



PSiRA

Private Security Industry Regulatory Authority

**Strategic Plan
for the fiscal years**

2020/21 - 2024/25

CHAMPIONING SAFETY AND SECURITY
Safer Homes • Safer Businesses • Safer Communities

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EXECUTIVE AUTHORITY STATEMENT

The Private Security Industry Regulatory Authority (PSiRA) was established in terms of Section 2 of the Private Security Industry Regulation Act, 2001 with the aim to regulate the vast and growing private security industry in our country. The strategic plan of PSiRA creates the opportunity for us to reflect on how far we have come, what commitments we have made and what impact those planned commitments will deliver once implemented over the planning period.

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. This growth must be stimulated as His Excellency, President Cyril Ramaphosa highlighted in his SONA 2020: "Without growth, there will be no jobs, and without jobs there will be no significant improvement in the lives of our people".

However, within the context of the private security sector, this growth requires legitimacy by those involved in the private security industry and the industry, which occupies a position of trust in relation to the general public, cannot be allowed to go unchecked. Regulation

of the private security industry generally means that important aspects of the nature and activities of the industry, including who is admitted to the industry and the standard of conduct expected of members of the industry, are controlled and shaped through regulatory strategies and actions in accordance with principles and standard in the Private Security Industry Regulation Act, 2001.

A legitimate, transformed and competent private security industry which acts in the interest of the state, public and private security industry and which contributes to a safer South Africa, can only be realised if we accept the responsibility placed on us to deliver on the implementation of our five-year strategic plan. The strategic plan highlights six key outcomes:

- Maintain financial sustainability, accountability, relevance and performance;
- A professional, accountable and trustworthy private security industry;
- A capable and trained private security industry;
- Enhance relations and collaborations with stakeholders;
- The private security industry is vetted and efficiently registered; and
- The private security industry is transformed.

As Minister of Police, I expect PSiRA to do its utmost to not only deliver on these outcomes, but to also impact positively on the people of South Africa.

It is my pleasure to table the strategic plan, which attests that we continue on our path of developing a legitimate, trustworthy and competent private security industry, which is not only capable of contributing to the achievement and maintenance of sufficient levels of safety and security in our country as envisioned in the NDP 2030, but is also able to become and remain a valuable partner for the SAPS in its fight against crime.

Honourable Mr B H Cele, MP
Minister of Police
Executive Authority of PSiRA



ACCOUNTING AUTHORITY STATEMENT

The Council is pleased to present to the Executive Authority and the sixth democratic Parliament of the Republic of South Africa, the Authority's five-year Strategic Plan for the 2020-2025 Medium-term Strategic Framework period. As part of its role under the Act, the Council must amongst others, provide strategic leadership to the Authority, allocate resources to execute the approved plans and strategies of the Authority, identify and mitigate the risks that may hamper the achievement of strategic outcomes, and provide oversight that outcomes are achieved in compliance to legislations and policies.

In fulfilling its role to provide strategic leadership, the Council reviewed the performance of the entity for the past four years, and at the end allowed the Management of the Authority an opportunity to consider identified gaps and opportunities that should be interrogated for purposes of making determinations on the strategic direction in which the entity should be steered along for the next five years. It should also be indicated here that this review process was further informed by the introduction of the

revised Framework for Strategic and Annual Performance Plans as published by government towards the end of 2019 calendar year. The review process of the Authority's Strategic Plan as initiated by Council, was executed by the Management of the entity at a strategic planning session that took place in December 2019. Over and above the identified gaps and opportunities that were considered in the determination of the strategic outcomes to be pursued for the next five years, Management also took into consideration the national priorities and (more specifically) the outcome and sub-outcomes of the Justice Crime Prevention and Security Cluster as articulated by government in the NDP 2030.

The focus and priority of the Authority is about people living in South Africa feeling safe and having no fear of crime. To achieve this priority strategic outcome, the Authority determined that activities geared towards an integrated approach to safety and security which requires collaboration across all government departments, the private sector and community bodies should be introduced in the fight against crime.

To this end, the Authority's five-year Strategic Plan is fully aligned to government's priorities with a specific focus on the following key outcomes:

- Strengthened relationships with all stakeholders, especially other entities of the Justice Crime Prevention and Security (JCPS);
- Improved overall organisational performance;
- Effective implementation of the compliance and law enforcement strategy which is aimed at changing behaviour in the industry and improving industry compliance;
- Protection of the public interest through a more professional and trustworthy private security industry;
- A legitimate private security industry that contributes to improved relationships with state law enforcement agencies in the fight against crime;
- Built capacity through industry research and continuous stakeholder engagements;
- Improved IT infrastructure to enhance organisational efficiencies and service delivery mandate; and
- Improved industry training standards to ensure industry professionalisation and attracting the youth to consider a career in one or more of the growing sectors of the industry.

The determination of the above outcomes for the Authority resulted in the review of the vision and mission of the entity as well. The revised vision is a compelling statement that acknowledges that PSiRA's success must be judged by its impact on society at large and specifically on ensuring that all the people in South Africa are and feel safe; and the mission that properly captures the core purpose of PSiRA as a regulator. These are supported by PSiRA's primary values through which the entity shall continue to render its services when interacting with its stakeholders, namely, ***Integrity, Excellence and Ubuntu.***

The Council remains confident and hopeful that through ethical and focused leadership at the top, the Management of the entity will

execute this strategy with available resources, and in compliance to legislative prescripts and policies to deliver the outcomes as determined for the MTSF period. The impact thereof, shall be the feeling of safety and security amongst the citizenry across the Republic.



Mr N Ngubane

Acting Chairperson of the Council

Accounting Authority of PSiRA

OFFICIAL SIGN-OFF

It is here certified that this Strategic Plan:

- Was developed by the management of the Private Security Industry Regulatory Authority under the guidance of the Council of the Authority and the Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates for which the Private Security Industry Regulatory Authority is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2020/21 – 2024/25.



Mr O Mamabolo

Acting Deputy Director: Training & Communications

31/01/2020

Date



Adv L Mbana

Deputy Director: Law Enforcement

31/01/2020

Date



Mr C S Badenhorst

Chief Operations Officer

31/01/2020

Date



Ms M C Sebogodi

Deputy Director: Finance and Administration (CFO)

31/01/2020

Date



Mr M S Chauke

Director: PSiRA (CEO)

31/01/2020

Date



Mr N Ngubane

Acting Chairperson of the Council

31/01/2020

Date

Approved by:



Honourable Mr B H Cele, MP

Minister of Police

04/02/2020

Date

LIST OF ABBREVIATIONS AND ACRONYMS

TERM	DEFINITION
APP	Annual Performance Plan
FY	Financial Year
ICT	Information and Communication Technology
IoT	Internet of Things
MoA	Memorandum of Agreement
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
PDIs	Previously Disadvantaged Individuals
PFMA	Public Finance Management Act
PSiRA	Private Security Industry Regulatory Authority
PSIR Act	Private Security Industry Regulation Act, 2001
JCPS	Justice Crime Prevention and Security



The background features a complex, abstract design. On the right side, there are several interlocking gears of varying sizes and shades of gray. The left side is dominated by a grid of small squares, some solid and some outlined. Overlaid on these are various circuit-like elements, including lines, dots, and arrows. A prominent feature is a large, semi-transparent gear on the right that contains a smaller gear and a network of nodes and lines. The overall aesthetic is technical and modern.

PART A

OUR
MANDATE



1. CONSTITUTIONAL MANDATE

The Bill of Rights as contained in Chapter 2 of the Constitution, 1996, enshrines the rights of all people in South Africa and affirms the democratic values of human dignity, equality and freedom. The adequate protection of fundamental rights to life and security of a person as well as the right not to be deprived of property, is fundamental to the well-being and to the social and economic development of every person. The protection of these rights is afforded to state security agencies established in terms of the Constitution, but the private security industry in general also play an important role in protecting and safeguarding these rights.

Section 199 of the Constitution provides for the establishment of security services which includes a single police service, single defence force and any intelligence services established in terms of the Constitution. In terms of section 199(3) of the Constitution, any other armed organisations of services may only be established in terms of national legislation.

In order to achieve and maintain a trustworthy and legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law, and is capable of ensuring that there is greater safety and security in the country, the Private Security Industry Regulation Act (Act 56 of 2001) (hereinafter referred to as the Act) was promulgated to provide for the establishment of the Private Security Industry Regulatory Authority (PSiRA).

2. LEGISLATIVE AND POLICY MANDATES

The PSIR Act sets out the primary mandate of the Authority. 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.

PSiRA is mandated to:

- (a) promote a legitimate private security industry which acts in terms of the principles contained in the Constitution and other applicable law;
- (b) ensure that all security service providers act in the public and national interest in the rendering of security services;
- (c) promote a private security industry which is characterised by professionalism, transparency, accountability, equity and accessibility;
- (d) promote stability of the private security industry;
- (e) promote and encourage trustworthiness of security service providers;
- (f) determine and enforce minimum standards of occupational conduct in respect of security service providers;
- (g) encourage and promote efficiency in and responsibility regarding the rendering of security services;
- (h) promote, maintain and protect the status and interests of the occupation of security service 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.

Section 4 of the Act details the functions and powers of the Authority which the Council and management must use to ensure that it achieves the objects of the Authority. These functions and powers demand an integrated management approach from the organisation. PSiRA is listed as a Schedule 3A public entity in the Public Finance Management Act, 1999 (Act No. 1 of 1999) (the PFMA) and has to comply with all regulations and prescripts emanating from this legislation.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

3.1 The imperatives of the National Development Plan

The NDP projects and provides national estimates on the factors that will impact or are likely to impact South Africa by 2030. It highlights that people living in South Africa should feel safe and have no fear of crime. They should have confidence in the criminal justice system to effectively apprehend and prosecute criminals who violate individual and community safety. One of the hallmarks of the NDP 2030 casts a focus on an integrated approach to safety and security which requires coordinated activity across all government departments, the private sector and community bodies. The NDP 5-year Implementation Plan highlights that all people live safely, with an independent and fair justice system. To PSiRA this means the following:

- i. Playing a part in strengthening of the criminal justice system. This requires cooperation between all departments in the government's justice, crime prevention and security cluster;
- ii. Ensures that the private security industry acts in a responsible and ethical manner, treat citizens with dignity and does not illegally infringe the rights of other; and
- iii. Ensure that the private security industry is staffed by skilled, disciplined and professional individuals who can contribute to a safer South Africa.

3.2 Achievement of South Africa's development goals

The government has development goals that all organs of state and their entities need to contribute to achieving. The NDP five-year Implementation Plan provides for inclusive economic growth through skilled, technical, professional posts that better reflect the country's racial, gender and disability demographics as well as ownership of assets to historically disadvantaged groups. These goals in the area of transforming the South African economy include participation of PDIs, which in turn creates increased employment opportunities, promotes localisation and industrialisation and fosters skills development. To PSiRA this means the following:

- i. Ensure the development and promotion of the necessary qualifications and learning material to improve skills levels in the private security industry, including attracting youth employment and empowerment within the private security industry;
- ii. Transforming the South African economy to include participation of PDIs in order to create more employment opportunities, promote localisation and industrialisation, and encourage skills development that will serve the needs of the broader community;
- iii. Developing a Transformation Charter for the private security industry, which includes gender equity; and
- iv. Adopting institutional policies that promote development goals in the relevant areas of the organisation, including the impact of the 4th Industrial Revolution on the private security industry and environmental sustainability.

3.3 Justice Crime Prevention and Security Cluster Priorities

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.

Key targets for the MTSF include:

- A reduction in the number of reported contact crimes;
- Reduction in violence against women and children and safety of tourists;
- An increased proportion of citizens feeling safe;
- 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; and
- Improvements in citizens' perceptions of levels of crime and progress in reducing crime, as measured in official surveys.

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;
- Improving overall organisational performance;

- Effective implementing of the law enforcement / compliance strategy which is aimed at changing behaviour in the industry and improve industry compliance;
- Protection of the public interest through a more professional private security industry;
- Ensure a legitimate private security industry which can contribute to improved relationships with state law enforcement agencies in the fight against crime;
- Building capacity through industry research and continuous stakeholder engagements;
- Improved IT infrastructure to enhance organisational efficiencies and service delivery mandate; and
- Improvement of Industry Training standards to improve professionalism and attracting the youth to consider a career in one or more of the growing categories of security services.

4. RELEVANT COURT RULINGS

There were no court rulings that had a significant, ongoing impact on operations or service delivery obligations.





The background features a complex abstract design. On the right side, there are several interlocking gears of varying sizes and shades of gray. A large gear in the foreground has a dashed line tracing its inner circumference. In the center-left, the text 'PART B' is prominently displayed in a bold, orange, sans-serif font. Below it, the words 'OUR STRATEGIC FOCUS' are written in a smaller, orange, sans-serif font. The left side of the image is filled with a grid of small squares, some solid and some outlined, in various shades of gray. Several horizontal arrows of different lengths and styles (solid, dashed, dotted) point towards the right, interspersed with thin lines and small circles, suggesting a flow or process. The overall aesthetic is clean, modern, and technical.

PART B

OUR STRATEGIC
FOCUS



5. ORGANISATIONAL OVERVIEW

5.1 Governance

As per the founding Act, PSiRA has its headquarters in the City of Tshwane. It is governed by a five (5) member Council appointed by the Minister of Police to serve for a period of three (3) years at a time.

The role and mandate of the Council include the following:

- i. Providing strategic leadership to the Authority;
- ii. Ensuring that there are policies to enable the Authority in implementing its mandate;
- iii. Allocating resources to execute on approved plans and strategies of the Authority;
- iv. Identifying and mitigating risks that may befall the Authority;
- v. Identifying Authority stakeholders and managing their interests; and
- vi. Providing oversight that outcomes and outputs set in plans are achieved within policies and resources allocated.

The Council of the Authority is the external focal point for PSiRA communication and accountability, serving as the principal interface with the government, Parliament and other oversight agencies.

5.2 Management

The Authority is run by an executive team accountable for the performance of the functions of the Authority, the day to day operations of the Authority and ensuring that the functions of the Authority are performed in terms of the Act and the Private Security Industry Levies Act, 2002 (Act No. of 2002) (hereinafter referred to as the Levies Act). Management uses a system of delegated authorities approved by Council to undertake its work.

5.3 The Strategic Planning Process

This strategic plan is the product of management through a consultative process in a workshop and is approved by the Council of the Authority.

In line with best practice, and using appropriate analytical tools, the revision of the strategic plan addressed the following questions:

- a. Are there any changes in the legislative environment impacting on the Authority?
- b. Are there any lessons from the past planning periods that were challenges to be prevented or achievements to be sustained going forward?
- c. What institutional capacity should be in place to overcome the constraints and challenges that may prevent attainment of predetermined objectives?
- d. What are the risks that might limit the Authority's ability to achieve its predetermined outcomes?

6. STRATEGIC INTENT

To drive the strategy, PSiRA has defined compelling statements embodying its vision and mission that can engender alignment and mobilisation across the entity so that everyone can internalise and use them as guides to make choices. These statements are presented below along with explanations of the key elements to ensure a common understanding and consistent communication.



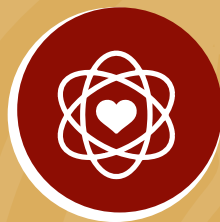
VISION

“South Africans have confidence in the legitimacy, occupational practices and transformation of the Private Security Industry”



MISSION

Effective regulation of the Private Security Industry to enable professional and respected security service providers.



VALUES

Integrity, Excellence and Ubuntu



The primary values through which PSiRA renders its services when interacting with its stakeholders are *Integrity, Excellence and Ubuntu*. These values are driven by a spirit of collegiality and adherence to the *Batho Pele principles*.

These PSiRA values mean the following to us:

- i. The Authority pledges *accountability* towards its stakeholders, clients and the people of South Africa;
- ii. The Authority demonstrates *professionalism* in the conduct of its business, striving for quality of service and keeping to its brand promise and customer value proposition;
- iii. The Authority strives to live up to the highest levels of *performance* in all the services it renders to its internal and external stakeholders;
- iv. *Accessibility* to all stakeholders is important and the Authority will continue to remove barriers wherever they exist;
- v. The Authority will treat everyone it interacts with, with *respect* to their being, rights and welfare;
- vi. The Authority will be *compassionate* when dealing with stakeholders and strive to assist them;
- vii. The Authority values *diversity* and the different views and experiences it brings and further recognise that it needs to do more to promote it;

- viii. The Authority will conduct its business in an *ethical* manner and will strive to recruit employees that have high ethical standards;
- ix. The Authority will treat everyone with *fairness* and with equity; and
- x. The Authority recognises that it is a public institution where *transparency* is practiced without compromising confidentiality where necessary.

7. SITUATIONAL ANALYSIS

7.1 External Environment Analysis

The Bill of Rights as contained in the Constitution provides for fundamental rights to human dignity, life, freedom and security, privacy and the right not to be deprived of property. Protection for these rights are afforded to State agencies established in terms of the Constitution, as well as legitimate self-protection.

In this regard the private security industry has become an instrument for lawful individual and corporate self-protection and its strategic importance in the fight against crime through proactive crime prevention as force multiplier to the SAPS, is self-evident.

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

The recent crime statistics (2018/19) published by the SAPS, highlights the high levels of crime in South Africa, including an increase in contact and contact-related crimes, as well as other serious crime such as commercial crime (+14,4%), stock-theft (+2,9%), and malicious injury to property (+1,6%) which will continue to drive the demand for private security. The increases in crime are also driven by the access to new technologies which leads to challenges within sectors affected by advancing ICT, use of cyber space and related technology advancement.

The crime statistics also highlighted positive news such as a reduction in car and truck hi-jackings, burglary at residential properties, shoplifting, theft of motor vehicles and others. This is not only a positive reflection on policing, but also as a result of private security initiatives.

The increased demand of private security and resource constraints within SAPS, also results in private security service providers entering functional areas of policing which is exclusively the domain of the SAPS. In addition, as security service providers are not peace officers and only enjoy the same powers as ordinary citizens in the eyes of the law, there has been an increase number of cases where the private security industry overstepped their mandate and exercise powers which they do not have. This includes infringing on the rights of clients and the public at large.

Improved training and professionalising of the industry is essential to ensure that the industry can become and remain a valuable partner to the SAPS in the fight against crime. In addition, protection of clients is required in terms of limited liability through the establishment of a Guarantee Fund, as contemplated in section 4 of the PSIR Act.

According to PSiRA's registration records, there are currently over 2,3 million security officers registered of which over 535 000 are employed (active) by just over 9 440 registered security businesses. The active employed security officers have increased by 50% since 2009 and security businesses by 48%. This indicate a continuous appetite for private security in South Africa, and an increased demand on PSiRA to ensure an effectively regulated industry which acts in the interest of the state, the public, clients and the private security industry itself. The nature of security services rendered by the security businesses and employee security officers is also vast as defined in the PSIR Act, with the majority falling within what is generally described as the guarding sector. Most of security businesses are operating in Gauteng (39%), followed by KwaZulu-Natal (19%) and the Western Cape (11%). The number of security businesses are also increasing in Limpopo and the province is ranked fourth and represents 9% of all registered businesses in the country. As far as security officers are concerned, Gauteng has the highest number of security officers (37%) followed by KwaZulu-Natal (18%) and the Western Cape (12%). The geographic spread of the private security industry is also changing in view of a number of reasons. During 2007, almost 50% of active security businesses and security officers were operating/deployed in Gauteng, but as highlighted, this ratio has changed and is expected to continue to change in future which will have an impact on the Authority's national footprint to cater for the private security industry's demands for service delivery in other growing areas.

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

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

The private security industry also contends with concerted efforts by organised labour to reverse the practise of outsourcing of security services by clients. This is mostly prominent in government and agencies and/or entities in the public sector. Lately, a number of our universities have begun to insource their security service provision. This is going to have an impact on security service providers and the transformation of the sector as many of the security service providers rendering services to the government and its agencies and/or entities was provided by BBBEE owned enterprises. In addition, an increased in-house security sector will also have an impact on the Authority as revenues through annual fee payments will decline as well as extra resources needed to regulate the growing in-house security sector. As the Authority is reliant on the private security industry to fund its operations through annual fees and the general growth of the industry, the slowdown in the economic growth for South Africa will also impact the private security industry and the Authority. The World Bank has revised down South Africa's growth prospects for 2019/20 financial year and the next two years, citing continued policy uncertainty and the financial burden presented by Eskom to the fiscus. South Africa's GDP growth forecast for 2019 has been revised 1.5%, from an estimated 1,7% at the time of the 2018 Medium Term Budget Policy Statement. The weaker outlook projects a slow improvement in production and employment following on poor investment growth. This, in conjunction with the increased use of electronic security equipment, will have an impact on the growth of employment within the private security industry as well as challenging annual fee collection conditions for the Authority.

The transformation of the private security industry is not only about redress, but also about creating opportunities for the entire industry through equal and fair economic participation. It is about a culture that advances equality, worthiness of humanity, ownership, and business and educational opportunities in the industry. While transformation is slowly happening, it is noted that data analysed shows that the progress is encouraging, in particular with women employment and there was 117 837 women employed in the industry which represents an increase of 2,5% from the previous financial year. Currently, the number of female security officers represents 22% of the total registered and active security officers in the industry and 32% of the total registered security officers.

The size of the private security industry (businesses and security officers) has a direct influence in the way the private security industry is regulated. The Authority primarily use the security business: inspector ratio to determine the resources required to regulate the private security industry. In view of the growth in the number of security businesses the current ratio is 1:127 and the Authority aims to achieve an inspector / security business ratio of 1:120 for the 2020/21 financial year. However, considering the continuous growth of the industry, the ratio must be reviewed on a regular basis, especially since the vast number of employee security officers are also subject to regulation and not only security businesses.

Besides ratios, the geographic spread of the industry also has an impact on regulation, especially in determining the expansion of the Authority's national footprint. Considering the growth of the industry in all the provinces, PSiRA has embarked on not only establishing new offices in the provinces where it does not have any footprint currently, but also improving and expanding on our current footprint to improve service delivery, including appointment of vendors to assist with PSiRA services.

In general, there has relatively been stability in the private security industry from a labour market perspective, due to co-operation by all socio-economic partners in the industry. It is hoped that following on from the establishment of the Bargaining Council for the Private Security Sector, that measures to strengthen labour stability, reduced exploitation and improved collective bargaining will be the order of the day.

7.2 Internal Environment Analysis

The Authority continues to strengthen its Corporate Governance through the establishment of oversight committees to support its Council and Executive to ensure that policies and procedures are implemented to improve the internal control environment and to enhance service delivery of the organisation. The need to bring service delivery closer to our customers necessitated the Authority to expand its geographical footprint and to improve on existing infrastructure. The Authority plans to open new offices in North West and Northern Cape Province respectively, to improve access to PSiRA's services. In addition, the Authority shall also leverage the advent of the Fourth

Industrial Revolution (4IR) through prompt digitalisation of services as it is key to address the Authority's limited national footprint. Rapidly emerging technologies such as the Internet of things (IoT) are key in improving service delivery and bringing services closer to the industry and prospective applicants.

The Authority has concluded an organisational review and redesign and is implementing the new organisational development structure in a two-year phased approach in the 2019/20 and 2020/21 FYs, depending on the availability of funding. The main objective of the review is to ascertain whether PSiRA is well positioned to support its strategy. The structure supports an operating model based on the decentralisation of core services to regional offices, the establishment of provincial offices and supported by effective digital platforms and vendors.

The Authority is statutorily mandated to conduct an ongoing study and investigation of the rendering of security services and practices of security service providers to identify shortcomings in the laws and policies relating to private security. Over the years, the Authority undertook several research studies on the various sectors within the private security industry and continues to do so. The research findings have, among other things, informed policy on developing regulations aimed at improving the effective regulation of particular sectors of the private security industry as informed by the research. In addition, during 2019/20 FY, the Council initiated a process to involve the industry in regulatory decisions by establishing six Industry Sector Advisory Committees under section 13(2) of the PSiR Act, representing the different categories or sectors of security service providers. The Committees will add value in terms of providing advice based on industry sector information on the ground for the Council to make properly informed decisions for each sector.

The Authority's finances are becoming severely strained, due to the current funding model. A turnaround strategy was implemented to address 'going concern' issues which had positive results. However, there is a need to enhance the financial sustainability model through other possible revenue streams such as the Guarantee Fund and the implementation of the Private Security Industry Levies Act, 2002. This matter is currently being attended to by the National Treasury as part of the review of the Act in a Money Bill in terms of Section 77 of the Constitution. The Levies Act will assist in dealing with the legacy problems created under the current annual fee funding model inherited from the repealed Security Officers' Act, 1987.

7.3 Contextual Environment using PESTLE Analysis

Political

There have not been any changes or any anticipated changes in the political environment to affect the operating environment of the Authority. South Africa is a stable democracy and the outlook is positive without any threats to the democratic order. There has been increases in the number of service delivery protests around the country, resulting in increased demand for security services to safeguard property to ensure that they are not damaged (burned or vandalised). This demand for services, including in rural areas, is putting pressure on the footprint of the Authority around the country. This is consistent with the size and economic activities of the provinces in South Africa. The industry also has to contend with concerted efforts by organised labour to reverse the practice of outsourcing of security services by clients. This is mostly pronounced in government and agencies and/or entities in the public sector. To PSiRA this means the following:

- i. Increased regulation to absorb the increased scope of regulation within the government and other in-house sectors.
- ii. Assist security service providers, particularly BBEEE owned enterprises, who are the major service providers to the government and its agencies and/or entities.

Furthermore, two more factors impact on the immediate future of PSiRA:

- i. Appointment of the new Council for the organisation provides an opportunity for new leadership.
- ii. The support of PSiRA by the Ministers of partner agencies will greatly enhance its ability to achieve its goals in collaboration with other key stakeholders.

<p>Economic</p>	<p>South Africa’s economic outlook remains negative as characterised by slow economic growth. With this and the average inflation rate of 4.5% in 2019, South Africa’s economy is expected to remain under pressure in 2020 going forward. Notwithstanding there has been recorded growth in trading density in commercial properties, especially in the rural towns and black townships and in the erstwhile homelands. Development of new malls, emerging office parks and government service delivery sites, drive the demand for private security services and particularly, the number of security officers providing guarding services. For PSiRA, this means a demand for increased footprint and digitalisation of services to improve accessibility to those requiring such from the Authority.</p> <p>Nonetheless, PSiRA revenue is not growing at the same rate as its operational costs. This is due to the changing nature of the industry with the introduction of new technologies and other innovations. A primary contributing factor is also the under-declaration of the number of employed Security Officers by some security service providers.</p>
<p>Social</p>	<p>Tougher economic conditions have a direct correlation to the notion of rising crime, real or perceived by businesses and households. This increases the demand for private security services and demands more services from PSiRA.</p> <p>The following factors impact on the work of PSiRA:</p> <ul style="list-style-type: none"> i. Trends in people living in gated estates creates more demand for private security services. ii. Escalating unregulated security services in non-suburban communities where private security is less affordable. (neighbourhood watches and other formal/informal community safety initiatives). iii. The embedded culture of non-compliance within the Private Security Industry (PSI) creating challenges for the ability of PSiRA to effectively do its work. iv. The debate around what constitutes “personal information” in the regulation of the technology used by security companies to collect the personal information of people when entering secure premises or precincts. This is particularly acute in the light of the POPI Act. v. Thought needs to be given to whether and how private security service providers can be prepared and trained to manage situations that are outside of their current scope of activities such as protests and community crowd control. This needs to happen in collaboration with other statutory law enforcement agencies.

<p>Technology</p>	<p>Like any organisation in the 21st Century, PSiRA as a self-funding regulator, is facing significant challenges brought about by globalisation and advancing new technologies. There are new challenges brought about by latest technologies that could compromise the safety and security of businesses and individuals. These challenges manifest themselves in sophisticated tactics that could pose a threat to both the State and its citizens. To PSiRA this means the following:</p> <ul style="list-style-type: none"> i. Recruiting and/or training staff skilled in the use of different technology and who would be equal to the task and counter modern-day challenges such as cybercrime, use of drones, etc. This will ensure that PSiRA prepares itself to become an excellent regulator for today and tomorrow. ii. Develop technology-focused research to enable PSiRA to remain relevant to the ever-evolving innovative times. iii. PSiRA has to build capacity to sense the next big things without missing opportunities for early engagement with service providers and product providers as well as early consultation with consumers. <p>The impact of the Fourth Industrial Revolution (4IR) upon the security industry cannot be underestimated. This particularly relates to the reality that new technologies are in some cases changing the need for human security personnel and in others changing the nature of the competencies required by people to function effectively in the security industry. The following are key dimensions of this change:</p> <ul style="list-style-type: none"> i. The need to train and upskill security service providers to meet 4IR requirements. ii. The need to understand the changes in the security industry and develop strategies to regulate technologies as well as people within the private security industry. iii. The need to develop internal systems and processes which digitise and automate the work of PSiRA making it more accessible and easier to do business with. This can eliminate bureaucracy, shorten waiting times, make processes more efficient and lead to more satisfied customers.
<p>Legal & Regulatory</p>	<p>The passing of the Private Security Industry Regulation Amendment Bill into Law will bring with it, new dynamics on how the industry and the regulator should work. PSiRA has to consider the following:</p> <ul style="list-style-type: none"> i. Strengthening communication capabilities with industry stakeholders to address concerns with the intended reforms. ii. PSiRA needs to develop regulations to ensure that security service providers that have capabilities of gathering intelligence are acting within the law. <p>The industry also must contend with new entrants coming from other countries either as security service providers or individuals who want to practice in South Africa. The opening of the borders and SA being a member of the international community has also seen South African security service providers venturing to offer services outside and beyond the borders of the Republic into the rest of the African continent and the world. To PSiRA this means the following:</p> <ul style="list-style-type: none"> i. Creating capacity for researching training standards in other countries to ensure accreditation where foreigners want to practice in the country. ii. Being part of and participating in international bodies that regulate private security.
<p>Environmental</p>	<p>Environmental mismanagement, natural resources' depletion and waste management (e.g. recycling) and the impact an organisation has on the natural environment are some of the considerations PSiRA should take cognisance of. The private security industry can be retained by clients to ensure that these threats to the environment do not happen. PSiRA is a responsible corporate citizen which cannot be oblivious to these challenges, and should provide leadership to ensure an environmentally friendly industry.</p>

7.4 Institutional Capacity using SWOT Analysis

STRENGTHS	
PSiRA has identified and calibrated its strengths to help determine how to allocate resources in a manner that will result in the optimal rendering of services to the industry and also to assure the highest possible potential for revenue growth and sustainability. The Authority hopes to leverage these strengths.	
Adequate skills	The requisite skills for the Authority are in place and where there is a need to recruit for specialised functions, such skills will be readily available in the job market. The workforce of PSiRA is relatively young, energetic and competent to embrace changes where necessary.
Legal framework to collect revenues reliably	The Authority managed to maintain its going concern through implementation of the revenue streams applicable as per the legislation.
Stable and/or agile Management and Leadership	The Authority has had stable leadership in recent years. There is nothing on the horizon that indicates any possibilities of abnormal attrition. The average number of years in service of the executive managers is five years. Leadership is also widely regarded to be agile and decisive in dealing with emerging challenges.
Enabling legislation	The legislation that the Authority operates under has proven to be adequate for what the mandate is. Notwithstanding this, there has been new reforms proposed on the legislation and it is hoped that this will further enhance the ability of the Authority to serve its stakeholders better and improve regulation.
Improved organisational structure	The organisation has recently adopted a new Organisational Development Structure to augment the prescribed statutory one. It is hoped that this new structure will enable better service delivery by the Authority. The relatively flat structure is seen to enable agile decision making and reduce bureaucracy.
Performance management system in place	The Authority has adopted a new performance management system for all employees. Management and staff have performance contracts and a performance driven culture is instilled.
PSiRA brand awareness	PSiRA brand awareness has increased amongst its Stakeholders. This bodes well with the Authority's trans-continental vision. Client-facing officials are finding it easier to engage with security service providers. For purposes of compliance and the legitimacy of the industry, the Authority believes that endearing PSiRA brand with its Stakeholders, will be in its best interest.
Solid corporate governance practices	The Authority has strengthened its Corporate Governance through the establishment of additional oversight committees to support Executives and Council to ensure that policies and procedures are implemented to improve the internal control environment and to enhance service delivery of the organisation. In this regard, the Authority has also established sector sub-committees represented by the different categories or classes of security service providers that will advise Council on sector interests.
Research capability	The Authority has a statutory obligation to conduct ongoing studies and investigation of the rendering of security services and practices of security service providers to identify shortcomings in the laws and policies relating to private security. Over the years, the Authority undertook several research studies on the various sectors within the private security industry industry. The research findings have, among other things, informed policy processes including the Authority's segmentation project. The Authority is continuing to propose policy changes and developing regulations aimed at improving the effective regulation of the different sectors as informed by the research.
Good relationship with Stakeholders	PSiRA enjoys a fairly sound and cooperative relationship with its Stakeholders.

WEAKNESSES

PSiRA has identified and calibrated its weakness and recognise these as areas that need to be improved on as either affecting current service delivery or affecting the future ability to do so. The requirement for this analysis of weaknesses is in line with the principle of continuous improvement in all areas of its operations.

Inadequate geographical footprint	The footprint of PSiRA is mainly in metropolitan areas and major towns in seven (7) of the nine (9) provinces. The Authority needs to enlarge its footprint, either by physically being there, through digital access or through partners, to all areas where its services are needed. This lack of footprint gives rise to the impression of poor service delivery.
Inadequate monitoring and evaluation of projects and plans	The Authority has many projects it is implementing but does not have a systematised way of tracking project implementation.
Resources of the organisation and lack of long term funding model	Whilst PSiRA is a Schedule 3A public entity, it does not receive any funding from Government fiscus and it is self-funded through various revenue streams such as annual subscription fees and administration fees from the private security industry. These resources are used by the Authority to acquire goods and services necessary for the running of the operations and the delivery of services. While these sources of funds are generally reliable from a collection point of view, they are not adequate to assure the financial sustainability of the organisation. The Authority needs to find other possible revenue streams to augment the current sources. The issue of how to regulate the technology used in the Private Security Industry and gain revenue therefrom is a particularly key issue.
Outdated document management systems and database	There has not been any sustainable investment made to modernise the ICT systems of the Authority in the last few years. This has led to an inadequate document management system and lack of a reliable and up to date database.
Lack of regulations for industry training	The Authority has not been asserting its role as the statutory body responsible to set the standards for industry training resulting in others doing training without reference to the regulations set. This causes credibility problems for the Authority and hampers its goals in professionalising the industry.
Lack of adequate human capacity	There is inadequate human capacity to cope with the rapid growth of the industry, particularly in light of technological advancements in the private security industry.
Manual processes	Manual processes are time-consuming, and at times, overwhelming available resource/capacity. The need to automate is highlighted for the benefit of PSiRA and its customers.
Synchronisation of activities and data	One of PSiRA's noted weaknesses is the lack of digital synchronisation with other key stakeholders such as SAPS, Department of Labour and SARS. This limits PSiRA's ability to fully comprehend employment Statics from service providers. Hence a need to regulate accurate numbers is important.
Communication of PSiRA's achievements	PSiRA is not adequately communicating with its stakeholders about its strengths and stories. Overcoming this weakness could further strengthen its relationships with its stakeholders.

OPPORTUNITIES

PSiRA continues to scan the environment to identify new opportunities for developing new categories of services and expanding access throughout the country, including new potential customers including outside the borders of South Africa.

PSiRA has to be able to identify emerging opportunities to take advantage of the right now and try to forecast longer term opportunities that would also encourage entry to the African market for SA security service providers.

Rapid growth and expansion of the security industry	The growth of the sector is not only a matter of numbers but also the expansion of the actual services being demanded by customers. As an example, with the number of wealthy people increasing, there is increased growth in the sub-sector of close protection (bodyguards) requiring specialised training and development of standards to govern this sector.
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Regulating for the future	PSiRA has to try to come up with rules that keep consumers safe while keeping pace with new technologies. The Authority needs to regulate and to provide “clarity and predictability” on the use of drones, Apps and similar technologies of the future. This will require the regulation of both people and technology.
Education for the industry	Literature is replete with examples that it is best if those being regulated educate themselves early instead of risking non-compliance later. PSiRA is best positioned to lead the education of the sector and set the pace and standard of what is being taught in the industry.
Repository of data about the industry	It is without any doubt that the future of any industry will be data driven and taking advantage of advancing technologies in data capturing, management and analysis. Service providers will need accurate data and appropriate analytical tools to understand the industry better and therefore prepare new and better solutions. This ability will enhance the research capacity of the Authority.
Partnership formations	There are opportunities for better working relations with other government departments and agencies in the fight against crime. Opportunities exist in areas of integrated infrastructure in ICT, data, inspections and other compliance matters.
Growing expectations of stakeholders	People expect security to be present at shopping centres and places where there are large crowds such as large-scale events, sporting events and festivals. Since the 9/11 attacks in New York, the general public all over the world are also critical in identifying suspicious devices that may be used by terrorist organisations. This expectation has created a greater demand for the private security industry in terms of front-line manpower.
Opportunities for online registration	The advancement of technology platforms and development of apps can offer new opportunities to security service providers to register from remote areas without an actual visit to a PSiRA site. This will improve the experience that people have of PSiRA and enhance customer satisfaction.
Other sources of funding	The Authority is having as one of its functions the establishment of a Guarantee Fund to safeguard the economic interests of security service providers in the industry and to also implement the Levies Act. These two measures can and will increase the funds that will be available to the Authority when they come into operation.
Possibility of improved inter-governmental relations	The Authority requires the assistance from a number of governmental entities to improve the regulation of the private security industry.
Possibility of overcoming negative perceptions of the security industry and elevating the perception of security professions	The emergence of new technologies and their use within the security industry is changing the nature of the people required in the industry. Different and enhanced capabilities are required creating the opportunity to overcome negative perceptions of the security industry and elevate perceptions of security service providers.
Regulatory support and consulting to the Private Security Industry in Africa	The opportunity exists for PSiRA to champion and strengthen private security initiatives and regulation in other African countries.

THREATS

PSiRA has scanned the external environment for issues, events and/or occurrences beyond its control that could have a negative impact on the Authority’s performance. It is through this analysis that the Authority will be better prepared for whatever the Authority will encounter in the external environment.

Access to the skills for the future	As new challenges brought by advancing technologies happen, there is a demand for the creation and development of new and effective solutions which requires the attraction of specialised skills.
Threat to the reputation of the Authority	The existence of illegal security operations by security service providers and participation of disreputable individuals in the industry is an indication of some level of noncompliance in one way or the other. The continued operation by these non-compliant security service providers is detrimental to the reputation of the Authority as an effective regulator.

Identity fraud	The stealing of South African identity mainly by foreign nationals desperate for employment is a threat to the industry in that they increase chances of non-registration or other forms of non-compliance. This aligns with the issue of the protection of personal information outlined above.
Non-compliance with regulations round the control of firearms	The industry has firearms as part of the tools of the trade. There have been many instances of firearms not being handled appropriately or used by security officers employed by service providers. The number of firearms in the private security industry is high. If not properly controlled, this could pose a threat to the State and the public in general.
Diminished levies as a result of insourcing of security services	The pressure on government institutions and their agencies to insource the provision of security services is a threat to the growth of the industry. Every insourcing project takes away an opportunity from a private security provider who would normally be paying levies to the Authority. This is going to affect the financial viability of the Authority unless it finds ways to mitigate this threat
Risk of abuse of technologies within the security industry	Service providers and their employees are beginning to have access to technologies that can be abused. There are threats of invasion of privacy of premises and cyber-crime. There are advances in biometrics and their use in the industry is increasing. All these new technologies require proper calibration and their demands on the regulator assessed and addressed.
Industry exploitation of security officers' basic conditions of employment	The Authority has as one of its functions and outcomes the protection of the interests of security officers. However, there are practises of exploitation being reported which require attention lest the industry finds itself in conflict with security officers, sometimes armed, taking to protests about their conditions of employment. There needs to be improved intergovernmental interaction for possible solutions.
Over reliance and dependency on a single form of income for financial viability	Legislation provides for the payment of both annual and administrative fees by the private security service providers and Security Officers. Moreover, the limitations of the current funding structure poses challenges for the Authority in executing its statutory mandate.
Existence of illegal operations and non-compliant security providers	With increased competition and costs for the private security industry, comes illegal activity by some sectors within the industry to circumvent registration and compliance.
Industry Transformation	The transformation of the Private Security Industry remains a concern. Strategies are being used by the industry to avoid transformation. For instance fronting is rife in this industry..
Cybersecurity	The threat of cyber-attacks within the industry is high with the adoption of new technologies.
Prosecution of non-compliant service providers	The criminal justice system is not working effectively to ensure the prosecution of those who do not comply with PSiRA regulations. This results in PSiRA not being taken as seriously as it should.
The use of social media to damage the reputation of PSiRA	Social media is both a threat and an opportunity. It could be a threat when it is used to damage the reputation of PSiRA and an opportunity when it is used to enhance and secure the reputation of PSiRA. A sound social media strategy is essential.
Unregulated security in the taxi industry	The security dimension of the taxi industry is a particular challenge being both unregulated and having a reputation for acting in an uncontrolled and illegal way.

The SWOT analysis has revealed the following for the Authority:

PAINS

1. Financial sustainability based on fees only
2. Lack of adequate footprint to provide services throughout the country
3. Inadequate infrastructure to monitor compliance and enforce regulations
4. Lack of an integrated database within the government's justice, crime prevention and security cluster
5. Not fully grasping the impact of new technologies in the hands of criminals and building capacity to deal with this threat

ENABLERS

1. Skilled and competent workforce
2. The digitalisation of processes and procedures
3. New research and development capacity for driving innovative solutions
4. Enabling legislation to enforce compliance

7.5 Benchmark studies and thought leadership

In developing this strategic plan, PSiRA investigated what some of the other regulators do in South Africa as well as internationally. New ideas and what academics and theoreticians have distilled as representing best practice either today or in the future were also included.

7.5.1 Best practice in the regulation of the private security industry

- a. Publishing of up-to-date standards, guidelines and regulations

It is imperative that regulators publish their standards, guidelines and regulations as widely as possible for ease of access by all stakeholders. This increases the likelihood of compliance. What this means to PSiRA is that it uses communication platforms that provides easy access for all its stakeholders.

- b. Recognition of the interconnectedness between security professionals and ICT professionals

The reality is that some of the sectors in the industry are driven by the rapid changes in ICT in the hands of criminals or ICT that can be used in providing new solutions to meet customer needs. What this means to PSiRA is that it is imperative to recruit or have access to professionals to develop appropriate and cutting-edge ICT to fit for purpose services, standards and regulations.

- c. Maturing of the role of advising customers

There is a growing demand from customers for more complex solutions, placing expectations on leaders in the provision of security services to be advisers of consumers and customers. PSiRA should be in the forefront of the training of this category of people as they empower themselves.

d. Vetting ability and collection of intelligence

As technologies allow for access to intelligence it becomes important for it to be handled by upstanding members of the industry lest it is used for commission of crime or to the detriment of the state. What this means for PSiRA is that it creates the vetting capability to ensure that undesirables do not get involved in the industry.

e. Best practice models based on insider knowledge and international research

The importance of insider knowledge is gaining currency and it is being recommended that regulators should find a way of tapping into this. For PSiRA this means it creates the capability to be a regulator of tomorrow which is data and research driven.

f. The quest to regulate the future

It is recognised that regulating the private security industry has been a game of catch-up, led by the necessity to respond to problems in the industry, rather than seeking to regulate the direction of the industry's growth. The result has been that often regulation becomes obsolete to new manifestations in the industry. For PSiRA this means the following:

- i. Creating a capability for the development of regulations that are future looking and on a quick turnaround.
- ii. Developing capabilities to identify and prioritize areas that require attention in anticipation of the future.

g. Anticipation of a future where security service providers increasingly operate in other countries

Multinationals operate in SA, expanding their market opportunities and some SA companies have established operations in neighbouring countries. There have also been instances where missionaries have operated presenting themselves as private security service providers. For PSiRA this means a need to develop regulations that anticipate security service providers and officers registered in South Africa offering security services in other countries. There needs to be regulations to govern these globalisation aspects.

7.5.2 Benchmark studies of other regulatory Authorities

a. Market studies

One regulator has conducted studies, a "market probe", to investigate the functioning of energy supply markets in the UK. The investigations included a thorough analysis of the relevant market definition and their concentration ("structure"); the behaviour of firms in the market ("conduct") and an analysis of firms' profitability ("performance"). Out of these emerged requirements for regulations that would increase transparency for consumers (e.g. clearer billing information) to reducing entry barriers and asset disposal. What this means to PSiRA is the development of research and analytical capability.

b. Measures to prevent collusion

Regulators should make sure that conditions for vigorous competition exist, and therefore should have access to all the information needed to analyse the behaviour of participants. What this means to PSiRA is the development of research and analytics capability.

c. An informed public

Regulators need to ensure that their media and education campaigns inform consumers of their right to choose compliant service providers. Consumers need to have access to comparative information on providers so as to make informed choices. What this means to PSiRA is the development of its communication platforms for ease of access and use.

d. Industry consumer complaints mechanisms

If some customers perceive that they have been negatively affected, regulators should be able to hear their complaints and address them. It should not be left to service provider attempts at self-regulation, through call centres, as this is prone to abuse. What this means to PSiRA is the development of a consumer complaints capacity and mechanism.

e. Collaboration

Even if the legally responsible agency is the most logical choice to regulate a new innovation or technology in its industry, it may not have all the expertise or perspectives needed to develop the most effective regulations and rules. Intra agency collaboration is a key component of regulating innovations that cut across agency's areas of responsibility. What this means to PSiRA is to identify any other agencies and organisations (including international) impacting in the private security space so that the necessary institutional agreements are put in place which can help facilitate data sharing and collaboration.





The background features a large gear on the right side, with a dashed line tracing its path. To the left, there is a grid of squares and diamonds. Several arrows point in various directions, and a network of lines with nodes is visible. A solid orange bar is at the bottom of the page.

PART C

MEASURING OUR PERFORMANCE



INSTITUTIONAL PERFORMANCE INFORMATION

8. INTRODUCTION

Taking on board the mandate of the Authority as detailed in Part A and situational analysis above, the Authority has developed the outcomes that will drive the strategic direction over the next five years. It is upon these outcomes that priorities will be set for implementation and achievement by the various programmes of the Authority. The outcomes are derived and structured to achieve the objects of the Act with the resources available to the Authority within the planning period.

9. MEASURING THE IMPACT

9.1 Impact Statement

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

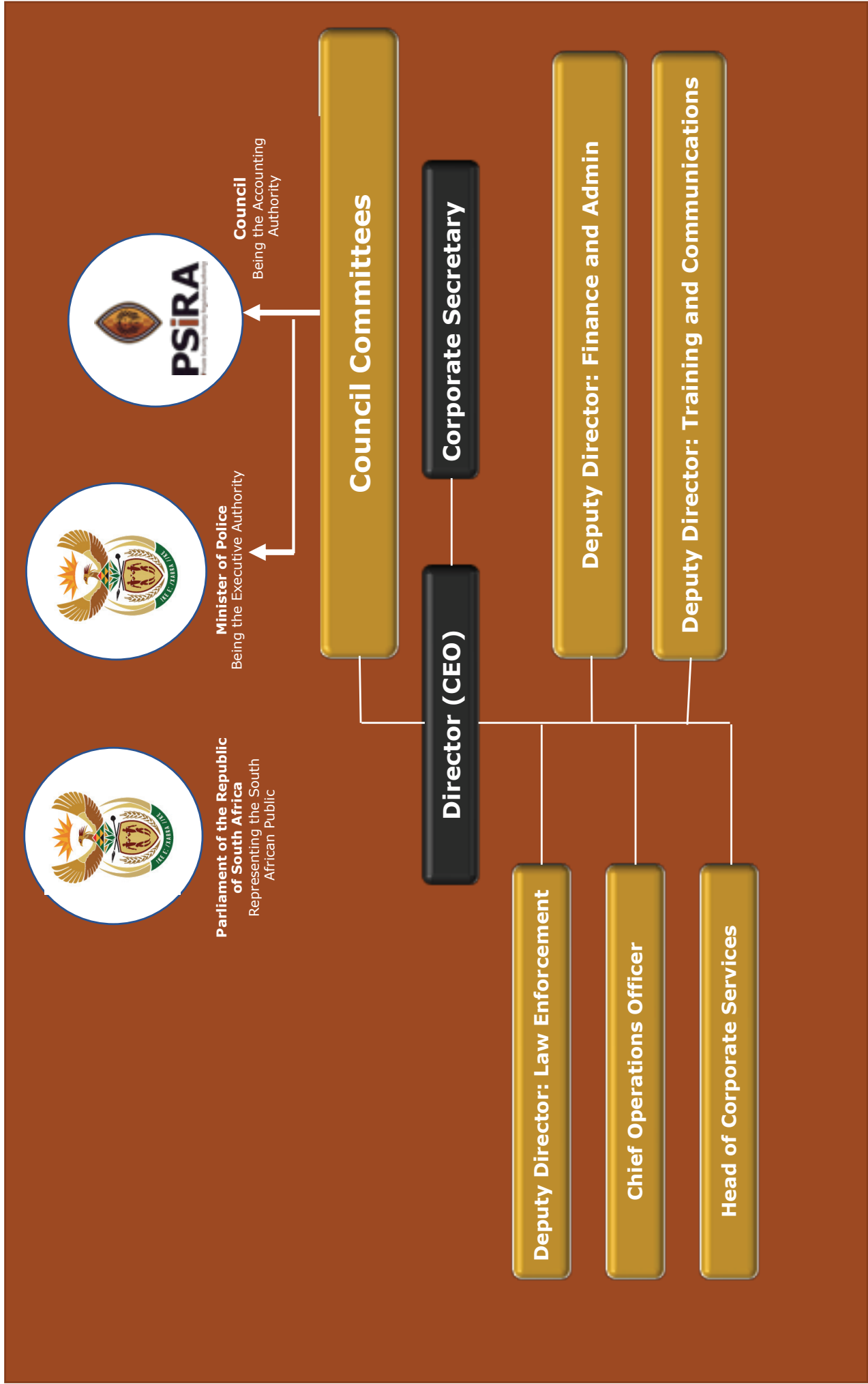
10. ORGANISATIONAL STRUCTURE

To achieve its strategic goals, the Authority is implementing integrated resource requirement planning which assures that PSiRA resources are aligned to the goals through directed strategic goals, budget allocation and monitoring of relevant performance indicators.

To achieve this, the Authority has designed delivery programmes in line with section 14 (1) of the Act and taking into consideration the its core business and support programmes. The organisational structure following on from an organisational development projects conducted, has been augmented with another two executive programmes in order to align the main areas of service-delivery responsibility within the institution's mandate.

These new divisions will be fully implemented in 2020 going forward. In Figure 1 below is depicted the high level institutional architecture of the organisational structure of the Authority.

Figure 1: Organisational structure



- a. The programme leaders have the authority to design and propose divisions into sub programmes so that they are able to deliver functional outputs and services as required and demanded by internal and external customers and stakeholders.
- b. Each of the programmes is directly responsible for initiatives towards the achievement of the outcomes.
- c. Each programme leader is the principal advisor for their area of responsibility. They establish plans and institutional policies to improve functional performance in their programmes across the Authority.
- d. The Director and management maintain sufficient insight into organisational activities to ensure that they are conducted in accordance with all statutory, regulatory and fiduciary responsibilities.

11. PSiRA PROGRAMMES

11.1 Programme 1: Administration

11.1.1 Programme Purpose

This programme is responsible for the overall coordination of all efforts and activities of the Authority in respect of financial management and providing institutional support and services to the core service delivery programmes. To provide strategic leadership, support and transversal business solutions to enable PSiRA to effectively deliver on its mandate. This include strategic inputs on planning, budgeting and value for money for all organisational activities, revenue generation and management support. It provides short and long-term strategies for sustainability and managing the process of budget forecasting and advise on financial planning.

This programme is also responsible for the delivery of transversal business support and solutions (human resources, ICT, legal, forensic and stakeholder management) to enable the core business programmes, and therefore PSiRA, to effectively deliver their mandates. It is also responsible for institutional reporting and auditing as well as other support functions such as risk and facility management and research and development in support of the core functions.

11.2 Programme 2: Law Enforcement

11.2.1 Programme Purpose

This programme is responsible for ensuring that industry players operate and comply with regulations and standards and takes appropriate action where violations happen.

11.3 Programme 3: Training & Communications

11.3.1 Programme Purpose

This programme is responsible for the content and quality of the training offered in the industry and for communicating knowledge about the industry and shares information, results and relevance of the Authority.

11.4 Programme 4: Registration

11.4.1 Programme Purpose

This programme is responsible for the registration of security service providers as required in terms of the Act.

12. MEASURING OUR OUTCOMES

MTSF PRIORITY	PRIORITY 5: SOCIAL COHESION AND SAFE COMMUNITIES		
OUTCOMES	OUTCOME INDICATOR(S)	BASELINE	5-YEAR TARGET(S)
Maintain financial sustainability, accountability, relevance and performance.	Percentage billed revenue collected	76%	90%
	Digital business strategy implemented	New Indicator	100% of implementation plan targets achieved
	Unqualified audit opinion is achieved	Unqualified audit opinion	Unqualified audit opinion
	Implementation of Guarantee Fund for the private security industry	Approved concept model for Guarantee Fund	Implementation of Guarantee Fund and monitoring of implementation and compliance
A professional, accountable and trustworthy private security industry	% compliance with the industry's prescripts, regulations and standards by the private security industry	75%	90%
A capable and trained private security industry	Increased number of new sector-based courses	New Indicator	15
	Number of external training assessment centres established	New Indicator	16
	Implementation of on-line examinations / assessments	New Indicator	Implementation of on-line examinations / assessments and monitoring of implementation and compliance
Enhanced relations and collaborations with stakeholders	% external stakeholder awareness workshops/ campaigns implemented on the role and function of PSiRA in terms of communication's plan	New Indicator	90%
	Number of new co-operation agreements entered into with international security industry regulatory bodies	New Indicator	6
The private security industry is efficiently registered	Implementation of online registrations	New Indicator	Implementation of online registrations and monitoring implementation and compliance
The private security industry is transformed	Transformation Charter developed and implemented	New Indicator	Implementation of the Transformation Charter

13. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The strategic plan's outcomes contribute to the achievement of a private security industry acting in the interest of the state, the public and the private security industry itself. Increased compliance and professionalism of the private security industry as highlighted in the outcomes, promote the establishment of a stable and legitimate private security industry that can contribute significantly in the reduction of crime and play a role in creating safer communities in general. Through increased professionalism in developing and enforcing minimum occupational standards (including training standards), the private security can strengthen the criminal justice system as highlighted in the NDP by becoming and remaining a valuable partner to the state law enforcement agencies in their fight against crime.

The outcomes also contribute towards the NDP's development goals for inclusive economic growth through skilled, technical and professional posts that better reflects the country's racial, gender and disability makeup as well as ownership. The outcomes ensure the development and promotion of the necessary qualifications and learning material to improve skills levels in the private security industry, including attracting youth employment and empowerment within the private security industry. It is important to establish a Transformation Charter to ensure the growth and participation of PDIs in order to create more employment opportunities, promote localisation and industrialisation, and encourage skills development that will serve the needs of the broader community.

In addition, the outcomes adopt institutional policies that promote development goals in the relevant areas of the Authority, including the impact of the 4th Industrial Revolution on the private security industry and environmental sustainability. The outcomes also take cognisance off the outcome and sub-outcomes of the Justice Crime Prevention and Security Cluster through the strengthening of external awareness and building relationships with all stakeholders, especially the other entities of the JCPS, the implementation of law enforcement / compliance strategies which is aimed at changing behaviour in the industry and improve industry compliance and the protection of the public interest through a more professional private security industry, including the establishment of a Guarantee Fund.

14. KEY RISKS

Risk management is imperative during the implementation of the strategic outcomes in order to identify possible risks and to mitigate their impact on the success of the organisation to realise its strategic outcomes goals. In the table below are the five key risks that may affect the realisation of the stated strategic outcomes and how the Authority intends to mitigate their effects.

OUTCOME	KEY RISK	POTENTIAL CONSEQUENCES	RISK MITIGATION
Maintain financial sustainability, accountability, relevance and performance	Liquidity of PSiRA	<ul style="list-style-type: none"> Service delivery will be affected and compromised mandate 	<ul style="list-style-type: none"> Intensify collection rate of fees and levies Implement Levies Act Other sources of funding such as the Industry Guarantee Fund
The private security industry is efficiently registered	Inaccessibility and poor visibility to stakeholders	<ul style="list-style-type: none"> Poor service delivery Reputational damage 	<ul style="list-style-type: none"> Increased footprint Improve recruitment and retention strategies Appointment of vendors Digitalisation of services
	Reputational damage	<ul style="list-style-type: none"> Diminished credibility as a regulator 	<ul style="list-style-type: none"> Implement robust brand management strategies Increased stakeholder awareness campaigns

OUTCOME	KEY RISK	POTENTIAL CONSEQUENCES	RISK MITIGATION
A professional, accountable and trustworthy private security industry	Non-compliance with regulations and standards	<ul style="list-style-type: none"> • Lawlessness in the industry 	<ul style="list-style-type: none"> • Intensify stakeholder awareness and consumer education initiatives • Intensify law enforcement initiatives to promote zero tolerance to non-compliance • Revised law enforcement strategy
A capable and trained private security industry	Lack of industry training	<ul style="list-style-type: none"> • Proliferation of non-accredited providers 	<ul style="list-style-type: none"> • Intensify accreditation of industry capacity • Intensify law enforcement initiatives to promote zero tolerance to non-compliance • Promote partnerships for quality assurance functions

15. RESOURCE CONSIDERATIONS

15.1 Trends in the numbers of key staff

The staff of PSIRA has been increasing in the last few years. This was in pursuit of strengthening core business activities and expansion programmes in areas such as registration, law enforcement and training. This trend is likely to continue as organisational footprint is increased and additional skills are required to build capacity in areas impacted upon by advancing ICT as a source of new demand for regulations and standards.

15.2 Trends in the supply of key inputs

The major drivers of the Goods and Services procured are ICT infrastructure, the quest to expand the geographic footprint and capacitate law enforcement. These expenditure items are likely to increase in the planning period of 2020/21-2024/25.

16. LINKS TO OTHER PLANS

16.1 The Annual Performance Plans

The APP is a plan adopted on an annual basis and is intended to contribute to the implementation of the Strategic Plan of the Authority. The Annual Performance Plan (APP) sets out what the Authority will be doing in each period (an annual financial year from 1 April in the current year to 31 March of the subsequent year). Each APP will also include an extrapolation into the following two (2) years of the MTEF. These are supplied as separate documents to the strategic plan.

The background features a complex technical illustration. On the right side, there are several interlocking gears of varying sizes and shades of gray. A prominent gear in the foreground has a dashed line tracing its inner circumference. To the left of the gears, there is a grid of small squares, some solid and some hollow, arranged in a pattern that suggests a digital or data matrix. Below the grid, there are various circuit-like elements, including lines with nodes, arrows pointing in different directions, and a small network diagram with nodes and connecting lines. The overall aesthetic is clean, modern, and technical.

PART D

TECHNICAL INDICATOR DESCRIPTIONS



1. INDICATOR TITLE	PERCENTAGE BILLED REVENUE COLLECTED
Definition	Percentage collection of revenue due to the Authority
Source of data	Quarterly reports/ Annual Financial Reports / Financial Statements
Method of calculation / assessment	% of revenue collected over revenue billed on annual fees and fines
Assumptions	Security service providers will meet their financial obligations towards the Authority and annual financial statements are reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Increased revenue
Indicator responsibility	Deputy Director: Finance and Administration (CFO)

2. INDICATOR TITLE	DIGITAL BUSINESS STRATEGY IMPLEMENTED
Definition	The indicator measures the streamlining of the systems and processes of PSiRA and the degree to which targets as set out in the approved digital business strategy are being implemented
Source of data	Approved digital business strategy, implementation plan and progress reports
Method of calculation / assessment	Number of targets achieved as per digital business strategy's implementation plan / the number of targets set in the plan X 100
Assumptions	Performance data is reliable
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	100% of digital business strategy implementation plan targets implemented
Indicator responsibility	Head: Corporate Services

3. INDICATOR TITLE	UNQUALIFIED AUDIT OPINION IS ACHIEVED
Definition	To ensure the organisation is financially accountable for what it does
Source of data	Audit financial and performance information
Method of calculation / assessment	Auditor General determination
Assumptions	Financial and performance information is accurate and reliable
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Unqualified audit opinion with no matters of emphasis (clean audit)
Indicator responsibility	Deputy Director: Finance and Administration (CFO)

4. INDICATOR TITLE	IMPLEMENTATION OF A GUARANTEE FUND FOR THE PRIVATE SECURITY INDUSTRY
Definition	Limited public liability for the private security through a statutory Guarantee Fund.
Source of data	Registered Guarantee Fund.
Method of calculation / assessment	Registration with the Financial Sector Conduct Authority by target date.
Assumptions	The Guarantee Fund will be registered by FSCA.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Limited public liability for all security businesses
Indicator responsibility	Deputy Director: Finance and Administration (CFO)

5. INDICATOR TITLE	% COMPLIANCE WITH THE INDUSTRY'S PRESCRIPTS, REGULATIONS AND STANDARDS BY THE PRIVATE SECURITY INDUSTRY
Definition	This indicator measures the level of compliance by security service providers
Source of data	Inspection reports
Method of calculation / assessment	Number of non-compliant security service providers / Total number of inspections x 100
Assumptions	Inspection reports are reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Increased level of compliance by the private security industry in respect of Code of Conduct for Security Service Providers
Indicator responsibility	Deputy Director: Law Enforcement

6. INDICATOR TITLE	INCREASED NUMBER OF NEW SECTOR-BASED COURSES
Definition	Ensure that relevant training is provided for the different categories or classes of security service providers
Source of data	Security Service Provider database and approved training curriculum
Method of calculation / assessment	Number of new training curriculum developed and approved
Assumptions	The security service provider database is valid, reliable and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Training curriculum developed and implemented for all categories or classes of security service providers as defined in PSIR Act
Indicator responsibility	Deputy Director: Training and Communications

7. INDICATOR TITLE	NUMBER OF EXTERNAL TRAINING ASSESSMENT CENTRES ESTABLISHED
Definition	To ensure that assessments of training completed are conducted through Authority approved assessments centres.
Source of data	Assessment centres accredited per annum
Method of calculation / assessment	Number of agreements entered with assessment centres and implemented
Assumptions	Interest by examination centres / providers to become assessment centres and MoA's are reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	External
Indicator responsibility	Deputy Director: Training and Communications

8. INDICATOR TITLE	IMPLEMENTATION OF ONLINE EXAMINATIONS / ASSESSMENTS
Definition	This indicator measures the number of online examinations / assessments completed by security service providers following on from completing accredited training
Source of data	Security Service Provider database
Method of calculation / assessment	Online examinations developed and implemented
Assumptions	The security service provider database is valid, reliable and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	100% of examinations / assessments are conducted online
Indicator responsibility	Deputy Director: Training and Communications

9. INDICATOR TITLE	PERCENTAGE EXTERNAL STAKEHOLDER AWARENESS WORKSHOPS AND CAMPAIGNS IMPLEMENTED ON THE ROLE AND FUNCTION OF PSiRA IN TERMS OF THE COMMUNICATION'S PLAN
Definition	This indicator measures the level of awareness of PSiRA's role and regulations / standards
Source of data	Communication's annual plans, attendance registers, media monitoring reports and customer service surveys
Method of calculation / assessment	Total number of stakeholders surveyed who are aware of PSiRA / Total number surveyed x 100
Assumptions	The public is aware of the role and functions of PSiRA
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Increased awareness of PSiRA's brand, role and mandate by external stakeholders
Indicator responsibility	Deputy Director: Training and Communications

10. INDICATOR TITLE	NUMBER OF NEW COOPERATION AGREEMENTS ENTERED INTO WITH INTERNATIONAL SECURITY INDUSTRY REGULATORY BODIES
Definition	To develop formal relationships with counterpart regulators in order to benchmark mandates and implement best practice/models in the regulation of the private security industry.
Source of data	Cooperation agreements
Method of calculation / assessment	Signed agreements entered into with regional and international bodies
Assumptions	Agreements are valid, reliable and timeously concluded
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	Increased awareness of PSiRA and requirements by external stakeholders
Indicator responsibility	Deputy Director: Training and Communications

11. INDICATOR TITLE	IMPLEMENTATION OF ONLINE REGISTRATIONS
Definition	This indicator measures the number of online applications received / processed
Source of data	Security Service Provider database
Method of calculation / assessment	Online registration capability developed and implemented
Assumptions	The database is reliable, valid and timely
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	100% of applications received and processed electronically
Indicator responsibility	Chief Operations Officer

12. INDICATOR TITLE	TRANSFORMATION CHARTER DEVELOPED AND IMPLEMENTED
Definition	To ensure the organisation enables the development and implementation of a Transformation Charter for the sector.
Source of data	Reports and observation
Method of calculation / assessment	Transformation Charter developed, approved and implemented
Assumptions	The industry stakeholders cooperate to develop a Transformation Charter
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annual
Desired Performance	The transformation of the industry is enabled through the development and implementation of a Charter
Indicator responsibility	Chief Operations Officer

NOTES

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PSiRA

Private Security Industry Regulatory Authority



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