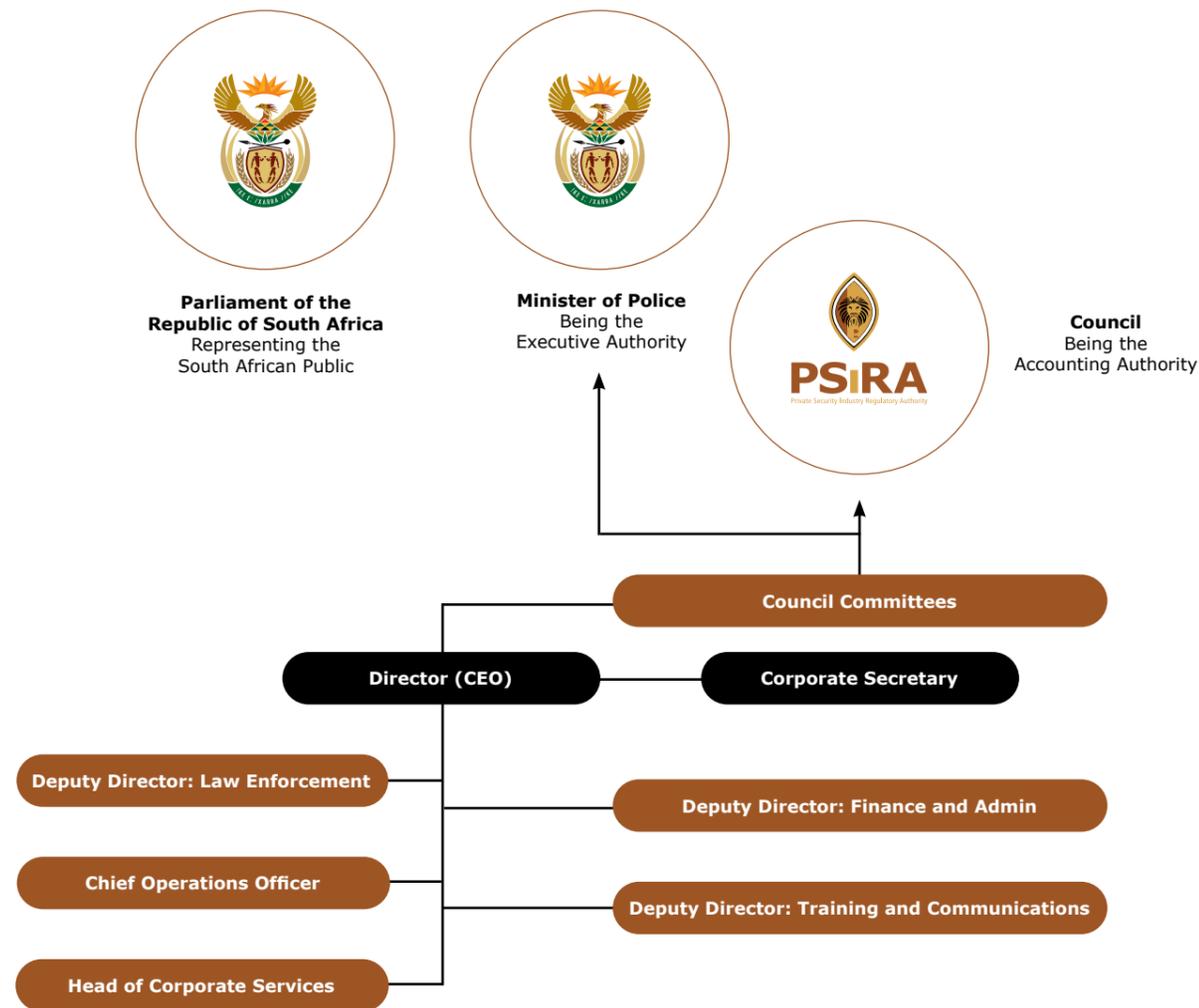
1.2. Internal Environment Analysis

The Authority continues to strengthen its corporate governance by establishing oversight committees to support its Council and Executive, ensure that policies and procedures are implemented, improve the internal control environment, and enhance service delivery.

The Authority will leverage the advent of the 4IR through the digitalisation of its services as per its Digital Transformation Strategy. This will assist in addressing the breadth of the Authority's national footprint. Rapidly emerging technologies, such as the Internet of Things (IoT), are key in improving service delivery and bringing services closer to the industry and prospective applicants. The digital registration and industry training platform was implemented in the 4th quarter of 2021/22. This will revolutionise how the Authority conducts its business and how the private security industry interacts with the regulator.

The Authority concluded an organisational review and redesign process in 2019/20 and has plans to implement this new organisational structure in a phased approach over the next few financial years, depending on the availability of funding. However, a review of this structure may be required in the light of changes to the need for a new structure to support an operating model based on the decentralisation of core services to regional offices and the establishment of provincial offices, both of which were to be supported by effective digital platforms and vendors.

Figure 7: PSiRA High-Level Organisational Structure



The Authority is statutorily mandated to conduct an ongoing study and investigation of the rendering of security services and practices of security service providers and identify shortcomings in the laws and policies relating to private security. Over the years, the Authority has undertaken several research studies on the various sectors within the private security industry and continues to do so.

The research findings have, among other things, informed policy on developing regulations aimed at improving the effective regulation of sectors of the private security industry as informed by the research.

During 2019/20, the Council initiated a process to involve the industry by establishing six industry sector advisory committees under Section 13(2) of the PSIR Act, representing the different categories or sectors of security service providers, to advise it regarding the regulation of the PSI. In order to ensure improved functionality, these sector committees were collapsed into one sector committee during 2021 and continue to add value in terms of providing advice, based on industry sector information on the ground, for the Council to make properly informed decisions for each sector.

The Authority's finances continue to be severely strained due to the current funding model, amplified by the impact of the COVID-19 pandemic. A turnaround strategy was implemented to address 'going concern' issues, and the strategy yielded positive results. However, there is a need to enhance the financial sustainability model through other possible revenue streams, such as the Industry Guarantee Fund (GF) and the implementation of the Private Security Industry Levies Act, 2002.

The National Treasury is currently attending to this matter as part of the review of the Act in a Money Bill in terms of Section 77 of the Constitution. The Levies Act will assist in dealing with the legacy problems created under the current annual fee funding model inherited from the repealed Security Officers' Act, 1987, which relies on the continuous growth in employment within the private security industry.

1.2.1. Updated Institutional Capacity Analysis - SWOT Analysis

Strengths	
<p>PSiRA has identified and calibrated its strengths to help determine how to allocate resources in a manner that will result in the optimal rendering of services to the industry and to ensure the highest possible potential for revenue growth and sustainability. The Authority hopes to leverage these strengths.</p>	
<p>Sound corporate governance practices</p>	<p>The Authority has attained an unqualified audit opinion with no material findings for the past three financial years.</p> <p>The Authority has strengthened its corporate governance by establishing additional oversight committees to support executives and the Council to ensure that policies and procedures are implemented to improve the internal control environment and enhance the organisation's service delivery.</p> <p>In this regard, the Authority has also established a sector subcommittee represented by the different categories of security service providers that will advise the Council on sector interests.</p> <p>Corporate governance practices have been strengthened with the establishment of a new Council.</p>
<p>Enabling legislation</p>	<p>The legislation that the Authority operates under has proven to be adequate for what the mandate is.</p> <p>Notwithstanding this, new reforms have been proposed that have now been passed in the Private Security Industry Regulation Amendment Act, 2014, into law, which will bring new dynamics on how the industry and the regulator should work. It is hoped that this will further enhance the ability of the Authority to better serve its stakeholders and improve regulation.</p>
<p>Legal framework to collect revenues reliably, supported by effective debt collection</p>	<p>The Authority maintained its going concern status by implementing the revenue streams applicable as per the legislation.</p> <p>Effective debt collection strategies have resulted in collection targets being achieved.</p>

Strengths	
Improved organisational structure	The organisation has recently adopted a new organisational structure to augment the prescribed statutory one. It is hoped that this new structure (supported through regionalisation) will enable better service delivery by the Authority. The relatively flat structure is expected to enable agile decision-making and reduce bureaucracy.
Adequate skills	<p>The requisite skills for the Authority are in place. Where there is a need to recruit for specialised functions, such skills will be readily available in the job market, as is the ability within the organisation to undertake the recruitment processes.</p> <p>The workforce of PSiRA is relatively young, energetic, competent, and ready to embrace changes where necessary.</p>
Stable and/or agile management and leadership	<p>The Authority has had stable leadership in recent years. Abnormal attrition of staff is not expected due to unforeseen circumstances. The average number of years in service of the executive managers is approximately five years.</p> <p>Leadership is also widely regarded as agile and decisive in dealing with emerging challenges – PSiRA’s rapid and effective response to the lockdown situation brought on by the COVID-19 pandemic attests to this. For example, specific business units report that they have adjusted to “the new normal” way of working from home when such an arrangement is required.</p>
Successful performance¹²	Despite the economic challenges posed by COVID-19, in terms of the entity’s performance towards achievement of the set targets for the output indicators, an 86% achievement of the planned targets for the 2020/21 financial year was achieved, as confirmed by the Auditor-General of South Africa (AGSA).
Culture of training	As part of their culture of training, the organisation ensures that there is an implementation of relevant and suitable training available to improve staff performance. This may include finance, supply chain management (SCM), and IT to assist staff to stay up to date with new information and developments.

¹² PSiRA Annual Report 2020/21

Strengths	
PSiRA brand awareness and reputation	<p>PSiRA’s focus on brand awareness has increased amongst its stakeholders. This bodes well for the Authority’s transcontinental vision. Client-facing officials are finding it easier to engage with security service providers. For purposes of compliance and the legitimacy of the industry, the Authority believes that endearing the PSiRA brand with its stakeholders will be in its best interest.</p> <p>Positive media coverage and positive perceptions of the industry during the COVID-19 lockdown have further enhanced the reputation of the Authority. There is anecdotal evidence pointing to growing public confidence due to constant communication on arrests and functions.</p>
Research capability	<p>The Authority has a statutory obligation to conduct ongoing research and investigation into the rendering of security services and practices of security service providers to identify shortcomings in the laws and policies relating to the PSI. Over the years, the Authority has undertaken several research studies on the various sectors within the PSI, and these are available to the public on the Authority’s website. Soliciting views of research participants on topical issues has enriched the body of knowledge of the private security industry. Peer review of research reports produced has improved the quality of the research outputs of the organisation.</p> <p>The Authority continues to propose policy changes and develop regulations to improve the effective regulation of the different sectors, as informed by the research.</p>
Good relationship with stakeholders	PSiRA enjoys a fairly sound and cooperative relationship with its stakeholders, including relationships with other law enforcement agencies and the relevant Sector Education and Training Authority (SETA), i.e., the Safety and Security SETA (SASSETA).
Effective operations, systems, and processes	<p>New “to-be” business processes have been mapped, supported by the digitalisation of services. Decisions for the Authority to digitise its operations for efficient client services and regionalisation of services will continue into the 2022/23 financial year. These decisions will see some implementation of key projects to develop on-line services for clients.</p> <p>Criminal cases, investigations, and complaints targets have been achieved through successful operations. Prosecutions, in general, are performing well and have been effective. Turnaround times for normal business applications are consistently achieved, and live tracking of applications is occurring. In addition, records management process is working effectively.</p> <p>Training systems and processes, including on-line/distance learning capabilities, have been enhanced, with good usage and positive feedback received.</p>

Weaknesses	
PSiRA has identified and calibrated its weakness and recognises these as areas that need to be improved on as either affecting current service delivery or affecting the future ability to do so. This is in line with the principle of continuous improvement in all areas of its operations.	
Funding model inadequate to support business strategy (insufficient financial resources to fund all operations)	<p>As a Schedule 3A public entity, various revenue streams are received, such as annual subscription fees and administration fees from the PSI. Funding is highly reliant on stability as well as growth in employment in the industry.</p> <p>The Authority continues to report increased impairment provision in its finances due to an increasing debtors' book, which is an inherent component of this model. The model was due to have been substituted by the introduction of levies under the Private Security Industry Levies Act, 2002.¹³</p> <p>The Authority needs to find other possible revenue streams to augment the current sources. The issue of how to regulate the technology used in the private security industry and gain revenue therefrom is a particularly key issue, as is the need for data cleansing of the companies on the database and establishing a process to detect false declarations more easily by security service providers.</p>
Outdated document management systems and lack of a reliable database	The implementation of the digitalisation strategy will assist in modernising the ICT systems of the Authority. Hopefully, the inadequate document management system and lack of an up-to-date database will be eliminated. The development of this strategy must be monitored.
Lack of digital platforms leading to delivery inefficiencies	<p>PSiRA's digital transformation strategy has been finalised, with implementation having commenced.</p> <p>The lack of an integrated digital platform using new technologies directly impacts PSiRA's efficiency and operational costs. It also places a constraint on broadening access to the Authority and the ease of doing business.</p> <p>Manual processes are time-consuming and, at times, overwhelm the available resource capacity. The need to automate is highlighted for the benefit of PSiRA and its customers.</p>
Synchronisation of activities and data	One of PSiRA's noted weaknesses is the lack of digital synchronisation with other key stakeholders, such as SAPS, the DoEL and the South African Revenue Services (SARS). This limits PSiRA's ability to fully comprehend employment statistics from service providers.

¹³ PSiRA Annual Report 2020/21

Weaknesses	
Inadequate monitoring and evaluation of projects and plans	The Authority has many projects it is implementing but does not have a systematised way of tracking project implementation.
Lack of regulations for industry training and outdated training standards, systems, and processes	The Authority has not been asserting its role as the statutory body responsible for setting the standards for industry training, resulting in others doing training without reference to the regulations set. This causes credibility problems for the Authority and hampers its goals in professionalising the industry.
Lack of adequate staff capacity in key operational areas	<p>There is inadequate staff capacity to cope with the industry's rapid growth, particularly considering technological advancements in the PSI.</p> <p>There is a misalignment between how PSiRA employees are capacitated through training and development programmes and the competencies needed to implement the organisational strategy.</p> <p>Furthermore, vacant positions are often not filled timeously.</p>
Need to focus on sector training	<p>As one of the roles of the authority is to provide training and set training standards, adequate support of this area will create fissures in the successful operations of the Authority. Several challenges in the sphere of training exist. These include:</p> <ol style="list-style-type: none"> 1) Failure to appoint service providers for the review of specialised courses and development due to non-response of the market to procurement requests; 2) There has been a lack of conclusion on engagements with Technical and Vocational Education and Training (TVET) colleges; 3) The engagement with colleges must be finalised to ensure the establishment of assessment centres for completed training; 4) Adherence to compliance and the monitoring of security training providers should be centralised; 5) There is a need to collaborate with Quality Councils (QCs) to address compliance requirements within the industry training landscape; 6) The professionalisation of specific occupations and the creation of designations in the industry should be considered through applicable legislation and policies; 7) Security training (locally and internationally) should be promoted; and 8) The Authority must provide the relevant IT infrastructure to enable e-learning systems.

Weaknesses	
Prevailing inefficiencies in operations	Timely turnaround times to complete administrative tasks to the appropriate quality standard take longer than customers expect. This includes reliance on 3 rd parties in respect of registration applications, inefficiencies in post-prosecution administration, industry compliance self-assessments and inadequate reinforcement of the complaints management process.
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 as well as outside the borders of South Africa. PSiRA must 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.	
New/Alternative funding model	<p>The process started by National Treasury in the 2019/20 financial year for the review of the Levies Act into a Money Bill was again delayed due to the onset of the COVID-19 pandemic at the start of the 2020/21 financial year. It is hoped that some progress in the 2021/22 financial year will occur, as the National Treasury has since developed draft levies contribution and levies administration bills, which should be tabled for Cabinet approval to be introduced into parliament legislative process in the 2021/22 financial year.¹⁴</p> <p>The timelines set by National Treasury will be closely monitored to ensure that unnecessary delays are avoided and/or escalated for intervention by relevant authorities.¹⁵</p>
Digitalisation of services across the business (training, registrations, case management, mobile platforms, etc.)	<p>The advancement of technology platforms and the development of mobile applications offer new opportunities for improving the accessibility and reach of PSiRA's services, e.g., the system enabling the digital registration of beneficiaries is at an advanced stage.</p> <p>The good work done in setting up the on-line appointment booking system and the mobile platforms during the COVID-19 lockdown should be further developed and enhanced to improve the customer experience.</p>

¹⁴ PSiRA Annual Report 2020/21

¹⁵ PSiRA Annual Report 2020/21

Opportunities	
Partnerships with State entities	The partnership with the Unemployment Insurance Fund (UIF) established in the previous financial year in support of the government's call for the creation of employment opportunities for unemployed persons, especially UIF beneficiaries, was halted due to COVID-19 restrictions. The partnership, however, continues to be maintained, with some alternative interventions being considered to resume the project to finality in the 2022/23 financial year. ¹⁶
Regulating new technologies in the industry	PSiRA must try to develop rules that keep consumers safe while keeping pace with new technologies. The Authority needs to regulate and to provide 'clarity and predictability' on the use of drones, apps, and similar technologies of the future. This will require the regulation of both people and technology.
Education for the industry	The development of training standards in the various industry sectors is a key milestone towards achieving a " <i>capable and trained private security industry</i> " as one of the entity's five-year outcomes. Key implementation projects are scheduled with some specialised training courses identified for development.
Repository of data about the industry	<p>It is without any doubt that the future of any industry will be data-driven and will take advantage of advancing technologies in data capturing management and analysis.</p> <p>Service providers will need accurate data and appropriate analytical tools to understand the industry better and, therefore, prepare new and better solutions. This ability will enhance the research capacity of the Authority.</p> <p>Sharing of information is extremely important to ensure that employees are vetted. In this respect, relationships with SAPS and the National Prosecuting Authority (NPA) are important. PSiRA was granted access to the Companies and Intellectual Property Commission (CIPC) 's business registration database to improve the Authority's registration, enrolments, and inspections. In addition, PSiRA was granted access to the Integrated Justice System (IJS), and it is foreseen that this integration will be completed in 2022/23.</p>
Policy and process development	Drawing on the successes and performance of the 2020/21 financial year, several policies and processes could be reviewed or developed in the absence of such. These include SCM processes and procedures, complaints policy, call centre policy, and procedures, etc. In some instances, systems may need to be developed, e.g., SCM and finance.

¹⁶ PSiRA Annual Report 2020/21

Opportunities	
Stakeholder relations	<p>Improved relations with the industry through the established industry sector advisory committee are scheduled to continue. This work should add value in terms of providing advice and guidance based on industry sector information.</p> <p>This will enable the Council to make properly informed regulatory decisions for each industry sector. A point of departure for these committees will be continuous consultations and workshops on developing the Private Security Industry Transformation Charter, which is one of the key outcomes under the entity's strategic plan.</p>
Possibility of improved intergovernmental relations	<p>There are opportunities for better working relations with other government departments and agencies in the fight against crime. Opportunities exist in areas of integrated infrastructure in ICT, data, inspections, and other compliance matters.</p> <p>The Authority requires assistance from several governmental entities to improve the regulation of the growing private security industry.</p>
Improving the perception of the security industry and security professions	<p>The emergence of new technologies and their use within the security industry is changing the nature of the people required in the industry. Different and enhanced capabilities are required, creating the opportunity to overcome negative perceptions of the security industry and elevate perceptions of security service providers.</p>
Regulatory support and consulting to the private security industry in Africa	<p>The opportunity exists for PSiRA to champion and strengthen private security initiatives and regulations in other African countries. Involvement in international partnerships enhances the Authority's aspirations to be recognised as the host of the African chapter of the association, which will allow it to market the membership and internationally acclaimed regulatory product offerings in the African continent.</p>

Opportunities	
Strategic and International Partnerships¹⁷	<p>On the international front, PSiRA concluded memoranda of agreements (MOAs) with several partners, including:</p> <ol style="list-style-type: none"> 1) Private Security Authority of Ireland: PSiRA will foster the strategic relations between the regulators, collaboration, exchange of information, and initiatives to promote the private security transformation; 2) The Security Association of Singapore (SAS): PSiRA will be in a position to share experiences and initiatives to promote private security industry transformation; 3) Recognition of PSiRA by International Association of Security and Investigative Regulators (IASIR): As a member of IASIR (since 2018), PSiRA secured a seat as the association's board member through the appointment of the Director of PSiRA; and 4) Relationships with international regulators have been established, which has allowed for the development of additional capabilities and the acquisition of expertise; for example, training content has been shared as a result of these partnerships.

Threats	
<p>PSiRA has scanned the external environment for issues, events, and/or occurrences beyond its control that could negatively impact the Authority's performance. Through this analysis, the Authority will be better prepared for whatever it will encounter in the external environment.</p>	
Diminished levies due to economic pressures	<p>The Authority's current revenue model proved to have reached its lifespan, as most security businesses billed are finding it difficult to pay the annual fees. Most of the smaller security companies were hard hit by the COVID-19 pandemic and lockdown restrictions, which led to some losing their work and low employment growth, impacting our revenue.</p>
Diminished levies because of insourcing of security services	<p>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.</p>
Over-reliance and dependency on a single form of income for financial viability	<p>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.</p>

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Threats	
Cybersecurity	The threat of cyber-attacks within the industry is high with the adoption of new technologies. Research in this area undertaken in 2021/22 will hopefully shed more light on this specialised security area.
Future pandemics or disasters	COVID-19 has demonstrated that if companies' systems are predominantly manual, they will not be able to reach customers in cases of disaster. Therefore, modernising and leveraging technologies are a necessity and not an option.
Access to the skills for the future	As new challenges brought by advancing technologies occur, there is a demand for the creation and development of new and effective solutions, which requires the attraction of specialised skills.
Threat to the reputation of the Authority	The existence of illegal security operations by security service providers and the participation of disreputable individuals in the industry indicate varying levels of non-compliance. The continued operation by these non-compliant security service providers is detrimental to the reputation of the Authority as an effective regulator. Examples of this practice include security services within the taxi industry, as well as stray labour groupings and other groupings with no formal/organised affiliation.
Threat to the reputation of the Authority due to the narrative of State capture	The perceived trust deficit in state-owned entities, due to the widespread reports of corruption and the State capture narrative, threatens the Authority's reputation.
Identity fraud	The stealing of South African identities, mainly by foreign nationals desperate for employment, is a threat to the industry in that they increase chances of non-registration or other forms of non-compliance. This aligns with the issue of the protection of personal information outlined above.
Non-compliance with regulations round the control of firearms	Firearms form part of the tools of the trade. There have been many instances of firearms not being handled appropriately or used by security officers employed by service providers. The number of firearms in the private security industry is high. If not properly controlled, this could pose a threat to the State and the public in general.

Threats	
Participation in research	<p>The focus on research has affected respondents in that there is a lack of will to participate in research projects by some targeted participants, which has resulted in research fatigue. Research fatigue is the process or state in which individuals or groups tire of engaging in research or resisting and avoiding further research participation.</p> <p>Some targeted research participants do not have access to the virtual platforms required to conduct interviews and meetings where travel is not required or budgeted for.</p>
Risk of abuse of technologies within the security industry	Service providers and their employees are beginning to access technologies that can be abused. There are threats of invasion of privacy of premises and cybercrime. There are advances in biometrics, and their use in the industry is increasing. All these new technologies require proper calibration, and their demands on the regulator assessed and addressed.
Industry exploitation of security staff	<p>The Authority has, as one of its functions and outcomes, the protection of the interests of security officers. However, there are practises of exploitation being reported, which require attention lest the industry finds itself in conflict with security officers, sometimes armed, taking to protests about their conditions of employment.</p> <p>Studies revealed that some sectors are highly exploitative, e.g., the car guarding sector and labour broking.</p> <p>There needs to be improved intergovernmental interaction for possible solutions.</p>
Industry transformation	The transformation of the private security industry remains a concern. The industry is using strategies to avoid transformation, for instance, fronting.

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

PAINS:

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

ENABLERS:

- 1) A newly appointed Council provides effective leadership;
- 2) A skilled and competent workforce;
- 3) The digitalisation of processes and procedures;
- 4) National reach to administer and communicate with the constituency, owing to improved digitalisation, which coincided with the challenges of COVID-19;
- 5) New research and development capacity for driving innovative solutions;
- 6) Enabling legislation to enforce compliance; and
- 7) PSiRA business continuity strategy and plan implementation.

THE ISSUES IDENTIFIED THAT ARE CRITICAL FOR APP 2022/23 ARE THE FOLLOWING:

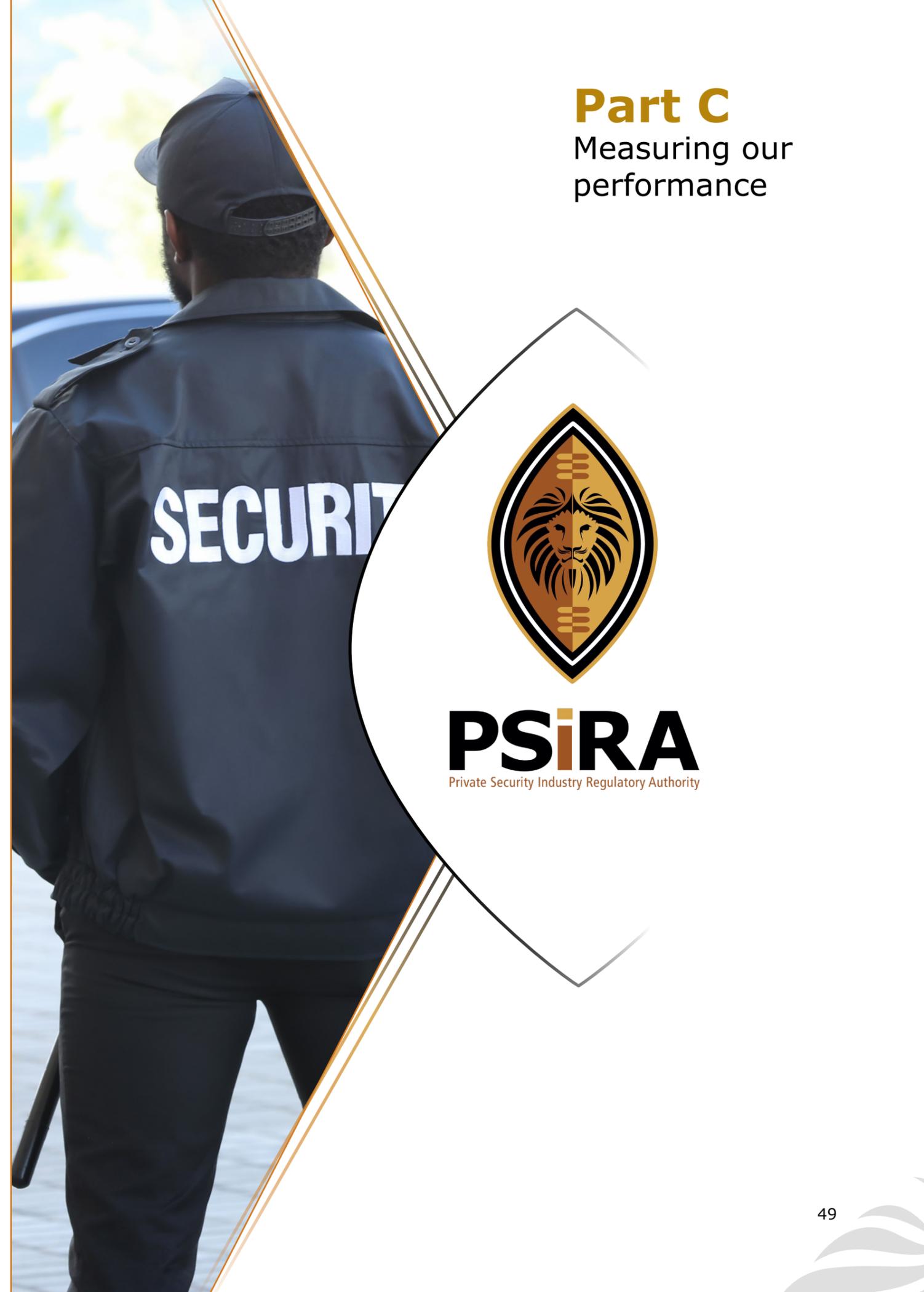
- 1) Strengthening of institutional management and decentralisation of services;
- 2) Leading and coordinating the development of a Sector Transformation Charter and future Transformation Index;
- 3) Focus on training, professionalisation, and sector development;
- 4) The implementation of the Private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

Part C

Measuring our performance



PSiRA
Private Security Industry Regulatory Authority



PART C: MEASURING OUR PERFORMANCE

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

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

Contributing towards the achievement of the impact, the PSiRA outcomes reflected in the amended 2020-2025 Strategic Plan are unpacked into the Annual Performance Plan for 2022/23.

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 <i>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.</i> <i>Coordination of institutional reporting, management processes, and systems to track performance against each of the strategic objectives.</i>	<ul style="list-style-type: none"> Finance Corporate Services Operations – Research and Development
Programme 2	Law Enforcement <i>Ensuring that industry players operate and comply with regulations and standards and take appropriate action where violations happen.</i>	<ul style="list-style-type: none"> Compliance and Enforcement Prosecutions
Programme 3	Training and Communication <i>Ensuring the content and quality of the training offered in the industry is enhanced, and for communicating knowledge about the industry and sharing consistent information, results, and relevance of the Authority.</i>	<ul style="list-style-type: none"> Training Marketing, Communications and Stakeholder Relations
Programme 4	Registration <i>The registration of industry businesses and security officers.</i>	<ul style="list-style-type: none"> Operations – Registrations and Renewals

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

1.1. Programme 1: Administration

1.1.1. Programme 1: Purpose

The Administration Programme is responsible for the overall coordination of all efforts and activities of the Authority towards achieving the strategic intent and organisational success, the financial management of the Authority, and providing institutional support and services to the other programmes.

It is also responsible for institutional reporting, management processes, and systems to track performance against each of the strategic objectives.

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

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

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

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

Outcome 4: The private security industry is transformed.

The 2022/23 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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1. Financial sustainability, accountability, relevance, and performance	Finance:								
	1.1. Audit Action Plan (AGSA and Internal Audit findings)	1.1.1. Percentage implementation of the Audit Action Plan	-	-	New indicator	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	100% Implementation of the Audit Action Plan
	1.2. Statutory tabling and reporting	1.2.1. Percentage compliance with statutory reporting requirements	-	-	New indicator	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements
	1.3. Risk management	1.3.1. Percentage implementation of the approved Strategic Risk Mitigation Plan	-	-	New indicator	90% implementation of the approved Strategic Risk Mitigation Plan	90% implementation of the approved Strategic Risk Mitigation Plan	90% implementation of the approved Strategic Risk Mitigation Plan	90% implementation of the approved Strategic Risk Mitigation Plan
	1.4. Revenue collection	1.4.1. Percentage of billed revenue collected	76% billed revenue collected	89% billed revenue collected	75% billed revenue collected	78% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected
	Corporate Services:								
	1.5. Business process digitisation	1.5.1. Percentage implementation of digital business strategy implementation plan	-	New indicator	20% implementation of digital business strategy implementation plan	40% implementation of digital business strategy implementation plan	60% implementation of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan	Review and realign digital strategy
1.6. Human resources management and development	1.6.1. Percentage of the vacancy rate against the approved funded positions	-	-	New indicator	Not more than 7%	Not more than 7%	Not more than 6%	Not more than 5%	

Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	Medium Term Expenditure Framework (MTEF) Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1. Financial sustainability, accountability, relevance, and performance		1.6.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System	-	-	-	90% of assessed employees perform on rating of 3 and above for 2020/21 FY	95% of assessed employees perform on rating of 3 and above for 2021/22 FY	96% of assessed employees perform on rating of 3 and above for 2022/23 FY	97% of assessed employees perform on rating of 3 and above for 2023/24 FY
	1.7. Industry regulation	1.7.1. Number of draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by Council	3 draft regulations approved by EXCO	3 draft regulations approved by EXCO	3 draft regulations approved by EXCO
	Operations – Research and Development:								
	1.8. Sector research	1.8.1. Number of relevant research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed
	1.8.2. Number of completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	4 completed surveys	
4. The private security industry is transformed	4.1. Private Security Industry Charter and Transformation Index	4.1.1. Draft Transformation Charter for the private security industry submitted for approval	-	New indicator	Policy and concept model approved by the Council	Draft Transformation Charter developed	Draft Transformation Charter for the private security industry submitted for approval	Transformation Charter for the private security industry implemented Research to provide a baseline for Transformation Index completed	Transformation Index for the private security industry developed Monitor Scorecard and Transformation Index tracked

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

Output	Output Indicators	2022/23 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2022	Q2 Jul - Sep 2022	Q3 Oct - Dec 2022	Q4 Jan - Mar 2023
Finance:						
1.1. Audit Action Plan (AGSA and Internal Audit findings)	1.1.1. Percentage implementation of the Audit Action Plan	100% implementation of the Audit Action Plan	Develop Internal Audit Action Plan 25% implementation of the approved Internal Audit Action Plan Develop Audit Action Plan 100% implementation of the Audit Action Plan actions due for the quarter	50% implementation of the approved Internal Audit Action Plan Incorporate findings and Action Plan from regulatory audit into the Audit Action Plan 100% implementation of the Audit Action Plan actions due.	75% implementation of the approved Internal Audit Action Plan	100% implementation of the approved Internal Audit Action Plan
1.2. Statutory tabling and reporting	1.2.1. Percentage compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements	100% compliance with statutory reporting requirements
1.3. Risk management	1.3.1. Percentage implementation of the approved Strategic Risk Mitigation Plan	90% implementation of the approved Strategic Risk Mitigation Plan	Develop and gain approval for the annual Strategic Risk Mitigation Plan 25% implementation of the approved Strategic Risk Management Plan	50% implementation of the approved Strategic Risk Mitigation Plan	75% implementation of the approved Strategic Risk Mitigation Plan	90% implementation of the approved Strategic Risk Mitigation Plan
1.4. Revenue collection	1.4.1. Percentage of billed revenue collected	80% billed revenue collected	40%	55%	65%	80%
Corporate Services:						
1.5. Business process digitisation	1.5.1. Percentage implementation of digital business strategy implementation plan	60% implementation of digital business strategy implementation plan	45% implementation of digital business strategy implementation plan	50% implementation of digital business strategy implementation plan	55% implementation of digital business strategy implementation plan	60% implementation of digital business strategy implementation plan
1.6. Human resources management and development	1.6.1. Percentage of the vacancy rate against the approved funded positions	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%
	1.6.2. 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 2021/22 FY	-	95% of assessed employees perform on rating of 3 and above for 2021/22 FY	-	-
1.7. Industry regulations	1.7.1. Number of draft regulations approved by EXCO	3 draft regulations approved by EXCO	Propose regulations for EXCO approval	Research conducted by Legal Services	Drafting of 3 regulations in progress	3 Draft regulations completed that are approved by EXCO

Output	Output Indicators	2022/23 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2022	Q2 Jul - Sep 2022	Q3 Oct - Dec 2022	Q4 Jan - Mar 2023
Operations – Research and Development:						
1.8. Sector research	1.8.1. Number of relevant research reports completed	5 research reports completed	5 research concepts Approved by EXCO	5 research topics in progress	5 research topics in progress	5 research topics completed
	1.8.2. Number of completed surveys	4 completed surveys	Survey concept approved by EXCO	4 surveys in progress	2 surveys completed	2 surveys completed
4.1. Private Security Industry Charter	4.1.1. Draft Transformation Charter for the private security industry submitted for approval	Draft Transformation Charter for the private security industry submitted for approval	Consultation with stakeholders	Consultation with stakeholders	Submit draft Transformation Charter to the Minister of Police for consideration	Submit draft Transformation Charter to the Minister of Trade, Industry and Competition for approval

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

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

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

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

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

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

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

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

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

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2022/23 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority	Longer-Term Priority
Improvement of liquidity ratios	<ul style="list-style-type: none"> • Focus on cash collection. • Short-term investment of funds. • Daily/weekly cashflow management. • Cost containment. • Negotiations of contract amounts where possible. 	<ul style="list-style-type: none"> • Focus on cashflows. • Long-term investment of funds for higher returns. • Cashflow Management. • Cost containment. • Negotiations of contract amounts where possible (e.g., lease contracts). 	<ul style="list-style-type: none"> • Focus on cashflows. • Long-term investment of funds for higher returns. • Cashflow management.
Upskilling of employees	Short-term training of employees through short courses.	Focused training on employees (long term) targeting specific areas.	
Upgrade of financial systems	Upgrade of the assets and SCM modules.	Upgrade of the Accounts Payable module.	NA

Focus Area	Immediate Priority	Medium-Term Priority	Longer-Term Priority
Implementation of the approved OD structure	70% implementation of the approved OD structure.	80% implementation of the approved OD structure.	100% implementation of the approved OD structure.
Revise the on-boarding process	Review recruitment policy and framework.	Implementation of the revised onboarding process.	
Reskilling employees to ensure that they become compatible with the digitalised working environment	Ongoing training.	Ongoing training.	Ongoing training.
Scientific tool to identify candidates that align to organisational values	Plan to prioritise critical positions.	NA	NA
Research to be conducted	<ul style="list-style-type: none"> Completion of 5 research topics. Completion of 4 consumer surveys. 	<ul style="list-style-type: none"> 5 research topics to be conducted. 4 consumer surveys to be conducted. 	<ul style="list-style-type: none"> Published research work with institutions of higher learning. Build relations with more strategic partners, including institutions of higher learning.
Transformation	<ul style="list-style-type: none"> Development and approval of a Transformation Charter. 	<ul style="list-style-type: none"> To have a Transformation Charter, Transformation Index, and Scorecard for the private security industry. 	

1.1.5. Programme 1: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 1: Administration (R'000)	Audited Outcome			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel Expenditure	54 222	58 314	82 821	87 639	89 504	96 287	103 583
Administrative Expenditure	52 566	46 896	44 305	53 366	59 766	62 633	65 314
Repairs and Maintenance	1 175	1 207	1 151	1 293	1 321	1 384	1 451
Travel and Subsistence	2 962	3 591	3 904	3 750	858	900	826
Lease Payments	17 636	17 471	20 765	22 818	24 145	25 799	27 567
Consultancy & Professional Fees	6 488	7 532	4 042	10 728	11 432	21 600	32 356
Total Expenditure	135 049	135 011	156 988	179 594	187 026	208 603	231 097
Staff complement (no.)	88						

1.2. Programme 2: Law Enforcement

1.2.1. Programme 2: Purpose

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

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

Business Function	Purpose
Compliance and Enforcement	Ensure that industry players operate and comply with regulations and standards and take appropriate action where violations happen.
Prosecutions	Prepare and present evidence about improper conduct by industry participants.

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

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

The 2022/23 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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
2. A professional, accountable, and trustworthy private security industry	Compliance and Enforcement:								
	2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with applicable legislation	6 833 security businesses inspected	7 155 security businesses inspected	7 558 security businesses inspected	5 000 security businesses inspected	5 325 security businesses inspected	5 650 security businesses inspected	5 975 security businesses inspected
		2.2.2. Percentage of registered active businesses completing industry compliance self-assessments	-	-	New indicator	40% of registered active businesses completing industry compliance self-assessments	50% of registered active businesses completing industry compliance self-assessments	60% of registered active businesses completing industry compliance self-assessments	70% of registered active businesses completing industry compliance self-assessments
		2.2.3. Number of security officers inspected to enforce compliance with applicable legislation	37 569 security officers inspected	37 136 security officers inspected	39 805 security officers inspected	26 220 security officers inspected	27 930 security officers inspected	29 640 security officers inspected	30 640 security officers inspected
	2.3. Security business firearm inspection	2.3.1. Number of security businesses licensed for firearms inspected	1 498 security businesses licensed for firearms inspected	1 582 security businesses licensed for firearms inspected	1 793 security businesses licensed for firearms inspected	1 575 security businesses licensed for firearms inspected	1 650 security businesses licensed for firearms inspected	1 725 security businesses licensed for firearms inspected	1 800 security businesses licensed for firearms inspected
	2.4. Investigations	2.4.1. Percentage complaints finalised through an investigation against security service providers	89% of complaints finalised through an investigation against security service providers	93% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers
	Prosecutions:								
2.5. Improper conduct enquiries prosecuted	2.5.1. Percentage of cases of non-compliant SSPs successfully prosecuted per year	91% of cases of non-compliant SSPs successfully prosecuted	96% of cases of non-compliant SSPs successfully prosecuted	98% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	

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

Output	Output Indicators	2022/23 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2022	Q2 Jul - Sep 2022	Q3 Oct - Dec 2022	Q4 Jan - Mar 2023
Compliance and Enforcement:						
2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with applicable legislation	5 325 security businesses inspected	1 482	1 879	982	982
	2.2.2. Percentage of registered active businesses completing industry compliance self-assessments	50% of registered active businesses completing industry compliance self-assessments	Develop system specification for on-line industry compliance self-assessment platform	Appoint service provider to develop on-line industry compliance self-assessment platform	Launch on-line industry compliance self-assessment platform	50% of registered active businesses completing industry compliance self-assessments
	2.2.3. Number of security officers inspected to enforce compliance with applicable legislation	27 930 security officers inspected	6 678	8 926	6 163	6 163
2.3. Security business firearm inspection	2.3.1. Number of security businesses licensed for firearms inspected	1 650 security businesses licensed for firearms inspected	412	476	381	381
2.4. Investigations	2.4.1. Percentage complaints finalised through an investigation against security service providers	90% of complaints finalised through an investigation against security service providers	40%	60%	75%	90%
Prosecutions:						
2.5. Improper conduct enquiries prosecuted	2.5.1. Percentage of cases of non-compliant SSPs successfully prosecuted per year	92% of cases of non-compliant SSPs successfully prosecuted	92%	92%	92%	92%

1.2.4. Programme 2: Explanation of Planned Performance over the Medium-Term Period

The Law Enforcement Programme enables PSiRA to deliver on its mandate by ensuring that industry players operate and comply with regulations and standards and 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 2022/23 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority	Longer-Term Priority
Strategy Development and Implementation	Realignment of the Law Enforcement Strategy.	Training of staff in respect of the realignment of the Law Enforcement Strategy.	Establishment of the National Intervention Task Team, as well as the Business Intelligence Unit.
Digitalisation Process	<ul style="list-style-type: none"> On-line inspections to be conducted. Prosecutions to be affected on-line via Microsoft Teams. 	Synchronising all processes to a digital platform.	All law enforcement processes are digitalised.

1.2.5. Programme 2: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 2: Law Enforcement (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel Expenditure	80 012	89 220	85 277	88 227	90 269	98 496	106 325
Administrative Expenditure	14 880	23 649	15 524	17 206	21 028	20 486	21 469
Repairs and Maintenance	355	455	585	561	588	616	646
Travel and Subsistence	5 260	5 687	5 441	7 237	7 585	7 949	8 330
Lease Payments	10 811	13 313	14 003	14 562	15 439	16 370	17 360
Consultancy & Professional Fees	202	1	38	24	25	26	28
Total Expenditure	111 520	132 325	120 868	127 817	134 934	143 943	154 158
Staff complement (no.)	177						

1.3. Programme 3: Training and Communication

1.3.1. Programme purpose

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

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

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

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

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

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

Outcome 3: A capable and trained private security industry.

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

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

Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Marketing, Communications and Stakeholder Relations:									
1. Financial sustainability, accountability, relevance, and performance	1.9. Stakeholder relations	1.9.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	-	New indicator	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into
	2. A professional, accountable, and trustworthy private security industry	2.1. Marketing and communications	2.1.1. Number of external stakeholder awareness workshops conducted	-	-	New indicator	60 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	80 stakeholder awareness workshops conducted
		2.1.2. Number of external stakeholder awareness campaigns held	-	-	New indicator	10 stakeholder awareness campaigns	20 stakeholder awareness campaigns	25 stakeholder awareness campaigns	30 stakeholder awareness campaigns
Training:									
3. A capable and trained private security industry	3.1. Accreditation	3.1.1. Number of accredited instructors monitored and audited	-	-	New indicator	100 instructors	200 instructors	300 instructors	400 instructors
	3.2. Determination and Accreditation of Qualifications	3.2.1. Number of qualifications accredited	-	-	5 qualifications	2 qualifications	8 qualifications	10 qualifications	10 qualifications
	3.3. External assessment	3.3.1. Percentage of learners completing on-line external assessments	-	New indicator	Concept document on on-line external assessments approved by EXCO	20% of learners completing on-line external assessments	20% of learners completing on-line external assessments	30% of learners completing on-line external assessments	40% of learners completing on-line external assessments

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

Output	Output Indicators	2022/23 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2022	Q2 Jul - Sep 2022	Q3 Oct - Dec 2022	Q4 Jan - Mar 2023
Marketing, communications, and stakeholder relations:						
1.9. Stakeholder relations	1.9.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	1 new cooperation agreement entered into	-	-	-	1 new cooperation agreement entered into
2.1. Marketing and communications	2.1.1. Number of external stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	25 stakeholder awareness workshops conducted	25 stakeholder awareness workshops conducted	10 stakeholder awareness workshops conducted	10 stakeholder awareness workshops conducted
	2.1.2. Number of external stakeholder awareness campaigns held	20 stakeholder awareness campaigns	5 stakeholder awareness campaigns	5 stakeholder awareness campaigns	5 stakeholder awareness campaigns	5 stakeholder awareness campaigns
Training:						
3.1. Accreditation	3.1.3. Number of accredited instructors monitored and audited	200 instructors	40	80	40	40
3.2. Accreditation of qualifications	3.2.1. Number of qualifications accredited	8 qualifications	Identify 8 security-related qualifications/courses requiring development or accreditation	Develop new curriculum/training material and/or review curriculum submitted for accreditation	Review developed curriculum/training material or curriculum submitted for accreditation	Approval of 8 Learning Material/Curriculum by EXCO
3.3 External assessment	3.3.1. Percentage of learners completing on-line external assessments	20% of learners completing on-line external assessments	Develop on-line external assessment platform	Test on-line external assessment platform	10% of learners completing on-line external assessments	20% of learners completing on-line external assessments

1.3.4. Programme 3: Explanation of Planned Performance over the Medium-Term Period

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

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

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

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

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

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2022/23 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority	Longer-Term Priority
Complaints Management Strategy	Work with Business Information Technology (BIT) to create a website linked portal.	Establish a complaints office.	Dedicated personnel to oversee complaints office.
Enhancement of Customer Value Proposition	Conduct customer service survey (ongoing).	<ul style="list-style-type: none"> Pursue loyalty programme. Increase Corporate Social Investment (CSI) initiatives with identifiable Return on Investment (ROI) – women, children, and disabled. Arrange directors' Imbizos. 	Conduct stakeholder engagements in remote areas.

Focus Area	Immediate Priority	Medium-Term Priority	Longer-Term Priority
Strategic Marketing	<ul style="list-style-type: none"> Develop Marketing and Public Relations Policy. Implement digital marketing. 	<ul style="list-style-type: none"> Host virtual dialogues with Chief Executive Officers (CEOs) of prominent regulators in Africa, Asia, and Europe. Arrange PSiRA Indaba. 	Ensure cooperation agreements with international regulators.
Digitalisation	Continue on-line system awareness on print, on-line, and radio.	Focused approach on promoting on-line system through Business-to-customer (B2C).	With the improved on-line system, promote the system to other regions and continents.
Determination of Training Standards	Standard setting for specialised courses and standards and/or review of existing security qualifications/ learning material in the industry.	Standard-setting for courses in the security electronics area.	<ul style="list-style-type: none"> Develop prioritised standards critical in response to industry needs. Ongoing review based on feedback on the use of revised programmes.
On-line Assessment Process	Complete on-line assessment platform.	Develop a learner management system, enhancing e-learning opportunities.	Ongoing on-line assessment and monitoring of implementation.
Industry Training Regulations	Establish collaboration with Quality Council. Draft regulations.	Consult with stakeholders and promulgate regulations.	Consult and engage relevant stakeholders for establishment of professional body registration and recognition.
Establishment of Assessment Centres	Establish collaboration with Quality Council and other educational institutions.	Increase the number of assessment centres.	

1.3.5. Programme 3: Resource Considerations

EXPENDITURE ESTIMATES BY ECONOMIC CLASSIFICATION:

Programme 3: Training and Communication (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel Expenditure	19 129	24 205	14 191	15 325	16 401	17 793	19 123
Administrative Expenditure	15 080	19 129	6 610	7 384	7 738	8 109	8 499
Repairs and Maintenance	2	1	2	2	2	2	2
Travel and Subsistence	1 696	1 919	1 222	1 553	1 627	1 705	1 787
Lease Payments	-	-	-	-	-	-	-
Consultancy & Professional Fees	406	1 392	1 300	1 300	20 600	9 134	3 075
Total Expenditure	36 313	46 646	23 325	25 564	46 368	36 743	32 486
Staff complement (no.)	24						

1.4 Programme 4: Registration

1.4.1 Programme Purpose

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

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

Business Function	Purpose
Operations – Registrations and Renewals	The registration of industry businesses and security officers.

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

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



The 2022/23 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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
2. A professional, accountable, and trustworthy private security industry	Operations:								
	2.7. Registrations	2.7.1. Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Average of 10 days	Average of 6 days	Average of 5 days	Average of 5 days	Average of 4 days	Average of 3 days	Average of 3 days
		2.7.2. Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Average of 16 days	Average of 14 days	Average of 20 days	Average of 12 days	Average of 12 days	Average of 3 days	Average of 3 days

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

Output	Output Indictaors	2021/22 Annual Target	Quarterly Targets			
			Q1 Apr - Jun 2022	Q2 Jul - Sep 2022	Q3 Oct - Dec 2022	Q4 Jan - Mar 2023
Operations:						
2.7. Registrations	2.7.1. Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)	Average of 4 days	Average of 4 days	Average of 4 days	Average of 4 days	Average of 4 days
	2.7.2. Average turnaround time of applications for registration meeting all the requirements for security officers (working days)	Average of 12 days	Average of 12 days	Average of 12 days	Average of 12 days	Average of 12 days

1.4.4 Programme 4: Explanation of Planned Performance over the Medium-Term Period

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

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

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

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2022/23 planning period, as follows:

Focus Area	Immediate Priority	Medium-Term Priority	Longer-Term Priority
Digitisation of Processes	Digitisation.	<ul style="list-style-type: none"> Full integration with the Integrated Justice System. Digital fingerprint vetting of applicants. Renewal of registrations. Building a fingerprint database of all security officers employed within the sector. 	<ul style="list-style-type: none"> All registration services done digitally, with no need to visit PSiRA offices. Professional body registration.

1.4.5 Programme 4: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 4: Registration (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Personnel Expenditure	-	-	5 080	5 477	6 810	7 395	7 954
Administrative Expenditure	-	-	12 520	14 840	16 518	17 215	17 946
Repairs and Maintenance	-	-	-	-	-	-	-
Travel and Subsistence	-	-	686	714	443	464	486
Lease Payments	-	-	-	-	-	-	-
Consultancy & Professional Fees	-	-	-	-	-	-	-
Total Expenditure	-	-	18 286	21 031	23 771	25 074	26 386
Staff complement (no.)	26						

2. CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND 2021/22 MTEF BUDGET ESTIMATES

2.1. Statement of Financial Performance and Estimates for the 2021/22 MTEF

Statement of Financial Performance (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Economic classification:							
Administration	135 048	135 013	156 988	179 594	187 026	208 604	231 097
Law Enforcement	111 521	132 330	120 868	127 819	134 954	143 945	154 158
Communication and Training	36 313	46 638	23 325	25 563	46 368	36 744	32 486
Registration	-	-	18 286	21 031	23 771	25 074	26 386
Total expenses	282 882	313 981	319 467	354 007	392 119	414 367	444 127

2.2. Statement of Financial Position for the 2021/22 MTEF

Statement of Financial Position (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Revenue:							
Non-tax revenue	286 168	316 144	319 467	354 007	392 119	414 366	444 127
Sale of goods and services other than capital assets	241 185	276 095	282 274	314 075	352 614	379 660	409 236
Administrative fees	241 185	276 095	282 274	314 075	352 614	379 660	409 236
Annual Fees Received	138 860	153 013	143 906	155 408	173 641	192 097	212 669
Registration fees	33 220	43 523	44 020	49 555	44 838	46 990	49 246
Training Revenue	45 437	55 697	64 467	77 368	98 098	102 806	107 741
Sale of goods	23 668	23 862	29 880	31 744	36 037	37 767	39 579
Other non-tax revenue	44 983	40 049	37 194	39 931	39 506	34 706	34 892
Fines and penalties	32 416	22 475	26 500	25 000	28 000	23 000	23 000
Interest received	5 447	7 266	5 539	6 976	4 858	4 858	4 858
Other income	7 121	10 308	5 155	7 955	6 648	6 648	7 034

Statement of Financial Position (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Transfers received	-	-	-	-	-	-	-
Total revenue	286 169	316 144	319 467	354 006	392 120	414 166	444 117
Expenses:							
Current expenses	282 883	313 981	319 467	354 007	392 119	414 366	444 127
Compensation of employees	156 830	174 694	187 369	196 668	202 984	219 972	236 985
Goods and services	122 108	133 818	124 756	149 630	175 127	179 714	191 757
Depreciation	3 944	5 469	7 342	7 709	14 009	14 681	15 386
Loss on Disposal of assets	-	71	-	-	-	-	-
Interest dividends and rent on land	1	-	-	-	-	-	-
Total expenses	282 883	313 981	319 467	354 007	392 120	414 367	444 128
Surplus/ (Deficit)	3 285	2 163	0	0	0	0	0
STATEMENT OF FINANCIAL POSITION							
Carrying value of assets	69 772	57 182	60 057	58 275	64 776	58 258	58 258
of which:							
Inventory	449	600	667	1 543	879	1 222	1 222
Receivables and prepayments	22 501	17 863	15 980	23 545	25 054	22 054	22 054
Cash and cash equivalents	15 374		4 317	34 391	4 062	4 062	4 062
Non-current assets held for sale	0	0	0	0	0	0	0
Total assets	69 772	57 182	60 057	58 275	64 776	58 258	58 258
Accumulated surplus/ (deficit)	-3 356	0	0	0	0	0	0
Revaluation reserve	10 519	519	8 739	9 050	9 539	9 539	9 539
Trade and other payables	53 126	41 735	41 734	42 634	49 870	43 870	43 870
Benefits payable							
Provisions	3 028	5 312	5 312	4 434	3 837	3 837	3 837
Other Liabilities	6 456	3 562	4 272	2 157	1 530	1 012	1 012
Total equity and liabilities	69 773	51 128	60 057	58 275	64 776	58 258	58 258

3. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

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

Outcome	Key Risk	Potential Consequences	Risk Mitigation
1. Financial sustainability, accountability, relevance, and performance.	Financial instability.	<ul style="list-style-type: none"> Service delivery will be affected and compromised mandate. Threat to going concern of the Authority. Inability to deliver on the Private Security Industry Regulatory Authority's mandate and key projects. 	<ul style="list-style-type: none"> Intensify collection rate of fees and levies. Implement Levies Act. Other sources of funding. Managing expenditure.
2. A professional, accountable, and trustworthy private security industry.	Non-compliance to PSiRA regulations and standards.	<ul style="list-style-type: none"> Lawlessness in the industry. Poor service delivery. Industry exploitation. 	<ul style="list-style-type: none"> Intensify stakeholder awareness and consumer education initiatives. Revised law enforcement strategy. Digitalisation of registration services.
3. A capable and trained private security industry.	Inability to render competent industry training by SSPs.	<ul style="list-style-type: none"> Lack of professionalism in the industry. Low proficiency levels of trained SOs. Proliferation of non-accredited training service providers. Inadequate skills. 	<ul style="list-style-type: none"> Implementation of the revised grades training standards (guarding). Reviewed curriculum for specialised security services. Introduction of independent external assessment. Digitalisation of assessment and training services. Streamline the capacity building for alignment with the new standard. Intensify accreditation of industry capacity. Promote partnership for quality assurance functions. Intensify law enforcement initiatives to promote zero tolerance to non-compliance.

Outcome	Key Risk	Potential Consequences	Risk Mitigation
4. The private security industry is transformed.	Non-acceptance of the Transformation Charter.	<ul style="list-style-type: none"> Lack of representation of previously disadvantaged groups. Non-compliance with the National Development Plan goals. 	Consultation on the discussion document towards crafting a draft Transformation Charter for the private security industry in South Africa.

The detailed PSiRA Risk Register is reviewed monthly by EXCO and quarterly at each Audit and Risk Committee meeting.

4. PUBLIC ENTITIES

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

5. INFRASTRUCTURE PROJECTS

Not applicable to the Private Security Industry Regulatory Authority.

6. PUBLIC / PRIVATE PARTNERSHIPS (PPPs)

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

Part D

Technical indicator descriptions



PSIRA
Private Security Industry Regulatory Authority

PART D: TECHNICAL INDICATOR DESCRIPTIONS

1. PROGRAMME 1: ADMINISTRATION

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

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

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

Indicator Title 1.3.1.	Percentage implementation of the approved Strategic Risk Mitigation Plan
Definition	The risk mitigation plan aligns with the strategic risk register and reflects the specific strategic risk management activities that will be implemented in the year, including responsible persons and resources required
Source of data	Strategic risk register
Method of Calculation / Assessment	Total number of planned risk mitigation measures implemented divided by the total number of planned mitigation measures for the year-to-date period, expressed as a percentage
Means of Verification	<ul style="list-style-type: none"> Approved Risk Management Implementation Plan Strategic risk register and portfolio of evidence on implemented risk mitigation measures year to date Progress Report to EXCO/ARC and Council submitted within 30 days of the following quarter Minutes of EXCO, ARC, and Council
Assumptions	Complete, accurate, timeous risk information and cooperation from internal stakeholders (risk champions and risk owners)
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	90% implementation of the approved Strategic Risk Management Plan
Indicator Responsibility	Deputy Director: Finance and Admin (CFO)

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

Indicator Title 1.5.1.	Percentage implementation of digital business strategy implementation plan
Definition	Digital business strategy developed, and the indicator measures the degree to which targets, as set out in the approved digital strategy, are being achieved, based on the cumulative implementation period of the strategy and implementation plan.
Source of data	Approved digital business strategy, implementation plan and progress reports
Method of Calculation / Assessment	Targets achieved as per the cumulative digital business strategy's implementation plan/ targets over the 5-year implementation plan, expressed as a percentage
Means of Verification	Approved digital business strategy, implementation plan and progress reports
Assumptions	Funding will be available to implement strategy, and the data is available, reliable, valid, and timeous.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative over the digital strategy and implementation plan period
Reporting Cycle	Quarterly
Desired Performance	100% of digital business strategy implemented
Indicator Responsibility	Head: Corporate Services

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

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

Indicator Title 1.7.1.	Number of draft regulations approved by EXCO
Definition	Drafting regulations in terms of the PSIR Act for consideration by the Minister
Source of data	To ensure a proper regulatory framework in support of the Authority's core mandate
Method of Calculation / Assessment	Simple count of the number of draft regulations approved by EXCO for consideration by Council
Means of Verification	Draft regulations approved by EXCO for consideration by Council and minutes of EXCO
Assumptions	Legal capacity to develop draft regulations and EXCO 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	3 Draft regulations approved by EXCO
Indicator Responsibility	Head: Corporate Services

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

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

Indicator Title 4.1.1.	Draft Transformation Charter for the private security industry submitted for approval
Definition	The development of a Draft Transformation Charter in consultation and co-operation with the private security industry
Source of data	Document verification – Draft Transformation Charter
Method of Calculation / Assessment	Verification: Draft Transformation Charter Proof of submission of the Draft Transformation Charter to the Minister of Trade, Industry and Competition for consideration in the 4 th quarter of 2022/2023
Means of Verification	Draft Transformation Charter submitted to the Minister of Trade, Industry and Competition
Assumptions	Support for a Transformation Charter by the private security industry. Sufficient capacity and funding to develop Transformation Charter. Demographic data on the private security industry is available and accurate
Disaggregation of Beneficiaries (where applicable)	The Draft Transformation Charter, and any future Scorecard and/or Index will comprise data disaggregated to the various designated groups, including women, the youth, and persons with disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Draft Transformation Charter for the private security industry submitted for approval
Indicator Responsibility	Chief Operations Officer

2. PROGRAMME 2: LAW ENFORCEMENT

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

Indicator Title 2.2.2.	Percentage of registered active businesses completing industry compliance self-assessments
Definition	An increasing number of registered active businesses completing industry compliance self-assessments
Source of data	<ul style="list-style-type: none"> Database of registered and active businesses Register of compliance self-assessment reports lodged
Method of Calculation / Assessment	<p>The number of registered active businesses completing or lodging a compliance self-assessment report and assessed by an inspector / the total number of registered active businesses in respect of which the compliance assessment has been forwarded, expressed as a percentage.</p> <p><i>Note: In calculating the percentage of industry compliance self-assessments completed by a business and assessed by an inspector for the year, the self-assessments may be issued for completion by the industry more than once in a year, but the percentage of registered active security businesses who have completed the self-assessment, will be based on the number of businesses that were registered and active at the date of issuing the self-assessment for completion, and any self-assessments completed more than once by the same business during the year, will not be considered in the calculation.</i></p>
Means of Verification	<ul style="list-style-type: none"> Database of registered and active businesses Register of self-assessment reports lodged

Indicator Title 2.2.2.	Percentage of registered active businesses completing industry compliance self-assessments
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-to-date)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.2.3	Number of security officers inspected to enforce compliance with applicable legislation
Definition	These are all types of inspections conducted at the sites where security officers are deployed
Source of data	Inspection reports completed
Method of Calculation / Assessment	<ul style="list-style-type: none"> Simple count of the number of inspection reports of security officers completed. Completed means a report with an inspection report reference number signed by the inspector
Means of Verification	Security officer inspection reports/books
Assumptions	Sufficient capacity within law enforcement department and reports are available, reliable, valid, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.3.1.	Number of security businesses licensed for firearms inspected
Definition	Inspection schedule/report and self-assessment inspection report completed on security businesses licensed to possess firearms
Source of data	Inspection reports, including self-assessment firearm reports relevant to the use of firearms completed on security businesses licensed for firearms and verified/assessed and signed by the Inspector
Method of Calculation / Assessment	Simple count of the number of inspections completed at businesses licensed for firearms Completed inspections are inspection reports specifically designed to verify compliance on the use of firearms, completed and signed by the inspector. This includes self-assessment firearm inspection reports completed by security businesses and verified and co-signed by an inspector
Means of Verification	Firearm inspection reports completed
Assumptions	Sufficient capacity within the law enforcement department and registers and investigation files are available, reliable, valid, and timely. Cooperation from Central Firearm Registry of SAPS to provide accurate information on SSPs licensed for firearms
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.4.1.	Percentage of complaints finalised through an investigation against security service providers
Definition	These are complaints referred to the Law Enforcement Unit for investigation
Source of data	Number of complaints received from help desk and other sources during the period under review
Method of Calculation / Assessment	Number of finalised complaints investigated / the total number of complaints allocated to the unit (per quarter/year), expressed as a percentage 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
Assumptions	Sufficient capacity within the law enforcement department and registers and investigation files are available, reliable, valid, and timely

Indicator Title 2.4.1.	Percentage of complaints finalised through an investigation against security service providers
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 2.5.1.	Percentage of cases of non-compliant SSPs successfully prosecuted per year
Definition	This refers to the total number of cases (dockets) placed on the improper conduct prosecution role and successfully prosecuted in terms of PSiRA code of conduct regulations
Source of data	Number of case dockets placed on the prosecution role
Method of Calculation / Assessment	Total number of cases successfully finalised by prosecutors, and which resulted in some form of penalty or sanction imposed/ Total number of cases placed on the improper conduct prosecution role (where charge sheets have been issued and successfully served), expressed as a percentage Cases written-off (where SSPs are untraceable), removed from the roll or postponed, do not form part of the total number of cases placed on the improper conduct prosecution role in the calculation. However, not-guilty findings and withdrawn cases count as unsuccessful finalisation
Means of Verification	Improper conduct case register and improper conduct dockets
Assumptions	Sufficient capacity within law enforcement department and reports are available, reliable, valid, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

3. PROGRAMME 3: TRAINING AND COMMUNICATIONS

Indicator Title 1.9.1.	Number of new cooperation agreements entered into with industry regulatory bodies in other countries
Definition	To develop formal relationships with similar regulators to benchmark the mandate and implement best practise models in the regulation of the private security industry
Source of data	Cooperation agreements
Method of Calculation / Assessment	Simple count of the number of signed agreements entered with international bodies
Means of Verification	Signed cooperation agreements
Assumptions	Agreements are valid, reliable, and timely Interest by International regulators to develop a relationship with PSiRA
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

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

Indicator Title 2.1.2.	Number of external stakeholder awareness campaigns held
Definition	Marketing activities that create awareness on the role, functions, and products of PSiRA targeted at the general public
Source of data	<ul style="list-style-type: none"> Media monitoring reports, attendance registers and concept notes approved prior to the campaigns.
Method of Calculation / Assessment	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	<ul style="list-style-type: none"> Register of campaigns held with supporting data reflecting the date and technical details of the campaign Media monitoring reports Feedback reports
Assumptions	Campaigns approved and sufficient capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The awareness campaigns will target all the provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Training and Communications

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

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

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

4. PROGRAMME 4: REGISTRATION

Indicator Title 2.7.1.	Average turnaround time of applications for registration meeting all the requirements for security businesses (working days)
Definition	To ensure that the registration process for new applicants is transparent and concluded timeously
Source of data	New business applications for registration as a security service provider
Method of Calculation / Assessment	Take the number of working days for applications for registration as security service provider received and registered within the quarters and the financial year and average the number of working days that it takes to register new business applications The calculation excludes public holidays, and weekends, office closures and all applications that were received but did not meet all requirements for registration
Means of Verification	Security business applications for registration as security service providers and security service provider database
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Average of 4 days
Indicator Responsibility	Head: Registrations

Indicator Title 2.7.2.	Average turnaround time of applications for registration meeting all the requirements for security officers (working days)
Definition	To ensure that the registration process for new applicants is transparent and concluded timeously
Source of data	New security officers' applications for registration as a security service provider
Method of Calculation / Assessment	Take the number of days for applications for registration as security service providers received and registered within the quarters and the financial year and average the number of working days that it takes to register new security officer applications The calculation excludes public holidays, and weekends, office closures and all applications that were received but did not meet all requirements for registration
Means of Verification	<ul style="list-style-type: none"> Security officer applications for registration as a security service provider Security service provider database
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Average of 12 days
Indicator Responsibility	Head: Registrations

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE 2020/21 – 2024/25 STRATEGIC PLAN

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

In addition to the amendments of 2020/21, which are carried forward, the following adjustments were made to the 5-year Outcome targets and Outcome Technical Indicator Descriptions:

AMENDMENTS TO OUTCOME INDICATORS AND 5 YEAR TARGETS:

OUTCOME	AMENDMENT TO OUTCOME 5 YEAR TARGET			NOTE ON AMENDMENT
	Outcome indicator	Baseline (2019/20)	Five-year target (By March 2025)	
2. A professional, accountable, and trustworthy private security industry	Percentage compliance with the industry's prescripts, regulations and standards by the private security industry	78%	83%	5-year target revised downwards to 83%, from 90% previously
3. A capable and trained private security industry	Percentage improvement in the quality of sector training and assessment	New indicator, baseline to be established in 2022/23 (TBC)	Improvement on baseline established in 2022/23, per assessment conducted on the quality of training	Replaced audit of the quality of training in the 5-year target with an assessment conducted on the quality of training
4. The private security industry is transformed	Private Security Industry Charter implemented Improvement in Sector Transformation Index	Concept framework developed	Transformation Index for the private security industry developed Baseline established for transformation index	5-year target revised to reflect that the Transformation Index will be developed by 2024/25, following the finalisation of the Transformation Charter. The first study, to provide a baseline, will be conducted by 2023/24.

AMENDMENTS TO OUTCOME TECHNICAL INDICATOR DESCRIPTIONS:

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

Indicator Title 4	Percentage compliance with the industry's prescripts, regulations, and standards by the private security industry
Definition	This indicator measures the level of compliance by security service providers
Source of data	Inspection reports
Method of Calculation / Assessment	<i>Number of non-compliant security service providers based on the average level of compliance of businesses in respect of 5 primary compliance criteria (employment of unregistered security officers, untrained security officers, failure to report engagements/termination, failure to pay annual fees, non-compliance with keeping relevant records/documentation) and number of non-compliant security officers based on the average level of compliance of security officers in respect of 5 primary compliance criteria (unregistered security officers, untrained security officers, not carrying an ID card, uniforms not complying with requirements, employment not linked by business / total number of inspections, expressed as a percentage</i>
Assumptions	Inspection reports are reliable, valid, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired Performance	<i>Increased level of compliance by the private security industry in respect of the Act and Regulations</i>
Indicator Responsibility	Deputy Director: Law Enforcement

Indicator Title 5	Percentage improvement in the quality of sector training and assessment
Definition	To ensure quality of training and credibility, and integrity in the examination and assessment process
Source of data	Training <i>grading system</i> and database
Method of Calculation / Assessment	<i>Improvement on baseline established in 2022/23</i> <i>Thereafter, a percentage in the improvement of the quality of training based on the baseline determined</i>
Assumptions	Infrastructure available for on-line examinations and assessments and revised curriculum implemented
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired Performance	Improvement in the quality of training and assessment
Indicator Responsibility	Deputy Director: Training and Communications

Indicator Title 6	Private Security Industry Charter implemented Improvement in Sector Transformation Index
Definition	<i>To ensure the organisation enables the development and implementation of a Transformation Charter for the sector and monitor improvement in transformation</i>
Source of data	Charter, reports, and Sector Transformation Index
Method of Calculation / Assessment	<i>Approved and implemented Transformation Charter followed by an improvement on baseline established in 2023/24 and the Transformation Scorecard Index developed in 2024/2025</i>
Assumptions	The industry stakeholders <i>supports and cooperates</i> in developing a Transformation Charter
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting Cycle	Annual
Desired Performance	<i>The transformation of the industry is enabled through the development and implementation of a Charter, followed by an improvement on baseline established in 2023/24 in the Transformation Scorecard Index developed in 2024/2025</i>
Indicator Responsibility	Chief Operations Officer



HEAD OFFICE

420 Witch-Hazel Avenue
Eco Glades 2 Office Park, Highveld Ext 70,
Centurion 0158

Tel: 086 10 PSiRA (77472)

Helpdesk: 086 133 3850

Email: info@psira.co.za
www.psira.co.za