



An tÚdarás Slándála Príobháidí
The Private Security Authority

Strategic Plan 2019 - 2021

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Foreword by the Chairman and Chief Executive

It is our pleasure to introduce the Authority's fourth Strategic Plan which looks ahead over the next three years to 2021. Following the appointment of a new Board in November 2017, we set about reviewing what had been accomplished so far and what still remained to be done. We have identified the key areas where we feel the Authority's effort should be concentrated. This Plan defines the goals and objectives that the Authority will endeavour to deliver in those key areas over the next three years.

The focus of our Strategic Plan is to complete our licensing mandate, enhance the levels of professionalism in our industry, protect consumers and the public and build our relationships with our licence holders. We want to ensure that regulation benefits our licence holders, their customers and the wider public. We are confident that, with the appropriate resources, the Board and staff of the Authority have the commitment and the enthusiasm to deliver this Plan successfully.

One of our first tasks will be to secure the appropriate resources to fulfil the commitments in our Plan. The work of the Authority has expanded greatly over the course of the previous plan. The number of licensed contractors has risen from 730 across 7 sectors to 1,320 across 12 sectors. We have recently approved the licensing of individuals in monitoring centres and we expect to announce a licensing date for the event security sector shortly. Our capacity to complete the licensing of the remaining sectors of the industry is restricted by our lack of resources, both financial and human. Without a commitment to invest in regulation and the Authority, it will not be possible to complete our statutory mandate.

We would like to thank all those stakeholders who have contributed to the formulation of this strategy and also the Board and Staff of the Authority who are committed to ensuring the success of this Plan. We look forward to working with our stakeholders and colleagues to deliver on the commitments in our Strategic Plan.

Noel Lappin
Chairman

Paul Scallan
Chief Executive

Our Industry

Regulation of the private security industry commenced in 2006 with the licensing of contractors in 4 sectors. Since then regulation has been extended to contractors across 12 sectors and individuals across 4 with over 30,000 licences in circulation. By the end of this Strategic Plan, it is expected that there will be 40,000 licence holders entitled to provide security services in the State.

Our industry is a vibrant one. The turnover of our licenced contractors has been growing in tandem with the growth in economic activity across the county and this year will exceed €710 million. Since the publication of our third Strategic Plan, we have seen the number of contractors in the electronic security sector increase by over 300, a reflection of not only the resurgence in construction but also our increased compliance focus in the sector. During the same period, the Door Supervisor and Security Guarding sectors have seen the number of contractors fall, reflecting the consolidation that has taken place in those areas in recent years. The Cash-In-Transit and Monitoring sectors present unique challenges for us as a regulator and for the industry and we continue to work together to ensure that regulation benefits everyone. The recently licensed sectors, Private Investigators and Locksmiths continue to grow as awareness of regulation in these areas spreads.

<i>Our Industry At A Glance – May 2018</i>	
30,400 licensed individuals	1,330 licensed Contractors
Additional 10,000 employed in activities not subject to licensing or not yet licensed	
€710 million turnover of licensed Contractors	

The regulation of those working in our industry has been ongoing since 2007 with almost 29,000 individuals currently holding licences. Over the next three years, we are committed to regulating the remaining sectors of our industry and to ensuring that the training received by our licence holders meets the changing environment in which they operate. We will regulate our industry to benefit the public, consumers, employees and contractors and will build new relationships and strengthen existing ones to ensure that all voices can contribute to improving regulation and our industry.

Our Mission and Values

Our Mission is to regulate the activities of those involved in the private security industry to ensure that the interests of consumers are fully protected through the establishment, promotion, monitoring and enforcement of appropriate standards.

Our Vision continues to be one in which consumers' interests will be protected by a regulated industry with high standards of performance and expertise. This vision is to be maintained through on-going monitoring of all licensed providers and targeted action against those who breach standards. We envision an industry with;

- Strong enforcement delivering transformation of the industry
- Improved levels of Training and Education
- Reduced criminality
- Full rollout of licensing to areas not yet licensed and a Private Security Authority with
- Sufficient resources to deliver services
- Enhanced Service Delivery

Our values

- Working in partnership with our Industry and other relevant stakeholders to develop a regulatory framework from which licence holders and the general public will benefit.
- Providing excellent customer service to existing licence holders, new applicants for licences and consumers of private security services.
- Reducing costs
- Conducting our business in a transparent, balanced and proportionate manner.
- Being a model employer by creating an environment in which staff can have adequate resources and develop the skills necessary to perform to the best of their ability and potential.
- Maintaining close working relationships with other bodies/organisations whose business or work is directly impacted by the Authority's remit.
- Providing a safer environment for the general public by ensuring that the potential for criminality within our industry is eliminated.

GOAL 1: Completing the regulation of the Private Security Industry

We are committed to completing the licensing of the remaining sectors of the security industry. Our priority is to licence individuals in the Event Security sector and contractors in the Security Consultant and Safes sectors. Licensing of the remaining sectors will be dependent on identifying qualifications that can support licensing.

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Licence individuals working in Event Security	Publish the training requirements for Event Security Personnel	Having a licensed Event Security industry operating to the highest of regulatory standards (Q4 2019)
Licence contractors operating as Security Consultants	Set a critical date for the licensing of Security Consultants	Completing the licensing of Security Consultants (Q1 2020)
Licence contractors operating as Suppliers and Installers of Safes	Set a critical date for the licensing of Suppliers and Installers of Safes	Completing the licensing of Suppliers and Installers of Safes (Q1 2020)
Licence individuals working as Private Investigators	Complete the licensing of individuals working as Private Investigators	Having a licensed Private Investigator industry operating to the highest of regulatory standards (Q3 2020)
Licence individuals working as Locksmiths	Set a critical date for the licensing of individuals working as Locksmiths	Having a licensed Locksmith industry operating to the highest of regulatory standards (Q1 2021)
Licence individuals working in the Electronic Security Sectors	Set the critical date for the licensing of individuals working in the Electronic Security Sectors	Having a licensed Electronic Security industry operating to the highest of regulatory standards (Q1 2021)

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Licence individuals working as Installers of Safes	Set the critical date for the licensing of Installers of Safes	Having a licensed Safe Installation industry operating to the highest of regulatory standards (Q2 2021)
<p>Delivering Goal 1:</p> <p>Our ability to complete the licensing of the remaining sectors will be dependent on our capacity to do so. In recent years, licensing has been extended to a number of new areas through the introduction of online processing and organisational restructuring. In order to increase capacity further investment in our licensing services is essential. During the course of this Plan our licensing area we will require;</p> <ul style="list-style-type: none"> • 1 Executive Officer • 3 Clerical Officers • Funding of €130,000 per annum to cover additional costs in the areas of outsourced services, public information and stakeholder engagement. <p>The licensing of certain sectors will also have additional sector specific requirements. For example, the licensing of individuals in the Event Security sector requires new vetting regulations while the legislative definition of Security Consultants may require amendment.</p>		

GOAL 2: Ensuring our industry is compliant with licensing regulations

We are committed to acting against those who provide unlicensed services and their clients. We will vigorously investigate all complaints received by us and will work to ensure that compliant licence holders are not disadvantaged by unscrupulous operators. It is important that all licence holders observe the requirements prescribed for their sector. We will act against those licensees who do not comply with regulations and who act against the best interests of our industry.

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Monitor the activities of licensed security providers	Undertake inspections of licensed contractors and security officers	Conducting 900 licensed inspections during the course of this Plan (From Q1 2019)
Support compliant licence holders by tackling abuses of the licensing regulations	Act against licence holders who don't meet our licensing requirements	Revoking the licences of those who fail to comply with licensing regulations (Details of revoked licences to be published quarterly)
Tackle unlicensed activity in our industry	Focus our inspections to respond to unlicensed activity	Prosecuting those providing unlicensed security services and their clients (From Q1 2019)
Improve how we respond to reports of non-compliance	Develop a complaints management plan	Implementation of an effective complaints management system (From Q1 2019)
Develop our compliance and inspection capabilities	Expand our range of internal and outsourced inspection services	Broadening the scope of our enforcement activity (From Q1 2019)

Delivering Goal 2:

Achieving our objectives will be dependent on an increase in our inspectorate capacity. In recent years, regulation has been extended to 6 new sectors leading to an increased demand for compliance and enforcement. Unfortunately, our inspectorate resources are not sufficient to meet this increased demand. A further extension of regulation will add more demand for internal and external inspectorate capacity. Our licence holders expect us to protect our industry by having an effective

and proactive inspectorate. During the course of this Plan we will require the following for our compliance work;

- 3 Inspectors (Executive Officer)
- 1 Executive Officer
- 2 Clerical Officers
- Expansion of outsourced inspection services
- Funding of €90,000 per annum to cover additional costs in the areas of outsourced services and increased inspection overheads including travel. The IT systems which support our compliance work are in need of upgrading and this will require once off funding of €100,000

GOAL 3: Raising the levels of standards and qualifications in our industry

We are committed to raising the levels of professionalism across our industry. In consultation with our industry, we will develop standards and qualifications for the sectors not yet licensed while at the same time reviewing those requirements which are already in place to ensure that they continue to be relevant for our industry.

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Introduce a new certification model that supports regulation	Research and trial a certification model which better suits our regulatory needs	The introduction of a certification model that supports regulation and industry (From Q1 2019)
Monitor the provision of training provided for licensing purposes	Introduce requirements for training providers who wish to provide courses for licensing purposes	The provision of a strong oversight system for PSA training (From Q1 2019)
Publish new standards for Access Control and Powered Gates	Develop standards to support the licensing of the Access Control sector	Introducing technical standards for contractors in the Access Control sector (Q3 2019)
Develop a standard for the licensing of Security Consultants	Establish a working group to identify the licensing requirements for the sector	Publish a requirements document for the licensing of Security Consultants (Q3 2019)
Identify suitable training requirements for the Electronic Security Sectors	Establish a working group to evaluate the suitability of the Electronic Security Apprenticeship for licensing	Publish the training requirements for the Electronic Security Sectors (Q4 2019)
Develop a standard for the licensing of Supplier and Installer of Safes Contractors	Establish a working group to identify the licensing requirements for contractors and individuals in the sector	Publish a requirements document and training document for the licensing of the sector (Q3 2019)
Develop the training requirements for Private Investigators	Complete the work of the working group on Private Investigator training	Publish the training requirements for Private Investigators (Q2 2019)

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Develop the training requirements for Locksmiths	Consult with Locksmiths on the training requirements for the sector	Publish the training requirements for Locksmiths (Q3 2020)
<p>Delivering Goal 3:</p> <p>The development of standards and qualifications are resource intensive and can be technically detailed. They can require the engagement of technical experts with resulting costs. The development of a new certification model and the oversight of training providers will also require the provision of resources that we do not currently possess. During the course of this Plan our work in the qualifications and standards areas will require;</p> <ul style="list-style-type: none"> • 1 Executive Officer • 1 Clerical Officer • Funding of €60,000 per annum to support our work in developing standards and training and overseeing their implementation. 		

GOAL 4: Promoting the benefits of our industry

Every day our industry is at the forefront of protecting people and safeguarding property and services. Regulation provides the public and consumers of security services with the knowledge that they are engaging with a professional industry operating to the highest standards. We will work with our licence holders to promote our industry at every opportunity.

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Raise awareness of the benefits of a regulated security industry	Target information at consumers and the public Develop a social media strategy	Increased awareness and understanding of our industry (From Q1 2019)
Support our industry by promoting their services	Engage with those responsible for procurement of security services	Recognition of our licence holders as the legitimate source of security services (From Q1 2019)
Strengthen our relationship with our licence holders	Establish Consultative Forums for licence holders	Improved engagement with our licence holders (From Q2 2019)
Promote our industry on social media	Enhance our online presence to include twitter and other social media platforms	Engaging with our industry and public on social media (From Q1 2019)
Evaluate the public perception of our industry and regulation	Undertake an independent survey of the public and consumers	Report on the findings of the public survey (Q2 2019)

Delivering Goal 4:

The establishment of consultative forums and the undertaking of a public survey along with the other initiatives set out above will require increased funding if other areas of activity are to be maintained. The Authority will also need to provide secretariat services to the forums. During the course of this Plan our work in on promoting the benefits of a regulated industry will require;

- 1 Executive Officer
- Funding of €25,000

GOAL 5: Supporting our staff and enhancing our organisation

Our staff are our greatest strength and have proven their commitment to delivering the best possible service to our industry. We are committed to supporting our staff and their wellbeing is our priority. Together we will work to make our organisation a model regulator.

Objective: To achieve our strategic goal we will:	Action: During the lifetime of this plan we will:	Outcome: Success/Progress will be achieved by:
Provide our staff with the skills and resources necessary to be effective	Invest in training for our staff and in resources to support their roles	Having a competent staff who have the resources necessary for the efficient undertaking of their role (From Q1 2019)
Strive to ensure that our organisation meets the expectations of our stakeholders and staff	Engage with our stakeholders and staff to understand their expectations of us	Our staff being proud to be part of our organisation and our stakeholders recognising us as a progressive regulator (From Q1 2019)
Deliver our services in a manner that is efficient for our licence holders	Continue to invest in services and technologies to support our licence holders in meeting their regulatory obligations	Enhancing the delivery of services to our industry (From Q1 2019)

Delivering Goal 5:

We will continue to invest in our staff and engage with them on the delivery of our mandate. Our licence holders expect a modern efficient customer service delivered using the best technologies. During the course of the plan we will continue to invest in new technologies which will benefit both licence holders, staff and the Authority.

- Funding of €125,000 per annum

Measuring Our Success

We are committed to ensuring the success of our Strategic Plan. At the start of each year, we will publish a Business Plan, which will set out the actions we are scheduled to take to meet our Goals. We will measure our progress against both the Strategic Plan and Business Plan and report our progress in the following ways:

- At each Board meeting the Chief Executive will provide an update on the Business Plan.
- On an annual basis, and more often if required, the Chief Executive will provide a progress report on the Strategic Plan.
- On an annual basis, and more often if required, the Authority's senior management shall present to the Board on their business area and the steps being taken to meet the objectives in the Plan.
- Our annual statement to the Minister for Justice and Equality shall detail progress on our Strategic Plan
- The Annual Report shall report on progress made in achieving the objectives in our Plan.
- As part of our governance arrangements with the Department of Justice and Equality, we shall report annually to the Department on the progress of the Plan.

This Plan shall form the template for all our business decisions over the next three years. It may be subject to change depending on the availability of resources, the environment in which we operate, the Ministers powers in relation to conferring additional functions on the Authority and legislative changes. We shall seek the resources necessary to ensure the successful delivery of our Plan and will work with our industry to promote the benefits of regulation to society.