



PSiRA

Private Security Industry Regulatory Authority

Strategic Plan |
2014/2015–2018/2019



PSiRA
Private Security Industry Regulatory Authority

Private Security Industry Regulatory Authority

**Strategic Plan
2014/2015**

For the Fiscal Years 2014/2015 – 2018/2019



PSiRA
Private Security Industry Regulatory Authority

Strategic Plan |
2014 /15 - 2018/19

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FOREWORD BY THE MINISTER OF POLICE



Minister of Police
Mr EN Mthethwa, MP

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The Private Security Industry Regulatory Authority (PSiRA) was established in 2002, in terms of Section 2 of the Private Security Industry Regulation Act 56 of 2001.

Overtime we have realised that regulatory challenges experienced by PSiRA require the amendment of the Principal Act. The amendment is aimed at addressing the challenges experienced and strengthens the regulation of the private security industry. The Bill has completed the Parliamentary processes and it will soon become law.

Amongst others, the Bill aims to strengthen the regulation on ownership of security companies by non-citizens of South Africa and be consistent with the international trends. Furthermore, the Bill aims to provide for the funding of PSiRA through monies appropriated by Parliament. As Ministry, we believe that funding will provide the PSiRA with improved capacity to discharge its mandate effectively.

The amendment provides for amongst others, the regulation of minimum standards on the transportation of cash and other valuables, effective control and accountability of the use of firearms within the industry, improved regulation on the use of uniforms and insignia similar to our police services, defence force and other law enforcement agencies.

It further revised sanctions to be imposed against those convicted for serious illegal practices from twenty four months to five years imprisonment. These changes give an expression of the seriousness with which illegal practices must be viewed and punished under our law.

The revised mandate through the Amendment Bill brings new challenges both to PSiRA, its Council and the industry. As Minister, I encourage the industry to take advantage of the changes and improve compliance with the legislation. PSiRA must play a greater role on driving awareness of its role, that of the industry as well as the obligation of the users of the security service. This approach will restore its regulatory reputation and make compliance with legislation much easier for everyone.

I have indicated to the Council what the priorities of the Ministry are and I am satisfied that they incorporated our vision and that of the National Development Plan. The strategic plan is very clear and its vision focuses on the service delivery aspect of the private security industry for the next five years.

As Minister of Police, I expect PSiRA to do its utmost to achieve, not only these strategic objectives, but to also impact positively on the people of South Africa. I have put the legislative framework for PSiRA with a clear mandate to regulate the private security industry and therefore, it is now up to PSiRA to execute its plans.

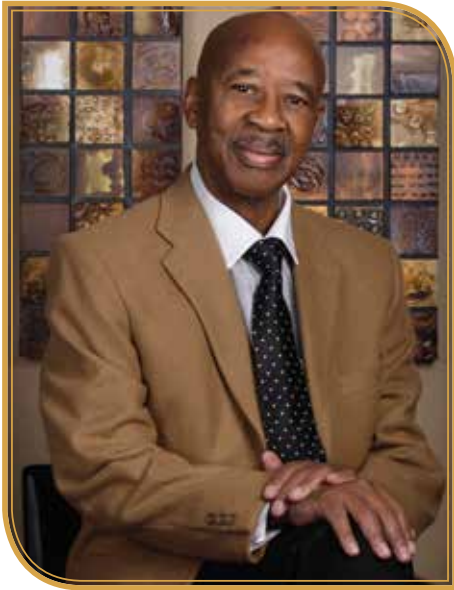
It is my pleasure to table the strategic plan of the Private Security Industry Regulatory Authority for the fiscal year 2014/15-2018/19.

A handwritten signature in black ink, appearing to read 'EN Mthethwa'.

Mr EN Mthethwa, MP
Minister of Police

Date: **06/03/2014**

FOREWORD BY THE CHAIRPERSON OF THE COUNCIL



Chairperson
Mr Thula Bopela

The private security industry continues to play a significant role in the South African economy and it is by far one of the biggest suppliers of entry-level jobs in the labour market to date. South Africans are increasingly utilising the private security service providers to protect themselves and their valuable assets. This increase in demand for safety and security has led to market competition with smaller companies entering the industry and a significant increase in the number of registered security officers.

The industry growth brings along with it the challenge of non-compliance by some security service providers who are not registered and regulated. It is in the best interest of the public for the Authority to promote public safety through effective regulation of the private security industry. The Authority has a statutory obligation "To protect the constitutional rights of all people to life, safety and dignity through the effective

Mr Thula O. Bopela
Chairperson of the Council

promotion and regulation of the private security industry". Therefore the current non-compliance challenge has made it necessary for PSiRA to strengthen their service delivery mandate and reduce levels of non-complying companies in the interest of the public safety and industry growth. Lack of a sustainable funding model has impacted on the effectiveness of regulation of the industry and therefore compromising the levels of service delivery to the industry and the public at large. These financial constraints also impacted on the Authority's ability to rollout equitable services to all provinces across the country.

In response to this and other environmental challenges, the Council together with management 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, industry stewardship, stakeholder and customer relationship management, efficient and effective processes and systems and enabling environment with a competent and skilled workforce as key focus areas going forward.

During the past three years, the Authority managed to stabilise the entity and has successfully achieved 79% of its turnaround milestones. The Authority has also identified potential risks that might limit its ability to successfully achieve its milestones and at the same time developed mitigating plans to effectively manage those risks.

The Authority has also restructured the different programmes and consolidated some to ensure successful achievement of the set priorities. It has three programmes namely, **Administration, Law Enforcement** and **Communications, Registration/ Customer Relations Management (CRM) and Training**.

Date: **28/02/2014**

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; and
- Accurately reflects the strategic outcome-oriented goals and objectives which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2014/15 – 2018/19.



Ms M.P. Mofikoe

Deputy Director: Communications, Registration (CRM) and Training

28/02/2014

Date



Mr M.S. Chauke

Director: PSiRA

28/02/2014

Date



Mr T. Bopela

Chairperson of the Council

28/02/2014

Date

Approved by:



Hon. E.N. Mthethwa, MP

EXECUTIVE AUTHORITY

06/03/2014

Date



PSiRA
Private Security Industry Regulatory Authority

Strategic Plan
2014 /15 - 2018/19

PART A

PART A: STRATEGIC OVERVIEW

The South African Government has made a commitment to ensure that all people in the country are and feel safe. Collaborations and stakeholder partnerships are critical in the fight against crime and creating a safer environment for all citizens. The private security industry has without doubt been instrumental in the fight against crime in our country. As the regulator we have also strengthened our partnerships with the South African Police Service (SAPS) and undertaken joint operations to eradicate non-compliance by both individual security officers and security businesses.

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.

The current 5-year strategic plan and annual performance plan highlight key strategies that the Authority will be deploying to strengthen its core business service delivery initiatives. Our strategic plan has taken a proactive response to address environmental challenges and opportunities. We have reviewed our strategic priorities going forward and ensured that we build on the success and achievements of the turnaround strategy introduced in the past three years. Our focus is now on moving this entity from a stability phase to normalise and commence growth and in order for it to realise this goal, our focus should be on the following priorities:

- **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; and
- **Priority 5:** Efficient and effective processes and systems.

The Authority has identified risks that must be effectively managed in order to realise the set strategic targets. Lack of funding or financial support also has an impact on PSiRA's ability to deliver excellent service in as far as industry inspections with compliance are concerned. PSiRA is currently generating its funds from annual fees and levies paid by the industry. To ensure the financial sustainability of the Authority, annual fee regulations will be reviewed and implemented effective on the 1st April of every year going forward.

We have also identified industry non-compliance as a risk that must be managed and controlled effectively. To address this challenge we will be introducing a risk process that enables registration certificates to expire. From the date of implementation, individual security officers will be required to replace their certificates every 18-months whilst businesses will be required to replace their certificates annually.

The Private Security Industry Regulation Amendment Bill is before Parliament and might be finalised within this financial year. The growing concerns by stakeholders for lack of effective regulation of the industry call for an investment of substantial resources to build sufficient capacity for the implementation of the Amendment Bill.

Council developed a strategic plan covering financial years 2014/15 to 2018/19. The Authority will focus on the 11 strategic objectives as follows:

- 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 SSPs;
- 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 services;
- 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 (SSPs);and
- Ensure that PSiRA is a centre of excellence in private security research.

This document is the outcome of a revised strategic plan of 2014/15-2018/19. In line with best practice, the revision of the strategic plan seeks to address 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

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 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 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 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 from PSiRA successfully 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 has however, lodged an appeal to have the ruling overturned. To ensure an optimal financial performance of the entity, the Authority has put in place contingency measures to mitigate the impact caused by the limited revenue affected by the appeal.

4. PLANNED POLICY AND LEGISLATIVE AMENDMENTS

The research and development unit has currently embarked on research into the guarding - and electronic security sectors of the industry. The outcome of the research will be utilised to provide a policy framework for the development of sector specific regulations in future. The Amendment Bill is currently before the

Parliament's National Assembly and should be finalised and approved during the 2014/15 financial year. If enacted within the financial year under review, the Bill will significantly impact on the strategic focus areas as it creates new reporting and regulatory obligations.

Table 1 : Mandate Assessment

| Focus Area | | 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>(j) promote high standards in the training of security service providers and prospective security service providers; and</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"> Recent human rights violations by industry still a concern; Emphasis on driving compliance by the industry; Emphasis on enforcement through criminal investigations; Emphasis on firearms audits to improve controls in the private security industry. |
| 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; and</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"> Exploitation of workers remains prevalent in the industry; Industry compliance forums has been established; Intensified awareness initiatives to enforce industry compliance by different stakeholders. |
| Effective service provision | <p>(l) 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"> Capacity building to improve service delivery; Policy on registration has been developed to ensure effective controls; Registration processes have been re-engineered; In the future, there should be emphasis on improving technology and business information systems (ERP). |
| 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"> Industry research is in progress and future policy direction to be influenced by research; Lack of PSIRA's visibility (geographical footprint). |

5. SITUATIONAL ANALYSIS

5.1 Key Challenges

The key external and internal challenges that PSiRA is facing to deliver against its mandate are as follows:

PSiRA faces a number of key external challenges and opportunities. These include but are not limited to:

- 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.

PSiRA also faces a number of key internal challenges and opportunities. These include but are not limited to:

- 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 of the mandate and role of PSiRA, both within the industry itself and by consumers of security products and services;
- 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 decisionmaking and mitigation of risk.

5.2 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 ethical issues;
- Our mandate to accept donations in terms of the Act;
- Powers to appoint 3rd 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.

6. POLICY MANDATE

PSiRA's strategy needs to align with national priorities and more specifically contribute to the programme of action of the Justice and JCPS as defined in the cluster's objectives:

- Addressing the overall levels of crime;
- Improving effectiveness and ensuring integration of the JCPS;
- Combat corruption within the JCPS cluster to enhance its effectiveness and its ability to serve as deterrent against crime;
- Manage perception of crime among the population;
- Combating of cyber crime;
- Effectiveness and integration of border management;
- Secure the identity and status of citizens;
- Investor perception, trust and willingness to invest in South Africa improve; and
- Eradication of corruption, including bribery of officials within the JCPS.

In order to achieve these objectives, the JCPS has identified some focus areas which require specific attention by all members of the cluster:

- Strategic operational alignment of all stakeholders;
- Improved JCPS co-ordination and management, including capacity and performance management, at all levels;
- Improved effectiveness and operational efficiencies in all component parts of the JCPS;
- More effective trials through protocols dealing with trial readiness of cases and the limiting of disputes as well as cash flow management initiatives;
- Legislative interventions such as the Forensics Bill dealing with fingerprint and DNA aspects;
- The use of IT systems to provide integrated management information to the cluster departments and the JCPS overall; and

- Technology driven modernisation initiatives including roll-out of video remands to various courts and correctional facilities.

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
 - This will take place both at a strategic level, through improved co-ordination of activities, and at an operational level, through improved integration of databases and exchange of information;
- Weeding out corruption and criminality from PSiRA
 - PSiRA will apply a zero tolerance policy against infractions and commits to employ an ethical workforce;
- Focusing on performance
 - PSiRA has defined Key Performance Indicators to monitor performance on a regular basis and will implement an effective individual performance management system at all levels of the organisation;
- Implementing a new Law Enforcement/ compliance strategy
 - PSiRA's strategy aims at changing behaviour in the industry and improving voluntary compliance through the adoption of a more proactive and preventive approach with the overall objective of reducing cases of illegalities;
- Building capacity
 - PSiRA will establish internal units focusing on industry research and business intelligence and will implement a learning and development programme for all its staff;
- Leveraging IT
 - PSiRA will put in place a functional and effective IT infrastructure and will adopt information management as a key means to improve process efficiency;

- Charter of Ethics
 - PSiRA will develop a Charter of Ethics that will help its employees to live according to the charter;
- Customer awareness programmes

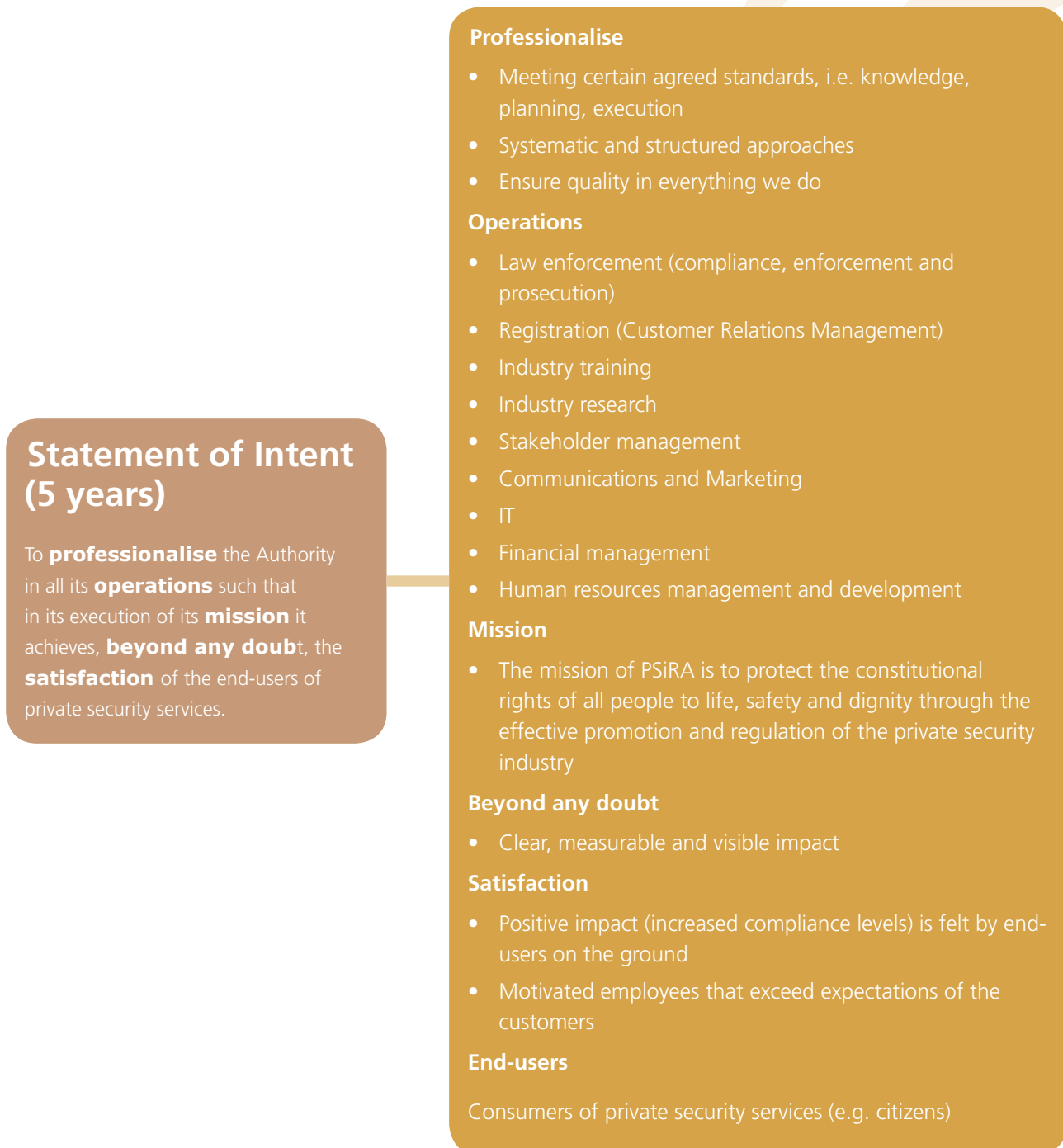
PSiRA will develop and implement customer awareness programmes so as to increase compliance of Section 38(3) on effective regulation. It includes the provision of accurate information so that the public and end-users are well informed.

7. STATEMENT OF INTENT AND STRATEGIC ARCHITECTURE

A strategy statement of intent is a simple, clear, succinct statement that everyone can internalise and use as a 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.

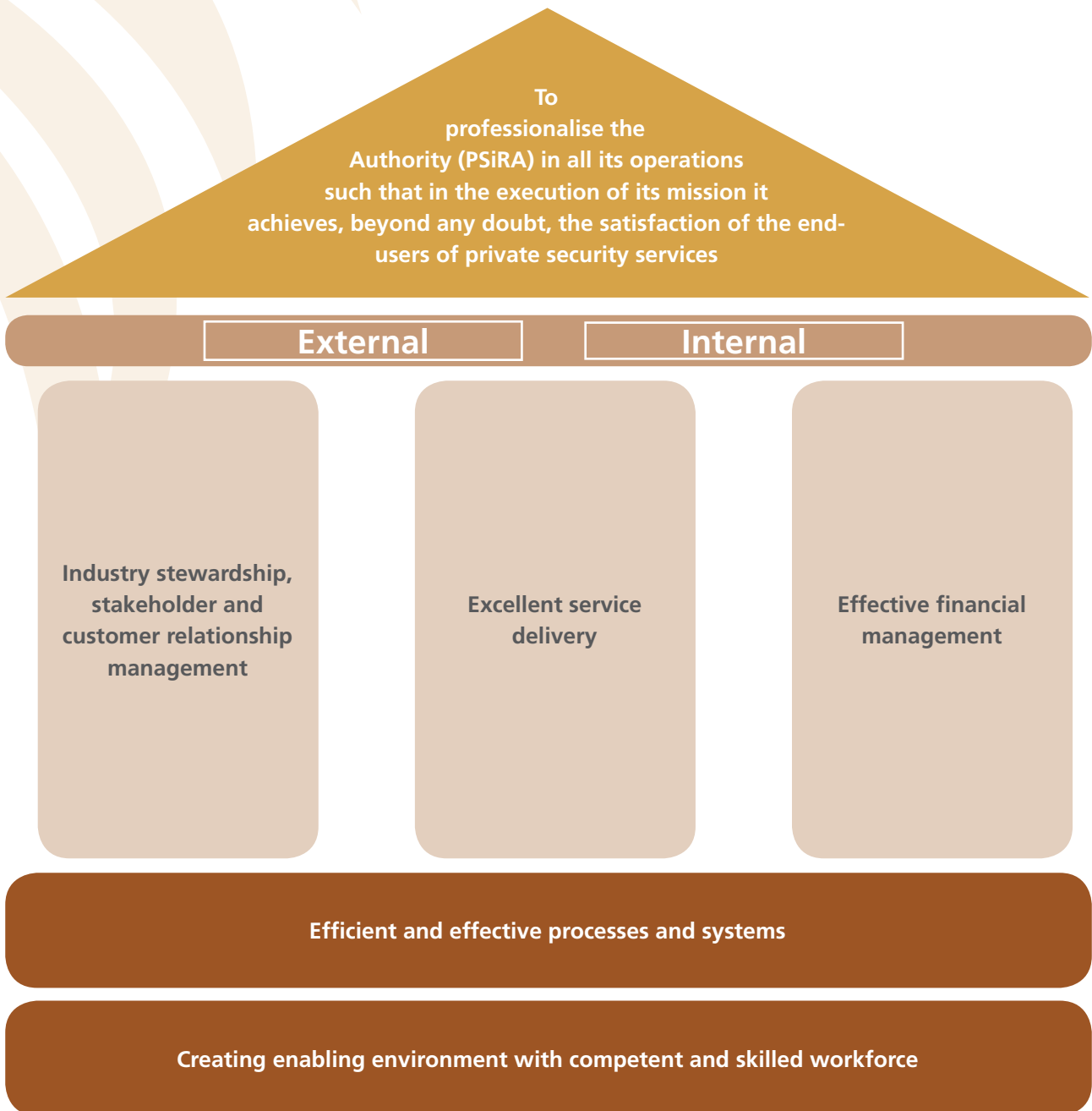
Figure 2: Statement of intent and Strategic Architecture



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 and creating enabling environment with a competent and skilled workforce as key focus areas going forward.

Figure 3: Strategic Growth Architecture



8. 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 and 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.

9. STRATEGIC OUTCOME ORIENTED GOALS

Figure 4: Programmes Identified

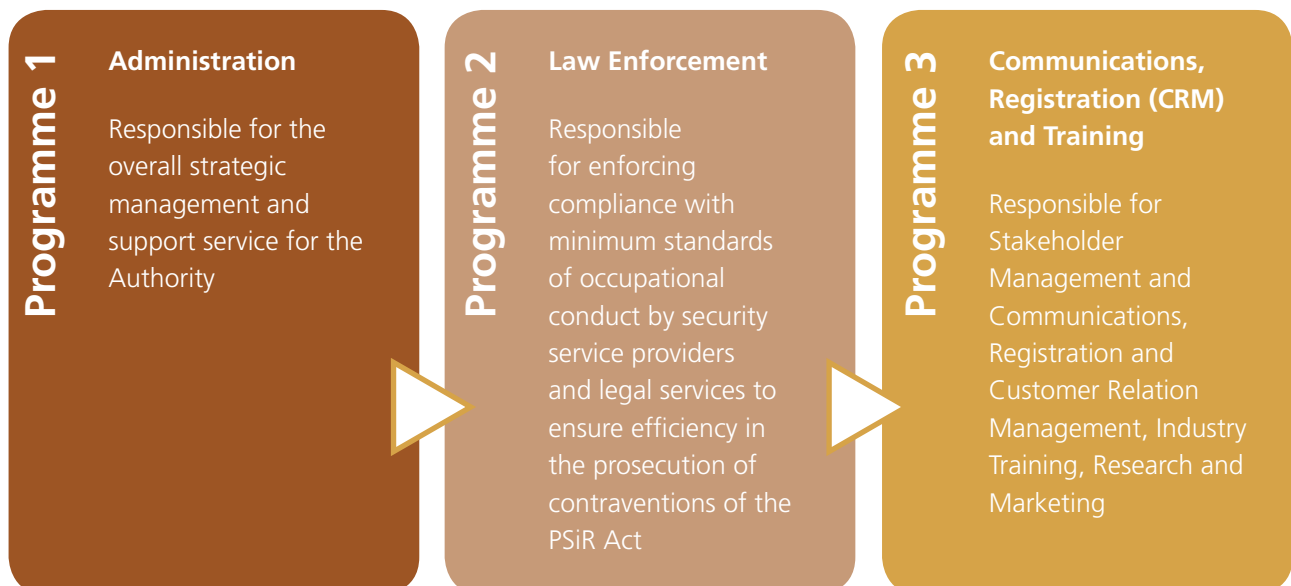


Figure 5: Outcomes per Programme

Programme 1 Administration

- **Outcome 1:** Effective revenue management
- **Outcome 2:** Sustainable funding model
- **Outcome 3:** Compliance to Corporate Governance and IT standards
- **Outcome 4:** Competent and performing workforce

Programme 2 Law Enforcement

- **Outcome 5:** Increased monitoring and investigation of security service providers to ensure compliance with existing legislation
- **Outcome 6:** Increased compliance to minimum standards of occupational conduct of SSPs
- **Outcome 7:** Security businesses licensed to possess firearms in the private security industry are fully accounted for

Programme 3 Communications, Registration (CRM) and Training

- **Outcome 8:** Increased compliance to minimum professional standards in the training of SSPs
- **Outcome 9:** Effective and efficient registration process
- **Outcome 10:** Improve the integrity of PSiRA registration certificates
- **Outcome 11:** Increased protection and enforcement of private security industry personnel rights
- **Outcome 12:** Increased awareness on the functions and role of PSiRA in the industry
- **Outcome 13:** Increased efficiency of resolving consumer complaints
- **Outcome 14:** 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

Strategic Plan
2014 /15 - 2018/19

PART B

PART B: STRATEGIC OBJECTIVES

PROGRAMME 1: ADMINISTRATION

| | |
|------------------------------|--|
| Purpose | : <i>Provide leadership, strategic management and administrative support to the Authority.</i> |
| Measurable Objectives | : <i>The programme aims to ensure effective leadership, management and administrative support to PSiRA through continuous refinement of the Authority's strategy and structure in line with appropriate legislation and best practice.</i> |

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

| Strategic Goal 2 | Ensure effective financial management |
|-----------------------------|--|
| Strategic Objective | Ensure good governance and a sound financial control environment |
| Strategic Outcome | <i>Effective revenue management</i> |
| Indicator | <ul style="list-style-type: none"> • Annual adjustment of administration fees with CPI • Reviewed annual fees in place |
| Baseline (2013/14) | Adjustment of admin fees with CPI |
| Target (2015 – 2019) | <ul style="list-style-type: none"> • Adjustment of admin fees with CPI • Annual review of fees |
| Justification | To ensure that there is financial sustainability of the Authority in order to achieve the regulatory mandate |
| Links | PFMA and National Treasury Regulations |

| | |
|-------------------------|--|
| Strategic Goal 2 | Ensure effective financial management |
| Strategic Objective | Ensure good governance and a sound financial control environment |
| Strategic Outcome | <i>Sustainable Funding Model</i> |
| Indicator | A funding policy in place |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | Policy implementation by March 2015 |
| Justification | Achieve financial stability for the Authority (constant growth in revenue and successful implementation of all service delivery initiatives) |
| Links | PFMA and National Treasury Regulations |

| | |
|-------------------------|---|
| Strategic Goal 2 | Ensure effective financial management |
| Strategic Objective | Ensure good governance and a sound financial control environment |
| Strategic Outcome | <i>Compliance with the relevant acts and regulations which will result in an Unqualified Audit Report</i> |
| Indicator | Reduced findings by Auditor-General |
| Baseline (2013/14) | Qualified Audit Opinion |
| Target (2015 – 2019) | Unqualified Audit Opinion |
| Justification | Ensure compliance with and effective application of the relevant acts, regulations, governance circulars and internal policies. |
| Links | PFMA and National Treasury Regulations |

Sub-Programme 1.2: BUSINESS AND INFORMATION TECHNOLOGY

| | |
|-------------------------|--|
| 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, hardware and networks</i> |
| Indicator | Critical IT infrastructure restored within the set timeline on the Business Continuity Policy (working days and hours) |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | From: 120 hours to 72 hours |
| Justification | Business continuity plans will ensure a stable IT environment that will enable uninterrupted service delivery |
| Links | National Development Plan: Business processes, systems, decision rights and accountability management |

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|-----------------------------|--|
| 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, hardware and networks</i> |
| Indicator | Improved IT user satisfaction |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | 70% - 80% user satisfaction rating |
| Justification | To ensure that there is a return on investment that impacts positively on the service delivery |
| Links | National Development Plan: 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 | Reviewed IT Business Continuity Policy in place |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | Annual review of IT policy |
| Justification | To ensure that the Authority procures IT products and services that meet the minimum standards certified by government. For an example original equipment manufacturing standards |
| Links | National Development Plan: Business processes, systems, decision rights and accountability management |

Sub-Programme 1.3: HUMAN CAPITAL

| | |
|-----------------------------|--|
| Strategic Goal 4 | To ensure that PSiRA has an enabling environment with competent and skilled workforce |
| Strategic Objective | To ensure that PSiRA has a competent, ethical and skilled workforce |
| Strategic Outcome | <i>Competent and performing workforce</i> |
| Indicator | Frequency of conducting employee performance assessments |
| Baseline (2013/14) | Annual performance assessments |
| Target (2015 – 2019) | Quarterly performance assessments |
| Justification | To ensure that the employees of the Authority maintain the level of competence that meets the changing environmental dynamics that affect service delivery |
| Links | National Development Plan: HR planning, skills development and cadre development |

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|-----------------------------|--|
| Strategic Goal 4 | To ensure that PSiRA has an enabling environment with competent and skilled workforce |
| Strategic Objective | To ensure that PSiRA has a competent, ethical and skilled workforce |
| Strategic Outcome | <i>Competent and performing workforce</i> |
| Indicator | % increase in the number of employees achieving performance above the average rating of 3 |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | 90% of the total staff to achieve a performance above the average rating of 3 |
| Justification | To ensure that employees provide a professional, excellent and expeditious service to the Authority's stakeholders |
| Links | National Development Plan: HR planning, skills development and cadre development |

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|-----------------------------|--|
| Strategic Goal 4 | To ensure that PSiRA has an enabling environment with competent and skilled workforce |
| Strategic Objective | To ensure that PSiRA has a competent, ethical and skilled workforce |
| Strategic Outcome | <i>Competent and performing workforce</i> |
| Indicator | % training programmes completed in line with Workplace Skills Plan |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | 95% achievement of training programmes completed in line with Workplace Skills Plan |
| Justification | The skilled and competent employees will ensure that we have satisfied customers |
| Links | National Development Plan: HR planning, skills development and cadre development |

PROGRAMME 2: LAW ENFORCEMENT

| | | |
|------------------------------|---|--|
| Purpose | : | <i>Ensure that there are effective regulations in the security industry and enforcement of law and compliance to the regulations</i> |
| Measurable Objectives | : | <i>The programme aims to ensure that SSPs 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.</i> |

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

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

2.1: ENFORCEMENT

| | |
|-----------------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation in the security industry |
| Strategic Outcome | <i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i> |
| Indicator | Number of inspections conducted at security businesses |
| Baseline (2013/14) | 3 520 inspections conducted at Security Businesses per year |
| Target (2015 – 2019) | 3 870 to 5 670 inspections conducted at Security Businesses per year |
| Justification | The outcomes will promote a reputable private security industry and reduce the risk to national security and safety of members of the public |
| Links | National Development Plan: All people in South Africa are and feel safe |

| | |
|-----------------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation in the security industry |
| Strategic Outcome | <i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i> |
| Indicator | Number of inspections conducted on security officers |
| Baseline (2013/14) | 20 244 inspections conducted on Security Officers per year |
| Target (2015 – 2019) | 22 270 to 32 600 inspections conducted on Security Officers per year |
| Justification | To ensure that professional conduct translates into a better human rights culture, and therefore safer society. |
| Links | National Development Plan: All people in South Africa are and feel safe |

| | |
|-----------------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation in the security industry |
| Strategic Outcome | <i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i> |
| Indicator | % of investigations finalised against non-compliant Security Service Providers . |
| Baseline (2013/14) | 50% per year |
| Target (2015 – 2019) | 60% to 80% per year |
| Justification | The outcomes will translate into an improved safer society and less risk to national security |
| Links | National Development Plan All people in South Africa are and feel safe |

| | |
|-----------------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation in the security industry |
| Strategic Outcome | <i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i> |
| Indicator | % of criminal cases opened against non compliant SSPs |
| Baseline (2013/14) | 70% per year |
| Target (2015 – 2019) | 75 % to 85 % per year |
| Justification | The outcomes will translates into an improved and safer society and less risk to national security |
| Links | National Development Plan: All people in South Africa are and feel safe |

| | |
|----------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation in the security industry |
| Strategic Outcome | <i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i> |
| Indicator | Reviewed law enforcement strategy in place |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | Review of Law Enforcement Strategy |
| Justification | To ensure that regulatory impact translates into better outcomes to society using lesser resources |
| Links | National Development Plan: All people in South Africa are and feel safe |

| | |
|----------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation in the security industry |
| Strategic Outcome | <i>Security businesses licensed to possess firearms in the private security industry are fully accounted for</i> |
| Indicator | Number of security businesses licensed to possess firearms inspected |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 900 to 1 300 per year |
| Justification | Monitor and investigate security service providers to ensure compliance with existing legislation |
| Links | National Development Plan: All people in South Africa are and feel safe |

2.2: COMPLIANCE

| | |
|----------------------|---|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | Enforce minimum standards of occupational conduct in respect of security service providers |
| Strategic Outcome | <i>Increased compliance to minimum standards of occupational conduct of SSPs</i> |
| Indicator | % of inspected SSPs (Businesses) complying with the minimum standards per year |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 60% to 90% per year |
| Justification | The outcomes will translate into an improved safer society and less risk to national security |
| Links | National Development Plan: All people in South Africa are and feel safe |

| | |
|-----------------------------|--|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | Enforce minimum standards of occupational conduct in respect of security service providers |
| Strategic Outcome | <i>Increased compliance to minimum standards of occupational conduct of SSPs</i> |
| Indicator | % increase of inspected SSPs (Security Officers) complying with the minimum standards per year |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 60% to 90% per year |
| Justification | The outcomes will translate into an improved safer society and less risk to national security |
| Links | National Development Plan: All people in South Africa are and feel safe |

2.3: LEGAL SERVICES

| | |
|-----------------------------|---|
| Strategic Goal 1 | To ensure excellent service delivery (Effective regulation) in the security industry |
| Strategic Objective | To ensure effective regulation within the private security industry |
| Strategic Outcome | <i>Increased monitoring and investigation of security service providers to ensure compliance with existing legislation</i> |
| Indicator | % of cases of non-compliant SSPs prosecuted per year |
| Baseline (2013/14) | 70% per year |
| Target (2015 – 2019) | 75% per year |
| Justification | To ensure that SSPs that violate the Code of Conduct are prosecuted and sanctioned accordingly to contribute to a broader compliance with applicable legislation within the private security industry |
| Links | National Development Plan: All people in South Africa are and feel safe |

PROGRAMME 3: COMMUNICATIONS, CUSTOMER RELATIONS MANAGEMENT AND TRAINING

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

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

| | |
|-----------------------------|---|
| 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 of PSiRA in the industry</i> |
| Indicator | Number of public awareness programmes undertaken/ conducted on the role and functions of PSiRA |
| Baseline (2013/14) | 12 Public Awareness Programmes per year |
| Target (2015 – 2019) | 18 Public Awareness Programmes per year |
| Justification | To ensure that the public understands the mandate of PSiRA, are able to access the services offered and further exercise the consumer protection offered by the Authority |
| Links | National Development Plan: 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 | Number of Industry awareness programmes for Security Business on the role and functions of PSiRA |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 6 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 | National Development Plan: 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 | Number of Industry awareness programmes for SOs on the role and functions of PSiRA |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 6 Public Awareness Programmes per year |
| Justification | To reduce the risk of non-compliance by SOs through education and information sharing on regulatory requirements. To ensure that security officers conduct themselves in an ethical and professional manner |
| Links | National Development Plan: Efficient Service Delivery |

| | |
|-----------------------------|--|
| Strategic Goal 3 | Industry Stewardship, Stakeholder and Customer Relations Management |
| Strategic Objective | Promote the protection and enforcement of the rights of SOs and other employees in the private security industry |
| Strategic Outcome | <i>Increased protection and enforcement of private security industry personnel rights</i> |
| Indicator | Number of awareness programmes on the rights of SOs |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 32 Public Awareness Programmes (increase of 4 per year) |
| Justification | To strengthen stakeholder relations with SOs and ensure that they fully understand the protection offered by PSiRA and exercise their rights correctly |
| Links | National Development Plan: Efficient Service Delivery |

| | |
|-----------------------------|---|
| Strategic Goal 3 | Industry Stewardship, Stakeholder and Customer Relations Management |
| Strategic Objective | Promote the protection and enforcement of the rights of SOs and other employees in the private security industry |
| Strategic Outcome | <i>Increased protection and enforcement of private security industry personnel rights</i> |
| Indicator | Number of formalised partnerships with employee-based stakeholders |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 1 MoU finalised with a strategic partner per year |
| Justification | To formalise partnerships with other organs of the state that will eliminate industry exploitation faced by security officers |
| Links | National Development Plan: Efficient Service Delivery |

| | |
|-----------------------------|---|
| Strategic Goal 3 | Industry Stewardship, Stakeholder and Customer Relations Management |
| Strategic Objective | Promote the interest of the consumers of private security services |
| Strategic Outcome | <i>Increased efficiency of resolving consumer complaints</i> |
| Indicator | Average turnaround time taken to resolve complaints received from consumers through call centre (working days) |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 48 hours average turnaround time |
| Justification | To improve customer satisfaction and strengthen stakeholder relations by resolving consumer complaints on time |
| Links | National Development Plan: 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 | <i>Increased efficiency of resolving consumer complaints</i> |
| Indicator | Average turnaround time taken to resolve complaints received from consumers through regional customer care.(working days) |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 24 hours average turnaround |
| Justification | To improve customer satisfaction and strengthen stakeholder relations by resolving consumer complaints on time |
| Links | National Development Plan: 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 | Average turnaround time of applications registration meeting all the requirements for Security Businesses (working days) |
| Baseline (2013/14) | 20 days |
| Target (2015 – 2019) | 15 days average turnaround time |
| Justification | Improved turnaround processes in approving business registration applications will enhance our revenue/income, lead to customer satisfaction and reduce the risks of business operating without a PSiRA certificate (illegal operations) |
| Links | National Development Plan: 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 | Average turnaround time of applications for registration meeting all the requirements for Security Officers (working days) |
| Baseline (2013/14) | 30 days |
| Target (2015 – 2019) | 15-10 days average turnaround time |
| 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 | National Development Plan: 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 registration certificates</i> |
| Indicator | % of new registration certificates rolled out (active security businesses) |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 20% - 100% per year |
| Justification | To reduce the risk of non-compliance by security businesses |
| Links | National Development Plan: 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 registration certificates</i> |
| Indicator | % of new registration certificates rolled out (active SOs) |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 20% - 100% per year |
| Justification | To reduce the risk of identity theft and non-compliance by SOs |
| Links | National Development Plan: Efficient Service Delivery |

3.3: TRAINING

| | |
|-----------------------------|--|
| Strategic Goal 3 | Industry Stewardship, Stakeholder and Customer Relations Management |
| Strategic Objective | Promote the protection and enforcement of the rights of the Security Officers and other employees in the private security industry |
| Strategic Outcome | <i>Increased compliance to minimum professional standards in the training of SSPs</i> |
| Indicator | Date of implementation of the Industry Training Policy |
| Baseline (2013/14) | Development of the Industry Training Policy |
| Target (2015 – 2019) | 15 March 2015 |
| Justification | This policy will provide on the minimum standards of training that must be adhered to by the industry in order to achieve professionalism. |
| Links | National Development Plan: 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 | % increase of accredited training SSPs complying with the minimum professional standards as stipulated in the Industry Training Policy |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | 100% compliance |
| Justification | To ensure industry professionalism and eliminate non-compliance by training providers through adherence to the PSiR Act and other industry regulation/ acts by all security training providers |
| Links | National Development Plan: 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 | Number of established Provincial Industry Training Compliance Forums. |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | 9 Provincial Industry Training Compliance Forums |
| Justification | To strengthen engagements with training providers and other key industry stakeholders with the objective of encouraging compliance with industry regulations and adherence to the minimum industry training standards by all SSPs |
| Links | National Development Plan: 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 | Number of stakeholder capacity building initiatives/workshops undertaken with training providers in the security industry |
| Baseline (2013/14) | New indicator |
| Target (2015 – 2019) | 4 Capacity Building Initiatives/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 | National Development Plan: 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>Conduct research to support the Authority in fulfilling its core business mandate (Law Enforcement, Industry Training and Registration)</i> |
| Indicator | Number of completed areas of research that are of high priority |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 2 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 excellent service delivery |
| Links | National Development Plan: 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>Conduct research to support the Authority in fulfilling their core business mandate (Law Enforcement, Industry Training and Registration)</i> |
| Indicator | Number of completed number of industry surveys |
| Baseline (2013/14) | New Indicator |
| Target (2015 – 2019) | 4 industry surveys conducted per year |
| Justification | To ascertain external stakeholder satisfaction on the quality of service delivered by the Authority and encourage feedback on how to improve our core business service delivery |
| Links | National Development Plan: 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 Resources:** This will enable the Authority to recruit and fill positions essential to the fulfilment of our service delivery mandate. Financial resources will also provide the Authority with the opportunity to expand their geographic footprint and open PSiRA offices in other provinces such as 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 programmes 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 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 received from the industry. | <ul style="list-style-type: none"> • The Authority's inability to extend its service delivery mandate to other provinces. • Potential threat on the quality of service delivered to the stakeholders as a result of implementing cost-cutting measures. • Potential delays in implementing initiatives. | <ul style="list-style-type: none"> • Effective and efficient revenue management. • Ensure that administrative levies/fees are reviewed and increased annually in accordance with the inflation rate. • Enforce compliance with the Certificate Renewal by the industry. |

| Organisational Risk | Risk Summary | Potential Consequences | Mitigating Strategies |
|--|---|--|--|
| Outdated Technology Infrastructure | The current technology is outdated and must be replaced in order to respond to the current environmental changes. Lack of funding is impeding our ability to procure technology that is adaptable to the environmental demands. | <ul style="list-style-type: none"> Negative impact on the quality of service delivered. Disruptions to business processes and potential loss of information. | <ul style="list-style-type: none"> Business continuity, disaster and emergency plans. Continuous system improvements. |
| Non-compliance with legislation and regulation | Lack of awareness around statutory/regulatory obligations of SSPs. | <ul style="list-style-type: none"> Negative impact on the Authority's revenue. Increased abuse of consumer rights. | <ul style="list-style-type: none"> Intensify our law enforcement initiatives to promote zero tolerance to non-compliance. Intensify our stakeholder awareness and consumer education initiatives. |
| Lack of Stakeholder engagements and brand visibility | The public is not fully aware of the existence of PSiRA, its role and statutory mandate. | <ul style="list-style-type: none"> Reputational damage of the Authority's brand. Increase in industry non-compliance. Increase in abuse of rights of consumers and security officers. | <ul style="list-style-type: none"> Intensify our stakeholder engagement initiatives. More media relations campaigns to create awareness about the role and function of the PSiRA. More public awareness initiatives, capacity building and consumer education campaigns around the regulatory mandate of PSiRA. |
| Lack of capacity | Lack of adequate capacity to extend our service delivery and footprint to other provinces. | <ul style="list-style-type: none"> Stakeholder dissatisfaction. Industry abuse and exploitation. | <ul style="list-style-type: none"> Restructure the current resources in order to extend our service delivery to other provinces. |

| Organisational Risk | Risk Summary | Potential Consequences | Mitigating Strategies |
|--|---|--|---|
| Inadequate business information knowledge management | Inadequate access to business information and knowledge sharing amongst employees within PSiRA. | <ul style="list-style-type: none"> Lack of business knowledge and information sharing amongst employees compromises the integrity of our stakeholder and customer engagement initiatives. Compromises the integrity of our stakeholder and customer databases. | <ul style="list-style-type: none"> Establishment of an information and knowledge management committee. Knowledge sharing portals. Putting in place a document management system. |

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.



PSiRA
Private Security Industry Regulatory Authority

Strategic Plan
2014 /15 - 2018/19

ANNEXURES

ANNEXURE 1: ABBREVIATIONS

| | |
|--------------|--|
| BC | Business Continuity |
| BIT | Business and Information Technology |
| CAP | Corrective Action Plan |
| CRM | Customer Relations Management |
| DNA | Deoxyribonucleic Acid |
| ERP | Enterprise Resource Planning |
| EXCO | Executive Committee |
| ICT | Information and Communication Technology |
| IT | Information Technology |
| JCPS | Justice Crime Prevention and Security Cluster |
| MOU | Memorandum of understanding |
| NDP | National Development Plan |
| NPA | National Prosecution Authority |
| PFMA | Public Finance Management Act |
| PSiRA | Private Security Industry Regulatory Authority |
| SAPS | South African Police Services |
| SETA | Sector Education and Training Authority |
| SO | Security Officer |
| SOs | Security Officers |
| SO's | Security Officer's |
| SSP | Security Service Provider |
| SSPs | Security Service Providers |
| SSP's | Security Service Provider's |

ANNEXURE 2: Technical Indicator Description

| | |
|---------------------------|--|
| 1. Indicator title | <i>Reviewed IT Business Continuity Policy in place</i> |
| Short definition | Annual review of IT policy to ensure alignment with minimum Governance IT Standards |
| Purpose/Importance | Compliance to Governance IT Standards |
| Source | <i>IT Business Continuity Policy</i> |
| 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 Governance IT Standards |
| Indicator responsibility | BIT Senior Manager |
| | |
| 2. Indicator title | <i>% of investigations finalised in respect of security service providers</i> |
| Short definition | These are cases referred to Law Enforcement Unit for investigation. |
| Purpose/Importance | To bring non-complying SSP 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 | $\frac{\text{Number of cases investigated}}{\text{the total number of cases allocated to the unit (per Quarter/Year)}}$ <p><u>Note:</u> Cases pending from the previous will be carried over as an opening balance of the new quarter.</p> |
| Data limitations | Integrity of information/complaints received through help desk |
| Type of indicator | Efficiency |
| Calculation type | Cumulative - for the year |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Aim to ensure 100 % investigations received are finalised |
| Indicator responsibility | Deputy Director: Law Enforcement |

| 3. Indicator title | <i>% of criminal cases opened against non-compliant SSPs</i> |
|---------------------------|--|
| Short definition | During investigations certain conducts of the SSPs are tantamount to criminal offences or both criminal offence and breach of PSiRA Code of Conduct. In such cases a criminal case 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 | $\frac{\text{Number of opened cases against non-compliant SSPs}}{\text{total number non-compliant SSPs identified (per Quarter/Year)}}$ <i>Note:</i> 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 | Deputy Director: Law Enforcement |
| | |
| 4. Indicator title | <i>% increase of cases of non-compliant SSP's prosecuted per year</i> |
| Short definition | This refers to the total number of cases (dockets) received by Legal Services from Compliance and Enforcement units 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 SSPs in the period under review. |
| Method of calculation | $\frac{\text{Total number of cases finalised by prosecutor}}{\text{total number non-compliant total number of cases received}}$ |
| 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 SSPs are prosecuted |
| Indicator responsibility | Deputy Director: Law Enforcement |

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| 5. Indicator title | <i>% of inspected SSPs (Businesses) complying with the minimum standards per year</i> |
| Short definition | Total number of SSPs (businesses) inspected for compliance with PSiR Act during the period under review. |
| Purpose/Importance | To establish the level of compliance by the businesses |
| Source | Number of inspected SSPs (Businesses) during the period under review |
| Method of calculation | $\frac{\text{The total number of business inspected (found to be complying)}}{\text{total number of businesses inspected}}$ |
| 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 SSPs (Businesses) are complying to PSiR Act |
| Indicator responsibility | Deputy Director: Law Enforcement |
| | |
| 6. Indicator title | <i>% of inspected SSPs (Security Officers) complying with the minimum standards per year</i> |
| Short definition | Total number of SSPs (Security Officers) inspected for compliance with PSiR 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) during the period under review |
| Method of calculation | $\frac{\text{The total number of Security Officers inspected (found to be complying)}}{\text{total number of Security Officers inspected}}$ |
| 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 SSPs (Security Officers) are complying to PSiR Act |
| Indicator responsibility | Deputy Director: Law Enforcement |
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| 7. Indicator title | <i>% of accredited training SSPs are complying with the minimum professional standards as stipulated on training policy</i> |
| Short definition | To inspect training provides for compliance with the minimum training standards |
| Purpose/Importance | To establish the level of compliance by security training providers |
| Source | Number of inspected training service providers during the period under review |
| Method of calculation | $\frac{\text{Total number of training service providers found to be complying}}{\text{total number of accredited training providers}}$ |
| 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 | Deputy Director: Communication, Registration (CRM) and Training |
| | |
| 8. Indicator title | <i>% of new registration certificates rolled out (on active businesses)</i> |
| Short definition | To rollout new registration certificates that has improved security features. |
| Purpose/Importance | To improve the integrity of our registration certificates and reduce the risk of illegal practices within the industry |
| Source | Active SSPs |
| Method of calculation | $\frac{\text{Number of new registration certificates issued}}{\text{targeted number active SSPs (per year)}}$ |
| 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 100% rollout of new registration certificates for active SSPs |
| Indicator responsibility | Deputy Director: Communication, Registration (CRM) and Training |

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| 9. Indicator title | % of new registration certificates rolled out (on security officers) |
| Short definition | To rollout new registration certificates that has improved security features. |
| Purpose/Importance | To improve the integrity of our registration certificates and reduce the risk of identity theft within the industry |
| Source | Active SOs |
| Method of calculation | $\frac{\text{Number of new registration certificates issued}}{\text{targeted number active SOs (per year)}}$ |
| Data limitations | Change of details by SOs |
| Type of indicator | Output |
| Calculation type | Cumulative for the year |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To ensure 100% rollout of new registration certificates for active SOs |
| Indicator responsibility | Deputy Director: Communication, Registration (CRM) and Training |
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| 10. Indicator title | Average turnaround time taken to resolve complaints received from consumers through call centre |
| 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 | $\frac{\text{Total number of consumer complaints resolved through the call centre}}{\text{Total number of complaints received from the consumers through the call centre}}$ |
| 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 | Deputy Director: Communication, Registration (CRM) and Training |
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| 11. Indicator title | <i>Average turnaround time taken to <u>resolve complaints</u> received from consumers through customer care</i> |
| 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 | $\frac{\text{Total number of consumer complaints resolved through customer care}}{\text{Total number of complaints received from the consumers through customer care}}$ |
| 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 48 hours |
| Indicator responsibility | Deputy Director: Communication, Registration (CRM) and Training |
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