

Annual
Performance
Plan
2024
25

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Communities



PSiRA
Private Security Industry Regulatory Authority



PSiRA
Private Security Industry Regulatory Authority

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Executive Authority Statement

Honourable Mr B.H. Cele, MP

Minister for Police

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

South Africa continues to reel from the domino effects of growing unemployment which is exacerbated by our slow economic growth. Some of the challenges had an impact on SMME's, which were forced to shut down operations due to rising operational costs and dwindling profits.

Load shedding also increases the vulnerability of ordinary citizens due to an increase in criminal activities, which resulted in security systems being compromised thus increasing the demand for private security services. In an effort to reduce crime and ensure safe communities, the private security industry regulatory authority in collaboration with the SAPS will ensure a stable, compliant, and well-governed private security sector, which will be achieved through law enforcement inspections and operations.

Continuous cooperation between the 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 and reified. To ensure private security that is legitimate and competent, the Authority (PSiRA) will embark on a project to review and update the registration details of all security service providers on its database. This project will ensure that all active security service providers remain compliant and fit for purpose.

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 track to deliver improved industry experience when interacting with the Authority concerning regulatory services and hopefully improve levels of compliance.

I take note of the efforts of the Authority to strengthen the integrity of the training of security service providers

by ensuring the digitalization of industry elementary vocational training assessments and verification of outcomes in respect of applicable relevant standards

As Executive Authority, I am fully aware of the fiscal constraints faced by the entity with the current funding model, which relies on the continuous growth in employment within the private security industry. I am grateful that PSiRA is attending to the capacity constraints matter in ensuring that the Levies Act becomes operational, and we are hopeful that the process will be finalized soon.

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

Honourable Mr B.H. Cele, MP
Minister for Police



Executive Authority Statement

Dr Leah Shibambo

Chairperson of the Council

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) 2024/2025. The plan is a product of Management's reflections on the previous years' performance and external and internal factors that influenced the planning going into the last year of the MTSF period 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 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 progress made in terms of achievement of the five-year outcomes and implementation of the Digital Transformation Strategy in the previous financial years, and the future enhancement plans of the online digital platform for stability to enhance the delivery of services to clients through technology. This will ensure that the entity remains relevant and sustainable under the current and future environment of technological changes. The implementation of the digital transformation strategy is also a response to the Authority's limited national footprint and the challenges of providing physical contact services to clients in times of pandemics like we experienced with the COVID-19 Pandemic.

The plan is also focused on areas for improved organisational performance, especially on areas of non-achievement of targets in previous years and the positive impact on the industry in support of the National Economic Reconstruction and Recovery Plan 2020. 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 the ever-escalating crime rate.

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

The July 2021 unrests that engulfed South Africa and posed a serious security threat to the country's economy have highlighted some security gaps in intelligence-driven collaboration between the private security industry and other government law enforcement agencies. Council is alive to the challenges experienced and is pleased that the investigations conducted had resulted in improved collaboration between private security industry and other state law enforcement agencies. The establishment of the Eyes and Ears (E2) Initiative between SAPS and Private Security Companies with the support of Business Against Crime SA (BACSA) is one of those collaborative initiatives that the Authority supports and would encourage increased participation of private security companies in such initiatives in the fight against crime. We believe that through our industry regulatory measures, private security would remain a force-multiplier in the fight against crime and the protection of the country's economy through concerted effort in building strong relations between the industry and other state law enforcement agencies.



Executive Authority Statement

Dr Leah Shibambo

Chairperson of the Council

Council believes that a concerted effort in building strong relations between the industry and other law enforcement agencies in terms of intelligence gathering and sharing of information will go a long way in preventing security threats incidents in the future. Some engagements with the industry are continuing to obtain their views, which we believe will assist the entity in facilitating some collaborative agreements between the industry and other state law enforcement agencies. Key to this in terms of PSiRA strategic focus will be our plans towards achieving “a legitimate, competent and transformed private security industry which acts in the interest of the State, public and private security industry, and contributes towards a safer South Africa.”

Our plans for the 2024/25 introduce a new output indicator under our Research and Development Unit in response to technological imperatives for regulatory support to the industry in the fight against crime. The development of a monograph on Artificial Intelligence (AI) for the private security industry will go a long way in terms of policy formulation and development of regulations in this fast-paced technological space to ensure that the participation of the industry in AI technology is properly regulated.

Council is pleased that the Authority’s resources have, for the past four financial years, continued to show signs of improvement, but only due to good financial management practices and proper internal controls environment. 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.

As the 2023/24 is the last year of the term of office of the Council that was appointed in January 2021, the Council takes pride in the entity’s achievements so far and looks forward to continued improvements in the performance of PSiRA for the achievement of the entity’s outcome of “a legitimate, competent and transformed private security industry”, which will not only contribute to the sufficient levels of safety and security in the country but will become a key partner to other state law enforcement agencies in the fight against crime.

A handwritten signature in black ink, appearing to be 'Leah Shibambo', written over a horizontal line.

Dr Leah Shibambo
Chairperson of the Council

Official Sign-Off

It is hereby certified that this 2024/25 Annual Performance Plan:

Was developed by the management team of the Private Security Industry Regulatory Authority, under the guidance of the Council and the Minister for Police.

Takes into account all the relevant policies, legislation, and other mandates for which the Private Security Industry Regulatory Authority is responsible.

Accurately reflects the Outputs and Targets which the Private Security Industry Regulatory Authority will endeavour to achieve over the 2024/25 financial year.



Ms. M. Sechoaro
Deputy Director: Training and Communication

18/03/2024.

Date



Ms. T. Zwane
Deputy Director: Law Enforcement

18/03/2024.

Date



Mr I. Ralioma
Acting Chief Operations Officer

18/03/2024.

Date



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

18/03/2024.

Date



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

18/03/2024.

Date

Approved By:



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

18/03/2024.

Date



Honourable Mr B.H. Cele, MP
Minister for Police (EXECUTIVE AUTHORITY)

28/03/2024.

Date



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
HCM	Human Capital Management
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
SCM	Supply Chain Management
SO	Security Officer
SSP	Security Service Provider
Stats SA	Statistics South Africa



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Part A: Our Mandate



1. 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

CONSTITUTIONAL MANDATE

- The Constitution of the Republic of South Africa (Act. No. 108 of 1996)**- specifically
- Chapter 2: The Bill of Rights
 - Section 199

LEGISLATIVE MANDATES (STATIC MANDATES)

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

Sets out the primary mandate of the Authority - to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider in the public and national interest and the interest of the private security industry itself.

The Public Finance Management Act (No. 1 of 1999, as amended) (PFMA)

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

The Private Security Industry Regulation Bill

Assented to by the President in October 2021 and strengthens control over the regulation of the private security industry, including security services rendered by SA to other countries.

Due consideration is given for its implementation and the impact the amendments will have insofar as the regulatory framework is concerned.

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

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

Various legislation pertaining to the governance environment and institutional arrangements

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

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

National Development Plan 2030 (NDP), 2012

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

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

Medium-Term Strategic Framework 2019-2024 (MTSF)

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

Specifically, PSiRA contributes to the following MTSF priorities:

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

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

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

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

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

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

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

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

Of specific relevance to PSiRA is the following:

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

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

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

2.2. INDUSTRY REGULATIONS FOR THE DIFFERENT CATEGORIES OR CLASSES OF SECURITY SERVICE PROVIDERS

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

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

The following regulations are in process:

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

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

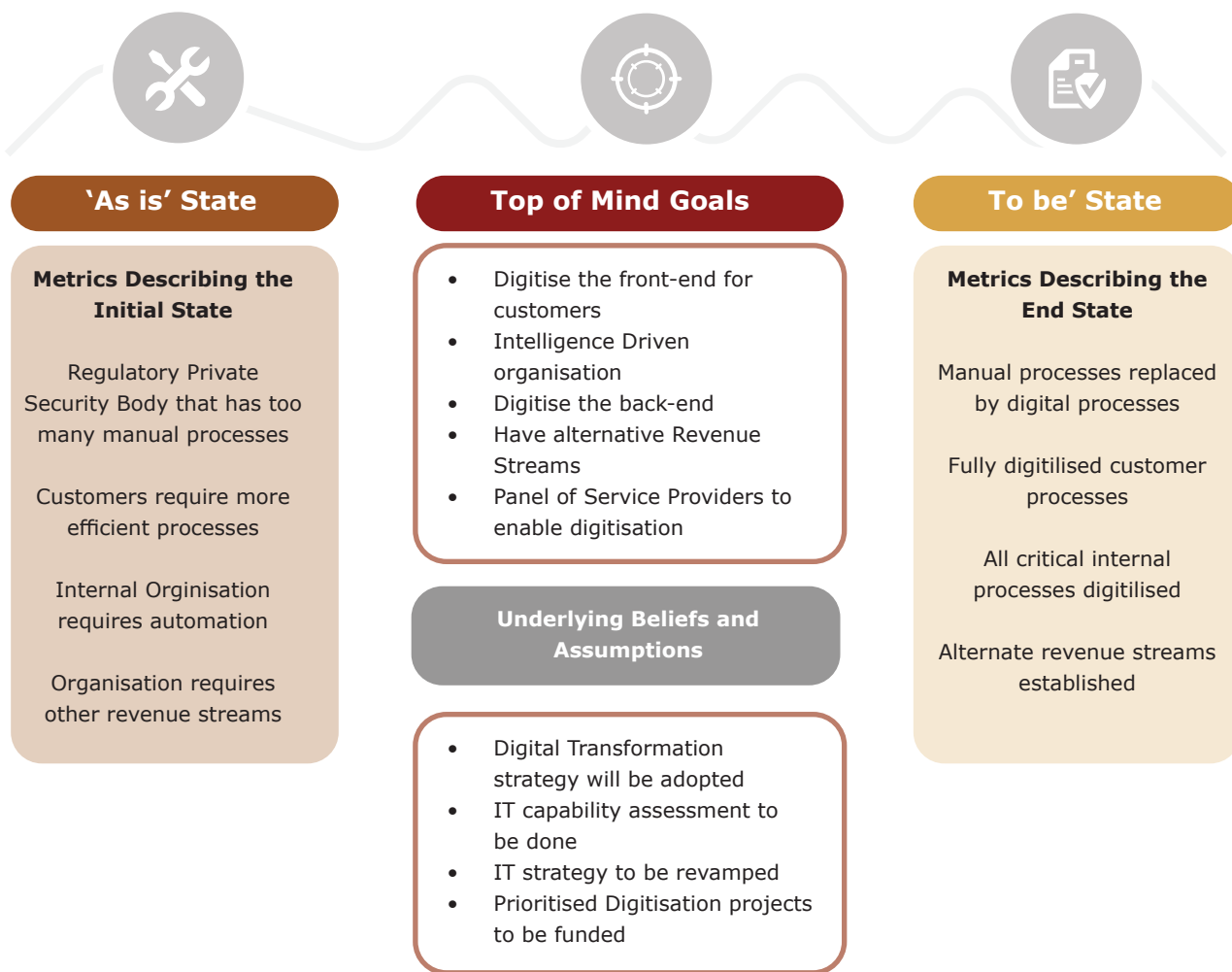
2.3. PSiRA Digital Transformation Strategy, 2020-2025

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

Figure 2: Goals of the PSiRA Digital Transformation Strategy

Statement of the digital transformational strategy:

To Digitally Transform PSiRA ensuring we provide effective and efficient customer service to our client and to align to the '4IR' era



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



The implementation of the digital strategy is in progress and for the 2024/25 financial year the focus will be on the monitoring of the implemented goals and the review of the Digital Transformation Strategy. The progress on the digital strategy implementation for the 2022/23 financial year is 65%. PSiRA officially implemented the online digital platform in February 2022 and the online platform is phase one of the digital transformation strategy, which is geared towards providing PSiRA services remotely and enhancing service offerings. The integrated digital strategy is gaining traction, and its intersection with the Authority’s Customer Value Proposition shall ramp up the current customer service model into a convenient portal for our stakeholders. This transition is necessary to revitalise the Authority’s stakeholder engagement strategy and enhance the complaints management value chain. The digital strategy implementation included the following milestones achieved over the past three financial years:

- Online Application for registration and training
- Online Certificate Renewal
- Clients to Reschedule\Cancel Online Booking appointment
- Online training
- Self-Assessment Inspection quality of customer service (electronic submission via email system)
- Call Centre Environment
- Point of Sale System into the current CRM
- Implementing Geo Mapping Solution in line with Business requirements
- Digitalising the letter of good standing to the industry
- Streamlining Human Capital processes to ensure process efficiencies
- System related initiatives in production converted into Online Documented processes
- Digitising Performance Management System processes for staff

3. UPDATES TO RELEVANT COURT RULINGS

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



Part B: Our Strategic Focus

1. Updated situational analysis

1.1. External environment analysis

1.1.1. Overview of the private security industry

The Bill of Rights, as contained 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.

The crime statistics have been escalating with the figures released by the SAPS in August 2023 which compare crime statistics for Q1 2023/24 to Q1 2022/23. The Q1 2023/24 statistics highlight an increase in most of the categories of crime when compared the Q1 2022/23. The statistics indicated an increase of 4,8% in contact crime, that included a 7% increase in attempted murders, 8,2% increase in assault with the intent to inflict grievous bodily harm, 7,5% increase in common assault, and 7,9% increase in common robbery. The increases in crime will continue to drive the demand for private security. The increases in crime are also driven by the access to new technologies, which leads to challenges within sectors affected by advancing Information and Communication Technology (ICT), use of cyberspace, and related technology advancement.

Despite the increase in most of the crime categories the statistics also highlighted reduction in some of the categories of crime when compared to Q1 2022/23. This includes a 3.1% reduction in murder, 6.4% reduction in carjacking, 2% reduction in all sexual offences, 4.5% reduction in property related crimes, and 14% reduction in non-residential premises. 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.

The unemployment statistics released by Statistics South Africa (Stats SA) in the Quarterly Labour Force Survey (QLFS) for quarter 2023 highlight that although the unemployment rate has marginally reduced by 0.3% to 32,6% from 32,9% in the first quarter of 2023, the youth remain vulnerable in the labour market. The second quarter of 2023 saw the unemployment rate for the youth aged 15 – 24 years and 25 - 34 increase by 60,7% from Q1:2023. The statistics also highlighted the fact that youth aged are more vulnerable to unemployment when compared to the older group.

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 markets with only 54,3% of women of working age in South Africa participate in the labour force either as employed or looking for work.

In general, the increased demand for private security due to the crime statistics highlighted above it’s an indication that an 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 2.8 million security officers (SO’s) are currently registered, of which over 577 444 are employed (active) by 15 113 registered security businesses (SP’s). Figure 6 below shows the geographical spread of the registered security officers and registered security businesses.

Figure 6: Geographic Spread of Total Registered Security Officers (March 2023)

B. Geographical spread of total registered security officers (SOS) Effective 31 March 2023

Province	Security Offices
Limpopo	262 511
Mpumalanga	232 373
Gauteng	1 025 820
North West	134 917
Free State	102 244
KwaZulu-Natal	536 851
Eastern Cape	222 796
Northern Cape	29 575
Western Cape	269 551
TOTAL	2 816 638



Figure 7: Geographic Spread of Registered and Active Security Officers (March 2023)

C. Geographical spread of total registered and active security officers

Province	Security Offices
Limpopo	50 122
Mpumalanga	44 810
Gauteng	205 859
North West	26 216
Free State	19 171
KwaZulu-Natal	102 900
Eastern Cape	50 353
Northern Cape	6 814
Western Cape	71 199
TOTAL	577 44

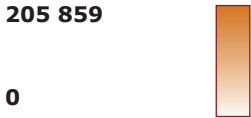
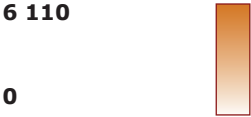


Figure 7: Geographic Spread of Registered and Active Security Businesses (SP) (March 2023)

D. Geographical spread of total registered and employed (active) security officers effective 31 March 2023

Province	Security Offices
Limpopo	1 304
Mpumalanga	969
Gauteng	6 110
North West	727
Free State	455
KwaZulu-Natal	2 675
Eastern Cape	1 124
Northern Cape	255
Western Cape	1 494
TOTAL	15 113



The number of active employed security officers has increased by 19% since 2014, while the number of active security businesses has increased by 86%. 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 security officers is also vast, as defined in the PSiRA Act, with the majority falling within what is generally described as the guarding sector. Most security businesses operate in Gauteng (40%), followed by KwaZulu-Natal (18%) and the Western Cape (10%). The number of security businesses is also increasing in Limpopo with 9% of all registered businesses, followed closely by the Eastern Cape at 7%.

As far as security officers are concerned, the total number of registered active security officers is 577 444. Gauteng has the highest number of security officers (36%), followed by KwaZulu-Natal (18%) and the Western Cape (12%). The geographic spread of the private security industry shows that during 2022/23, the active security businesses and security officers were increasing over the years with 40% business and 36% SO operating in Gauteng. This is expected to continue to change in the future and it will have an impact on the Authority's national footprint, as it will have to cater for the private security industry's demands for service delivery in other growing areas.

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

Since the private security industry regulatory authority's establishment in 1987, the active registered security officers' and service providers' database has not been reviewed or updated. The Authority developed new key performance indicators for the financial 2023/24 to review and update the database. The project will involve identifying, flagging, and updating the details of active security officers and service providers. In addition, the project will include the identification of deceased and inactive security officers in the industry. This process will also assist in eliminating opportunities for identity theft. This project will lead to an adequate, reliable, and up-to-date database.

The local private security industry also continues to follow international trends in its development, especially in the use of electronic security to improve service delivery to clients. This will impact employment and will require new skills by employee security officers to remain relevant in the 4IR. PSiRA has implemented a number of innovative interventions to remain relevant in the 4IR. Some of the interventions include online booking system to control the number of people visiting PSiRA offices, self-assessment for security businesses, issuing of a leniency notice to SMMEs to promote the sustainability of emerging security service business, approving long distance learning implementation of a digital platform. In ensuring that the private security industry is moving with the international trends, PSiRA will embark on Artificial Intelligence training

to capacitate the industry with the current technological trends and equipment.

The Authority's current revenue model proved to have reached its lifespan as most Security Businesses billed are finding it difficult to pay the annual fees. PSiRA in collaboration with National Treasury are in a process to review the Private Security Industry Levies Act to address the financial sustainability of the Authority and to replace the current outdated funding model. The Levies Act will bring a balanced and equitable contribution of all service providers to the funding model.

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 2022/23, there has been an increase of 1% in the number of women employed within the private security industry compared to the previous financial year. The female security officers current employed is 22% of the total active security officers.

The size of the private security industry (businesses and security officers) directly influences the way the private security industry is regulated. The Authority primarily uses the security business-to-inspector ratio to determine the resources required to regulate the private security industry. In view of the growth in the number of security businesses, the current ratio is 1:164, and the Authority aims to achieve an inspector-to-security business ratio of 1:120 over the next two financial years. However, considering the industry's continuous growth, the ratio must be reviewed regularly, especially since many employee security officers are also subject to regulation and not only security businesses.

In addition, the law enforcement strategy is reviewed and revised continuously, considering the growth of the industry, the resources available, and the compliance behaviour. In this regard, the strategy has been changed to also include industry self-assessments. The Authority's Law Enforcement strategy is increasingly recognising the importance of other stakeholders to assist in driving the compliance agenda. In this regard, the number of law enforcement operations conducted with other stakeholders such as the South African Police Service, the Department of Employment and Labour, and the Department of Home Affairs.

1.1.2. Updated external environment analysis - Pestel analysis

Pestel	Opportunities	Threats	Response
Political	<ul style="list-style-type: none"> Build on good relations with the Ministry. Stable political environment Instability creates industry growth (social unrest may lead to more private security) Change in government policies 	<ul style="list-style-type: none"> Political interference The upcoming 2024 national elections may lead to a change in political leadership, and cause social instability 	<ul style="list-style-type: none"> Strong governance Continuous engagements with Ministry to ensure adequate support and buy-in Implementation of the Transformation Charter
Economic	<ul style="list-style-type: none"> Growing economy & growth in commercial properties Levies Act High unemployment may lead to more recruitment of security officers because the barriers to entry into this type of employment are low 	<ul style="list-style-type: none"> Sustainability and economic downturn Under declaration by service providers Increase in the cost of living (security services are a grudge purchase and can also be viewed as a luxury). National Treasury has announced a freeze in public sector jobs, stopped the procurement of contracts for all infrastructure projects and the halting of all public sector salary increases – will invariably lead to social unrest. Unregulated security sectors in the industry e.g., mining sector 	<ul style="list-style-type: none"> Intensify compliance and enforcement Implementation of the Levies Act / Guarantee Fund Intensify compliance and enforcement Prepare for increased priority cases Increase resources with respect to inspectorate. Capacitate Special Operations Units & Technology
Social	<ul style="list-style-type: none"> Constant demand for security Collaboration with stakeholders to enhance regulation of the industry. Growth in estate living and gated communities. Copyright/trademark PSiRA logo to generate income by charging security companies to use PSiRA brand. 	<ul style="list-style-type: none"> Artificial Intelligence Illegal immigrants Increase in unregistered service providers. High unemployment rate leading to social unrest. Inability to inspect high number of companies and officers. Threat to the reputation of the industry (human rights violations) 	<ul style="list-style-type: none"> Training and systems Big data analysis / enforcing the law MOU with different stakeholders (outreach programs) Strengthen capacity. Sensitise the industry regarding constitutional and other legal obligations.

Pestel	Opportunities	Threats	Response
Technological	<ul style="list-style-type: none"> 5th Industrial Revolution (5IR) Growth in the technology space Repository of data about the industry Leverage AI to improve services 	<ul style="list-style-type: none"> Threatens security The use of electronic/tech equipment is not regulated Cyber-crime Loadshedding 	<ul style="list-style-type: none"> Education – Capacitate the industry Intensive research on how PSiRA can best regulate the IoT devices that are used in 4IR Implementation of security systems Cybersecurity training Acquire qualified personnel that understands electronics
Environmental	<ul style="list-style-type: none"> Using opportunities in every sector Existing security market (growth of the industry) Going paperless – digitalisation Prepare Learner Management System to expand to the continent and to be recognized/ accredited by PSiRA 	<ul style="list-style-type: none"> Instability Reduction in compliant security service providers Resistance from our stakeholders in going paperless. 	<ul style="list-style-type: none"> Specialised courses Encourage and enforce compliance in the industry through awareness campaigns. Automation (going paperless) Intensify stakeholder engagements in order to fully implement the digital strategy. Establish relationships with other international bodies.
Legal	<ul style="list-style-type: none"> Influence the industry through regulations Effective judicial processes Stable judiciary Levies Act promulgation 	<ul style="list-style-type: none"> Legal landscape is constantly evolving Vexatious litigation Changes in legislation due to political landscape New regulations that require an update of systems, such as moving towards privacy laws and management and securing of personal data Amendment of the Employment Equity Act 	<ul style="list-style-type: none"> Effective monitoring of changes to applicable laws Proper policies and guidelines when litigating Review policies to align with changing legislation Mapping of compliance risk profile of the Authority Review of Employment Equity Plan





Internal Environment Analysis

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

The Authority will leverage the advent of the 4IR through the digitalisation of its services as per its Digital Transformation Strategy. This will assist in addressing the breadth of the Authority's national footprint. Rapidly emerging technologies, such as the Internet of Things (IoT), are key in improving service delivery and bringing services closer to the industry and prospective applicants.

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

The current organisational structure is shown in Figure 8 below.

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

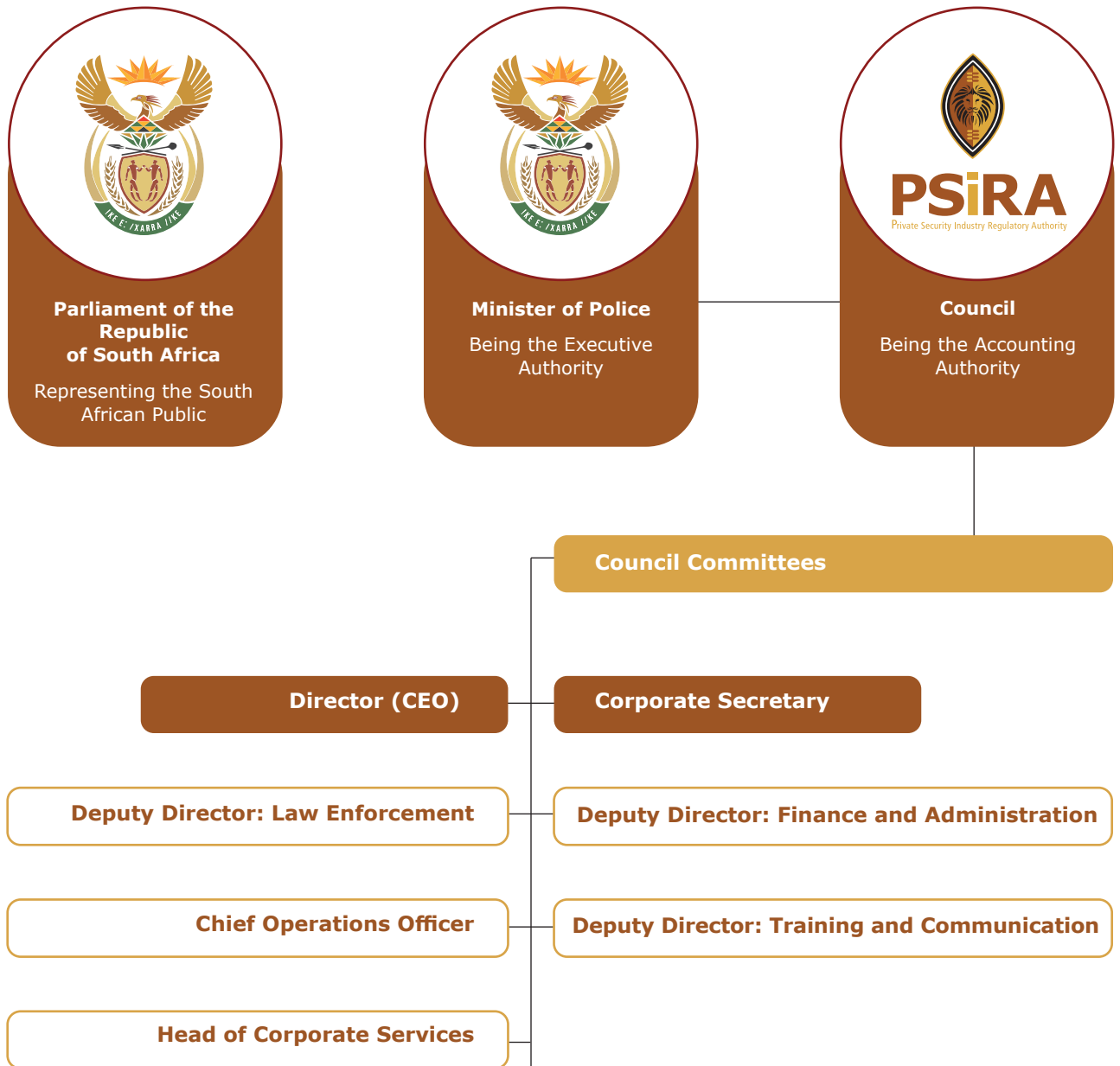
The research findings have, among other things, informed policy on developing regulations aimed at improving the effective regulation of sectors of the private security industry as informed by the research.

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

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

The Transformation Charter will aim to effectively promote the objectives contained in the B-BBEE Amendment Act and the elements highlighted therein (which include employment equity, gender transformation and youth employment) as it relates to the private security industry. The Charter will therefore support Government's objectives to redress historical, socio-economic inequalities and ensure broad-based economic empowerment and meaningful participation of HDP's in the private security industry. Further consultations with the private security industry will take place in the 2023/24 financial year.

Figure 8: PSiRA High-Level Organisational Structure



The Authority’s finances continue to be severely strained due to the current funding model which relies on industry players paying annual fees to the Authority. Plans are at an advanced stage to enhance the financial sustainability model through other possible revenue streams, such as the Industry Guarantee Fund (GF) and the implementation of the Private Security Industry Levies Act, 2002. The National Treasury is currently attending to this matter as part of the review of the Act in a Money Bill in terms of Section 77 of the Constitution. The Levies Act will assist in dealing with the legacy problems created under the current annual fee funding model inherited from the repealed Security Officers’ Act, 1987, which relies on the continuous growth in employment within the private security industry.

1.2.1. Updated Institutional Capacity Analysis


The institutional capacity analysis focus on the factors within the SWOT framework that fall under the organisation’s sphere of control, the Strengths and Weaknesses. The approach followed explored from the perspective of Personnel, Financial, Infrastructure, Management, Leadership and Systems. The Opportunities and Threats within the SWOT framework were analysed as part of the external environment analysis because they are shaped by the external factors and are beyond the organisation’s control. The opportunities and threats encompass political, economic, social, technological, environmental and legal factors.

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.

In addition to the above, 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.

PFILMS	STRENGTHS	WEAKNESSES	RESPONSE
Personnel	<ul style="list-style-type: none"> Committed, knowledgeable, experienced and competent personnel who are able to perform their work. Young demographic 	<ul style="list-style-type: none"> Silos mentality (lack of cohesion) Insufficient human capacity (inspectors vs service providers ratio) Inability to attract specialised skills. Losing critical skills Experienced personnel are resistant to change. Unattractive packages 	<ul style="list-style-type: none"> Information sharing and social cohesion activities. Digital literacy in newly introduced technology Create talent pipelines. Implement retention plan. Implement succession plan. Work to be the employer of choice in the industry. Study bursary for eligible employees who would like to improve their skills and develop themselves academically is available. Mentoring and Coaching programme will continue to be rolled out. Employee enrolment with professional bodies
Finance	<ul style="list-style-type: none"> Legislated fees Good revenue collection strategies Quality financial management Improved liquidity ratio Cost containment measures and cost controls are in place, resulting in improved liquidity 	<ul style="list-style-type: none"> Sustainability Inadequate revenue collection Unsustainable funding model 	<ul style="list-style-type: none"> Annual and admin fees review for increase Innovation Implementation of the Levies Act to substitute the current funding model Intensify internal controls: <ul style="list-style-type: none"> Revenue Management Supply Chain Management Budget Project Management

PFILMS	STRENGTHS	WEAKNESSES	RESPONSE
Infrastructure	<ul style="list-style-type: none"> State of the art IT infrastructure Owning of facilities Improved corporate identity. Adequate disaster recovery facilities 	<ul style="list-style-type: none"> Under utilization Inadequate national footprint (North West, Northern Cape) Old infrastructure (referring to brick and mortar) Renting of facilities 	<ul style="list-style-type: none"> Training Implementation of AI. Enhancing the e-PSiRA system to allow finalization of registration processes without our clients having to physically visit a PSiRA office. Collaboration with corporate partners and municipalities Renovation of buildings / signing of new leases Buying property Using cloud servers
Leadership	<ul style="list-style-type: none"> Capable and stable leadership Equal representation in terms of gender 	<ul style="list-style-type: none"> Not transformational Lack of effective succession planning Lack of interaction with staff Change in Council may lead to instability in the organisation ; and Certain executive positions on contract may lead to instability in the organisation 	<ul style="list-style-type: none"> Change the mindset through regular executive team cohesion sessions Implementation of leadership pipeline Regular interaction with staff Recommend to Minister to consider reappointment of eligible members for continuity Implement effective succession planning
Management	<ul style="list-style-type: none"> Competent and experienced management team Empowered managers 	<ul style="list-style-type: none"> Lack of communication and lack of dissemination of information Incapacity in specialised areas Work in silos Unattractive packages 	<ul style="list-style-type: none"> Divisional monthly meeting to share information. Transformational management training Further development of management Appoint cross-functional teams for all projects. Employee Value Proposition
Systems	<ul style="list-style-type: none"> State of the art systems in place Improved accessibility to PSiRA through implementation of e-PSiRA Clearly defined business processes 	<ul style="list-style-type: none"> Underutilized systems Dependency on external developers No integrated system and limited functionality Lack of e-PSiRA integration with other systems PSiRA processes are complex therefore resulting in service providers unable to clearly understand processes Lack of project management systems Inability to translate business processes into a workable system. 	<ul style="list-style-type: none"> Training PSiRA owned core systems Integrate systems / in-house developers. Capacitate internal development team. Integration of all IT systems Review and align current business processes. Establishment of project management team Use our resources to clearly define processes as best as possible and ensure service providers develop our systems as we want.

A person is seen from behind, sitting in a dark room and looking at several large computer monitors. The monitors display a grid of surveillance footage, showing various scenes of people and activities. The person is wearing a dark jacket. The overall atmosphere is professional and focused on security or monitoring.

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 2024/25.

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 N ^o .	Programme Description	Business Functions
Programme 1	Administration Overall coordination of efforts and activities of the Authority towards the achievement of the strategic intent and organisational success, the financial management of the Authority, and providing institutional support and services to the other programmes. Coordination of institutional reporting, management processes, and systems to track performance against each of the strategic objectives.	<ul style="list-style-type: none"> ← Finance ← Corporate Services ← Operations – Research and Development
Programme 2	Law Enforcement Ensuring that industry players operate and comply with regulations and standards and take appropriate action where violations happen.	<ul style="list-style-type: none"> ← Compliance and Enforcement ← Prosecutions
Programme 3	Training and Communication Ensuring the content and quality of the training offered in the industry is enhanced, and for communicating knowledge about the industry and sharing consistent information, results, and relevance of the Authority.	<ul style="list-style-type: none"> ← Industry Training ← Marketing, Communications and Stakeholder Relations
Programme 4	Registration The registration of industry businesses and security officers and review and updating of industry database.	<ul style="list-style-type: none"> ← Operations – Registrations and Renewals

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

1.1. Programme 1: Administration

1.1.1. Programme 1: Purpose

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

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

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

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

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

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

Outcome 4: The private security industry is transformed.

The 2024/25 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	100% Implementation of the Audit Action Plan	100% implementation of the Audit Action Plan
	1.2. Revenue collection	1.2.1. Percentage of billed revenue collected	81% billed revenue collected	81% billed revenue collected	92% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected	80% billed revenue collected
	CORPORATE SERVICES								
	1.3. Business process digitisation	1.3.1. Percentage of implementing the digital business strategy plan	20% implementation of digital business strategy implementation plan	55% implementation of digital business strategy implementation plan	65% implementation of digital business strategy implementation plan	100% implementation of digital business strategy implementation plan	10% implementation of digital business strategy plan	20% implementation of digital business strategy plan	40% implementation of digital business strategy plan
	1.4. Human resources management and development	1.4.1. Percentage of the vacancy rate against the approved funded positions	New indicator	6.2%	6.2%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%
		1.4.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System	-	98% of assessed employees performed on rating of 3 and above.	99.6% of assessed employees perform on rating of 3 and above for 2020/21 FY	95% of assessed employees perform on rating of 3 and above for 2022/23 FY	95% of assessed employees perform on rating of 3 and above for 2023/24 FY	95% of assessed employees perform on rating of 3 and above for 2024/25 FY	95% of assessed employees perform on rating of 3 and above for 2025/2026 FY
	1.5. Industry regulation	1.5.1. Number of draft regulations approved by Council	3 draft regulations approved by Council	4 draft regulations approved by Council	3 draft regulations approved by EXCO	1 draft regulation approved by Council	1 draft regulation approved by Council	1 draft regulation approved by Council	1 draft regulation approved by Council
	OPERATIONS – RESEARCH AND DEVELOPMENT								
	The private security industry is transformed	1.6. Sector research	1.6.1. Number of research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed	5 research reports completed
1.6.2. 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
1.6.3 Number of A.I monographs completed							1 A.I monograph completed	1 AI monograph completed	1 AI monograph completed

1.1.3. Programme 1: Output indicators: Annual and quarterly targets

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
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	100% implementation of the Audit Action Plan actions due for the quarter	Develop Audit Action Plan 100% implementation of the Audit Action Plan actions due.	100% implementation of the Audit Action Plan actions due for the quarter	100% implementation of the approved Internal Audit Action Plan actions for the quarter
1.2. Revenue collection	1.2.1. Percentage of billed revenue collected	80% billed revenue collected	40%	55%	65%	80%
CORPORATE SERVICES						
1.3. Business process digitisation	1.3.1. Percentage of implementing the digital business strategy plan	10% implementation of digital business strategy plan	Review and develop the strategy	Approval of the strategy by Exco	5% implementation of the digital business strategy plan	10% implementation of digital business strategy plan
1.4. Human resources management and development	1.4.1. 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%
	1.4.2. Percentage of employee performance rating assessed at 3 and above as per Performance Management System	95% of assessed employees perform on rating of 3 and above for 2023/24 FY	-	95% of assessed employees perform on rating of 3 and above for 2023/24 FY	-	-
1.5. Industry regulations	1.5.1. Number of draft regulations approved by Council	1 draft regulation approved by Council	Propose regulation for Exco approval	Policy developed and approved by EXCO supporting the proposed regulation	Policy approved by Council. 1 draft regulation recommended by Exco to Council	1 Draft regulation approved by Council
OPERATIONS – RESEARCH AND DEVELOPMENT						
1.6. Sector research	1.6.1. Number of research reports completed	5 research reports completed	5 research concepts approved by EXCO	5 research topics in progress	5 draft research reports completed	5 research reports completed
	1.6.2. Number of surveys completed	4 surveys completed	Survey concept approved by EXCO	4 surveys in progress	2 surveys completed	2 surveys completed
	1.6.3. Number of A.I monographs completed	1 A.I monograph completed	Concept approved	Monographs in progress	Draft monograph completed	1 Monograph approved by Exco

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

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

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

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

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

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

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

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

Strategic enablers of planned performance over the medium-term period (game changers):

Arising from the situational analysis, certain enabling focus areas need to be developed and/or addressed in the 2024/25 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.
Financial Systems	<ul style="list-style-type: none"> ← Working with BIT to reconcile amounts the current system 	<ul style="list-style-type: none"> ← Integration of different modules with the current financial 	<ul style="list-style-type: none"> ← Full integration of the Online system with the current Financial System
Levies Act Implementation	<ul style="list-style-type: none"> ← Capacity building and consultations 	<ul style="list-style-type: none"> ← Business process mapping and system integration 	<ul style="list-style-type: none"> ← Implementation of the Levies Collection
Upskilling of employees	Short-term training of employees through short courses.	Focused training on employees (long term) targeting specific areas	
Upgrade of financial systems	Upgrade of the assets and SCM modules.	Upgrade of the Accounts Payable module.	-
Implementation of the approved OD structure	70% implementation of the approved OD structure.	80% implementation of the approved OD structure.	-
Revise the on-boarding process	Review recruitment policy and framework.	Implementation of the revised onboarding process.	

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Reskilling employees to ensure that they become compatible with the digitalised working environment	Ongoing training	Ongoing training	Ongoing training
Skills Development Plan	Better collaborations with SCM.	<ul style="list-style-type: none"> ← Submission of RFQ for training ahead of time. ← Implementation of the Learning Management System. ← Introduction of personality assessment for management. 	Establishing and maintaining relationships with key stakeholders.
Filing of vacant positions.	Better coordination in filling position.	<ul style="list-style-type: none"> ← Introduction of the eRecruitment. ← Onboarding. 	← Recruitment digitalization e.g., eRecruitment
Review of the Employment Equity	Alignment of systems to comply with the new provisions.	← Review of the EE Plan to align with requirements of the amended EE legislation coming into effect 2024/25.	← Maintain compliance
Scientific tool to identify candidates that align to organisational values	Plan to prioritise critical positions.	-	-
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.
Scoping study on the implementation of research recommendations	← To undertake research on the implementation of research recommendation for the past 10 years	← To develop a matrix on the implementation of the research recommendations	← To undertake research of this nature after every five (5) years
Consultation on possible research topics with the industry and other relevant stakeholders	← To convene a Research round-table to identify possible research topics to be shared with EXCO	← Convene round-table discussions after every three (3) years.	← Convene meeting with stakeholders to report back on progress every three (3) years
Transformation	← Development and approval of a Transformation Charter.	← To have a Transformation Charter, Transformation Index, and Scorecard for the private security industry.	
Implementation of Inspectorate Inspection platform	← 2023/24	-	-
Integration of e-psira systems		← 2024/25	-
Continuously evolving digital and business processes	← 2023/24	← 2024/25	← 2025/26
Enhance Collaboration	← Maximising services delivery within existing resources	← Inform policy development, program design to improve service delivery	-
Priority Cases	← Designate prosecution and inspectorate team to deal with this.	← Development, program design to improve service delivery	-

1.1.5. Programme 1: Resource Considerations

EXPENDITURE ESTIMATES BY ECONOMIC CLASSIFICATION:

Programme 1: Administration (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Personnel Expenditure	70 401	74 127	93 290	95 052	105 251	114 499	123 485
Administrative Expenditure	42 895	32 057	48 532	83 118	125 854	131 906	208 103
Repairs and Maintenance	1 366	1 540	2 538	2 901	6 733	7 107	7 317
Travel and Subsistence	970	1 533	2 986	4 608	8 730	9 171	9 422
Lease Payments	1 386	16 108	18 485	19 945	19 924	21 640	21 120
Consultancy & Professional Fees	31 058	38 821	44 609	40 937	42 913	45 208	46 759
TOTAL EXPENDITURE	148 076	164 186	210 440	246 561	309 405	329 531	337 915

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 2024/25 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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 Private Security Industry Regulation Act (2001)-	7 558 security businesses inspected	6 851 security businesses inspected	7 236 security businesses inspected	5 650 security businesses inspected	5 975 security businesses inspected	5 975 security businesses inspected	5 975 security businesses inspected
		2.2.2. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	39 805 security officers inspected	30 744 security officers inspected	36 406 security officers inspected	29 640 security officers inspected	30 640 security officers inspected	30 640 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	1 793 security businesses licensed for firearms inspected	1 988 security businesses licensed for firearms inspected	2 285 security businesses licensed for firearms inspected	1 725 security businesses licenced for firearms inspected	1 800 security businesses licenced for firearms inspected	1 800 security businesses licenced for firearms inspected	1 800 security businesses licenced for firearms inspected
	2.4. Investigations	2.4.1. Percentage complaints finalised through an investigation against security service providers	98% of complaints finalised through an investigation against security service providers	95% of complaints finalised through an investigation against security service providers	98% 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	98% of cases of non-compliant SSPs successfully prosecuted	100% of cases of non-compliant SSPs successfully prosecuted	100% of cases of non-compliant SSPs successfully prosecuted	92% of cases of non-compliant SSPs successfully prosecuted	95% of cases of non-compliant SSPs successfully prosecuted	96% of cases of non-compliant SSPs successfully prosecuted	97% of cases of non-compliant SSPs successfully prosecuted	

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

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
COMPLIANCE AND ENFORCEMENT						
2.2. Industry inspections	2.2.1. Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)	5 975 security businesses inspected	1 564	1 960	1 226	1 225
	2.2.2. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	30 640 security officers inspected	6 928	10 886	6 413	6 413
2.3. Security business firearm inspection	2.3.1. Number of security businesses licensed for firearms inspected	1 800 security businesses licenced for firearms inspected	430	570	400	400
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	95% of cases of non-compliant SSPs successfully prosecuted	95%	95%	95%	95%

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 2024/25 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Strategy Development and Implementation	Realignment of the Law Enforcement Strategy.	<ul style="list-style-type: none"> ← Training of staff in respect of the realignment of the Law Enforcement Strategy. ← Incorporate the Compliance & Enforcement department 	<ul style="list-style-type: none"> ← Establishment of the National Intervention Task Team, as well as the Business Intelligence Unit. ← Extension of LE powers and responsibilities in the industry.
Digitalisation Process	<ul style="list-style-type: none"> ← On-line inspections to be conducted. ← Prosecutions to be affected on-line via Microsoft Teams where applicable. ← Acquire/ Implement LE (e-PSiRA) Inspection System 	<ul style="list-style-type: none"> ← Synchronising all processes to a digital platform. ← Digitalisation of all LE systems 	<ul style="list-style-type: none"> ← All law enforcement processes are digitalised. ← Automation of PSiRA systems
Resources	Effective utilization of limited resources	<ul style="list-style-type: none"> ← Increase Human Capital (Insp & Admin) ← Inspector-SSP ratio. ← Increased Specialised Operations Unit 	<ul style="list-style-type: none"> ← Procurement of LE technology, e.g. Drones

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		
	2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
Personnel Expenditure	77 638	88 549	93 171	98 496	124 616	137 239	149 372
Administrative Expenditure	11 461	11 871	13 177	20 651	15 041	15 716	16 415
Repairs and Maintenance	223	130	375	218	427	465	455
Travel and Subsistence	2 704	2 985	4 841	7 186	6 218	6 588	5 338
Lease Payments	14 564	14 050	15 137	12 107	15 546	16 341	17 165
Consultancy & Professional Fees	38	25	43	26	47	49	51
TOTAL EXPENDITURE	106 631	117 610	126 744	138 684	161 895	176 398	188 796

1.3. Programme 3: Training and Communication

1.3.1. Programme Purpose

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

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

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

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

- Outcome 1: Financial sustainability, accountability, relevance, and performance.**
- Outcome 2: A professional, accountable, and trustworthy private security industry.**
- Outcome 3: A capable and trained private security industry.**

The 2024/25 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
TRAINING									
3. A capable and trained private security industry	3.1. Accreditation	3.1.1. Number of accredited instructors monitored and audited	New indicator	120 instructors	320 instructors	300 instructors	400 instructors	400 instructors	400 instructors
	3.2. Accreditation of Qualifications	3.2.1. Number of qualifications accredited	0	2 qualifications	9 qualifications	10 qualifications	12 qualifications	12 qualifications	12 qualifications
	3.3 Online assessment system training	3.3.1. The number of online assessment system training provided to the accredited training providers	New indicator	New indicator	New indicator	New indicator	25	25	25
MARKETING, COMMUNICATIONS AND STAKEHOLDER RELATIONS									
1. Financial sustainability, accountability, relevance, and performance	1.7. Stakeholder relations	1.7.1. Number of new cooperation agreements entered into with industry regulatory bodies in other countries	1 cooperation agreement	1 Agreement approved and signed	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into	1 new cooperation agreement entered into	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	71 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted	80 stakeholder awareness workshops conducted	80 stakeholder awareness workshops conducted	70 stakeholder awareness workshops conducted
		2.1.2. Number of marketing campaigns held	New indicator	40 stakeholder awareness campaigns	47 stakeholder awareness campaigns	25 marketing campaigns	35 marketing campaigns	35 marketing campaigns	35 marketing campaigns

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

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
Training:						
3.1. Accreditation	3.1.1. Number of accredited instructors monitored and audited	400 instructors	100	100	100	100
3.2. Accreditation of qualifications	3.2.1. Number of qualifications accredited	12 qualifications	3 qualifications	3 qualifications	3 qualifications	3 qualifications
3.3 Online assessment system training	3.3.1. The number of online assessment system training provided to the accredited training providers	25	6	6	6	7
Marketing, communications, and stakeholder relations:						
1.7. Stakeholder relations	1.7.1. 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	80 stakeholder awareness workshops conducted	20 stakeholder awareness workshops conducted	20 stakeholder awareness workshops conducted	20 stakeholder awareness workshops conducted	20 stakeholder awareness workshops conducted
	2.1.2. Number of marketing campaigns held	35 marketing campaigns	10 marketing campaigns	10 marketing campaigns	10 marketing campaigns	5 marketing campaigns

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 2024/25 planning period, as follows:

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

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
On-line Assessment Process	Complete on-line assessment platform.	Develop a learner management system, enhancing e-learning opportunities.	Ongoing on-line assessment and monitoring of implementation.
Industry Training Regulations	Establish collaboration with Quality Council. Draft regulations.	Consult with stakeholders and promulgate regulations.	← Consult and engage relevant stakeholders for establishment of professional body registration and recognition. ← Standardized Industry Training curriculum
Quality Monitoring and Auditing	Establishment of a training quality monitoring auditing function	Develop monitoring and auditing tools, processes, procedures, guidelines	Ensuring compliance to training regulation through continuous monitoring and auditing
Establishment of Assessment Centres	Establish collaboration with private security industry stakeholders Quality Council for Trades and Occupations (QCTO) 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		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Personnel Expenditure	12 876	10 904	15 046	19 209	20 043	21 636	23 355
Administrative Expenditure	134	5 149	1 222	17 040	21 879	25 274	22 359
Repairs and Maintenance	2	2	2	2	-	-	-
Travel and Subsistence	64	201	774	872	1 721	1 824	1 793
Lease Payments	-	-	-	-	-	-	
Consultancy & Professional Fees	-	177	330	5 137	2 034	2 130	2 227
TOTAL EXPENDITURE	13 076	16 433	20 349	42 260	48 851	50 864	49 734

1.4. Programme 4: Registration

1.4.1. Programme Purpose

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

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

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

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



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

The 2024/25 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		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
2. A professional, accountable, and trustworthy private security industry	OPERATIONS								
	2.7. Registrations	2.7.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.	-	-	-	7 days	5 days	5 days	5 days
		2.7.2. Number of active registered security businesses on the database reviewed.	-	-	-	1 500	2 000	2 100	2 205
		2.7.3. Number of active registered security officers on the database reviewed.	-	-	-	29 000	30 450	31 972	31 972

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

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
Operations:						
2.7. Registrations	2.7.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.	5 days	5 days	5 days	5 days	5 days
	2.7.2. Number of active registered security businesses on the database reviewed.	2 000	600	600	350	450
	2.7.3. Number of active registered security officers on the database reviewed.	30 450	6 670	8 700	8 700	6 380

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 2024/25 planning period, as follows:

FOCUS AREA	IMMEDIATE PRIORITY	MEDIUM-TERM PRIORITY	LONGER-TERM PRIORITY
Digitisation of Processes	Digital taking fingerprints	<ul style="list-style-type: none"> ← Link with IJS i.r.o verifying criminal records & verifying HANIS ← Improving ePSiRA for better reliability and versatility. ← Full integration with the Integrated Justice System. ← Digital fingerprint vetting of applicants. ← Renewal of registrations. ← Building a fingerprint database of all security officers employed within the sector. 	← All registration services done digitally, with no need to visit PSiRA offices.
Internal processes	<ul style="list-style-type: none"> ← Transformation of processes into a one-stop service ← Decentralisation of tasks ← Increase in staff to address the current impact of high numbers of appointments at branch level. And addressing the new APP targets at head office 	<ul style="list-style-type: none"> ← Redistribution of staff due to impact of digitisation on the operating model ← More services migrated to a digital platform with fewer manual services at branch level. 	
Relationships with external stakeholders	<ul style="list-style-type: none"> ← Improved access/processes i.r.o verifying criminal records. ← Alternatively, introduction of the digital fingerprint verification that will improve our turnaround time and efficiency. 	← and SAPS that will allow us to have access to their national fingerprint library, negating the requirement of fingerprints directly from individuals wishing to register or renew.	-
National footprint expansion	← Outreach program to take services to outlying towns	← Increase number of outreach programs on a National basis	-

1.4.5. Programme 4: Resource Considerations

Expenditure Estimates by Economic Classification:

Programme 4: Registration (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Personnel Expenditure	8 407	8 458	6 391	7 516	7 954	7 778	8 402
Administrative Expenditure	3 668	12 677	18 734	17 134	17 748	18 582	19 433
Repairs and Maintenance	-	-	-	-	-	-	
Travel and Subsistence	4 336	55	90	558	647	678	707
Lease Payments	-	-	-	-	-	-	
Consultancy & Professional Fees	-	-	-	-	-	-	
TOTAL EXPENDITURE	16 411	21 190	25 215	25 208	26 349	27 038	28 542



2. Consolidated statement of financial position and 2024/25 MTEF budget estimates

2.1. Statement of Financial Performance and Estimates for the 2024/25 MTEF

(R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
ECONOMIC CLASSIFICATION							
Administration	148 076	164 186	210 440	246 561	309 405	329 531	337 915
Law Enforcement	106 631	117 610	126 744	138 684	161 895	176 398	188 796
Communication and Training	13 076	16 433	20 349	42 260	46 851	50 865	49 734
Registration	16 411	21 190	25 215	25 208	26 349	27 038	28 542
TOTAL EXPENSES	284 194	319 419	382 748	452 713	544 500	583 832	604 987

2.2. Statement of Financial Position for the 2024/25 MTEF

STATEMENT OF FINANCIAL PERFORMANCE (R'000)	Audited Outcomes			Estimated Expenditure	MTEF Expenditure Estimates		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
REVENUE							
Non-tax revenue	317 613	407 716	452 443	452 713	544 500	583 831	604 987
Sale of goods and services other than capital assets	278 695	367 692	410 259	413 259	502 367	541 539	561 716
Administrative fees	278 695	367 692	410 259	413 259	502 367	541 539	561 716
Annual Fees Received	163 581	198 561	214 167	215 256	259 029	275 564	285 432
Registration fees	35 733	49 767	66 105	59 206	62 427	76 680	78 040
Training Revenue	53 813	84 948	101 360	106 920	145 874	152 613	160 091
Sale of goods	25 568	34 416	28 627	31 877	35 037	36 683	38 153
Other non-tax revenue	38 918	40 024	42 189	39 454	42 134	42 292	43 271
Fines and penalties	25 191	26 057	14 127	26 000	20 000	20 000	20 000
Interest received	5 419	8 059	18 420	7 500	15 000	15 000	15 000
Other income	8 308	5 908	9 642	5 954	7 134	7 292	8 271
Transfers received	-	-	-	-	-	-	-
Total revenue	319 467	407 716	452 443	452 713	544500	583 831	604 987

Expenses							
Current expenses	267 515	319 419	382 748	452 713	544 500	583 831	604 987
Compensation of employees	169 322	182 038	207 898	228 424	257 864	281 153	304 614
Goods and services	92 693	134 481	168 120	209 692	274 467	288 984	289 110
Depreciation	5 500	2 900	6 730	14 597	12 349	13 694	11 263
Loss on Disposal of assets	-	-	-	-	-	-	
Interest dividends and rent on land	-	-	-	-	-	-	
Total expenses	267 515	319 419	382 748	452 713	544 500	583 831	604 987
Surplus/(Deficit)	0	0	0	0	0	0	
STATEMENT OF FINANCIAL POSITION							
Carrying value of assets of which:	119 433	236 706	330 519	330 519	320 536	320 536	320 536
Inventory	867	1 185	1 584	1 584	1 584	1 584	1 584
Receivables and prepayments	43 567	85 351	110 939	110 939	100 956	100 956	100 956
Cash and cash equivalents	74 999	150 170	217 996	217 996	217 996	217 996	217 996
Non-current assets held for sale	0	0	0	0	0	0	
Total assets	119 433	236 706	330 519	330 519	320 536	320 536	320 536
Accumulated surplus/(deficit)	0	0	0	0	0	0	0
Revaluation reserve	9 149	9 149	9 149	9 149	9 149	9 149	9 149
Trade and other payables	92 276	125 248	153 963	153 963	143 980	143 980	143 980
Benefits payable							
Provisions	3 489	4 856	5 215	5 215	5 215	5 215	5 215
Other Liabilities	14 519	97 453	162 192	162 192	162 192	162 192	162 192
TOTAL EQUITY AND LIABILITIES	119 433	236 706	330 519	330 519	320 536	320 536	320 536

3. Updated key risks and mitigations from the strategic plan

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

Outcome	Key risk	Potential consequences	Risk mitigation
1. Financial sustainability, accountability, relevance, and performance.	Financial instability.	<ul style="list-style-type: none"> ← Service delivery will be affected and compromised mandate. ← Threat to going concern of the Authority. ← Inability to deliver on the Private Security Industry Regulatory Authority's mandate and key projects. 	<ul style="list-style-type: none"> ← Intensify collection rate of fees and levies. ← Development of Levies Act Strategy. ← Other sources of funding. ← Managing expenditure
2. A professional, accountable, and trustworthy private security industry.	Non-compliance to PSiRA regulations and standards.	<ul style="list-style-type: none"> ← Lawlessness in the industry. ← Industry exploitation. ← Poor service delivery. 	<ul style="list-style-type: none"> ← Intensify stakeholder awareness and consumer education initiatives. ← Revised law enforcement strategy. ← Digitalisation of registration services.
3. A capable and trained private security industry.	Inadequate industry training by accredited Security Providers .	<ul style="list-style-type: none"> ← Lack of professionalism in the industry ← Mushrooming of unregistered training centres ← Fraudulent training certification 	<ul style="list-style-type: none"> ← Implementation of the Industry Training Strategy ← Full implementation of the online assessment system
4. The private security industry is transformed.	Non-acceptance of the Transformation Charter.	<ul style="list-style-type: none"> ← Lack of representation of previously disadvantaged groups. ← Non-compliance with the National Development Plan goals. 	Consultation on the draft Transformation Charter towards crafting a final Transformation Charter for the private security industry in South Africa.

4. Public Entities

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

5. Infrastructure Projects

Not applicable to the Private Security Industry Regulatory Authority.

6. Public / Private Partnerships (PPPS)

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





Part D:

Technical indicator descriptions

Part D: Technical indicator descriptions

1. Programme 1: Administration

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

Indicator Title 1.2.1.	Percentage of billed revenue collected
Definition	Increase in the collection of revenue due to the Authority
Source of data	Quarterly reports/annual reports/financial statements
Method of Calculation / Assessment	Revenue Collected on annual fees and fines divided by the revenue billed on annual fees and fines, expressed as a percentage.
Means of Verification	Financial statements and bank 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 1.3.1. Percentage of implementing the digital business strategy plan	
Definition	Digital business strategy developed, and the indicator measures the degree to which targets, as set out in the approved digital strategy, are being achieved, based on the cumulative implementation period of the strategy and implementation plan.
Source of data	Approved digital business strategy, implementation plan and progress reports
Method of Calculation / Assessment	Targets achieved as per the cumulative digital business strategy's implementation plan divided by targets over the 5-year implementation plan, expressed as a percentage.
Means of Verification	Approved digital business strategy, implementation plan and progress reports
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	Digital business strategy implemented
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.4.1 Percentage of the vacancy rate against the approved funded positions	
Definition	The annual post establishment plan is approved to indicate the approved budgeted positions for the particular financial year.
Source of data	The approved post establishment plan and the HR Provisioning Report
Method of Calculation / Assessment	The vacancy rate is calculated based on the number of vacant posts that are approved multiplied by 100, and then divided by the total number of approved posts thus providing the vacancy percentage.
Means of Verification	Vacancy report, appointment letters
Assumptions	<ul style="list-style-type: none"> ← The approved posts shall be filled ← Funding will be available
Disaggregation of Beneficiaries (where applicable)	Appointments in-line with PSiRA's approved Employment Equity Plan
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Not more than 7%
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.4.2	Percentage of employee performance rating assessed at 3 and above as per Performance Management System
Definition	The performance rating scale of employees is between 1-5, and 3 represents average performance. The 95% is calculated based on all employee's performance assessed in the financial year for their performance for the preceding financial year, in line with the performance management policy
Source of data	Performance assessment forms, performance assessment reports, online performance system
Method of Calculation / Assessment	Number of people who achieve the score of 3 and above divided by the total number of people's performance assessed in respect of their performance for the preceding financial year, expressed as a percentage.
Means of Verification	Signed scorecards and assessment reports
Assumptions	The performance management online system will provide adequate assistance to employees for performing this function
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-accumulative
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.5.1.	Number of draft regulations approved by Council
Definition	Drafting regulations in terms of the PSIR Act for consideration by the Minister
Source of data	To ensure a proper regulatory framework in support of the Authority's core mandate
Method of Calculation / Assessment	Simple count of the number of draft regulations approved by Council
Means of Verification	Draft regulations approved by Council and minutes of the Council
Assumptions	Legal capacity to develop draft regulations and Council approval of draft regulation compiled
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	1 Draft regulation approved by Council
Indicator Responsibility	Head: Corporate Services

Indicator Title 1.6.1. Number of 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 EXCO
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 1.6.2. Number of completed surveys	
Definition	Undertaking industry surveys
Source of data	Approved concept notes and completed surveys
Method of Calculation / Assessment	Simple count of the number of industry and/or internal surveys completed and adopted by Council
Means of Verification	Surveys completed
Assumptions	External capacity available to conduct surveys on Authority's behalf
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	4 completed surveys per annum
Indicator Responsibility	Head: Research and Development

Indicator Title 1.6.3.	Number of (A.I), monographs completed
Definition	Compilation of a Monograph
Source of data	Approved concept note and completed monograph
Method of Calculation / Assessment	Simple count of Completed monograph approved by EXCO
Means of Verification	Monograph Completed
Assumptions	Research capacity to manage and compile monograph and approved monograph concept note by EXCO
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	1 Monograph completed per Annum
Indicator Responsibility	Head: Research and Development

2. Programme 2: Law Enforcement

Indicator Title 2.2.1.	Number of security businesses inspected to enforce compliance with Private Security Industry Regulation Act (2001)
Definition	These are all types of inspections conducted at security businesses
Source of data	Inspection reports completed and signed by both inspector and the 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. Number of security officers inspected to enforce compliance with Private Security Industry Regulation Act (2001)	
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 divided by 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
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: Law Enforcement

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

3. Programme 3: Training and Communications

Indicator Title 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	Approved developed or reviewed curricula by EXCO
Method of Calculation / Assessment	A simple count of the number of developed and approved curricula
Means of Verification	Approved curricula EXCO Minutes
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.	The number of online assessment system training provided to the accredited training providers
Definition	Capacity building for industry training service providers to conduct online assessments
Source of data	Database of accredited and active security training providers Online system training manuals
Method of Calculation / Assessment	Sample count on the number of online system training provided
Means of Verification	Attendance registers/ visual records of attendees (e.g. teams or zoom)
Assumptions	Accredited and active training providers Sufficient capacity for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Better than targeted performance is desirable
Indicator Responsibility	Deputy Director: 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 marketing campaigns held	
Definition	Marketing activities that create awareness on the role, functions, and products of PSiRA targeted at the general public
Source of data	← 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	← 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

4. Programme 4: Registration

Indicator Title 2.7.1. Average turnaround time for implementing registration committee resolution(s) for individual applications with an illicit activity.	
Definition	To ensure that registrations process for new applicants is transparent, fair and objective by implementing the resolution of the registration committee for the illicit applications that were submitted for adjudication.
Source of data	Minutes of the Registration Sub-committee
Method of Calculation / Assessment	Calculate the average number of working days taken to action resolutions made at the Registration Sub-Committee meeting relating to illicit activity identified during the registration process, calculated from the date of the committee meeting to the date the decision has been actioned. Only resolutions which have been made at the Registration Sub-committee for the financial year are considered.
Means of Verification	Minutes of the Registration sub-committee and status of the individuals on the online portal.
Assumptions	The database is valid, reliable, and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Average turnaround time of 5 days
Indicator Responsibility	To ensure that the registration process for new applicants is transparent, fair and objective

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

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



Annexures to the Annual Performance Plan

No amendments were made for the approved 2020 – 2025 Strategic Plan.

Annexure B: Conditional Grants

Not applicable to the Private Security Industry Regulatory Authority.

Annexure C: Consolidated Indicators

Not applicable to the Private Security Industry Regulatory Authority.

Annexure D: District Development Model

Not applicable to the Private Security Industry Regulatory Authority.



PSiRA

Private Security Industry Regulatory Authority

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