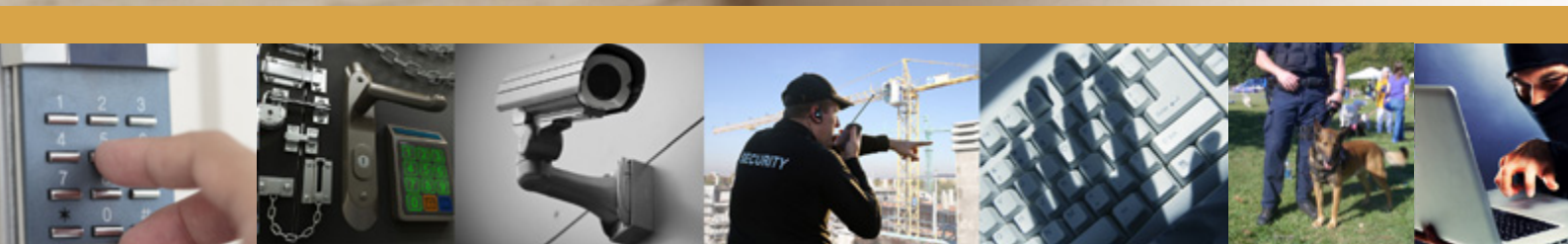




**PSIRA**

Private Security Industry Regulatory Authority



**MAKING YOUR LIFE SAFER**

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# **STRATEGIC PLAN**

**2015/16 - 2019/20**



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## FOREWORD BY THE MINISTER OF POLICE



**Hon. N Nhleko, MP**  
**Minister of Police**

The Private Security Industry Regulatory Authority (PSiRA) was established in terms of Section 2 of Act 56 of 2001 to effectively regulate the private security industry and to ensure that it is aligned to our national policing principles and strategies as pronounced in the National Development Plan.

I have no doubt that the current Council and its leadership will continue to work towards building this PSiRA with a view "to protect the constitutional rights of all people to life, safety and dignity through effective promotion and regulation of the private security industry".

To this end, the Authority and its Council should strive to influence policies and strategies that are aligned to the broader policing priorities of government; strengthen research and development to contribute to this important initiative of crime dialogue and; strictly regulate fire-arms within the private security industry.

They will be helped in part by the enactment of the Private Security Industry Amendment Bill which will address gaps and strengthen regulation which is currently being considered by the office of the President.

The Authority, working with its stakeholders is working towards a review and publication of new regulatory fees to ensure that it remains financially sound. At the same time, the council should explore its mandate and functions within the current legislation to address funding priorities with the view to reduce regulatory fees and encourage participation by sections of our historically disadvantaged communities within the private security industry.

I have directed the Council to begin a thorough review of its governance framework with the objective to align it to the King III Guidelines and other key legislations.

I have also indicated to Council the importance of aligning key policing priorities and the need to translate strategic objectives with a view to support our crime prevention strategies. I am satisfied that this strategic plan has captured the essence of the National Development Plan in particular it clearly addresses amongst others, one of its five priority pillars "Building Safety Using An Integrated Approach".

Let me take this opportunity to bid farewell to the former Chairperson of PSiRA Mr Thula Bopela whose term ended in December 2014. The Authority has maintained stability and growth during his leadership, Hamba Kahle Hlomuka! I also wish to congratulate Mr Joy Rathebe in his appointment as Acting Chairperson of the Council of PSiRA, I have no doubt he will use this opportunity to further strengthen governance with the Council and the Authority.

It is my pleasure to table the strategic and performance plan for the Private Security Industry Regulatory Authority for the fiscal year 2015/2016.

**Hon. N Nhleko, MP**  
**Minister of Police**

## OVERVIEW BY THE CHAIRPERSON OF THE COUNCIL



**Mr DCM Rathebe**  
Chairperson of the Council (Acting)

The current strategic plan articulates clear targets on how PSiRA aims to professionalise the private security industry through the promotion of high standards in the training of security service providers and prospective security service providers (SSP's). The plan also outlines how PSiRA plans to ensure effective regulation of the security industry through enforcement

of minimum standards of occupational conduct in respect of security service providers, promotion of awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry and promotion of the interest of the consumers of private security services amongst others.

Chapter 12 of the National Development Plan outlines five priority pillars that are supposed to govern policing in our country. The five priority pillars address the following:

- Strengthening of the Criminal Justice System;
- Professionalisation of the Police Service;
- Demilitarisation of the Police;
- Increasing the Rehabilitation of Prisoners and reducing recidivism;
- Building Safety Using an Integrated Approach.

The review of the Strategic Plan took cognisance of the above priority pillars and the key priorities as outlined in the National Development Plan, in particular the pillar pertaining to the building of safety using an integrated approach ensuring a safe and secure environment for all who live in South Africa. The Authority will place emphasis on fostering collaboration with the private security industry and the South African Police Service to further the objectives of the National Development Plan.

As part of the strategic direction to the Authority, Council reviewed the long term goals and objectives of the entity. The results of the situation analysis conducted necessitated the retention of all of the planned strategic overview of the five-years to 2020. The achievement of the following goals remains relevant:

- Industry stewardship;
- Stakeholder and customer relationship management;
- Excellent service delivery;
- Effective financial management.

The goals continue to be guided by our three programs, namely, **Administration, Law Enforcement and Communications, Registrations (CRM) and Training**. The strategic plan focuses on ensuring good governance and effective financial controls. The Authority also plans to improve its Enterprise Resource Planning (ERP) system to improve service delivery with regard to registration, billing and revenue collection.

Our Law Enforcement compliance programs have improved over the years with greater increase in the monitoring of security service providers through inspections and law enforcement activities. In the current financial year, we aim to review the Authority's law enforcement strategy on a periodic basis to ensure that specific consumer sectors are the focus of compliance monitoring. The activities will take the form of an integrated approach jointly with SAPS and other law enforcement agencies to focus on sectors such as

- Retail;
- Residential;
- Hospitality;
- Health and recreational sectors to mention a few.

The review of the Strategic Plan and Annual Performance Plan also highlighted the need to develop creative ways of improving the public relations approach targeted at consumers, the industry and the public at large. In addition to the integrated approach through various campaigns, the invigoration of the complaints office to address the quality of service by security providers will also form part of the improvements.

The Authority has been locked in a court matter over regulatory fees for over 3 years and this created uncertainty around its ability to sustain its statutory mandate. The determination of the court case in favour of SIA, this means that annual fees have not been reviewed for over 12 years. A sustainable funding model remains a priority to ensure the Authority's critical regulatory mandate is not compromised. A new consultative process will be held to review annual fees in order to bring stability in regard to funding. The Council also aims to interrogate its statutory mandate further with the aim to identify alternative funding areas to reduce regulatory fees.

The private security industry is a critical stakeholder to ensure the success of the strategic plan and to this end, Council invites the industry to participate in all compliance programmes to help make South Africa a safer place to live in. Successful implementation of the current Strategic Plan of the Authority is reliant on good governance. The Council will thus ensure that the King III guidelines become the cornerstone of its governance framework.

Council also plans to introduce annual general meetings of industry stakeholders to share and exchange information on the performance of the Authority against its mandate and to outline future plans and strategies. This will not only promote accountability but will ensure that the Authority "is recognised as an excellent regulator of private security in South Africa by all our stakeholders". The Authority will strive to work together with all stake-holders toward ensuring excellent service delivery, professionalising our law enforcement agencies and creating a safe environment for all South Africans.

I take this opportunity on behalf of the Council to thank Ntate Thula Bopela for his sterling performance and leadership during his tenure as a member and Chairperson of the Council. The Council and staff of the Authority are immensely grateful for the knowledge you have imparted towards promoting stability in the Authority as well as contributing to building a safer South Africa. We wish him well in his future endeavours.



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**Mr DCM Rathebe**  
**Chairperson of the Council (Acting)**

## OFFICIAL SIGN-OFF

### It is hereby certified that this Strategic Plan:

- Was developed by the management of the Private Security Industry Regulatory Authority under the guidance of the Council.
- Takes into account all the relevant policies, legislation and other mandates for which the Private Security Industry Regulatory Authority is responsible,
- Accurately reflects the strategic outcome-oriented goals and objectives which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2015/16 – 2019/20.



**Ms M.P. Mofikoe**  
Deputy Director: Communications,  
Registration (CRM) and Training

03 March 2015

**Date**



**Mr M.S. Chauke**  
Director: PSiRA

03 March 2015

**Date**

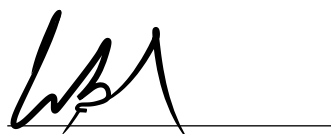


**Mr D.C.M. Rathebe**  
Chairperson of the Council

03 March 2015

**Date**

### Approved by:



**Hon. N. Nhleko, MP**  
EXECUTIVE AUTHORITY

03 March 2015

**Date**



**PSiRA**

Private Security Industry Regulatory Authority

## **PART A**

### **STRATEGIC OVERVIEW**



# PART A

## STRATEGIC OVERVIEW

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

Since 2010 the Authority managed to stabilise the entity and has successfully achieved 79% of its turnaround milestones. In response to environmental challenges the Authority has carefully prioritised key focus areas that will guarantee sustainable growth of PSiRA. The Authority's 5-year strategic plan has prioritised excellent service delivery, effective financial management, efficient and effective processes and systems, industry stewardship, stakeholder and customer relationship management, enabling environment with a competent and skilled workforce as key focus areas going forward.

### THE FRAMEWORK FOR THE 5-YEAR STRATEGIC PLAN 2015/16 – 2019/20

The Authority developed its 5-year Strategic Plan covering the period 2015/16 - 2019/20 in accordance with National Treasury guidelines. The various KPIs set in the Strategic Plan took into consideration the National Development Plan and other key policies and regulations. The Strategic Plan also included technical indicator description.

Our focus should be on the following priorities/goals:

- **Priority 1:** Excellent service delivery (effective regulation)
- **Priority 2:** Effective financial management
- **Priority 3:** Industry stewardship, stakeholder and customer relationship management
- **Priority 4:** Enabling environment with competent and skilled workforce
- **Priority 5:** Efficient and effective processes and systems

Council developed a strategic plan covering financial years 2015/16 to 2019/20. The Authority will focus on the following strategic objectives:

- Ensure good governance and a sound financial control environment;
- Ensure that PSiRA has in place effective and reliable IT Systems;
- To ensure that PSiRA has a competent, ethical and skilled workforce;
- To ensure effective regulation in the security industry;
- Enforce minimum standards of occupational conduct in respect of security service providers;
- Promote awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry;
- Promote the protection and enforcement of the rights of Security Officers and other employees in the Private Security Industry ;
- Promote the interest of the consumers of private security service;
- To ensure that the registration process is transparent and timeous;
- Promote high standards in the training of security service providers and prospective security service providers (SSP); and
- Ensure that PSiRA is a centre of excellence in private security research.

This document is the outcome of a strategic planning session that took place in the beginning of January 2015 whose objective was to revise the strategic plan of 2014/15. In line with best practice, the revision of the strategic plan addressed the following questions:

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

# 1. VISION, MISSION AND VALUES

## 1.1 Vision

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

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

## 1.2 Mission

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

## 1.3 Values

The value framework going forward incorporates the current values and enhances them by introducing the drive towards a spirit of collegiality and adherence to the Batho Pele principle. PSiRA currently has three values that are further subdivided into ten sub-values as indicated in Figure 1 below:

**Figure 1: Values Framework for PSiRA**

## 2. LEGISLATIVE MANDATE

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

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

## 3. ANNUAL FEES COURT JUDGEMENT RULINGS

The Security Industry Alliance (SIA) interdicted PSiRA successfully from implementing the revised annual fees regulations pending a review of such regulations by the Court. The effect of the court case has a bearing on the extent of revenue that can be collected from annual fees contributed by the industry service providers. The review Court application by SIA was dismissed with costs on 9 May 2013. SIA lodged an

appeal to have the ruling overturned with the Supreme Court of Appeal which found in their favour. PSiRA approached the Constitutional Court to appeal the judgement, however, the Constitutional Court found that the appeal would have little chance of success and refused to hear the appeal. PSiRA has started the process of revising the annual fees to mitigate the loss due to the judgement.

**Table 1 : Mandate Assessment**

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

## 4. SITUATIONAL ANALYSIS

### 4.1. Key Challenges

The key external and internal challenges that PSiRA faces in its efforts to deliver against its mandate include but are not limited to the following:

#### External challenges and opportunities:

- an ever-increasing risk to the safety and security of South Africa and its citizens through the infiltration of the security industry by sophisticated criminal syndicates;
- the rapid growth and expansion of the security industry, requiring both a broader regulatory geographic footprint as well as more resources to ensure effective coverage and enforcement;
- the need to provide improved access to PSiRA whilst improving service delivery to stakeholders, in accordance with the principles of Batho Pele;
- increasing non-compliance by security service providers which is compromising the public safety;
- industry exploitation of security officers' basic conditions of employment;
- the increased technological complexity of the security industry and the need for PSiRA to develop competent internal resources to provide oversight to these industry segments as contemplated in the objects of the PSiR Act;
- the need to support greater control over firearms within the industry;
- the involvement of undocumented foreign nationals within the private security industry;
- South African security companies operating outside of South Africa's borders; and
- identity fraud by foreign nationals desperate for employment and using the private security sector as a gateway.

#### Internal challenges and opportunities:

- outdated legacy Information Technology systems, a lack of data integrity and an inability of current IT systems to provide real time linkages to the IT systems of other government departments and agencies;
- a need to reconcile all money owed to PSiRA to achieve completeness of revenue collected;
- a sustainable funding model to address the current and future funding requirements of PSiRA;
- the threat of '*regulatory capture*' or at the very least a limitation of regulatory independence as a result of the reliance on revenue provided by the industry it is meant to regulate;
- a lack of awareness and understanding, both within the industry itself and by consumers of security products and services, of the mandate and role of PSiRA ;
- a regulatory scope that is too broad and overlaps with the jurisdiction and mandate of other government agencies and departments including the Department of Labour ;
- the need to expand geographical access to PSiRA and to improve the quality of service delivered to the industry;
- lack of succession planning and staff retention strategies in key leadership positions;
- a need for leadership and managerial continuity and consistency to implement effective operational management systems;
- a need to build a Human Resource management capability, to rectify internal inequalities and to fill vacant posts with suitably competent people; and
- the need to build an effective corporate governance and policy environment to ensure effective decision making and mitigation of risk.

## 4.2. Key Strengths and Opportunities

Regardless of the key challenges (external and internal) mentioned above, PSiRA has managed to be sustainable due to its strengths and opportunities. This information is useful to PSiRA in order to maximise its opportunities and build on its strengths.

The strengths that helped PSiRA to deliver its mandate are as follows:

- Knowledge of the mandate;
- Focused leadership;
- Enabling environment;
- Comprehensive Legislation (our mandate is derived from this);
- Effective forensics and ethics unit;
- Law Enforcement and Compliance model;
- A good SMS communication tool;
- Hotline facility which deals with the ethical issues;
- Our mandate to accept donations in terms of the Act;
- Powers to appoint 3<sup>rd</sup> parties to assist with the mandate;
- Sufficient powers for inspectors to carry out the mandate;
- Renewal of registrations regulations to address the data integrity weakness;
- Effective financial management capabilities; and
- Approved organisational structure;

The opportunities that helped PSiRA to sustain itself and to deliver towards its mandate include:

- Database in place / communication – monitoring firearms;
- Partnerships / Stakeholder engagement opportunities;
- Growth of the industry / revenue generation;
- Media coverage / awareness programmes;
- Revenue - renewal of registrations;
- Future funding – ability to fundraise;
- Industry expertise – assistance to foreign countries;
- Regulations in respect of review and increase of fines;
- Introducing the Amendment bill to improve our funding model;
- Improved communication with stakeholders;
- Automation of criminal record verification process;
- Research capability;
- Opportunity to provide learnerships and mentorship;
- Skills Development;
- Pending review of the principal legislation ;
- Industry internship programmes;
- Development and implementation of business processes; and
- Personal development planning initiatives.

## 5. POLICY MANDATE

PSiRA's strategy needs to align with national priorities and more specifically contribute to the Outcome and sub-outcomes of the Justice Crime Prevention and Security Cluster as contained in the 2015-2019 Medium Term Strategic Framework (MTSF)

### Key targets for the MTSF include:

- A reduction in the number of reported contact crimes;
- An increased proportion of citizens feel safe walking alone, during the day or at night, as measured in official surveys;
- An increase in the proportion of households that are satisfied with police services in their area, and with the way courts deal with the perpetrators of crime;
- Improvements in citizens' perceptions of levels of crime and progress in reducing crime, as measured in official surveys;
- An improvement in South Africa's ranking on the Transparency International; and
- Corruption Perception Index.

For the Criminal Justice System to realise the vision of ensuring that in 2030, people living in South Africa feel safe at home, at school and at work and that they enjoy a community life free of fear, attention will be paid to achieving the following sub-outcomes:

- Reducing levels of contact crime;
- Ensuring an efficient and effective criminal justice system,
- Ensuring that South Africa's borders are effectively defended and secured;
- Tackling cyber-crime;
- Ensuring domestic stability; and
- Securing the identity of all persons in South Africa.

The five-year Strategic Plan is fully aligned to these priorities with a specific focus on:

- Strengthening relationships with all stakeholders, especially the other entities of the JCPS;
- Weeding out corruption and criminality from PSiRA;
- 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;
- Building capacity through industry research and continuous stakeholder engagements;
- Improved IT infrastructure to enhance organisational efficiencies and service delivery mandate;
- Implementing a Charter of Ethics that will help employees to live according to the Authority's values;
- Improve stakeholder awareness and consumer education programmes so as to increase compliance of Section 38(3) on effective regulation. It includes the provision of accurate information so that the public and end-users are well informed.



## 6. STATEMENT OF INTENT AND STRATEGIC ARCHITECTURE

A strategy statement of intent is a simple, clear, succinct statement that everyone can internalise and use as the guide to make difficult choices. To drive the strategy, PSiRA has defined a compelling statement of intent that can engender alignment and mobilisation across the entity. PSiRA's five-year

statement of intent was reviewed and found to be still relevant. The statement of intent is presented below along with an explanation of the key elements of the statement to ensure a common understanding and consistent communication.

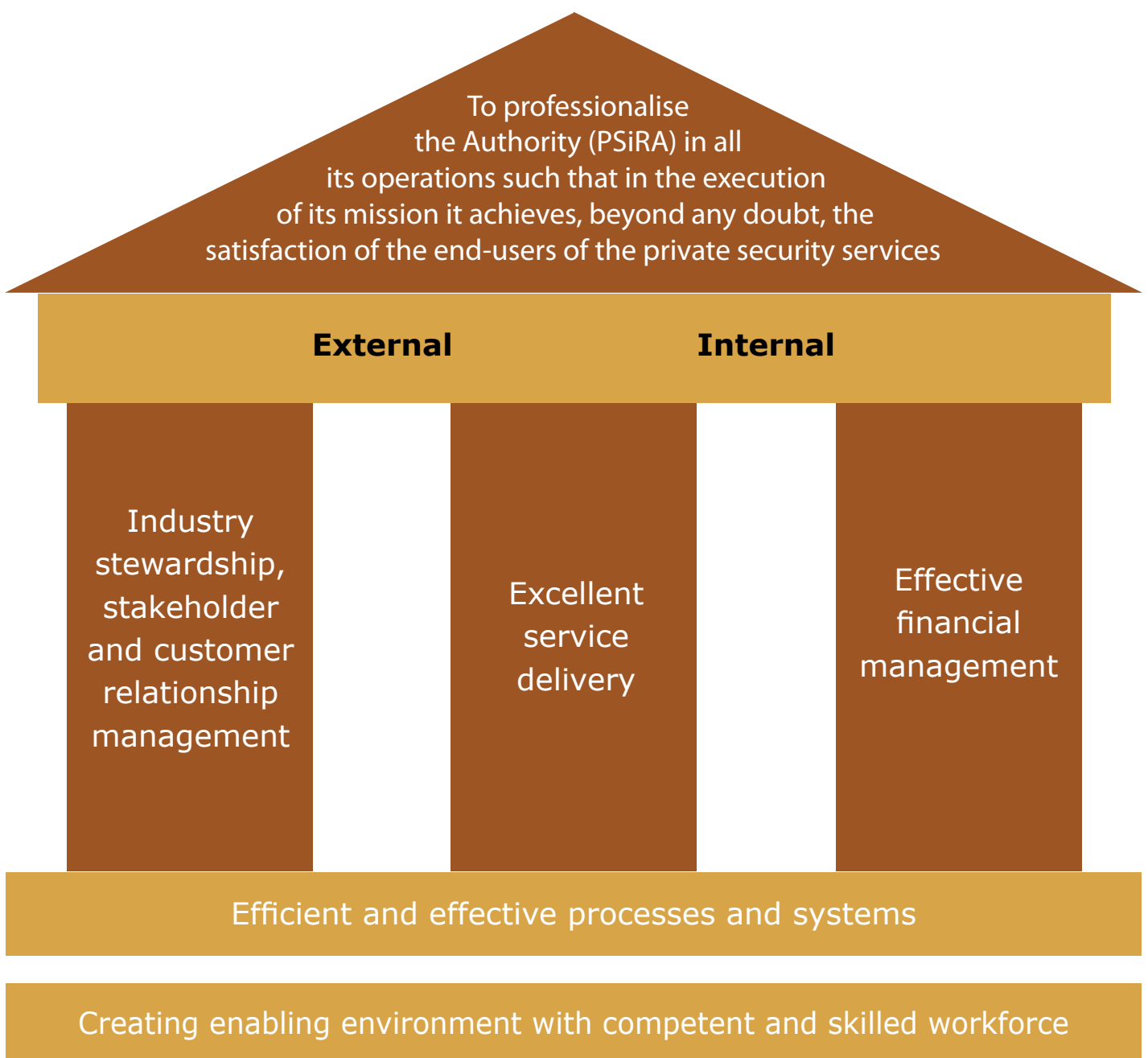
**Figure 2: Statement of Intent and Strategic Architecture**



The Authority has during the past three years focused its attention on turning the entity around and bringing some kind of stability. Although its statement of intent remains the same, the strategic priorities have been reviewed and aligned in accordance with its future direction. In order to successfully move the organisation from stability to growth, the Authority

has prioritised excellent service delivery, effective financial management, efficient and effective processes and systems, industry stewardship, stakeholder and customer relationship management, creating enabling environment with competent and skilled workforce as key focus areas going forward.

### Figure 3: Strategic Growth Architecture



## 7. INSTITUTIONAL GOVERNANCE AND MANAGEMENT

The accounting authority of PSiRA is the Council, which is appointed by the Minister of Police in terms of the Act. Council comprises five members inclusive of the Chairperson and the Deputy Chairperson. In discharging its duties, Council may appoint sub-committees of Council. These are the Audit and Risk Committee, the Stakeholder and Core Business Committee and the Remuneration Committee.

Council appoints executive management. The Executive comprises the Director, and three Deputy Directors, responsible for three divisions, i.e. Finance and Administration, Law Enforcement and Communications, Registration(CRM) and Training.

- EXCO is responsible for overseeing the day-to-day operations of PSiRA. These include organisational performance monitoring, review and decision-making. EXCO is chaired by the Director and its membership consists of the Deputy Directors of Finance, Law Enforcement and Communications, Registration (CRM) and Training. Other senior managers may attend by invitation.
- Sub-committees of EXCO include amongst others the following:
  - IT Steering Committee;
  - Registration Committee that considers and approves applications for registration as security service providers;
  - Regulatory Committee that considers suspensions and withdrawals of registrations;
  - Training Committee that is responsible for accreditation of security training service providers and consideration and approval of applications for recognition of prior learning; and
  - Performance Management Committee.

## 8. STRATEGIC OUTCOME ORIENTED GOALS

**Figure 4: Programmes Identified**



**Figure 5: Outcomes per Programme**

### Programme 1 Administration

- Outcome 1:** Effective Revenue Management
- Outcome 2:** Sustainable Funding Model
- Outcome 3:** Compliance to corporate governance and IT standards
- Outcome 4:** Efficient and secure IT systems
- Outcome 5:** Competent and performing workforce

### Programme 2 Law Enforcement

- Outcome 6:** Increased monitoring and investigation of security service providers to ensure compliance with existing legislation
- Outcome 7:** Increased compliance to minimum standards of occupational conduct of SSP's
- Outcome 8:** Ensure that all firearms licenced to SSP are accounted for

### Programme 3 Communications, Registration (CRM) and Training

- Outcome 9:** Increased compliance to minimum professional standards in the training of SSP's
- Outcome 10:** Effective and Efficient Registration Process
- Outcome 11:** Improve the integrity of PSiRA registration certificates
- Outcome 12:** Increased protection and enforcement of Private Security Industry Personnel Rights
- Outcome 13:** Increased awareness on the functions and role of PSiRA and the industry
- Outcome 14:** Increased efficiency of resolving consumer complaints
- Outcome 15:** Research to strengthen core business and support external initiatives ( Law Enforcement, Registration, Industry Training, Marketing, Brand Communication and Stakeholder Management)



**PSiRA**

Private Security Industry Regulatory Authority

## **PART B**

# **STRATEGIC OBJECTIVES**

## PROGRAMME 1: ADMINISTRATION

<b>Purpose</b>	Provide leadership, strategic management and administrative support to the department
<b>Measurable Objectives</b>	The programme aims to ensure effective leadership, management and administrative support to the Entity through continuous refinement of organisational strategy and structure in line with appropriate legislation and best practice

### There are three sub- programmes:

- Sub-Programme: Finance and Administration
- Sub-Programme: Business Information Technology
- Sub-Programme: Human Capital

### Sub-Programme 1.1: FINANCE AND ADMINISTRATION

<b>Strategic Goal 2</b>	<b>Ensure effective financial management</b>
<b>Strategic Objective</b>	Ensure good governance and a sound financial control environment
<b>Strategic Outcome</b>	<i>Effective revenue management</i>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>– Annual adjustment of administration fees</li> <li>– Review of annual fees</li> </ul>
<b>Baseline (2014/15)</b>	Adjustment of admin fees
<b>Target (2015 – 2020)</b>	<ul style="list-style-type: none"> <li>– Adjustment of administration fees</li> <li>– Review of annual fees</li> </ul>
<b>Justification</b>	To ensure that there is financial sustainability of the Authority in order to achieve the regulatory mandate
<b>Links</b>	PMFA and National Treasury Regulations

<b>Strategic Goal 2</b>	<b>Ensure effective financial management</b>
<b>Strategic Objective</b>	Ensure good governance and a sound financial control environment
<b>Strategic Outcome</b>	<i>Sustainable Funding Model</i>
<b>Indicator</b>	– Annual review of funding model
<b>Baseline (2014/15)</b>	No funding model in place
<b>Target (2015 – 2020)</b>	Develop and review the funding model by March 2015 and review annually
<b>Justification</b>	Achieve - financial stability for the Authority (growth in revenue and successful implementation of all service delivery initiatives)
<b>Links</b>	PMFA and National Treasury Regulations

<b>Strategic Goal 2</b>	<b>Ensure effective financial management</b>
<b>Strategic Objective</b>	Ensure good governance and a sound financial control environment
<b>Strategic Outcome</b>	<i>Compliance with the relevant acts and regulations which will result in resolving the internal and external audit findings</i>
<b>Indicator</b>	% of audit findings resolved
<b>Baseline (2014/15)</b>	<b>95 %</b>
<b>Target (2015 – 2020)</b>	100% previous financial year audit findings resolved
<b>Justification</b>	Ensure compliance with and effective application of the relevant acts, regulations, governance circulars and internal policies.
<b>Links</b>	PMFA and National Treasury Regulations

<b>Strategic Goal 2</b>	<b>Ensure effective financial management</b>
<b>Strategic Objective</b>	Ensure good governance and a sound financial control environment
<b>Strategic Outcome</b>	<i>Compliance with the relevant acts and regulations which will result in an Unqualified Audit Report</i>
<b>Indicator</b>	Audit Opinion
<b>Baseline (2014/15)</b>	Unqualified Audit Opinion
<b>Target (2015 – 2020)</b>	Unqualified Audit Opinion
<b>Justification</b>	Ensure compliance with and effective application of the relevant acts, regulations, governance circulars and internal policies.
<b>Links</b>	PMFA and National Treasury Regulations

## Sub-Programme 1.2: BUSINESS INFORMATION SYSTEM

Strategic Goal 5	Efficient and Effective Processes and Systems
Strategic Objective	Ensure that PSiRA has in place effective and reliable IT Systems
Strategic Outcome	<i>Efficient and secure IT systems</i>
Indicator	Critical IT infrastructure restored within the set timeline on the Business Continuity policy
Baseline (2014/15)	<b>120</b> hours
Target (2015 – 2020)	From <b>96</b> hours to <b>72</b> hours
Justification	Business continuity plans will ensure a stable IT environment that will enable uninterrupted service delivery
Links	<b>National Development Plan:</b> Business processes, systems, decision rights and accountability management

Strategic Goal 5	Efficient and Effective Processes and Systems
Strategic Objective	Ensure that PSiRA has in place effective and reliable IT Systems
Strategic Outcome	<i>Efficient and secure IT systems</i>
Indicator	% IT user satisfaction achieved
Baseline (2014/15)	70%
Target (2015 – 2020)	<b>80%</b> user satisfaction rating
Justification	To ensure that there is a return on investment that impact positively on the service delivery.
Links	<b>National Development Plan:</b> Business processes, systems, decision rights and accountability management.

Strategic Goal 5	Efficient and Effective Processes and Systems
Strategic Objective	Ensure that PSiRA has in place effective and reliable IT Systems
Strategic Outcome	<i>Compliance with Corporate Governance and IT government standards</i>
Indicator	Annual review of IT governance
Baseline (2014/15)	IT governance in place
Target (2015 – 2020)	Review of IT policies and implement IT risk management.
Justification	To ensure that the Authority's IT services meet the minimum standards certified by government. For example making sure that the Authority's IT governance complies with the CoBit framework.
Links	<b>National Development Plan:</b> Business processes, systems, decision rights and accountability management



## Sub-Programme 1.3: HUMAN CAPITAL

<b>Strategic Goal 4</b>	<b>To ensure that PSiRA has enabling environment with competent and skilled workforce</b>
<b>Strategic Objective</b>	To ensure that PSiRA has competent, ethical and skilled workforce
<b>Strategic Outcome</b>	<i>Competent and performing workforce</i>
<b>Indicator</b>	<b>Frequency</b> of conducting employee performance assessments
<b>Baseline (2014/15)</b>	Bi-annual
<b>Target (2015 – 2020)</b>	From <b>bi-annual</b> to <b>quarterly</b> performance assessments.
<b>Justification</b>	To ensure that the employees of the Authority maintains the level of competence that meets the changing environmental dynamics that affects service delivery
<b>Links</b>	<b>National Development Plan:</b> HR planning, skills development and cadre development.

<b>Strategic Goal 4</b>	<b>To ensure that PSiRA has enabling environment with competent and skilled workforce</b>
<b>Strategic Objective</b>	To ensure that PSiRA has competent, ethical and skilled workforce
<b>Strategic Outcome</b>	<i>Competent and performing workforce</i>
<b>Indicator</b>	<b>%</b> of employees, achieving an average rating of less than 3 on the performance score, receiving intervention programme
<b>Baseline (2014/15)</b>	New indicator
<b>Target (2015 – 2020)</b>	<b>100%</b>
<b>Justification</b>	To ensure that employees provide a professional , excellent and expeditious service to the Authority's stakeholders
<b>Links</b>	<b>National Development Plan:</b> HR planning, skills development and cadre development

<b>Strategic Goal 4</b>	<b>To ensure that PSiRA has enabling environment with competent and skilled workforce</b>
<b>Strategic Objective</b>	To ensure that PSiRA has competent, ethical and skilled workforce
<b>Strategic Outcome</b>	<i>Competent and performing workforce</i>
<b>Indicator</b>	<b>%</b> training programmes completed in line with Work Place Skills Plan
<b>Baseline (2014/15)</b>	<b>85%</b>
<b>Target (2015 – 2020)</b>	<b>95%</b> achievement of training programmes completed in line with Work Place Skills Plan
<b>Justification</b>	The skilled and competent employees will ensure that we have satisfied customers
<b>Links</b>	<b>National Development Plan:</b> HR planning, skills development and cadre development

## PROGRAMME 2: LAW ENFORCEMENT

<b>Purpose</b>	Ensure that there are effective regulations in the security industry and enforcement of law and compliance to the regulations
<b>Measurable Objectives</b>	The programme aims to ensure that SSP comply with the regulations by doing regular inspections for both security officers and security businesses.  Ensure that those who are not complying with the regulations are charged and prosecuted.

There are three Sub-programmes within this Law Enforcement division:

- Sub-Programmes: Enforcement
- Sub-Programmes: Compliance
- Sub-Programmes: Legal Services and Prosecution

### 2.1: ENFORCEMENT

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	<b>Number</b> of security businesses inspected to assess compliance with PSiR Act
<b>Baseline (2014/15)</b>	<b>3 520</b> inspections conducted at <b>Security Businesses</b> per annum
<b>Target (2015 – 2020)</b>	<b>From 3 870 to 5 670</b> inspections conducted at <b>Security Businesses</b> per year
<b>Justification</b>	The outcomes will promote a reputable private security industry and reduce the risk to national security and safety of members of the public.
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe.

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	<b>Number</b> of security officers inspected to assess compliance with PSiR Act
<b>Baseline (2014/15)</b>	<b>20 244</b> inspections conducted on <b>Security Officers</b> per year
<b>Target (2015 – 2020)</b>	<b>From 22 270 to 32 600</b> inspections conducted on <b>Security Officers</b> per year
<b>Justification</b>	To ensure that professional conducts translates into a better human rights culture, and therefore safer society.
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	% of site inspections in respect of specific focus areas where security services are rendered to assess compliance with legislation . The specific focus areas are retail sector, health service sector, educational facilities, industrial and corporate, and residential areas.
<b>Baseline (2014/15)</b>	<b>50%</b>
<b>Target (2015 – 2020)</b>	<b>From 65% to 75%</b> of total site inspections conducted within particular focus areas where security services are rendered per year
<b>Justification</b>	To ensure that professional conducts translates into a better human rights culture, and therefore safer society.
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industryt</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	% of investigations finalised against non-compliant <b>Security Service Providers.</b>
<b>Baseline (2014/15)</b>	<b>50%</b> per year
<b>Target (2015 – 2020)</b>	<b>From 60% to 80 %</b> per year
<b>Justification</b>	The outcomes will translate into improved safer society and less risk to national security.
<b>Links</b>	<b>National Development Plan</b> All people in South Africa are and feel safe.

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	% of criminal cases opened against non-compliant SSPs
<b>Baseline (2014/15)</b>	<b>75 %</b>
<b>Target (2015 – 2020)</b>	<b>From 80 % to 90%</b> per year
<b>Justification</b>	The outcomes will translates into improved safer society and less risk to national security
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	<b>Reviewed</b> law enforcement strategy in place
<b>Baseline (2014/15)</b>	Annual review
<b>Target (2015 – 2020)</b>	Annual review of Law enforcement strategy
<b>Justification</b>	To ensure that regulatory impact translates into better outcomes to society using lesser resources
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation in the security industry
<b>Strategic Outcome</b>	<i>Security businesses licensed to possess firearms in the private security industry are fully accounted for</i>
<b>Indicator</b>	<b>Number</b> of security businesses licensed to possess firearms inspected
<b>Baseline (2014/15)</b>	<b>900</b> per year
<b>Target (2015 – 2020)</b>	<b>From 1000 to 1 300</b> per year
<b>Justification</b>	Monitor and investigate security service providers to ensure compliance with existing legislation
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

## 2.2: COMPLIANCE

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	Enforce minimum standards of occupational conduct in respect of security service providers
<b>Strategic Outcome</b>	<i>Increased compliance to minimum standards of occupational conduct of SSP's</i>
<b>Indicator</b>	% of inspected SSPs Businesses complying with the minimum standards per year
<b>Baseline (2014/15)</b>	<b>60%</b> per year
<b>Target (2015 – 2020)</b>	<b>From 65% to 85%</b> per year
<b>Justification</b>	The outcomes will translates into improved safer society and less risk to national security
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	Enforce minimum standards of occupational conduct in respect of security service providers
<b>Strategic Outcome</b>	<i>Increased compliance to minimum standards of occupational conduct of SSP's</i>
<b>Indicator</b>	% increase of inspected SSPs Officers <u>complying</u> with the minimum standards per year.
<b>Baseline (2014/15)</b>	<b>60%</b>
<b>Target (2015 – 2020)</b>	<b>From 70% to 85%</b> per year
<b>Justification</b>	The outcomes will translate into improved safer society and less risk to national security.
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe.

## 2.3: LEGAL SERVICES

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (Effective regulations) in the security industry</b>
<b>Strategic Objective</b>	To ensure effective regulation within the private security industry
<b>Strategic Outcome</b>	<i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i>
<b>Indicator</b>	% of cases of non-compliant SSPs prosecuted per year
<b>Baseline (2014/15)</b>	<b>70%</b> per year
<b>Target (2015 – 2020)</b>	<b>From 70% to 85%</b> per year
<b>Justification</b>	To ensure that SSPs that violates code of conduct are prosecuted and sanctioned accordingly to contribute a broader compliance with applicable legislation within the private security industry.
<b>Links</b>	<b>National Development Plan:</b> All people in South Africa are and feel safe

## PROGRAMME 3: COMMUNICATIONS, CUSTOMER RELATIONS MANAGEMENT AND TRAINING

<b>Purpose</b>	<p>Provide effective communication with stakeholders.</p> <p>To ensure that training standards are adhered.</p> <p>The registration process is done in accordance with the PSiR Act.</p>
<b>Measurable Objectives</b>	<p>The programme aims to: Ensure effective and meaningful stakeholder communication.</p> <p>Ensure that all training institutions are aligned to the required standard of training. Ensure that the registration process is effective and legal</p>

### There are four sub-programmes within this programme:

- Sub-Programme: Communications and Stakeholder Management
- Sub-Programme: Industry Registration (CRM)
- Sub-Programme: Industry Training
- Sub-Programme: Industry Research and Development

### 3.1: COMMUNICATIONS AND STAKEHOLDER MANAGEMENT

<b>Strategic Goal 3</b>	<b>Industry Stewardship, Stakeholder and Customer Relations Management</b>
<b>Strategic Objective</b>	Promote awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry.
<b>Strategic Outcome</b>	<i>Increased awareness of the functions and role PSiRA in the industry</i>
<b>Indicator</b>	<b>Number</b> of public awareness programmes undertaken/ conducted on the role and functions of PSiRA. These include consumer education programme, media profiles, trade exhibitions and community outreach programmes, stakeholder and industry compliance forums, <b>Annual</b> Pan-African Forum on Private Security Industry.
<b>Baseline (2014/15)</b>	<b>18</b> Public Awareness Programmes
<b>Target (2015 – 2020)</b>	<b>From 22 to 30</b> Public Awareness Programmes per year
<b>Justification</b>	To ensure that the public understand the mandate of PSiRA, are able to access the service offered and further exercise the consumer protection offered by the Authority.
<b>Links</b>	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry.
Strategic Outcome	<i>Increased awareness of the functions and role PSiRA in the industry</i>
Indicator	<b>Number</b> of awareness programmes undertaken/ conducted within the Authority on the role and functions of PSiRA. internal stakeholder initiatives aimed at strengthening teamwork, operational efficiencies and brand positioning of the Authority
Baseline (2014/15)	<b>New Indicator</b>
Target (2015 – 2020)	<b>From 10 to 20</b> Internal Stakeholder Awareness Programmes/Initiatives per year
Justification	To ensure that the internal stakeholders are well informed and fully comprehend/understand the mandate of the Authority and act as brand ambassadors for the PSiRA
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry.
Strategic Outcome	<i>Increased awareness of the functions and role PSiRA in the industry</i>
Indicator	<b>Number</b> of Industry awareness programmes for Security Business on the role and function of PSiRA. These include <i>Radio interviews, Advertorials, Industry Circulars, Press Releases, Information brochures; Promotional items, Trade Exhibitions, Community outreach programmes Consumer education workshops; Capacity Building Workshops; Social media platforms.</i>
Baseline (2014/15)	<b>6</b> Public Awareness Programmes per year
Target (2015 – 2020)	<b>From 12 to 24</b> Public Awareness Programmes per year
Justification	To strengthen relations with security businesses and reduce the risk of non-compliance by service providers through education and information sharing on regulatory requirements.
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote awareness amongst the public and the private security industry on the functions and role of PSiRA in the industry.
Strategic Outcome	<i>Increased awareness on the role of the private security in regulatory mandate and functions of PSiRA in the industry.</i>
Indicator	<b>Number</b> of Industry awareness programmes for Security Officers on the role and function of PSiRA. These include <i>Radio interviews, Advertorials, Industry Circulars, Press Releases, Information brochures; Promotional items, Trade Exhibitions, Community outreach programmes Consumer education workshops; Capacity Building Workshops; Social media platforms.</i>
Baseline (2014/15)	<b>6</b> Public Awareness Programmes per year
Target (2015 – 2020)	<b>From 12 to 24</b> Public Awareness Programmes per year
Justification	To reduce the risk of non-compliance by security officers providers through education and information sharing on regulatory requirements. To ensure that security officers conduct themselves in an ethical and professional manner.
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote the protection and enforcement of the rights of Security Officers and other employees in the Private Security Industry.
Strategic Outcome	<i>Increased protection and enforcement of Private Security Industry Personnel Rights</i>
Indicator	<b>Number</b> of awareness programmes on the rights of security officers (Sectorial Determination).
Baseline (2014/15)	12 Awareness programmes
Target (2015 – 2020)	<b>From 16 to 24</b> Awareness Programmes
Justification	To strengthen stakeholders relations with security officers and ensure that they fully understand the protection offered by PSIRA and exercise their rights correctly.
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote the protection and enforcement of the rights of Security Officers and other employees in the Private Security Industry.
Strategic Outcome	<i>Increased protection and enforcement of Private Security Industry Personnel Rights.</i>
Indicator	<b>Number</b> of formalised partnerships with key strategic stakeholders
Baseline (2014/15)	1 MoU finalised with a strategic partner per year
Target (2015 – 2020)	<b>From 2 to 4</b> MoU finalised with a strategic partner per year
Justification	To formalise partnerships with other organs of the states that will eliminate industry exploitations faced by security officers.
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote the interest of the consumers of private security service.
Strategic Outcome	Increased efficiency of resolving consumer complaints
Indicator	<b>Average turnaround time</b> taken to resolve complaints received from consumers through call centre. (working days)
Baseline (2014/15)	72 hours average turnaround (3 working days)
Target (2015 – 2020)	<b>From 48 to 24 hours</b> average turnaround (working days)
Justification	To improve customer satisfaction and strengthen stakeholder relations by resolving consumer complaints on time.
Links	<b>National Development Plan:</b> Efficient Service Delivery



Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote the interest of the consumers of private security service.
Strategic Outcome	Increased efficiency of resolving consumer complaints
Indicator	<b>Establishment</b> of consumer complaints office in relations to the quality of service rendered by security service providers.
Baseline (2014/15)	<b>New indicator</b>
Target (2015 – 2020)	Draft policy/regulations on processing of consumer complaint.
Justification	To ensure that the rights of consumers of private security services are protected and security service providers comply with the PSiR Act
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote the interest of the consumers of private security service.
Strategic Outcome	Increased efficiency of resolving consumer complaints
Indicator	<b>Average turnaround time</b> taken to resolve complaints received from consumers through regional customer care.(working days)
Baseline (2014/15)	<b>15</b> Working Days
Target (2015 – 2020)	<b>From 15 to 5</b> working days average turnaround
Justification	To improve customer satisfaction and strengthen stakeholder relations by resolving consumer complaints on time.
Links	<b>National Development Plan:</b> Efficient Service Delivery

## 3.2: REGISTRATIONS

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	To ensure that the registration process is transparent and timeous.
Strategic Outcome	<i>Effective and Efficient Registration Process</i>
Indicator	<b>Average turnaround time</b> of application registration meeting all the requirements for <b>Security Businesses.(working days)</b>
Baseline (2014/15)	20 days
Target (2015 – 2020)	From 20 - 15 days average turnaround
Justification	Improved turnaround processes in approving business registration applications will enhance our revenue/income, lead to customer satisfaction and reduce the risks of business operation without PSiRA certificate (illegal operations).
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	To ensure that the registration process is transparent and timeous
Strategic Outcome	<i>Effective and Efficient Registration Process</i>
Indicator	<b>Average turnaround time</b> of application registration meeting all the requirements for <b>Security Officers.(working days)</b>
Baseline (2014/15)	20 days
Target (2015 – 2020)	From 20 -15 days average turnaround
Justification	Improved turnaround processes in approving individual registration applications will enhance our revenue/income, lead to customer satisfaction and improve the chances of security officers securing employment.
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	To ensure that the registration process is transparent and timeous.
Strategic Outcome	<i>Improve the integrity of PSiRA registrations certificates</i>
Indicator	% of new registration certificate rolled out (active security businesses)
Baseline (2014/15)	20% per year
Target (2015 – 2020)	From 20% - 100% per year
Justification	To reduce the risk of non-compliance by security businesses.
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	To ensure that the registration process is transparent and timeous.
Strategic Outcome	<i>Improve the integrity of PSiRA registrations certificates</i>
Indicator	% of new registration certificate rolled out (active security officers)
Baseline (2014/15)	20% per year
Target (2015 – 2020)	From 20% - 100% per year
Justification	To reduce the risk of identity theft and non-compliance by security officers
Links	<b>National Development Plan:</b> Efficient Service Delivery

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	To ensure that PSiRA/ the Authority's services is access to all (new)
Strategic Outcome	<i>Improve national footprint of PSiRA/ the Authority</i>
Indicator	<b>Number</b> of targeted areas to expand service delivery of the Authority (core business services)
Baseline (2014/15)	New Indicator
Target (2015 – 2019)	1 - 4 regional areas per year
Justification	To ensure that the Authority's services are accessible to all.
Links	<b>National Development Plan:</b> Efficient Service Delivery

### 3.3: TRAINING

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote high standards in the training of security service providers and prospective security service providers (SSP).
Strategic Outcome	<i>Increased compliance to minimum professional standards in the training of SSPs.</i>
Indicator	<b>Date of development</b> of Training Regulations in line with Industry Training Policy
Baseline (2014/15)	Implementation of Industry Training Policy
Target (2015 – 2020)	<b>Development and Implementation</b> of the Industry Training Regulations
Justification	These regulations will enforce compliance on the minimum standards of training that must be adhered as stipulated in the policy by the industry in order to achieve professionalism.
Links	<b>National Development Plan:</b> Growth- An expanded skills base through better education and vocational training.

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote high standards in the training of security service providers and prospective security service providers (SSP).
Strategic Outcome	<i>Increased compliance to minimum professional standards in the training of SSPs.</i>
Indicator	<b>% increase</b> of accredited training SSPs are complying with the minimum professional standards as stipulated in the approved regulatory training policy and Draft Regulations.
Baseline (2014/15)	<b>5%</b>
Target (2015 – 2020)	<b>From 25% - 100%</b> compliance
Justification	To ensure industry professionalism and eliminate non-compliance by training providers through adherence to the PSiR Act and other industry regulations/ acts by all security training providers.
Links	<b>National Development Plan:</b> Growth- An expanded skills base through better education and vocational training.

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote high standards in the training of security service providers and prospective security service providers (SSP).
Strategic Outcome	<i>Increased compliance to minimum professional standards in the training of SSPs.</i>
Indicator	<b>Number</b> of established Provincial Industry Training Compliance Forums.
Baseline (2014/15)	<b>1 National</b> Compliance forum established
Target (2015 – 2020)	<b>From 4 to 9</b> Provincial Industry Training Compliance Forums
Justification	To strengthen engagements with training providers and other key with training encourage compliance with industry regulations/ acts and adherence to the minimum industry training standards by all security service providers.
Links	<b>National Development Plan:</b> Growth- An expanded skills base through better education and vocational training.

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Promote high standards in the training of security service providers and prospective security service providers (SSP).
Strategic Outcome	<i>Increased compliance to minimum professional standards in the training of SSPs.</i>
Indicator	<b>Number</b> of stakeholder capacity building activities/ workshops undertaken with training providers in the security industry.
Baseline (2014/15)	<b>4 Capacity Building</b> Workshops per year
Target (2015 – 2020)	<b>4 to 9 Capacity Building</b> Workshops per year
Justification	To reduce the risk of non-compliance and ensure that training service providers have the correct industry information and capabilities that will ensure compliance with various regulation i.e PSiR Act, SAQA, QCTO etc.
Links	<b>National Development Plan:</b> Growth- An expanded skills base through better education and vocational training.

## SUB-PROGRAMME 3.4: RESEARCH AND DEVELOPMENT

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Ensure that PSiRA is a centre of excellence in private security research.
Strategic Outcome	<i>Effective implementation of the Authority's core business mandate (Law Enforcement, Industry Training and Registration)</i>
Indicator	<b>Number</b> of completed areas of research that are of high priority
Baseline (2014/15)	<b>2</b> research topics undertaken per year
Target (2015 – 2020)	<b>2</b> research topics undertaken per year
Justification	To ensure that research conducted provide insight on how core business activities can be enhanced in order to achieve excellence service delivery (improved in order to successfully fulfil our regulatory obligations/mandate).
Links	<b>National Development Plan:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Ensure that PSiRA is a centre of excellence in private security research.
Strategic Outcome	<i>Effective implementation of the Authority's core business mandate (Law Enforcement, Industry Training and Registration)</i>
Indicator	<b>Number</b> of completed number of industry surveys
Baseline (2014/15)	4 industry surveys
Target (2015 – 2020)	4 industry surveys conducted per year
Justification	To ascertain external stakeholder satisfaction on the quality of service delivered by Authority and encourage feedback on how to improve our core business service delivery and mandate.
Links	<b>National Development Plan:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Ensure that PSiRA is a centre of excellence in private security research.
Strategic Outcome	<i>To foster partnerships with Learning Institutions and cultivate professionalism of the private security industry (stakeholders)</i>
Indicator	<b>Number</b> of partnerships established with Learning Institutions
Baseline (2014/15)	New Indicator
Target (2015 – 2020)	2 partnerships per year
Justification	To assist the Authority in promoting professionalism of the private security stakeholders.
Links	<b>National Development Plan:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Goal 3	Industry Stewardship, Stakeholder and Customer Relations Management
Strategic Objective	Ensure that PSiRA is a centre of excellence in private security research.
Strategic Outcome	<i>Effective implementation of the Authority's core business mandate (Law Enforcement, Industry Training and Registration)</i>
Indicator	<b>Number</b> of completed number of industry surveys
Baseline (2014/15)	New Indicator
Target (2015 – 2020)	2 policy documents completed per year
Justification	To ensure effective private security regulation and promote compliance.
Links	<b>National Development Plan:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

## 9. RESOURCE REQUIREMENTS

In order for the Authority to successfully achieve the strategic goals as outlined in the strategic plan, the following resource requirements are critical:

- **Financial Resource:** This will enable the Authority to recruit and fill positions essential to the fulfilment our service delivery mandate. Financial resource will also enable the Authority the opportunity to expand their geographic footprint and open PSiRA offices in other provinces such Free State, North West and Northern Cape.
- **IT Infrastructure:** Our current IT infrastructure is old and outdated and acquiring new systems or enhancing the current one is essential towards the successful achievement of the set strategic goals.
- **Resource Capacity:** We need addition human capacity to strengthen our core business activities and expansion programme in areas such as registration, law enforcement and training.

## 10. RISK MANAGEMENT

Risk management is imperative during the implementation of the strategic priorities in order to mitigate the non-performance and ensure success of the programmes. The table below outlines the key risks that have been identified,

their likelihood of materialising and the potential impact on strategic execution, as well as the proposed solutions to mitigate the perceived risks.

**Table 2: Key Implementation Risks and Mitigation Strategies**

Organisational Risk	Risk Summary	Potential Consequences	Mitigating Strategies
Non-funding from the government	The Authority does not receive any funding or financial assistance from government. All initiatives, operational activities and mandatory obligations are funded through annual levies and administration fees received from the industry.	<ul style="list-style-type: none"> <li>• The Authority's limited ability to extend to meet its service delivery mandate Potential threat on the quality of service delivered to the stakeholders as a result of implementing cost cutting measures.</li> <li>• Potential delays in implementing initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient revenue management.</li> <li>• Ensure that administrative levies/fees are reviewed and increased annually</li> <li>• Enforce compliance with the Certificate Renewal by the industry</li> </ul>
Outdated Technology Infrastructure	The current technology is outdated and must be replaced in order to respond to the current environmental changes. Limited funding is impeding our ability to procure technology that is adaptable to the demands.	<ul style="list-style-type: none"> <li>• Negative impact on the quality of service delivered.</li> <li>• Disruptions to business processes and potential loss of information.</li> </ul>	<ul style="list-style-type: none"> <li>• Business continuity, disaster and emergency plans.</li> <li>• Continuous system improvements.</li> </ul>

Organisational Risk	Risk Summary	Potential Consequences	Mitigating Strategies
Non-compliance with legislation and regulation	Inadequate awareness around statutory/ regulatory obligations of Security Service Providers	<ul style="list-style-type: none"> <li>Negative impact on the Authority's revenue</li> <li>Increased abuse of consumer rights</li> </ul>	<ul style="list-style-type: none"> <li>Intensify our law enforcement initiatives to promote zero tolerance to non-compliance.</li> <li>Intensify our stakeholder awareness and consumer education initiatives.</li> </ul>
Limited Stakeholder engagements and brand visibility	The public is not fully aware of the existence of PSiRA, their role and statutory mandate.	<ul style="list-style-type: none"> <li>Reputational damage of the Authority's brand</li> <li>Increase in industry non-compliance</li> <li>Increase in abuse of rights of consumers and security officers</li> <li>Negative impact on the Authority's revenue</li> </ul>	<ul style="list-style-type: none"> <li>Intensify our stakeholder engagements initiations</li> <li>More media relations campaigns to create awareness about the role and function of the PSiRA.</li> <li>More public awareness initiatives, capacity building and consumer educations campaign around the regulatory mandate of PSiRA</li> </ul>
Limited capacity	Limited capacity to extend our service delivery and footprint.	<ul style="list-style-type: none"> <li>Stakeholder dissatisfaction</li> <li>Industry abuse and exploitation</li> </ul>	<ul style="list-style-type: none"> <li>Restructure the current resources in order to extend our service delivery to all.</li> </ul>
Inadequate business information knowledge management	Inadequate access to business information and knowledge sharing amongst employees within PSiRA.	<ul style="list-style-type: none"> <li>Inadequate business knowledge and information sharing amongst employees compromises the integrity of stakeholders and customer engagements initiatives.</li> <li>Compromises the integrity of stakeholders and customer databases</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of an information and knowledge management committee.</li> <li>Knowledge sharing portals.</li> <li>Putting in place a document management system.</li> </ul>

## 11. LONG TERM INFRASTRUCTURE AND CAPITAL ASSET PLAN

The capital budget responds to the operational requirements of PSiRA. The original 2013/14 capital asset budget was drastically reduced due to a decline in expected revenue. The capital expenditure budget for the medium term therefore

escalates from a very low base of R1 million and increases by an average of 30% for the MTEF period. Significant spending of this budget relates mainly to development of the current ERP system.



## ANNEXURE 1: ABBREVIATIONS

<b>CRM</b>	Customer Relations Management
<b>DNA</b>	Deoxyribonucleic Acid
<b>EXCO</b>	Executive Committee
<b>ERP</b>	Enterprise Resource Planning
<b>ICT</b>	Information and Communication Technology
<b>IT</b>	Information Technology
<b>JCPS</b>	Crime Prevention and Security Cluster

<b>MoU</b>	Memorandum of understanding
<b>NDP</b>	National Development Plan
<b>PFMA</b>	Public Financial Management Act
<b>PSiRA</b>	Private Security Industry Regulatory Authority
<b>SO</b>	Security Officer
<b>SSP</b>	Security Service Provider
<b>SETA</b>	Sector Education and Training Authority

## ANNEXURE 2: TECHNICAL INDICATOR DESCRIPTION

1. Indicator title	Reviewed IT Business Continuity Policy in place
Short definition	Annual review of IT policy to ensure alignment with minimum IT governance standards
Purpose/Importance	Compliance to IT Government Standards
Source	<b><i>IT Business Continuity Policy</i></b>
Method of calculation	Benchmarking of products and or services with standards within government
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	100 % compliance to the IT Government Standards
Indicator responsibility	<b><i>BIT Senior Manager</i></b>

2. Indicator title	% of investigations finalised in respect of security service providers
Short definition	These are cases referred to Law Enforcement Unit for investigation.
Purpose/Importance	To bring non-complying SSPs before the PSiRA code of conduct enquiry for prosecution.
Source	Number of inspected SSP and complaints received from help desk during the period under review
Method of calculation	Number of cases investigated divide by the total number of cases allocated to the unit (per Quarter/ Year) <u>Note:</u> With the quarter, cases pending from the previous will be carried over as an opening balance to the new quarter).
Data limitations	Integrity of information received from the complaint by help desk
Type of indicator	Efficiency

2. Indicator title	% of investigations finalised in respect of security service providers
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure 100 % investigations received are finalised
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

3. Indicator title	% of criminal cases opened against non-compliant SSPs
Short definition	During investigations certain conducts of the SSPs tantamount to the criminal offences or both criminal offence and breach of PSiRA code of conduct, in such cases a crime has to be registered with SAPS.
Purpose/Importance	To have non- compliant SSPs prosecuted by the NPA.
Source	Number of inspected non – compliant SSP in the period under review
Method of calculation	Number of opened cases against non- compliant SSPs / total number non- compliant SSPs identified ( per Quarter/ Year) <u>Note:</u> With the quarter, cases pending from the previous will be carried over as an opening balance to the new quarter).
Data limitations	No specific limitation
Type of indicator	Efficiency
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim to ensure that criminal cases are opened to 100% of non- complying SSPs
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

4. Indicator title	% increase of cases of non-compliant SSPs prosecuted per year
Short definition	This refers to a total number of cases ( dockets) received by Legal Services from Compliance and Enforcement unit to be prosecuted in terms of PSiRA code of conduct
Purpose/Importance	To ensure that those SSPs that breach the code of conduct are punished accordingly.
Source	Number of case dockets opened against inspected SSP in the period under review.
Method of calculation	Total number of cases finalised by prosecutors/ total number of cases where charge sheets have been issued.
Data limitations	Sufficient information provided on the docket
Type of indicator	Efficiency
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100% of cases of non- compliant are prosecuted
Indicator responsibility	<b>Deputy Director: Law Enforcement</b>

<b>4. Indicator title</b>	<b>% of inspected SSPs (Businesses ) complying with the minimum standards per year</b>
Short definition	Total number of SSPs (businesses) inspected for compliance with PSiRA act during the period under review.
Purpose/Importance	To establish the level of compliance by the businesses
Source	Number of inspected SSP (Businesses) in the period under review
Method of calculation	The total number of business inspected (found to be complying) / total number of businesses inspected measured as an average against the following compliance criteria i.e. deploying unregistered security officers, deploying untrained security officers, paying annual fees, reporting intakes/dismissals, complying with regulation 10 documents, paying minimum wages and complying with provident fund.
Data limitations	Accuracy of information collected during inspections
Type of indicator	Impact
Calculation type	Cumulative- for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100% inspected SSPs (Businesses) are complying to PSiRA Act
Indicator responsibility	<b><i>Deputy Director: Law Enforcement</i></b>

<b>6. Indicator title</b>	<b>% of inspected SSPs (Security Officers) complying with the minimum standards per year</b>
Short definition	Total number of SSPs (Security Officers) inspected for compliance with PSiRA act during the period under review.
Purpose/Importance	To establish the level of compliance by the Security Officers
Source	Number of inspected SSP ( Security Officers) in the period under review
Method of calculation	The total number of Security Officers inspected (found to be complying) / total number of Security Officers inspected measured as an average against the following compliance criteria i.e. unregistered security officers, untrained security officers, carrying PSiRA cards, complying with uniform requirements and linked to the security business.
Data limitations	Accuracy of information collected during inspections
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100% inspected SSPs (Security Officers) are complying to PSiRA Act
Indicator responsibility	<b><i>Deputy Director: Law Enforcement</i></b>

<b>7. Indicator title</b>	<b>% of accredited training SSPs are complying with the minimum professional standards as stipulated on training policy</b>
Short definition	To inspect training provider for compliance with the minimum training standard
Purpose/Importance	To establish the level of compliance by the security training providers
Source	Number of inspected training service providers in the period under review
Method of calculation	Total number of training service providers found to be complying / total number of accredited training providers inspected
Data limitations	Accuracy of information collected during inspections
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100% inspected training SSPs are complying with the training policy
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>
<b>8. Indicator title</b>	<b>% of new registration certificates rolled out (on active businesses)</b>
Short definition	To roll-out new registration certificate that has improved security features.
Purpose/Importance	To improve the integrity of our registration certifications and reduce the risk of illegal practice within the industry
Source	Active SSPs
Method of calculation	Number of new registration certificate issued/targeted number active SSPs (per year)
Data limitations	Change of details by SSPs
Type of indicator	Output
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100 % roll out of new registration certificates for active SSPs
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

<b>9. Indicator title</b>	<b>% of new registration certificates rolled out (on security officers)</b>
Short definition	To roll-out new registration certificate that has improved security features.
Purpose/Importance	To improve the integrity of our registration certifications and reduce the risk of identity theft within the industry
Source	Active SOs
Method of calculation	Number of new registration certificate issued/targeted number active SOs (per year)
Data limitations	Change of details by SOs
Type of indicator	Output

<b>9. Indicator title</b>	<b>% of new registration certificates rolled out (on security officers)</b>
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that 100 % roll out of new registration certificates for active SOs
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

<b>10. Indicator title</b>	<b>Average turnaround time taken to resolve complaints received from consumers through call centre</b>
Short definition	Average turnaround time for resolving consumer complaints received through the call centre
Purpose/Importance	To established the turnaround time for resolving consumer complaints received through the call centre
Source	Number of complaints received from the consumers through the call centre
Method of calculation	Total number of consumer complaints resolved through the call centre/ Total number of complaints received from the consumers through the call centre
Data limitations	Integrity of information received regarding the complaint
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that complaints received are resolved within 48 hours
Indicator responsibility	<b>Deputy Director: Communications, Registration (CRM) and Training</b>

<b>11 Indicator title</b>	<b>Average turnaround time taken to resolve complaints received from consumers through customer care</b>
Short definition	Average turnaround time for resolving consumer complaints received through customer care
Purpose/Importance	To determine the turnaround time for resolving consumer complaints received through customer care
Source	Number of complaints received from the consumers through customer care
Method of calculation	Total number of consumer complaints resolved through customer care/ Total number of complaints received from the consumers through customer care
Data limitations	Integrity of information received regarding the complaint
Type of indicator	Impact
Calculation type	Cumulative - for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure that complaints received are resolved within 15 Days
Indicator responsibility	<b>Deputy Director: Communication, CRM and Training</b>







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