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**Making Your Life Safer**  
Safer Home. Safer Business. Safer Communities

# Foreword by the Minister of Police

*“The changing business landscape and global markets volatilities demands innovative and proactive approaches from all stakeholders.”*

MR NKOSINATHI NHLEKO  
MINISTER OF POLICE



The Private Security Industry Regulatory Authority (PSiRA) was established in terms of Section 2 of the Private Security Industry Regulation Act (56 of 2001) in 2002 and has a clearly defined vision of being “recognized as an excellent regulator of private security in South Africa by all”. Looking at the current reviewed strategic plan covering the period 2016/17 – 2020/21, PSiRA has prioritise the following objectives Excellent service delivery, Stakeholder and Customer Relationship Management Good Governance and Industry Stewardship through Research and Development as key focus areas.

The changing business landscape and global markets volatilities demands innovative and proactive approaches from all stakeholders. With the private security industry playing such pivotal role in our country’s economic growth, especially in creating entry level jobs, effective industry regulation remains a priority. It is important to note that the current strategic and annual performance plans continues to address the critical environmental challenges facing the private security industry.

I also need to take this opportunity to commend PSiRA and the private security industry for finding a common ground towards resolving the long overdue annual fees litigation which had negative effective on the successful implementation of some of the set priorities. It is without a doubt that strong stakeholder relations between

the regulator and the industry was critical towards the achievement of this milestone and remains paramount for successfully overcoming any future challenges thereof. However, finding a long-term sustainable funding model remains a challenge and a priority for the PSiRA. I am adamant that through benchmarking and learning from best global models, PSiRA will indeed come up with a funding model best suited for our environment in South Africa.

I am therefore pleased to table both the strategic plan and annual performance for the 2016/17 fiscal year and remain positive that PSiRA will indeed endeavour to achieve the set targets successfully.

  
\_\_\_\_\_  
Hon. Nkosinathi Nhleko, MP  
Minister of Police

08/03/2016

# Overview by the Chairperson of the Co

The PSiRA Strategy for 2016-2021 derives its substance from a number of basic documents starting with the Constitution of the RSA. 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 PSiRA Act No. 56 of 2001(3) outlines the primary objectives of PSiRA as regulating the private security industry and exercising 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 a regulatory authority with an executive management team, primary responsible for its day to day operations and a Council which is the Accounting Authority, reporting to the Executive Authority, the Minister of Police and the Portfolio Committee. The Strategic Plan is strongly aligned to the National Development Plan and its five pillars particularly the one on "building safety using the integrated approach".

Transformation, empowerment and compliance remain cornerstone philosophical frameworks that inform the vision and mission of PSiRA. Our democracy is 22 years old and the journey of transformation and excellent service delivery through organs such as the public and private institutions continues. The challenges and actions in the higher education sector have a component of safety and security that require stakeholders and PSiRA to explore sustainable short and long term models of providing safety and security. This might be the right time for PSiRA and stakeholders to revisit the BEE Charter for the private security industry. The PSiRA Act Section 9(2)(F) states that Council "must establish and maintain liaison with the Secretariat for Safety and Security to ensure transformation in the private security industry". In 2016 PSiRA continues to participate in Minister Nkosinathi Nhleko's' visionary strategic planning session, for safety and security, community outreach activities. Strategic and mutual collaborations between PSiRA and SAPS entities are now formalised through joint projects and MoUs.

Gender inequality is still with us. With the stakeholders and through opportunities for developing business within the private security industry, collective efforts to eliminate gendered inequality and other forms of undesirable discrimination that may threaten the integrity and operations will be reinforced.

The Administration Programme remains responsible for the overall strategic, innovative management and providing transformative leadership. The executive management team is exploring other streams for generating revenue, funding models and exercising compliance. This initiative requires support and counsel of a strong and fiscally robust Finance, Investment and Procurement Committee and Accounting Authority.

Through the Law Enforcement Programme, PSiRA ensures compliance and accountability within the private security industry. Implementation of the Code of Conduct amongst stakeholders, service providers and enhancing an ethical productive workforce require a solid Work and Ethics governance structure. During this period PSiRA focusses on relevant governance structures particularly committees of Council that will not only provide oversight but also enhance, support programmes enrich and ensure transformative, strategic and empowering leadership. The sophistication and complexity of crime, cybercrime and diverse service providers require expertise, in IT, risk management, cybercrime and legislation; for both the governance and operational structures.

The Communications, Registration (CRM) and Training Programme ensures that effective communication, education, training and engagement are sustained within PSiRA, service providers and consumers. Training and Research are critical components for advancing the vision and strategic objectives of the authority. The industry is knowledge-based and takes the initiative to generate knowledge and undertake critical analyses of challenges and solutions within the sector. In the knowledge, education and training domain PSiRA has active collaborations with regional institutions of higher

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PROFESSOR FIKILE MAZIBUKO  
CHAIRPERSON PSiRA COUNCIL



education; UNISA, University of Witwatersrand, University of Johannesburg. The exploration of collaborations with reputable public tertiary institutions in the Republic of South Africa and in the continent is substantive work in progress. Current explorations are on the cards with the University of Johannesburg and University of Pretoria.

Overall PSiRA's goals can be summarised as:

- Ensure good governance across the organisation
- To ensure excellent service delivery (effective regulation) in the security industry
- Stakeholder and customer relations management
- Private security industry stewardship through research and development

PSiRA priorities are:

1. Excellent service delivery – effective regulation of the private security industry
2. Effective and efficient financial management
3. Stakeholder engagement, customer relationships, outreach, contemporary challenges
4. Enabling and developmental environment with skilled and competent workforce
5. Efficient and effective processes and systems
6. Ethical and service orientated organisational culture.  
end

A handwritten signature in black ink, appearing to read 'Fikile Mazibuko', written over a light grey rectangular background.

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Professor Fikile Mazibuko  
Chairperson of the Council

# Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Private Security Industry Regulatory Authority under the guidance of the Council.
- Takes into account all the relevant policies, legislation and other mandates for which the Private Security Industry Regulatory Authority is responsible,
- Accurately reflects the strategic outcome-oriented goals and objectives which the Private Security Industry Regulatory Authority will endeavour to achieve over the period 2016/17 to 2020/21.



Mrs Mmatlou Sebogodi  
Deputy Director: Finance and Administration

Date: 8-03-2016



Mr Manabela Chauke  
Director: PSiRA

Date: 8-03-2016



Professor Fikile Mazibuko  
Chairperson of the Council

Date: 8-03-2016

Approved by



Hon. Nkosinathi Nhleko, MP  
Executive Authority

Date: 8-03-2016





**PSiRA**  
Private Security Industry Regulatory Authority



# Part A

## Strategic overview

# Strategic Overview

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

The financial year 2015/16 provided the Authority with an opportunity to start a new chapter with its key stakeholders through extensive compliance forums throughout the Country. The focus was on outreach programs to promote the role of the security service providers within the private security industry. In an effort to further improve the good work realised in 2015, the Authority has consolidated its strategic goals and trimmed its strategic objectives from 11 to 8. The purpose of this realignment was to relegate short-term deliverables which are already entrenched within our operational processes. In this current financial year, the Authority has elevated Industry Stewardship through research and development. The focus will be on improving on the following strategic objective

- Ensure effective financial management
- Ensure efficient and effective Processes and Systems
- To improve performance of the organisation
- Increased monitoring and investigation of security service providers to ensure compliance with existing legislation
- Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry
- Improve the integrity and the turnaround time of registration
- Promote and ensure compliance with minimum professional training standards by the SSPs
- Conduct Research and Development policy direction for the private security industry

## The Framework for the 5-Year Strategic Plan 2016/17 to 2020/2021

The Authority developed its 5-year Strategic Plan covering the period 2016/17 to 2020/2021 in accordance with National Treasury guidelines. The various objectives set in the Strategic Plan took into consideration the National Development Plan and other key policies and regulations.

Our focus should be on the following goals:

**Goal 1:** To ensure excellent service delivery (effective regulations) in the security industry

**Goal 2:** Stakeholder and Customer Relationship Management

**Goal 3:** Ensure good governance across the organisation

**Goal 4:** Private Security Industry Stewardship through Research and Development

This document is the outcome of a strategic planning session that took place in the beginning of December 2015 whose objective was to revise strategic plan of 2016/17. In line with best practice, the revision of the strategic plan addressed the following questions:

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



## 1.1. Vision

**“To be recognised as an excellent regulator of private security in South Africa by all.”**

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

## 1.2. Mission

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

## 1.3. Values

The value framework going forward incorporates the current values and enhances them by introducing the drive towards a spirit of collegiality and adherence to the Batho Pele principles. PSiRA currently has three values that are further subdivided into ten values as indicated in Figure 1 on page 9.

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.

**Table 1 : Mandate Assessment**

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

## 3. Situational Analysis



### 3.1 Key Challenges

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

#### External challenges and opportunities:

- Policy and legislative direction: updated bill on how the security industry should be regulated.
- Intergovernmental relations: relationship between the Authority and other government departments
- 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;
- An ever-increasing risk to the safety and security by sophisticated criminal syndicates
- 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 PSiRA Act;
- The need to support greater control over firearms within the industry;
- The involvement of undocumented foreign nationals within the private security industry;
- South African security companies operating outside of South Africa's borders; and
- Identity fraud by foreign nationals desperate for employment and using the private security sector as a gateway.

#### Internal challenges and opportunities

- Outdated legacy Information Technology systems, a lack of data integrity and an inability of current IT systems to provide real time linkages to the IT systems of other government departments and agencies;
- A sustainable funding model to address the current and future funding requirements of PSiRA;
- A lack of awareness and understanding, both within the industry itself and by consumers of security products and services, of the mandate and role of PSiRA;
- A regulatory scope that is too broad and overlaps with the jurisdiction and mandate of other government agencies and departments including the Department of Labour;
- The need to expand geographical access to PSiRA and to improve the quality of service delivered to the industry;
- Lack of succession planning and staff retention strategies in key leadership positions; and
- The need to build an effective corporate governance and policy environment to ensure effective decision making and mitigation of risk.



### 3.2 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.

Below is the list of strengths that assisted the PSiRA to deliver its mandate are as follows:

- Knowledge of the mandate
- Enabling Legislation
- Focused leadership
- Enabling Environment
- Hotline facility that deals with the ethical issues
- Donor Funding
- Renewal of registrations regulations to address the data integrity weakness
- Research capability; and
- Effective financial management capabilities

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

- Growth of the industry / revenue generation
- Media coverage / awareness programmes
- Revenue –renewal registration
- Guarantee Fund
- Industry expertise (best practices) – assistance to foreign countries
- Introducing the Amendment bill to improve our funding model
- Post Graduate Course
- Improve Data Integrity
- Implementation of our MOU with SASSETA

## 4. Policy Mandate



PSiRA's strategy needs to align with national priorities and more specifically contribute to the Outcome and sub-outcomes of the Justice Crime Prevention and Security Cluster as contained in the 2016-2021 Medium Term Strategic Framework (MTSF).

Key targets for the MTSF include:

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

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

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

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

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

# 5. Statement of Intent and Strategic Architecture

A strategy statement of intent is a simple, clear, succinct statement that everyone can internalise and use as the guide to make difficult choices. To drive the strategy, PSiRA has defined a compelling statement of intent that can engender alignment and mobilisation across the entity. PSiRA's five-year statement of intent was reviewed and found to be still relevant. The statement of intent is presented below along with an explanation of the key elements of the statement to ensure a common understanding and consistent communication.

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





## 6. Institutional Governance and Management

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

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

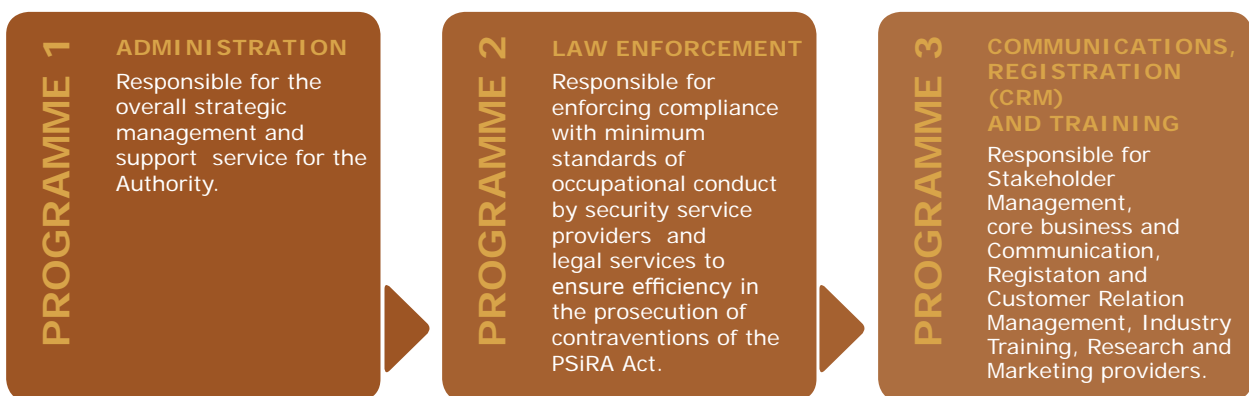
EXCO is responsible for overseeing the day-to-day operations of PSiRA. These include organisational performance monitoring, review and decision-making. EXCO is chaired by the Director and its membership consists of the Deputy Directors of Finance, Law Enforcement and Communications, Registration (CRM) and Training. Other senior managers may attend by invitation.

Sub-committees of EXCO include amongst others the following:

- IT Steering Committee; works closely with the business to ensure that IT deliverables are aligned to the business objectives and that services are reliable, resilient and responsive to organisational changes;
- 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; that is responsible for monitoring and evaluating organisation performance to ensure that set targets for the organisation's strategic plan and annual performance plan are achieved.

## 7. Strategic Outcome Oriented Goals

**Figure 4: Programmes Identified**





*Figure 5: Objectives per Programme*





# Part B

## Strategic Objectives



<b>Purpose</b>	Provide leadership, strategic management and administrative support to the Authority
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There are three sub- programmes:

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

## Sub-Programme 1.1: Finance and Administration

<b>Strategic Goal 3</b>	<b>Ensure good governance across the organisation</b>
<b>Goal Statement</b>	Ensure compliance and support through reliable and efficient systems
<b>Strategic Objective</b>	Effective financial management
<b>Indicator</b>	Unqualified audit opinion with reduced audit findings
<b>Baseline (2015/16)</b>	Unqualified Audit Opinion
<b>Target (2017 – 2021)</b>	Unqualified Audit Opinion with reduced audit findings by 75%
<b>Justification</b>	Ensure compliance with all applicable legislation and thereby improving internal controls.
<b>Links</b>	PMFA and National Treasury Regulations and PSiRA Act

<b>Strategic Goal 3</b>	<b>Ensure good governance across the organisation</b>
<b>Goal Statement</b>	Ensure compliance and support through reliable and efficient systems
<b>Strategic Objective</b>	Effective financial management
<b>Indicator</b>	% revenue collected
<b>Baseline (2015/16)</b>	65% revenue collected
<b>Target (2017 – 2021)</b>	85% Revenue collected
<b>Justification</b>	Ensure compliance with all applicable legislation and thereby improving internal controls and going concern of the organisation
<b>Links</b>	PMFA and National Treasury Regulations and PSiRA Act

## Sub-Programme 1.2: Business Information System

<b>Strategic Goal 3</b>	<b>Ensure good governance across the organisation</b>
<b>Goal Statement</b>	Ensure compliance and support through reliable and efficient systems
<b>Strategic Objective</b>	Efficient and Effective Processes and Systems
<b>Indicator</b>	Critical IT infrastructure restored within the set timeline
<b>Baseline (2015/16)</b>	36 hours
<b>Target (2017 – 2021)</b>	36 hours
<b>Justification</b>	Business continuity plans will ensure a stable IT environment that will enable uninterrupted service delivery
<b>Links</b>	PFMA, treasury Regulations, PSiRA Act and Governance ICT policy

### Sub-Programme 1.3: Human Capital

<b>Strategic Goal 3</b>	<b>Ensure good governance across the organisation</b>
<b>Goal Statement</b>	Ensure compliance and support through reliable and efficient systems
<b>Strategic Objective</b>	To improve performance of the organisation
<b>Indicator</b>	% of planned targets achieved
<b>Baseline (2015/16)</b>	83% of planned targets achieved
<b>Target (2017 – 2021)</b>	95% of planned targets achieved
<b>Justification</b>	To ensure that the organisation performance is monitored and measures are taken to improve areas where there is underperformance
<b>Links</b>	PFMA, Treasury Regulations, PSiRA Act FMPPI and PMS policy.

<b>Strategic Goal 3</b>	<b>Ensure good governance across the organisation</b>
<b>Goal Statement</b>	Ensure compliance and support through reliable and efficient systems
<b>Strategic Objective</b>	To improve performance of the organisation
<b>Indicator</b>	% of employees contracted, evaluated and implementation of the Performance Management System
<b>Baseline (2015/16)</b>	Approved PMS Policy
<b>Target (2017 – 2021)</b>	100% of employees contracted and evaluated
<b>Justification</b>	To ensure that the organisation performance is monitored and measures are taken to improve areas where there is underperformance
<b>Links</b>	PFMA, Treasury Regulations, PSiRA Act, FMPPI and PMS policy.





<b>Purpose</b>	Enforce compliance with applicable legislation by all security service providers
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There are three Sub-programmes within this Law Enforcement division:

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

## Sub-Programme 2.1: Law Enforcement

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (effective regulation) in the security industry</b>
<b>Goal Statement</b>	Ensure compliance with applicable legislation by all security service providers
<b>Strategic Objective</b>	Increased monitoring and investigation of security service providers to enforce compliance with existing legislation
<b>Indicator</b>	Number of security businesses inspected to enforce compliance with applicable legislation.
<b>Baseline (2015/16)</b>	4 114 inspections conducted at Security Businesses per annum
<b>Target (2017 – 2021)</b>	6 260 Security Businesses
<b>Justification</b>	The outcomes will promote a reputable private security industry and reduce the risk to national security and safety of members of the public.
<b>Links</b>	National Development Plan: All people in South Africa are and feel safe.

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (effective regulation) in the security industry</b>
<b>Goal Statement</b>	Ensure compliance with applicable legislation by all security service providers
<b>Strategic Objective</b>	Increased monitoring and investigation of security service providers to enforce compliance with existing legislation
<b>Indicator</b>	Number of security officers inspected to enforce compliance with applicable legislation.
<b>Baseline (2015/16)</b>	23 555 inspections conducted on Security Officers per year
<b>Target (2017 – 2021)</b>	35 940 inspections conducted on Security Officers per year
<b>Justification</b>	To ensure that professional conducts translates into a better human rights culture, and therefore safer society.
<b>Links</b>	National Development Plan: All people in South Africa are and feel safe

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (effective regulation) in the security industry</b>
<b>Goal Statement</b>	Ensure compliance with applicable legislation by all security service providers
<b>Strategic Objective</b>	Increased monitoring and investigation of security service providers to enforce compliance with applicable legislation
<b>Indicator</b>	% of investigations finalised against non-compliant security service provider.
<b>Baseline (2015/16)</b>	79 %
<b>Target (2017 – 2021)</b>	85% per year
<b>Justification</b>	The outcome will translate into improved safer society and less risk to national security.
<b>Links</b>	National Development Plan: All people in South Africa are and feel safe



<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (effective regulation) in the security industry</b>
<b>Goal Statement</b>	Ensure compliance with applicable legislation by all security service providers
<b>Strategic Objective</b>	Increased monitoring and investigation of security service providers to enforce compliance with existing legislation
<b>Indicator</b>	% of criminal cases opened against non-compliant SSPs
<b>Baseline (2015/16)</b>	86%
<b>Target (2017 – 2021)</b>	95 % per year
<b>Justification</b>	The outcomes will translates into improved safer society and less risk to national security
<b>Links</b>	National Development Plan: All people in South Africa are and feel safe

### Sub-Programme 2.2: Compliance

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (effective regulation) in the security industry</b>
<b>Goal Statement</b>	Ensure compliance with applicable legislation by all security service providers
<b>Strategic Objective</b>	Increased monitoring and investigation of security service providers to enforce compliance with existing legislation
<b>Indicator</b>	Number of security businesses licensed to possess firearms inspected
<b>Baseline (2015/16)</b>	1 035 per year
<b>Target (2017 – 2021)</b>	1 430 per year
<b>Justification</b>	National Development Plan: All people in South Africa are and feel safe
<b>Links</b>	Security businesses licensed to possess firearms in the private security industry are fully accounted for

### Sub-Programme 2.3: Legal Services & Prosecution

<b>Strategic Goal 1</b>	<b>To ensure excellent service delivery (effective regulation) in the security industry</b>
<b>Goal Statement</b>	Ensure compliance with applicable legislation by all security service providers
<b>Strategic Objective</b>	Increased monitoring and investigation of security service providers to enforce compliance with existing legislation
<b>Indicator</b>	% of cases of non-compliant SSPs prosecuted per year
<b>Baseline (2015/16)</b>	79% per year
<b>Target (2017 – 2021)</b>	85% per year
<b>Justification</b>	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
<b>Links</b>	National Development Plan: All people in South Africa are and feel safe

## Programme 3 Communications, Customer Relations Management and Training



<b>Purpose</b>	Continuous engagements with stakeholders to ensure compliance and to advance Security Industry Policies, Standards and Professionalism
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There are four sub-programmes within this programme:

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

### Sub-Programme 3.1: Communications and Stakeholder Management

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Increased awareness on the functions and role of PSiRA and its stakeholders within the security industry
Indicator	Number of public awareness programmes on PSiRA's role and functions
Baseline (2015/16)	66 Public Awareness Programmes
Target (2017 – 2021)	100 Public Awareness Programmes per year
Justification	To ensure that the public understand the mandate of PSiRA, are able to access the service offered and further exercise the consumer protection offered by the Authority.
Links	National Development Plan: Efficient Service Delivery

### Sub-Programme 3.2: Registrations

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Improve the integrity and the turnaround time of registration
Indicator	Average turnaround time of application for registration meeting all requirements of security businesses (working days)
Baseline (2015/16)	15 days Average turnaround time of applications for registration meeting all requirements
Target (2017 – 2021)	Average 15 working days
Justification	Improved turnaround processes in approving individual and business registration applications will enhance PSiRA's revenue/income, lead to customer satisfaction and enhance industry compliance by SSPs.
Links	National Development Plan: Efficient Service Delivery

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Improve the integrity and the turnaround time of registration
Indicator	Average turnaround time of applications for registrations meeting all the requirements for security officers (working days)
Baseline (2015/16)	17 days Average turnaround time of registration applications meeting all requirements
Target (2017 – 2021)	Average 15 working days
Justification	Improved turnaround processes in approving individual and business registration applications will enhance PSiRA's revenue/income, lead to customer satisfaction and enhance industry compliance by SSPs.
Links	National Development Plan: Efficient Service Delivery

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Improve the integrity and the turnaround time of registration
Indicator	% of new registration certificates rolled out ( active Security Officers )
Baseline (2015/16)	13% of new registration certificate rolled out (active Security officers )
Target (2017 – 2021)	60% per year
Justification	To reduce the risk of non-compliance by security businesses.
Links	National Development Plan: Efficient Service Delivery

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Improve the integrity and the turnaround time of registration
Indicator	% of new registration certificates rolled out( active SSPs)
Baseline (2015/16)	14% of new registration certificate rolled out (active SSPs)
Target (2017 – 2021)	60% per year
Justification	To reduce the risk of non-compliance by security businesses.
Links	National Development Plan: Efficient Service Delivery

### Sub-Programme 3.3: Training

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Promote compliance with minimum professional training standards by the SSPs
Indicator	Number of capacity building workshops per year
Baseline (2015/16)	6 Capacity building workshops per year
Target (2017 – 2021)	6 Capacity building 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. PSiRA Act, SAQA, QCTO etc.
Links	National Development Plan: Efficient Service Delivery

Strategic Goal 2	Stakeholder and Customer Relations Management
Goal Statement	Continuous engagements with stakeholders to ensure compliance
Strategic Objective	Promote compliance with minimum professional training standards by the SSPs
Indicator	% increase of the number of training security service providers currently registered with PSiRA properly accredited and in compliance with the minimum professional standards as stipulated in the Training Policy
Baseline (2015/16)	7% of currently registered training SSP accredited & in compliance with the Training Policy
Target (2017 – 2021)	60% of registered training SSP accredited & in compliance with the Training Policy
Justification	To ensure industry professionalism and eliminate non-compliance by training security service providers through adherence to the PSiRA Act and other industry regulations/ acts.
Links	National Development Plan: Efficient Service Delivery

### Sub-Programme 3.4: Research and Development

Strategic Goal 2	Private Security Industry Stewardship through Research and Development
Goal Statement	To advance Security Industry Policies, Standards and Professionalism
Strategic Objective	Research conducted to influence policy direction for PSiRA and the private security industry
Indicator	Number of completed research per year
Baseline (2015/16)	2 research completed per year
Target (2017 – 2021)	2 research completed per year
Justification	To ensure that research conducted provide insight on how core business activities can be enhanced in order to achieve excellence service delivery (improved in order to successfully fulfil our regulatory obligations/mandate).
Links	National Development Plan: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Goal 2	Private Security Industry Stewardship through Research and Development
Goal Statement	To advance Security Industry Policies, Standards and Professionalism
Strategic Objective	Research conducted to influence policy direction for PSiRA and the private security industry
Indicator	Number of completed industry surveys
Baseline (2015/16)	4 industry surveys
Target (2017 – 2021)	4 industry surveys conducted per year
Justification	To ascertain external stakeholder satisfaction on the quality of service delivered by Authority and encourage feedback on how to improve our core business service delivery.
Links	National Development Plan: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic Goal 2	Private Security Industry Stewardship through Research and Development
Goal Statement	To advance Security Industry Policies, Standards and Professionalism
Strategic Objective	To develop relevant policy documents that will inform and strengthen the Authority's regulatory framework.
Indicator	Number of policy documents completed per year
Baseline (2015/16)	2 Policy documents
Target (2017 – 2021)	2 policy documents completed per year
Justification	To ensure effective private security regulation and promote compliance.
Links	National Development Plan: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

## 8. Resource Requirements

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

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

## 9. Risk Management

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

Strategic objective	Risk Description	Potential Consequences	Mitigating Strategies: Future Controls to be implemented to lower risk
Effective financial management	Liquidity of PSiRA	<ul style="list-style-type: none"> <li>Service delivery will be affected and compromised mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Increased stakeholder awareness (Internal / external) on compliance</li> <li>Intensify collection rate</li> <li>Implement new administration fee structure annually</li> </ul>
Efficient and Effective Processes and Systems	Outdated Technology infrastructure (ERP System)	<ul style="list-style-type: none"> <li>Negative impact on quality of service rendered.</li> <li>Disruptions to business process and potential loss of information</li> </ul>	<ul style="list-style-type: none"> <li>Define the business processes</li> <li>Implementation of the new ERP system</li> </ul>
To improve performance of the organisation	Limited capacity	<ul style="list-style-type: none"> <li>Stakeholder dissatisfaction</li> <li>Reputational damage</li> <li>Industry abuse and exploitation</li> </ul>	<ul style="list-style-type: none"> <li>Integrate Performance Management System and Training Development</li> <li>Implementation of the retention strategy</li> </ul>
Increased monitoring and investigation of security service providers to ensure compliance with existing legislation	Non-compliance with legislation and regulations	<ul style="list-style-type: none"> <li>Negative impact on the Authority's revenue</li> <li>Reputational damage</li> <li>Inability to deliver on the mandate</li> </ul>	<ul style="list-style-type: none"> <li>Intensify law enforcement initiatives to promote zero tolerance to non-compliance</li> <li>Intensify stakeholder awareness and consumer education initiatives</li> </ul>
Increased awareness on the functions and role PSiRA and its stakeholders within the security industry	Non-compliance with legislation and regulations	<ul style="list-style-type: none"> <li>Negative impact on the Authority's revenue</li> <li>Reputational damage</li> <li>Inability to deliver on the mandate</li> </ul>	<ul style="list-style-type: none"> <li>Intensify law enforcement initiatives to promote zero tolerance to non-compliance</li> <li>Intensify stakeholder awareness and consumer education initiatives</li> </ul>
Improve the integrity and turnaround time of registration	Illegal/unregistered SSPs operating within the industry	<ul style="list-style-type: none"> <li>Data integrity compromised</li> <li>Consumer protection compromised</li> <li>Labour exploitation</li> <li>Loss of revenue</li> </ul>	<ul style="list-style-type: none"> <li>Intensify stakeholder awareness and consumer education initiatives</li> <li>Renewal of certificates</li> </ul>
Promote and ensure compliance with minimum professional training standards by the SSPs	Lack of alignment of current training program to the National Qualification Framework	<ul style="list-style-type: none"> <li>Low competency level of Security Officers in the industry</li> <li>Consumer protection compromise</li> </ul>	<ul style="list-style-type: none"> <li>Promulgation of draft regulations</li> <li>Intensify Industry capacity building</li> </ul>
Conduct research and development of policy direction for the private security industry	Non-implementation of PSiRA policies within PSiRA	<ul style="list-style-type: none"> <li>Information deficit leading to poor implementation of the PSiRA laws</li> </ul>	<ul style="list-style-type: none"> <li>Updates on research topics and policies</li> </ul>

## Annexure 1

# ABBREVIATIONS

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CRM	Customer Relations Management
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DNA	Deoxyribonucleic Acid
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EXCO	Executive Committee
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ERP	Enterprise Resource Planning
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ICT	Information and Communication Technology
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IT	Information Technology
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JCPS	Justice Crime Prevention and Security Cluster
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MoU	Memorandum of Understanding
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NDP	National Development Plan
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PFMA	Public Financial Management Act
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PSiRA	Private Security Industry Regulatory Authority
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SO	Security Officer
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SSP	Security Service Provider
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SETA	Sector Education and Training Authority
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# Notes



Area with horizontal dotted lines for taking notes.

