# The Private Security Authority
## An tÚdarás Slándála Príobháidí

# Strategic Plan 2014 to 2017

# Contents

# Foreword by the Chairman

It is my pleasure to introduce the third strategy of the Private Security Authority. This strategy seeks to continue the rollout of the Authority's mandate while at the same time maintaining high standards in those sectors of the industry which are already regulated.

As the Authority approaches its tenth anniversary it can be proud of all that has been achieved. Working with all stakeholders, the Authority has succeeded in raising standards within the industry for the benefit of all including the public clients, employees and employers.

As the Authority looks forward and seeks to complete its mandate it must prepare itself for developments within the industry. Technology continues to evolve at a rapid pace and offer new opportunities. This poses significant challenges for the Authority as it must prepare to regulate an industry which is expanding beyond the traditional understanding of security and is using technologies and systems which were not envisaged when the legislation was drafted. To this end, it is critical that the Authority is equipped with the resources, tools and IT systems necessary to regulate an industry whose developments will be heavily reliant on technology.

While these continue to be challenging times, and funding and resources are difficult to obtain, it is critical that the Authority develops and, at a minimum, keeps pace with developments within the industry.

I would like to thank all those stakeholders who have contributed to the formulation of this strategy. I would also like to acknowledge the hard work of the Board, the Executive and the Staff and I look forward to working with them to deliver on the commitments of the new strategy.


**Noel Lappin,**
**Chairman**
**July 2014**

## Introduction by the Chief Executive Officer

This is the third strategic plan of the Private Security Authority. This plan draws together the progress achieved since the establishment of the Private Security Authority and seeks to close out the remaining industry sectors yet to be licensed.

A key challenge in completing the statutory mandate is ensuring that those sectors already licensed continue to receive the appropriate level of interaction and oversight from the PSA. As the industry matures the resource requirement changes in that for the established sectors the PSA is no longer focused on ensuring business and their staff are licensed. Rather the emphasis is on ensuring that those who are licensed continue to maintain standards and also working with the industry and other stakeholders to increase standards in line with technological advancements and changes in industry practices.

For those sectors yet to be licensed, this strategy is about consulting with industry stakeholders to ensure the development of appropriate standards to ensure private security services are delivered to match client expectations in a manner which is fair and proportionate to industry providers.

In all our regulatory activity, the PSA will strive to work as efficiently and effectively as possible. We will use strategic risk analysis to drive our compliance work and consult with all stakeholders to ensure the solutions proposed are practical, meaningful and achievable for the industry and its clients.

As the PSA completes its licensing mandate, the challenge is to look to the future to the new requirements of industry. The PSA with the industry must create the underlying supports necessary to support the industry into the next decade.

The success of the PSA is due to collective energies of the various industry stakeholders, the clients of the industry and the Board and staff of the PSA. Future success in shaping and developing the industry will continue to be dependant on this collaboration. I wish to acknowledge the efforts and commitment of all those who have advanced regulation from a zero base in 2004 to where it is today. I am confident of your future success in delivering on the commitments in this plan.


Geraldine Larkin
Chief Executive Officer
June 2014

## Executive Summary

The safeguarding of the clients of the security industry and the general public is central to the mission of the Private Security Authority. As the regulator of the private security industry, the PSA is responsible for ensuring that all aspects of private security provision are provided to the highest standards. This strategy sets out how we intend to deliver on our mission over the next three years to September 2017.

In preparing this strategy we have undertaken extensive public consultation with all our stakeholders – industry employers and employee bodies, Government Departments, the Garda Síochána, industry training organisation and industry certification bodies. This process has refined our objectives to ensure that they are practical and achievable while making a real difference to the clients of the industry as purchasers and to the general public who come in day to day contact with security providers.

The strategy seeks to

- Complete the regulation of those remaining areas of the security industry that have not yet been regulated
- to set out a strategic direction and timeline for the completion of this work
- to ensure that the PSA has the necessary infrastructure to provide an efficient and effective regulatory regime for new and existing industry sectors.

This document first talks in general terms about the role of the PSA, the progress to date and puts this in context of the security industry. The document sets out our mission, vision and values. These are the drivers of our strategic direction.

In order to map the future goals and objectives to translate this direction into real action, we record the progress achieved. This also serves to ensure that this is consolidated and carried forward into the next strategy.

Section 4 sets out our strategy in terms of the strategic goals we wish to achieve and the particular objectives to be implemented in the coming years.

# 1.    Introduction

This strategic plan is the third such plan of the Private Security Authority, the previous plan covered the three year period 2011-2013.  This plan builds on the progress to date and provides future direction for our work.  The intention of the plan is to convey our sense of purpose, our understanding of the challenges facing both the PSA and the industry in delivering on this purpose, and how we intend to meet these challenges and our particular practices in so doing.

## 1.1    About us
The PSA is the regulator for the private security industry.  Our role is to protect the public and clients of the security industry by promoting a high quality standards-based licensing system for businesses and individuals working in the security industry.

The PSA is charged with introducing, controlling and managing a comprehensive standards based licensing system for the private security industry.   The key responsibility of the Authority is to licence those providing security services and the main objective is to improve and maintain standards and qualifications in the provision of these services.  The Authority works in partnership with the industry, both employers and employees, because raising the standards in the industry benefits everyone and ensures that legitimate businesses are not at a disadvantage in the marketplace.

The PSA, under the direction of its Board, has pursued an array of policies in support of these strategic goals.  The Board comprising representatives of private security employers and employees, the legal profession, An Garda Síochána and relevant Government Departments, and operates independently under the Private Security Services Act 2004 with the following statutory mandate:

- Controlling and supervising individuals providing private security services and maintaining and improving standards in the provision of those services.
- Granting and renewing of licences.
- Issuing identity cards to licensees.
- Suspending and revoking licences.
- Establishing and maintaining a register of licensees.
- Specifying standards to be observed in the provision of private security services.
- Specifying qualifications or requirements for the granting of licences.
- Undertaking or commissioning research projects and activities necessary for the planning, development and provision of those services.
- Investigating private security services being provided by any person.
- Establishing and administering a system of investigation and adjudication of complaints
- Monitoring the provision of private security services generally.
- Liaising with licensees.
- Advising the Minister for Justice and Equality on any matters relating to the PSA's functions and any developments that would assist in developing policy.

**The PSA is mandated under the Private Security Services Act 2004 (as amended) to regulate the following industry sectors:**
Door Supervisor
Installer of Electronic Security Equipment
Security Guard
Providers of Protected forms of Transport
Locksmiths
Supplier and Installers of Safes
Private Investigators
Security Consultants

These sectors are further divided to include event security and monitoring of intruder alarm and CCTV equipment.

## 2.      Strategic Direction for the PSA

The mission, vision and values provide the overarching strategic direction for the PSA.  These guide our decision making by helping us to set priorities and determine our allocation of resources.

### 2.1 Our Mission
The mission of the PSA 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.**

### 2.2      Our Vision
Our vision continues to be one in which consumers' interests will be protected by a licensed and vetted 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.

### 2.3 Our Values

- Working in partnership with the Industry and other relevant stakeholders to develop a regulatory framework from which service providers 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 the industry is eliminated.

## 3. Current industry and regulatory position

### 3.1 Environmental Analysis

Private security plays a key role in ensuring the safety and well being of Irish society through security services provided to both clients of the industry and the public who interact with private security on a daily basis. The security industry provides a broad range of services to critical areas of business in Ireland. The security industry operates in diverse areas including retail, financial, leisure, energy, aviation, environmental, industrial and transport. The public's interaction with the security industry may be as patrons of a night club, as a group whose security is guaranteed by CCTV or anyone obtaining cash from a cash dispensing machine securely filled by private security staff. Every day, licensed private security officers play a vital role in providing protection for us all.

Since the start of regulation considerable progress has been made introducing professional standards to the industry. The need for further development is ongoing and is reflected in the comments from the industry itself. This further development consists of completing the licensing of sectors or areas that have yet to be regulated and in providing increased standards and qualifications in areas where licensing has already commenced e.g. access control.

In formulating this strategy the PSA consulted with our internal and external stakeholders to receive a broad input into our strategy. A questionnaire issued to 45 major stakeholders, a request for submissions was also advertised in the PSA ezine issued to all licence providers and also advertised on the PSA website for a month. In addition the CEO met with a number of stakeholders as part of the process.

A clear message from this consultation is that the challenges presented during the last strategy continue because of the ongoing macroeconomic difficulties. Industry stakeholders want the PSA to close out any remaining non compliance so that there is a level playing field for all providers. Equally, there is recognition of the resourcing

difficulties within the PSA and concern that efforts by the PSA to complete its licensing cycle are not done at the expense of compliance in areas already licensed.

In recognition of the economic difficulties, there is a requirement on the PSA to deliver the most cost effective and efficient regulatory system possible focusing both on our own use of resources and also on the costs to industry of various regulatory schemes. Several commentators emphasised the need for regulatory impact analysis to ensure that the most cost effective regulatory models are being delivered.

In preparing this plan we have also had the benefit of contributions from our many stakeholders including employer representative groups, trade unions, individuals both employers and employees within the industry and client representatives. The PSA have also taken into account the views of the Department of Justice and Equality, the Garda Síochána and the Revenue Commissioners. The input of staff of the PSA also played a key role in the shaping of this strategy both from a regulatory and practical perspective.

The co-operation with other Government Departments and statutory bodies is now well established and there will be opportunities to build further on that co-operation in the future. Staff of the PSA also contributed to this strategy placing particular emphasis on the practical resources required to deliver the best regulatory system possible as cost effectively and efficiently as possible.

Technology is playing a key role in the backdrop to this strategy, both in terms of the way the PSA provides its services to the industry and the services the industry provides to its clients. The PSA must ensure it has the best systems to deliver the regulatory model to the industry and to ensure that staff expertise is available for the most high value work. Equally the PSA must prepare to adapt its regulatory model to address the technical innovation in security service provision. The types of security provision may be unrecognisable in many instances in five to ten years and the PSA must ensure that regulation can keep pace with such change.

As the PSA nears its tenth anniversary it is also opportune to look at what the next decade will bring and envision the future role of the regulator once the remaining areas to be licensed are completed. This exercise is in effect preparing for the next strategy during the lifecycle of the current strategy.

### 3.2    Our success to date
The PSA is introducing licensing to the industry on a gradual basis. To date licensed business sectors account for 72% of all business to be licensed. Those licensed individuals account for 82% of all individuals to be licensed. The remaining areas while providing crucial security services are small and in many cases security services are delivered by sole traders with few if any staff. Each of the remaining areas while considerably smaller than those licensed to date are separate industry segments, each requiring its own analysis, standards development and awareness building. The charts overleaf illustrate the progress to date.
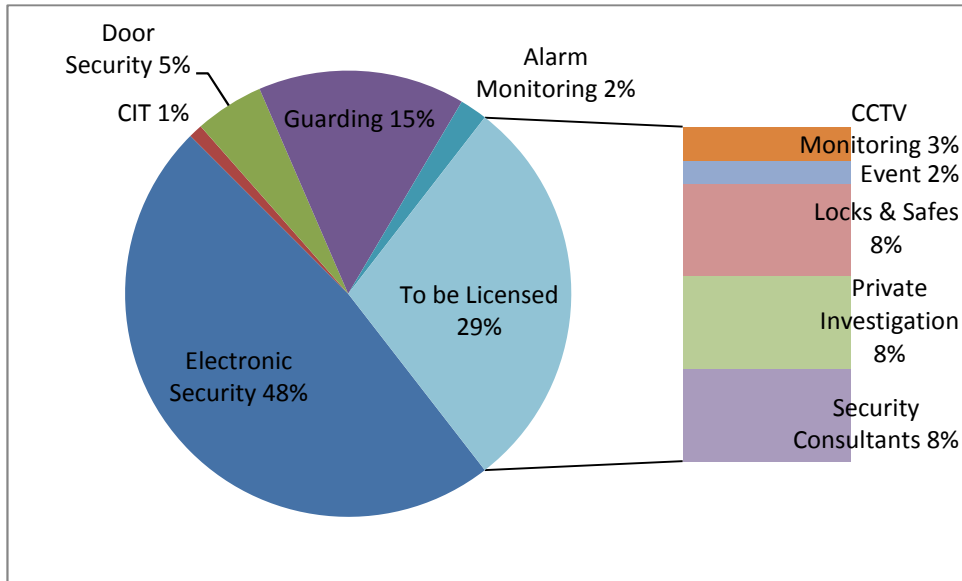
**Figure 1 Overview of businesses in the industry showing those licensed / to be licensed**
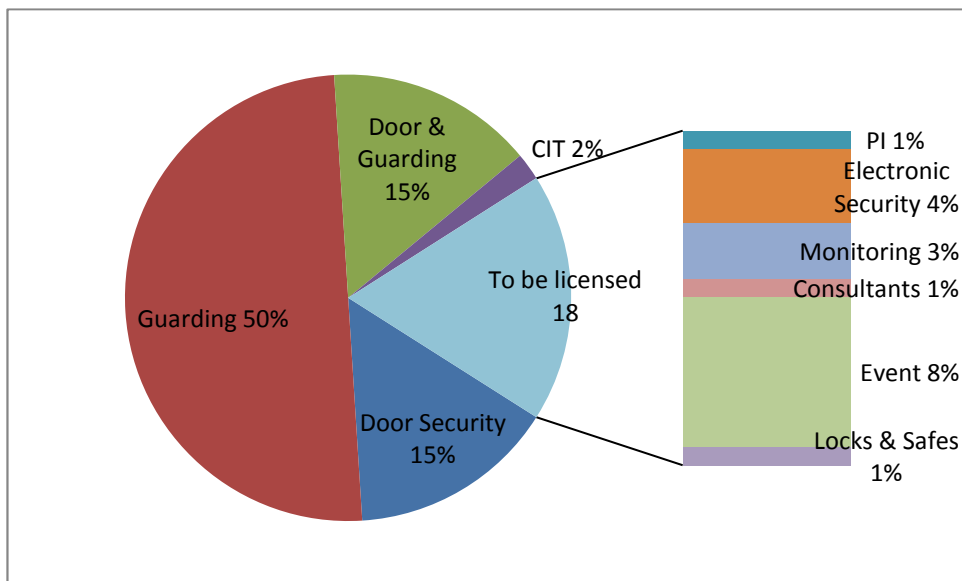


**Figure 2 Overview of individuals in the industry showing those licensed / to be licensed**

Our work to date in regulating the industry has significantly increased standards of security service delivery of contractors providing services in Security Guarding, Door Security, Electronic Security installation and maintenance, Alarm Monitoring, and Cash in Transit. Standards of service delivery in Event Security will be similarly impacted following licensing from 2014. Licensing of staff providing Security Guarding, Door Security and Cash in Transit security services is based on mandatory training.

In tandem with this work the PSA has an ongoing monitoring, investigative and enforcement role in the oversight of private security services, and has successfully prosecuted those found operating unlicensed, together with taking actions ranging

from advisory notices through to suspension and revocation of licences where standards are not being maintained.

The work of the PSA has generated significant revenue from our licensing activities which has matched or indeed sometimes exceeded the funding allocated to it by the Exchequer. A further significant benefit to the Exchequer arises because of the additional revenue to the Exchequer due to tax compliance being a requirement for licensing.

Going forward the challenge for the PSA in the current economic environment is to regulate these areas in a cost effective manner that provides assurances to industry clients and the public of the quality of security service provision.

### 3.3. Review of Implementation of Strategic Plan 2011-2013
<u>Supporting Activities</u>
The Authority relies on adequate resources from the Exchequer to allow us to deliver on our regulatory mandate. As an organisation, we continually strive to deliver value for money by deploying the available resources in the best possible way. To offset the cost to the Exchequer we raise income through licence fees levied on the industry. We recognise, however, that this is a limited resource and in these difficult times the PSA will strive to deliver regulation as effectively and efficiently as possible.

In addition to focusing on efficient use of funding, the PSA will also enhance and develop the other critical resources available to us. Our staff have built up a detailed understanding of regulation and, in particular, a specialised and expert knowledge of the private security industry. We recognise that our strategic objectives can be best delivered through the following supporting activities:

- Developing our staff
- Optimising use of technology
- Managing Performance

## 4. Key Goals and Strategic Actions

### Goal 1: Continue the phased regulation of the private security industry.

<u>Objectives</u>
Complete business licensing by licensing private investigators and security consultants
Advance phased regulation of individual licensing by completing licensing for staff providing event security, monitoring services, locksmith and safe installation
Progress individual licensing for staff providing private investigation, security consultancy and electronic security
Review licence lifecycles for both businesses and individuals
Progress inter operability of licences with UK licences

<u>*Tools to implement the objectives*</u>
Successful implementation of this objective will require
- Upgrades to existing databases to create capacity to manage additional applications

- Recruitment of technical expertise for assistance to staff with technical aspects prioritising electronic security expertise

*Business licensing*

| Action | Timeline | Outcome |
|---|---|---|
| Complete RIA for private investigators (business and staff) | Q3 2014 | Decision taken on whether or not to proceed |
| Conclude review of the interoperability of licences issued in other jurisdictions | Q1 2015 | Overview of interoperability issues to be addressed |
| Complete necessary regulation and open for licensing of Private Investigators if decision taken to proceed | Q4 2015 | Licensing mandatory by Q4 2015 |
| Research activities of security consultants as a first step | Q2 2015 | Research completed to inform RIA |
| Complete RIA for security consultants (business and staff) | Q4 2015 | Decision taken on whether or not to proceed |
| Review existing standards for electronic security in light of technological developments | Q4 2015 | Prepare report to Minister on future direction of electronic security |
| Review licence lifecycle | Q2 2015 | Report to Minister including draft regulations as necessary |
| Complete necessary regulation and open for licensing of security consultants if decision taken to proceed | Q2 2016 | Licensing mandatory by Q4 2016 |

*Individual licensing*

| Action | Timeline | Outcome |
| --- | --- | --- |
| Introduce first phase of new automated licensing system for both contractor and individuals | Q2 2015 | Capacity to manage increased numbers |
| Identify sectors suitable for licensing without specific training requirements | Q1 2015 | Licensing based on Codes of Practice |
| Introduce individual monitoring licensing | Q2 2015 | CCTV monitoring licensing commenced |
| Introduce individual event security licensing | Q4 2015 | Licensing of individual event security commenced |
| Introduce individual Private Investigator licensing (possibly light regulation) | Q2 2016 | Initial roll out of individual PI licensing |
| Conduct RIA of licensing of Guarding Supervisors | Q4 2015 | Report to Minister |
| Introduce individual licensing for locksmiths and safe installers | Q2 2016 | Initial roll out of Locks and Safe licensing mandatory by Q3 2016 |
| Introduce individual electronic security licensing | Q3 2016 | Initial roll out of Electronic security licensing |
| Introduce individual Security Consultant licensing (possibly light regulation) | Q4 2016 | Initial roll out of individual Security Consultants licensing |

## Goal 2: Ensure compliance with licensing requirements.

**Objectives:**
Achieve full compliance in all sectors where licensing has commenced.
Extend regulatory compliance into new areas to be licensed.
Greater publication of PSA compliance activity.
Increase inspection capacity to provide for additional requirements of new sectors.
Develop long term monitoring strategy on industry reaching full compliance.

*Tools to implement the objectives*
- Additional support staff to administer inspections and integration of internal and external inspectors
- Additional resources to increase the number of external inspections
- Enhance supporting databases to drive strategic objectives

| Action | Timeline | Outcome |
|---|---|---|
| Maintain existing compliance levels of business licensing | Ongoing | Maintain existing success |
| Improve reporting of non-compliance – including introduction of PSA hotline | Q3 2014 | Greater opportunities for PSA industry interaction |
| Increase business compliance levels as follows:<br>80 % CCTV Monitoring<br>95 % CCTV Monitoring<br><br>70% Locksmiths & Safe installers<br>85% Locksmiths & Safe installers<br>95% Locksmiths & Safe installers<br><br>40% Private Investigators<br>60% Private Investigators<br>70% Private Investigators<br>80% Private Investigators<br><br>80% Security Consultants<br>90% Security Consultants | <br>Q4 2014<br>Q4 2015<br><br>Q4 2015<br>Q4 2016<br>Q4 2017<br><br>Q4 2016<br>Q4 2017<br>Q4 2018<br>Q4 2019<br><br>Q4 2016<br>Q4 2017 | Initial compliance target set with compliance work becoming enforcement work in subsequent years |
| Increase individual compliance levels as follows:<br>80% Event security<br>90% Event security<br><br>80% Monitoring Centre Staff<br>90% Monitoring Centre Staff | <br>Q4 2016<br>Q4 2017<br><br>Q4 2015<br>Q4 2016 | |
| Further integration of work of PSA staff inspectors and external inspectors. | Q4 2014 | Greater utilisation of available resources |
| Investigate the possibility of publicising more details regarding Section 26 | Q1 2015 | Improved transparency as to those in receipt of |

| | | |
|---|---|---|
| actions. | | advice, warnings, cautions and reprimands by the PSA. |
| Further develop co-operation with other State Bodies by expanding framework of Memoranda of Understanding | Q2 2015 | Utilise other State inspections as much as possible to monitor PSA compliance so as to minimise costs to compliant providers |
| Increase compliance levels as follows: 95% Locksmiths & Safe installers 60% Private Investigators 90% Security Consultants | Q4 2017 | Compliance work becoming enforcement work in these sectors |
| Increase compliance levels as follows: 70% Private Investigators | Q4 2018 | PSA inspectorate work moves to monitoring with enforcement work targeting serious non compliance |
| Increase compliance levels as follows: 80% Private Investigators | Q4 2019 | Ongoing monitoring |

## Goal 3: Raising standards within the industry.

**Objectives:**
Complete necessary business standards for private investigators and security consultants.

Review standards for existing areas of business licensing in electronic security

Facilitate the completion of individual licensing by setting the necessary training requirements to facilitate licensing of locksmiths, private investigators, security consultants, electronic security, event security staff and monitoring centre staff.

In areas without extensive formal representation consider initial licensing based on minimal standards so that all licensed stakeholders can contribute to standards development

Undertake technical research to map future technological solutions against existing regulation into the future direction of the industry and suitability of regulation.

### *Tools to implement the objectives*
Successful implementation of this objective will require
- Dedicated technical resource to assist research work
- Additional staff resources to oversee research

| Action | Timeline | Outcome |
|---|---|---|
| Provide technical expertise as necessary to support staff | Immediate | Staff fully informed of relevant technical issues in each sector |
| Agree training programme for event security staff | Q1 2015 | Training programme available to launch licensing of event security staff |
| Agree training programme for monitoring centre staff | Q1 2015 | Training programme available to launch licensing of monitoring centre staff |
| Prepare industry standard for PIs if decision is to proceed with licensing | Q1 2015 | Standard for PI licensing |
| Agree training programme for locksmiths and safe installers | Q2 2015 | Decision on industry capacity to deliver training to enable licensing by Q2 2016 |
| Prepare industry standard for security consultants if decision is to proceed with licensing | Q4 2015 | Standard for security consultant licensing |
| Review existing standards for electronic security in light of current technology | Q4 2015 | Revised standards for access control and CCTV |
| Review whether there is need for higher level standard | Q4 2015 | Decision on future of standards |

| | | |
|---|---|---|
| Conduct consultation exercise on training requirements for electronic security | Q2 2016 | Decision on industry capacity to deliver training to enable licensing by Q3 2016 |
| Review suitability and fit of legislation in light of industry and technology developments | Mid way through strategy | Report to the Minister on future security developments |

## Goal 4: Improve quality and frequency of communications.

**Objectives**
Increase channels for public and industry communication
Improve public and industry perception of the corporate success of licensing and enforcement
Provide accurate and timely information about the corporate and sector specific work of the PSA
Interact more frequently on an individual basis with clients of the industry
Conduct information campaigns subject to available resources for specific activities including the possibility of advertising campaigns for the following
- New standards for locksmiths and safe installers
- New training requirements for event security staff
- An information campaign seeking submissions on the training qualifications for electronic security staff

Ensure our staff are kept up to date our progress in achieving our vision, and on any matter impacting on their working lives.

*Tools to implement the objectives*
Successful implementation of this objective will require
- Additional resource to drive communication - to establish a unit would require either new PSA staff resource (salary circa €100,000 pa or external contracted resource plus reduced internal resource to source material etc cost circa €20,000 plus external costs)
- Additional budget line to support marketing and communications
- Previously sought increase in administrative support staff for enforcement to enable more compliance focused work to be directed on a cold call basis to industry clients

| Action | Timeline | Outcome |
|--------|----------|---------|
| Launch new PSA website | Q4 2014 | Improved ability to target different audiences |
| Individual interaction with industry clients to check if service delivered in accordance with standards | Q4 2014 | Improved profile for PSA |
| Explore the use of social media | Q 4 2014 | Selected use of social media or feeds to other social media |
| Investigate the possibility of an RSS feed | Q4 2014 | Improved communication with stakeholders |
| Deployment of PSA logo to all licensed providers | Q4 2014 | Greater PSA visibility |
| Annual questionnaire to assess success | Q2 2015 & following | Ability to target information gaps on a sectoral basis |
| Reflection on future direction of regulation | Q2 2015 | PSA Board Mid Term Stakeholder conference |
| Number of PSA articles picked up by third parties (media & others) | Quarterly | Greater engagement with outlets |

## Goal 5: Development of Staff

**Objectives**

Develop staff roles taking account of existing expertise and future knowledge requirements of the PSA.

Support future knowledge requirements with improved access to technical resources and expertise

Review staff training and development in light of staff personal development and future organisational needs.

Facilitate greater industry awareness for general staff

Provide technical expertise as necessary to support staff

Provide necessary resources to enable staff take on higher duties

*Tools to implement the objective*

Successful implementation of this objective will require

- Resources to recruit external expertise
- Enhance existing database capability

| Action | Timeline | Outcome |
|---|---|---|
| Introduce better database systems to free up staff resources for more complex work | Mid 2015 | Staff development enhanced with greater responsibilities and job challenges |
| Set up regular and relevant briefings for staff | Mid 2014 | Enhances ongoing staff development and industry awareness |
| Updates on new technological change impacting on provision of security services | Ongoing | Improve staff capability to address future delivery methods for security services |

## Goal 6: Optimise the role of PSA inspectors in certification oversight

**Objectives**

Review certification process for the purposes of proving compliance with PSA standards and ensuring uniformity of application of all standards

Consider any legislative amendments necessary to support greater PSA oversight of certification

Review auditing lifecycles in tandem with review of licensing lifecycle

*Tools to implement the objective*
- Resources to research and cost any new system (propose drawing on senior staff already sought for training and standards development work). If no staff available suggest seeking resources for external consultant – although of less benefit to PSA
- Possible legislative change
- Resources to implement long term solution, though increased automation of licensing processing may release some staff for these tasks

| Action | Timeline | Outcome |
|---|---|---|
| PSA to attend random audits by certification bodies | Q3 2014 | Greater information as to practical difficulties on the ground |
| Additional resources or contract consultant to conduct scoping study of the various options available | Q2 2015 | Report submitted to Minister, including proposals for any legislative changes necessary to support new model |
| Review of audit lifecycle in light of findings on certification provision | Q2 2015 | Audit lifecycle reviewed |
| Implementation of any changes following report | Q4 2016 | Changes implemented to enable PSA to move to new phase of regulation |

# 5.     Implementation - Delivering on Commitments

During the lifetime of this strategic plan the PSA will ensure that commitments are delivered on time and within budget. We will account for our performance in an open, transparent and public manner. Performance reporting is undertaken through the following channels:

- **Private Security Authority Board**
  The CEO and senior management team report regularly to the Board and its Committees with regular progress reports on the implementation of the plan.

- **The Minister for Justice and Equality**
  The PSA report to the Minister for Justice and Equality in Annual Reports on progress made in achieving the targets in this plan.

- **Independent External Audit**
  The Comptroller & Auditor General (C&AG) conducts annual audits of income and expenditures, operating systems, procedures and practices, together with periodic value for money reviews.

- **Senior Management Team**
  The senior management team are responsible for setting performance targets for all activities, and monitoring progress against these targets.

## Annual Business Plans
Annual business plans will translate this strategic plan into detailed business unit work programmes. The managers of all the operational units will develop business plans with all our employee teams, allowing staff the opportunity to have a meaningful input into the implementation of the plan.

## Performance Management
Performance management and measurement will be essential for the successful implementation of this plan. The PSA will monitor the implementation of this strategy at regular intervals throughout its lifecycle and adjust as required. This monitoring will serve first to ensure that our actions remain on target and continue to be consistent with our Mission Statement. Given the current difficulties within the industry, monitoring will also serve to ensure that the PSA is adopting the best approach for the industry and the public alike.

Most critically, constant review and monitoring will measure the progress in implementing this strategy and where necessary we will take corrective action to ensure delivery of these objectives.

This work will be informed by continuing communication with all our stakeholders, in particular representatives of industry employers and employees in advising on the external impact of actions to implement this strategy.

The Board of the Authority will also advise the Minister of any financial matter/shortfall that seriously impacts the work of the PSA in delivering its mandate.