



PSIRA
Private Security Industry Regulatory Authority

**PORTFOLIO
COMMITTEE ON POLICE
PERFORMANCE REPORT
ANNUAL REPORT
2021/2022**

**Presented by
Mr Manabela Chauke
14 OCTOBER 2022**



PSiRA's VIRTUAL DELEGATION

Council

- Dr. Leah Mofomme : Chairperson
- Mr. Matome Ralebipi : Deputy Chairperson
- Dr. Sithembile Mbetse : Council Member
- Mr. Nhlanhla Ngubane : Council Member
- Ms. Thandeka Ntshangase : Council Member

Management

- Mr. Manabela (Sam) Chauke : Director
- Ms. Mmatlou Sebogodi : Deputy Director: Finance and Administration
- Ms. Talent Zwane : Deputy Director: Law Enforcement
- Mr. Isaac Ralioma : Acting Chief Operating Officer
- Ms. Mpho Sechoaro : Deputy Director: Training & Communication
- Mr. Jacob Makgolane : Corporate Secretary

PRESENTATION OVERVIEW

- 1. OPERATIONAL OVERVIEW AND KEY PERFORMANCE HIGHLIGHTS**
- 2. PROGRESS ON PCoP RECOMMENDATIONS – APP AND BUDGET VOTE (2022/23)**
- 3. OVERALL PSiRA PERFORMANCE AGAINST APP TARGETS – 2021/2022**
 - Programme 1: Administration
 - Programme 2: Law Enforcement
 - Programme 3: Training and Communication
 - Programme 4: Registration
- 4. PERFORMANCE INFORMATION REPORT**
- 5. HUMAN CAPITAL REPORT**
- 6. FINANCIAL INFORMATION**
- 7. CHALLENGES AND SOLUTIONS**



**OPERATIONAL
PERFORMANCE & KEY
HIGHLIGHTS –
2021/2022**

1

OPERATIONAL OVERVIEW AND KEY HIGHLIGHTS

Performance

Achievement against outcomes

Outcomes



82% of APP targets achieved in **2021/22**



6 851 Security Business inspections and **30 744** Security Officer inspections conducted in **2021/22**



825 arrests from **44** operations during **2021/22**



1 988 Inspections conducted at businesses with **firearms**



1 035 Successfully finalised **prosecutions** in **2021/22**

OPERATIONAL OVERVIEW AND KEY HIGHLIGHTS (...Cont'd)

Performance

Achievement against outcomes

Outcomes



R25 500 500 in fines imposed against SSP's and prosecution turn around time of **73** days **during 2021/22**



121 094 Security Officers and **2 051** Security Businesses were registered in **2021/22**



174 New Training Centers accredited, and **570 031** training course reports captured in **2021/22**



306 142 Renewal certificates for Security Officers and **4 752** for Security Businesses have been renewed in **2021/22**



40 Public Awareness Campaigns in **2021/22**



Launch of **Registration and Training Online Platform**



AUDIT OUTCOME

2

AUDIT OUTCOME

Qualified Audit Opinion : PSiRA/UIF Principal/Agent Liability: Service Provider invoice not vouched and reconciled to the projects.

- Lack of **common understanding** regarding what source documents the AGSA requested as evidence to support the **occurrence of the transaction**. These documents were aimed to prove whether goods were received in **good order, at the correct price and quantity** and at the right place, and for the predetermined UIF beneficiaries.
- The evidence for the **occurrence of the transactions must take into consideration all legal obligations** in the agreement entered with the principal (UIF), and subsequently translated into the agreement between PSiRA and the service provider.

AUDIT OUTCOME: Action Plans

Action plan to address findings

- Clear guidelines from the UIF in terms of the milestones and obligations under the project **(to ensure consistency in invoicing with the agreements for a common understanding of the occurrence)**.
- **Special audit of the Principal Liability projects** by Internal Audit for GRAP compliance in terms of disclosure and accounting practices/standards.
- Engagement of **an expert** in principal/agent liability transactions for advices on GRAP compliance.
- Engage AGSA **for a common understanding** of principal/agent liability reporting requirements and **interim audit** of the projects in Q4 2022/23.
- Enhancement of the **processing and reconciling controls** to ensure GRAP compliance.

Audit Outcome Cont ...

Root causes should be addressed

- Inadequate review of the supporting schedules and financial statements
- Monitor the requirements of GRAP

Best practices should be maintained

- Maintain overall sound control environment especially in SCM and performance information

Risk areas

Quality of submitted financial statement



Quality of submitted performance information



Supply chain management



Financial Health



Human , resource management



Information technology



Good

Of concern

Intervention required



**PCoP
RECOMMENDATIONS –
APP AND BUDGET –
2021/2022**

3

PCoP RECOMMENDATIONS – 2021/2022 APP AND BUDGET VOTE

Recommendation

PSIRA should consider purchasing its own buildings to reduce the excess building expenses



Action(s)

- An Assessment of the **structure and building condition** of a PSiRA owned building in Pretoria was conducted by the Engineers to determine its usability.
- An analysis is being conducted on the impact of the **online platform** implemented and the **footprint** to determine the required office space in provinces.

PCoP RECOMMENDATIONS – 2021/2022 APP AND BUDGET VOTE (...Cont'd)

Recommendation

That a crime prevention strategy between the SAPS and PSiRA needs to be developed.



Action(s)

- An MoU between PSiRA and SAPS is being reviewed and will incorporate basic principles to promote the development of **crime prevention partnerships and strategies.**

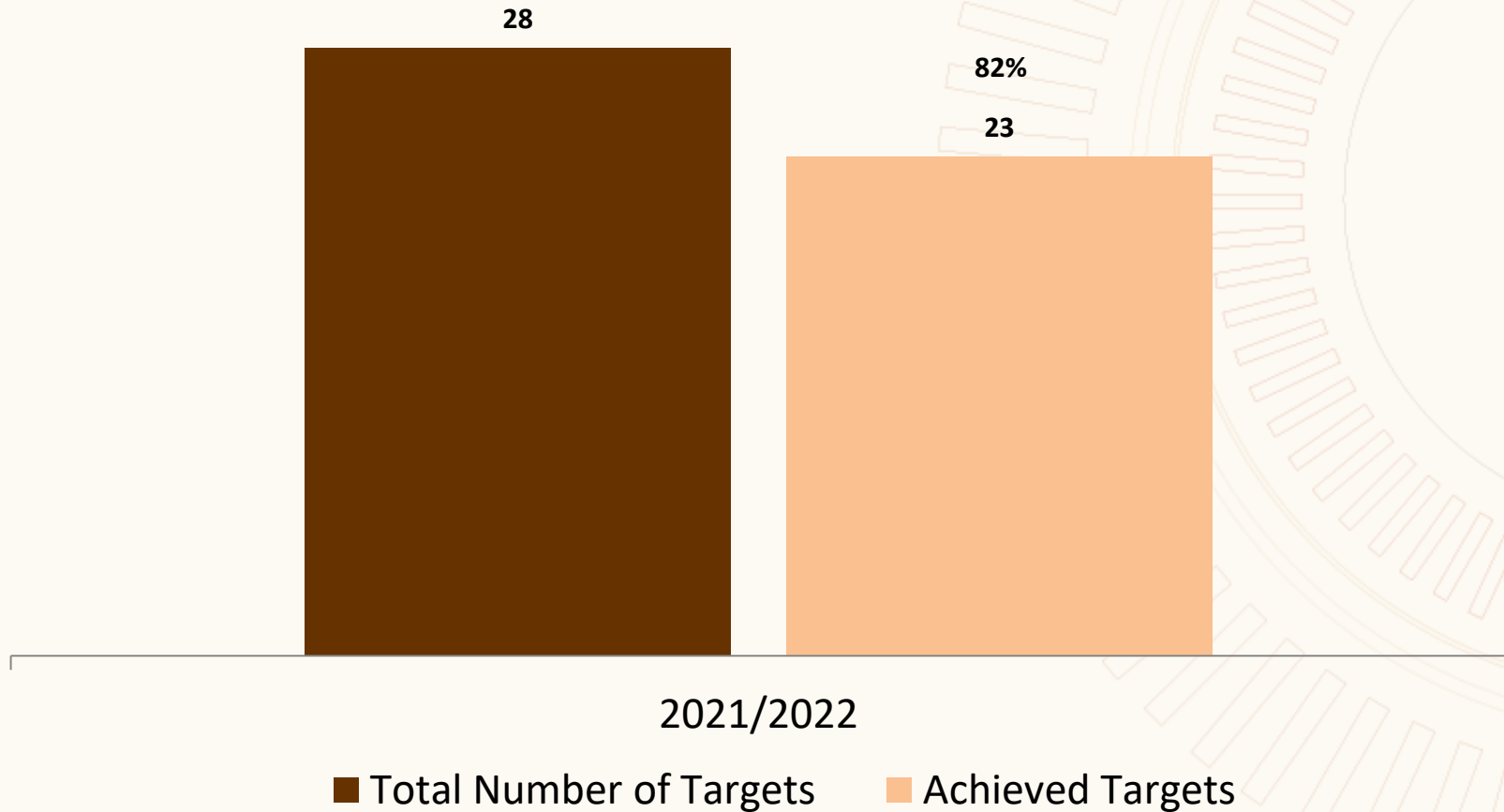


**OVERALL
PERFORMANCE
AGAINST APP TARGETS**

4

PSiRA OVERALL PERFORMANCE – 2021/2022

Performance Against Output Indicators



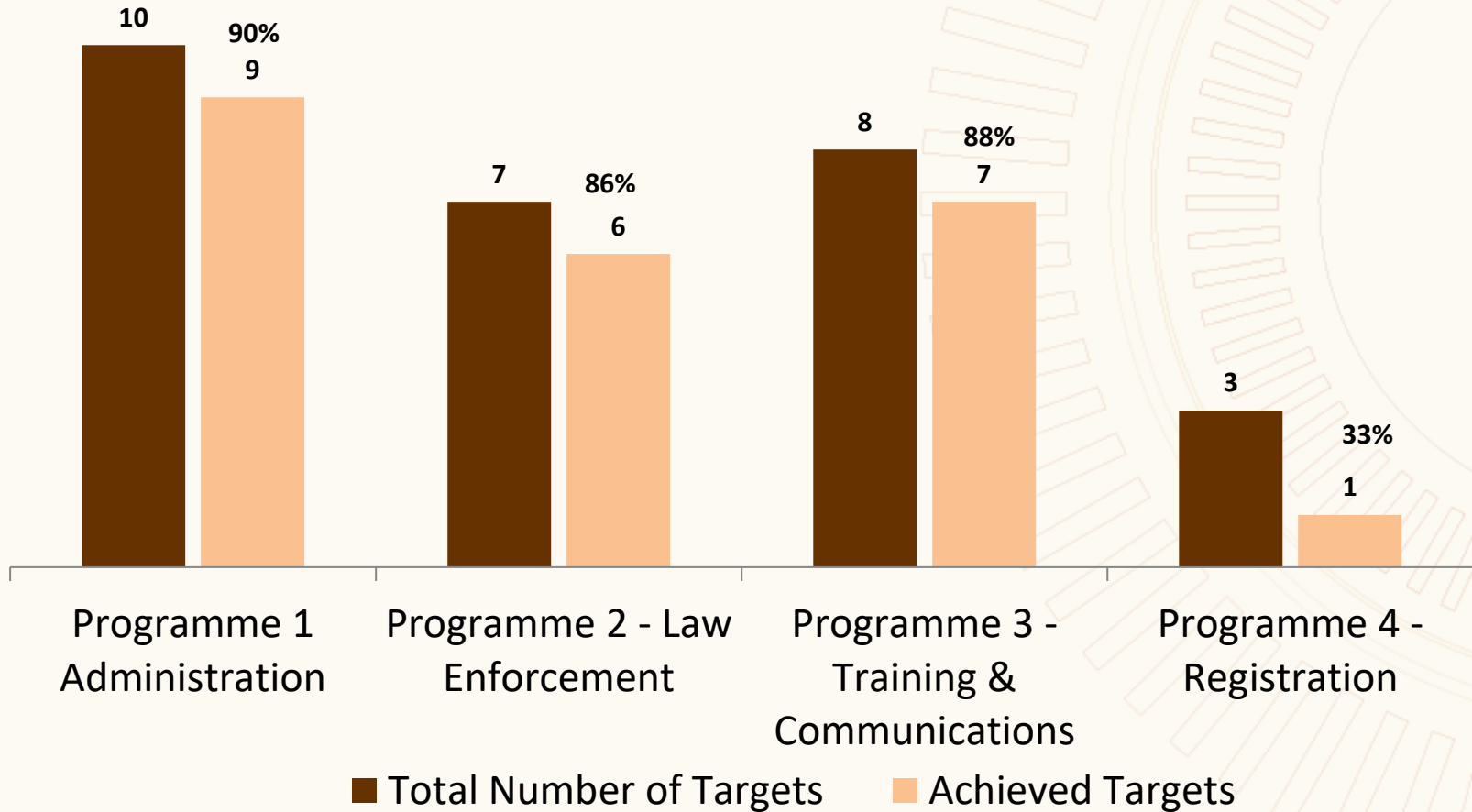


**PERFORMANCE PER
PROGRAMME**

5

PSiRA PERFORMANCE PER PROGRAMME – 2021/2022

Performance Against Output Indicators





**DETAILED
PERFORMANCE REPORT
QUARTER 4 – 2021/22**

6



PROGRAMME 1 ADMINISTRATION

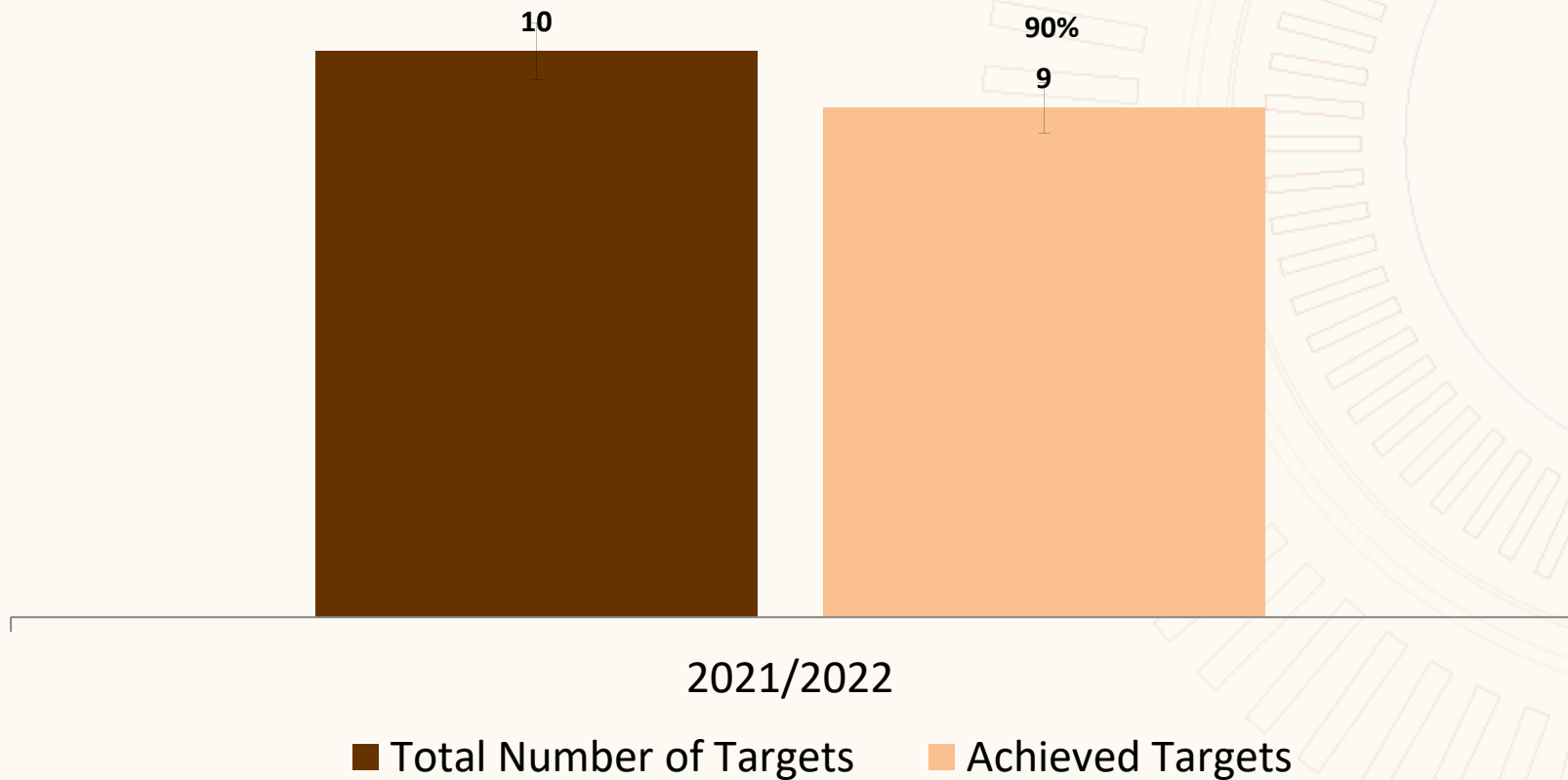
7

Programme 1 Overview

| BUSINESS FUNCTION | PURPOSE |
|--|--|
| Finance | <ul style="list-style-type: none">▪ Provides financial management, support and reporting.▪ Facilitation and coordination of internal audit and risk management. |
| Corporate Services | <ul style="list-style-type: none">▪ Provides human resource management services and support.▪ Provides business and information technology services and support.▪ Provides legal services and support, and ensures legislative compliance. |
| Operations – Research and Development | <ul style="list-style-type: none">▪ Conducts research about private security to inform the development of policy, regulations, and standards. |


Programme 1: 2021/2022 Performance Against APP Target




Performance Against Output Indicators



Sub-Programme: Finance

Outcome: Financial sustainability, accountability, relevance and performance

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|---|---|---|---|--|---|--|
| | | | 2021/2022 Target | Quarter 4 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage implementation of Audit Action Plan | 100% implementation of the Audit Action Plan | 100% implementation of the Audit Action Plan actions due for the quarter. The action plan was developed and is monitored monthly | 100% implementation of the Audit Action Plan actions | 100% implementation of the Audit Action Plan actions due for the quarter |  | N/A |
| Percentage compliance with statutory reporting requirements | 100% compliance with statutory reporting requirements | 100% compliance with statutory reporting requirements | 100% compliance with statutory reporting requirements | 100% compliance with statutory reporting requirements |  | N/A |

-  **Green** : Target on track
-  **Amber** : Annual target on track / achieved but quarterly target was not achieved
-  **Red** : Target behind schedule and needs corrective action

Sub-Programme: Finance (...Cont'd)

Outcome: Financial sustainability, accountability, relevance and performance

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|--|--|---|---|---|--|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage implementation of the approved Strategic Risk Mitigation Plan | 100% implementation of the approved Strategic Risk Mitigation Plan | 75% of strategic risk management plan actions implemented. | 100% implementation of the approved Risk Management Implementation Plan | 75% implementation of the approved Strategic Risk Mitigation Plan |  | <p>Delays were primarily encountered in the risk actions dealing with the appointment of the service provider for the development of an online assessment platform because the bidder did not meet the minimum requirements. The tender was re-advertised.</p> <p><u>Mitigation plan</u></p> <p>The implementation of the risk actions been incorporated in the 2022/2023 strategic risk register. The tender briefing session held on the 19th of January 2022 and closing date for submission was the 4th of February 2022.</p> |



Sub-Programme: Finance (...Cont'd)

Outcome: Financial sustainability, accountability, relevance and performance

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|------------------------------|------------|---------------------|------------------|---|--|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage of billed revenue collected | 78% billed revenue collected | 81% | 78% | 81% |  | Effective collection of strategies in place. |



Sub-Programme: Corporate Services

Outcome: Financial sustainability, accountability, relevance and performance

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|---|--|---|---|--|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage of digital business strategy implementation plan | 40% implementation of digital business strategy implementation plan | 55% of digital strategy and implementation plan implemented | 40% of digital strategy and implementation plan implemented. | 55% of digital strategy and implementation plan implemented |  | Implemented Digital Online Solution that covered the business requirements |
| Percentage of the vacancy rate against the approved funded positions | Not more than 7% | 6.2% | Not more than 7% | 6.2% |  | Effective implementation of the recruitment policy and plan |



Sub-Programme: Corporate Services (...Cont'd)

Outcome: Financial sustainability, accountability, relevance and performance


| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|--|---|--|---|---|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| <p>Percentage of employee performance rating assessed at 3 and above as per Performance Management System</p> | <p>90% of assessed employees perform on rating of 3 and above</p> | <p>98% of assessed employees perform on rating of 3 and above on annual assessment</p> | <p>90% of assessed employees perform on rating of 3 and above</p> | <p>98% of assessed employees performed on rating of 3 and above.</p> |  | <p>The introduction of the KPI Library, training on assessment and employees that went above and beyond what was expected from them led to the overachievement</p> |
| <p>Number of draft regulations approved by Council</p> | <p>3 draft regulations approved by Council</p> | <p>4 Draft regulations approved by Council</p> | <p>3 draft regulations approved by Council</p> | <p>4 draft regulations compiled and approved by Council</p> |  | <p>1 Additional regulations on application for registration was drafted and approved to align with the Amendment Act and a regulation previously compiled in quarter 3 only approved in quarter 4 by Council.</p> |

Sub-Programme: Industry Research & Development

Outcome: Financial sustainability, accountability, relevance and performance

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|------------------------------|---|------------------------------|---|---|--|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Number of relevant research reports completed | 5 Research reports completed | 5 Research reports completed and approved | 5 Research reports completed | 5 Research reports completed and approved |  | N/A |
| Number of completed survey | 4 Completed surveys | 4 survey report completed and approved | 2 Surveys completed | 2 Surveys completed and approved |  | N/A |

Outcome: The private security industry is transformed

| | | | | | | |
|---|---|--|---|--|---|-----|
| Draft Transformation Charter and Transformation Index for the Private Security Industry developed | Draft Transformation Charter and Transformation Index for the Private Security Industry developed | Draft Transformation Charter and Transformation Index for the Private Security Industry developed and approved | Draft Transformation Charter and Transformation Index for the Private Security Industry developed | Draft Transformation Charter and Transformation Index for the Private Security Industry developed and approved |  | N/A |
|---|---|--|---|--|---|-----|



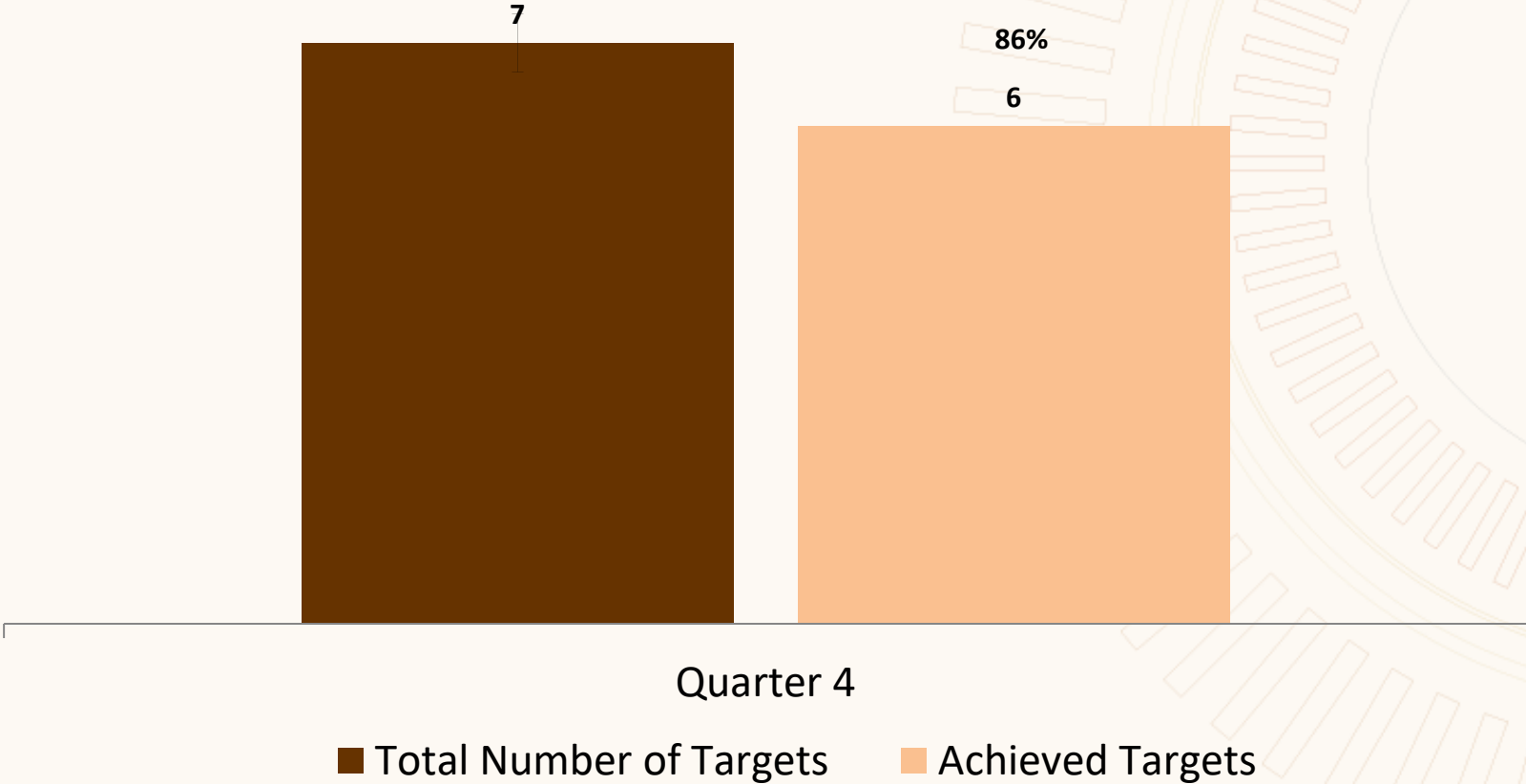
**PROGRAMME 2
LAW ENFORCEMENT**

Programme 2 Overview

| BUSINESS FUNCTION | PURPOSE |
|-----------------------------------|---|
| Compliance and Enforcement | Ensure that industry players operate and comply with regulations and standards and take appropriate action where violations happen. |
| Prosecutions | Prepare and present evidence about improper conduct by industry participants. |



Programme 2: Quarter 4 Performance Against APP Target

Performance Against Output Indicators





Sub-Programme: Compliance and Enforcement

Outcome: A professional, accountable and trustworthy private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|------------|---------------------|----------------|---|---|
| | | | 2021/22 Target | 2021/22 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Number of security businesses inspected to enforce compliance with applicable legislation | 5 000 security businesses inspected | 6 851 | 5000 | 6 851 |  | Additional inspectors were appointed. The number of complaints attended to resulted in an increase in the number of inspections conducted. |
| Percentage of registered active businesses completing industry compliance self-assessment | 40% of registered active businesses completing industry compliance self-assessments | 28% | 40% | 28% |  | <p>Poor response from the industry in completing the industry compliance self-assessments. There were many duplications. The assessments are not mandatory at this stage.</p> <p><u>Mitigation plan</u></p> <p>A new IT system will be sought to ensure that the self-assessment process works effectively. The assessments should be mandatory in the future, and draft regulations have been developed for this area which has been approved by Council in March 2022.</p> |



Sub-Programme: Compliance and Enforcement (...Cont'd)

Outcome: A professional, accountable and trustworthy private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|------------|---------------------|----------------|---|--|
| | | | 2021/22 Target | 2021/22 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Number of security officers inspected to enforce compliance with applicable legislation | 26 220 security officers inspected | 30 744 | 26 220 | 30 744 |  | Operations held with the SAPS based on complaints received regarding undocumented security officers increased the number of inspections conducted. |
| Number of security businesses licensed for firearms inspected | 1 575 security businesses licensed for firearms inspected | 1 988 | 1 575 | 1 988 |  | Requests were received from the SAPS to verify compliance at security businesses utilising firearms increased inspections conducted. |


Sub-Programme: Compliance and Enforcement (...Cont'd)

Outcome: A professional, accountable and trustworthy private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|------------|---------------------|----------------|---|---|
| | | | 2021/22 Target | 2021/22 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage of complaints finalised through an investigation against security service provider | 90% of complaints finalised through an investigation against security service providers | 95% | 90% | 95% |  | A high number of complaints were finalised through investigations, arrests, and operations. |
| Percentage criminal cases opened against non-compliant SSPs | 95% criminal cases opened against non-compliant SSPs | 100% | 95% | 100% |  | Joint Operations were held with the SAPS to address complaints against non-compliant SSPs. These operations resulted in a high number of criminal cases opened against non-compliant parties. |

Sub-Programme: Prosecution

Outcome: A professional, accountable and trustworthy private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|------------|---------------------|------------------|---|---|
| | | | Quarter 4 Target | Quarter 4 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage of cases of non-compliant SSPs successfully prosecuted per year | 92% cases of non-compliant SSPs successfully prosecuted | 100% | 92% | 100% |  | Increased quality of inspections and investigations to ensure evidence support allegations of improper conduct. |



**PROGRAMME 3
TRAINING &
COMMUNICATION**

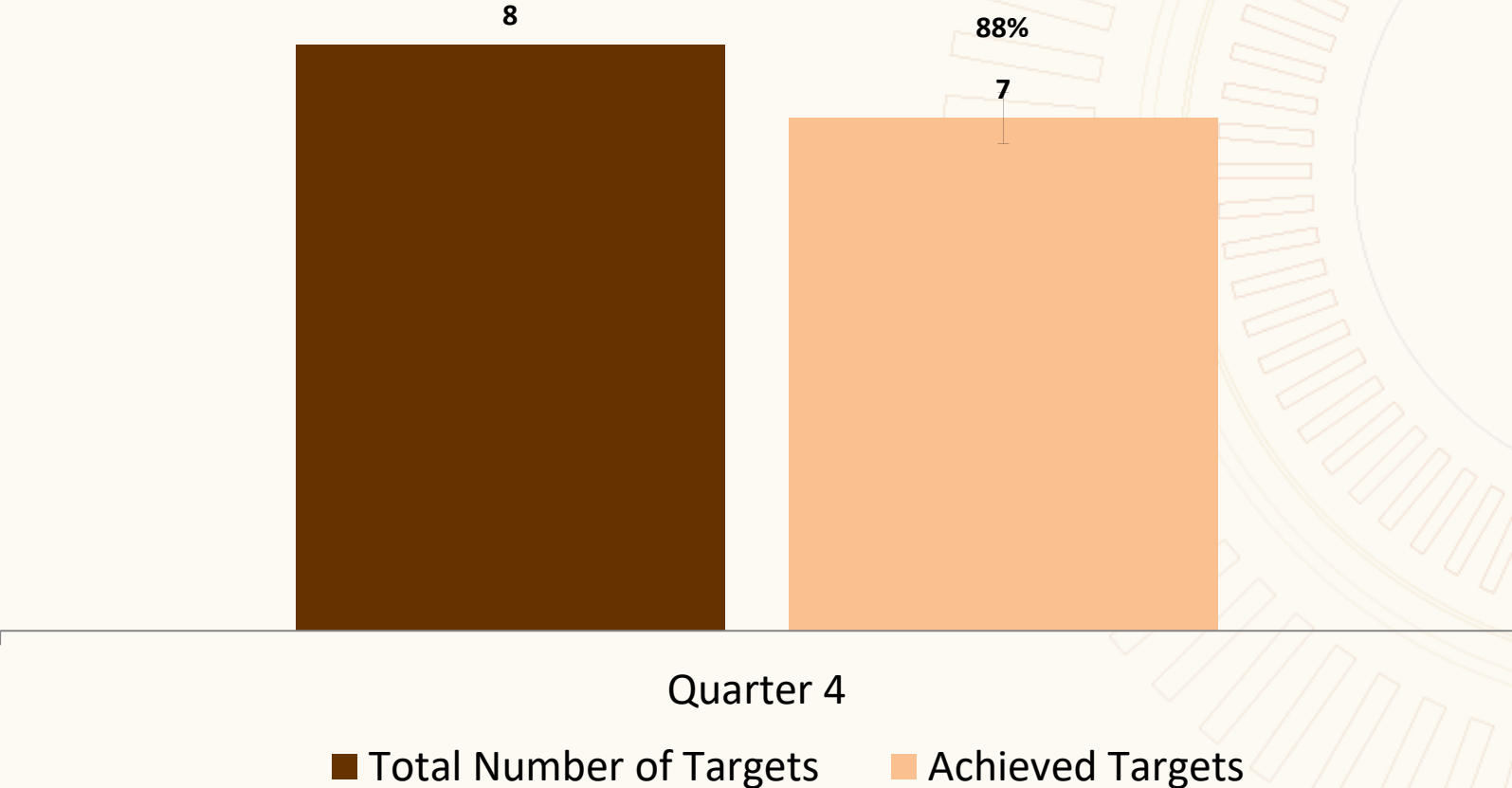
9

Programme 3 Overview

| BUSINESS FUNCTION | PURPOSE |
|---|---|
| Training | <ul style="list-style-type: none">▪ Provides development of sector-based training, accreditation services and standards. |
| Marketing, communication and stakeholder relations | <ul style="list-style-type: none">▪ Ensures that PSiRA’s functions and services are adequately promoted.▪ Ensures that the promotion and advocacy mandate of PSiRA are realised.▪ Provides customer care and complaints management support.▪ Promotes corporate social responsibility. |

Programme 3: Quarter 4 Performance Against APP Target

Performance Against Output Indicators



Sub-Programme: Training



| Outcome: A capable and trained private security industry | | | | | | |
|--|-----------------|------------|---------------------|------------------|---|---|
| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Average turnaround time for accreditation of security training instructors | 7 days | 3 days | 7 days | 3 days |  | Training Subcommittee weekly meetings held to consider, review/approve Applications and improve turnaround time. |
| Average turnaround time for accreditation of security training institutions | 15 days | 9 days | 15 days | 9 days |  | Effective implementation of the controls and processes has improved turnaround times. |
| Number of accredited instructors audited | 100 instructors | 120 | 100 | 120 |  | Clear targets set for inspectors, and performance management implemented. Some training centres have more than one instructor and additional audits conducted at a single centre. |

Sub-Programme: Training (...Cont'd)

Outcome: A capable and trained private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|---|---|--|---|--|---|--|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Number of qualifications determined, developed and/or accredited | 2 qualifications | 2 qualifications | 2 qualifications | 2 qualifications |  | N/A |
| Percentage of learners completing on-line external assessment | 20% of learners completing on-line external assessments | Briefing Session held on the 19th of January and closing date for submission was on the 4th February 2022. | 20% of learners completing on-line external assessments | Briefing session held on the 19th of January and closing date for submission was on the 4th February 2022. |  | <p>Service provider not yet appointed to develop online assessment system.</p> <p>Tender was readvertised because the bidders did not meet the minimum requirements.</p> <p><u>Mitigation plan</u></p> <p>The achievement of the target is planned for the 2022/2023 financial year as well and incorporated in the APP. The appointment of the service provider will be finalised in the new financial year.</p> |

Sub-Programme: Marketing, Communications & Stakeholder Relations

| Outcome: Financial sustainability, accountability, relevance and performance | | | | | | |
|---|--|------------|--|--|--|---|
| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
| | | | 2021/2022 Target | 2021/2022 4 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Number of new cooperation agreements entered into with international industry regulatory bodies | 1 new cooperation agreement entered into | 1 | 1 new cooperation agreement entered into | 1 Agreement approved and signed |  | N/A |
| Outcome: A professional, accountable and trustworthy private security industry | | | | | | |
| Number of external stakeholder awareness workshops conducted | 60 stakeholder awareness workshops conducted | 71 | 15 stakeholder awareness workshops conducted | 71 stakeholder awareness workshops conducted |  | The promotion of the online system on different platforms contributed to the over achievement |

Sub-Programme: Marketing, Communications & Stakeholder Relations

| Outcome: A professional, accountable and trustworthy private security industry | | | | | | |
|--|------------------------------------|------------|------------------------------------|------------------------------------|---|---|
| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Number of external stakeholder awareness campaigns held | 10 stakeholder awareness campaigns | 40 | 10 stakeholder awareness campaigns | 40 stakeholder awareness campaigns |  | The coordination and implementation of the security officer roadshows and Training Centre workshops following on from the launch of the digital platform. |



10

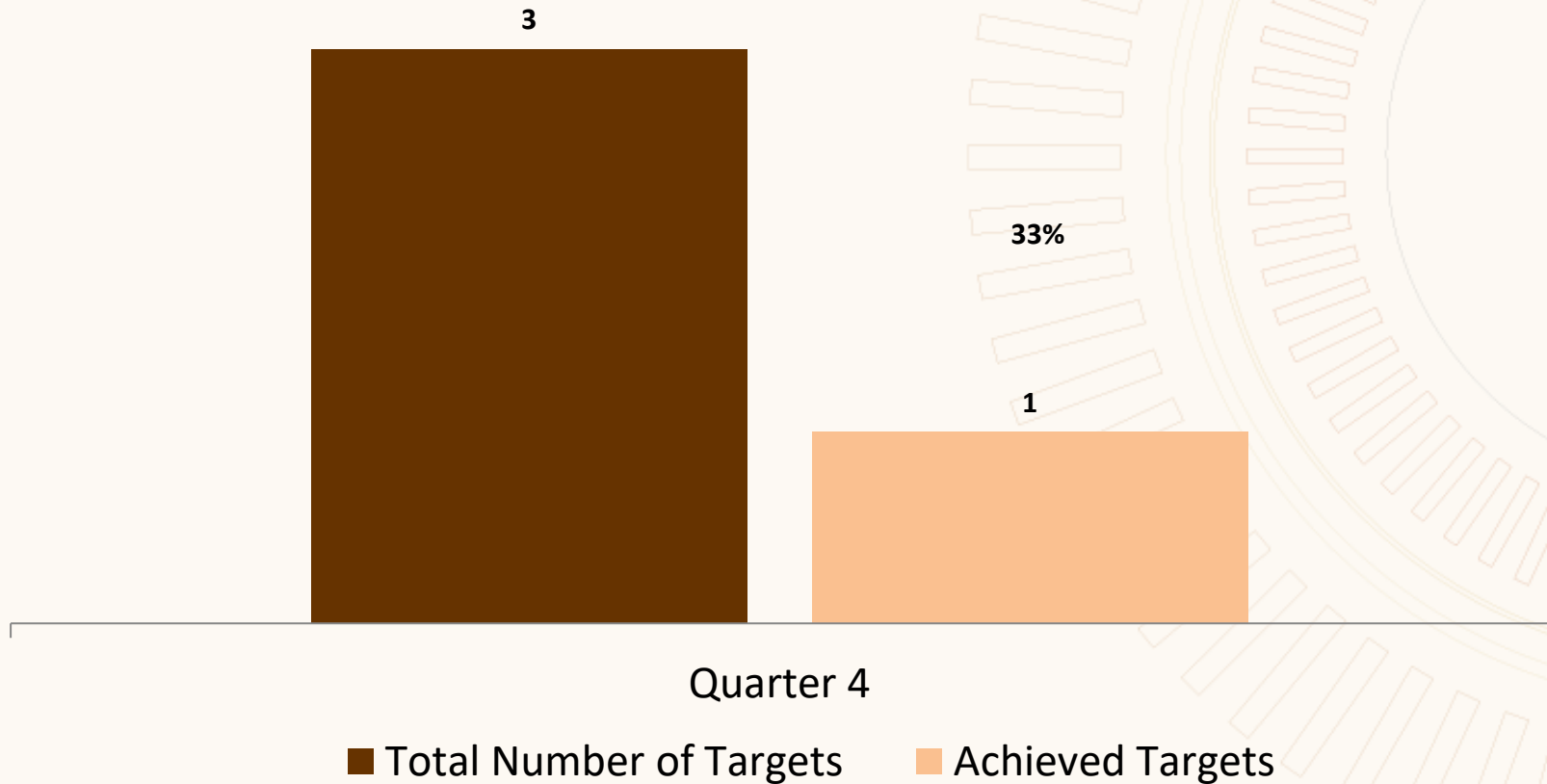
**PROGRAMME 4
REGISTRATION**

Programme 4 Overview

| BUSINESS FUNCTION | PURPOSE |
|--|--|
| Operations – Registrations and Renewals | The registration of industry businesses and security officers. |

Programme 4: Quarter 4 Performance Against APP Target

Performance Against Output Indicators



Programme: Registration

| Outcome: A professional, accountable and trustworthy private security industry | | | | | | |
|--|-------------------|-------------------|---------------------|-------------------|---|--|
| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Average turnaround time for registration of applications meeting all the requirements for security businesses (working days) | Average of 5 days | Average of 5 days | Average of 5 days | Average of 5 days |  | N/A |

Programme: Registration

Outcome: A professional, accountable and trustworthy private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|--------------------|--------------------|---------------------|--------------------|---|--|
| | | | 2021/22 Target | 2021/22 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| <p>Average turnaround time for registration of applicants meeting all the requirements for security officers (working days)</p> | Average of 12 days | Average of 18 days | Average of 12 days | Average of 18 days |  | <p>Historical delays by external service provider not meeting turn-around-time to conduct criminal record verifications had a cumulative effect on the programme not being able to meet the turnaround time. In addition, implementation challenges with the launch of the digital platform also impacted on the turnaround time.</p> <p><u>Mitigation plan</u></p> <p>Approval roles on the new digital platform refined and some areas rectified at the end of March 2022. The performance target has been retained in the 2022/2023 APP.</p> |

Programme: Registration (...Cont'd)

Outcome: A professional, accountable and trustworthy private security industry

| Output Indicators | Annual Target | YTD Actual | Quarter Performance | | | |
|--|---|------------|---|------------------|-----------------|--|
| | | | 2021/2022 Target | 2021/2022 Actual | Progress Rating | Reason for Deviation & Mitigation plan |
| Percentage of applicants registered through the online registration platform | 30% of applicants registered through the online registration platform | 0,1% | 30% of applicants registered through the online registration platform | 0,1% | ● | <p>Delays in the implementation of the online platform resulted in the target not being met. Implementation problems also caused lower registration figures than expected.</p> <p><u>Mitigation plan</u></p> <p>Regular communication and meetings with system developers.</p> <p>Rectifying and testing system to identify problems. All applications for registration will be done on the online platform in 2022/2023 since the platform was launched on 03 February 2022.</p> |



LAW ENFORCEMENT

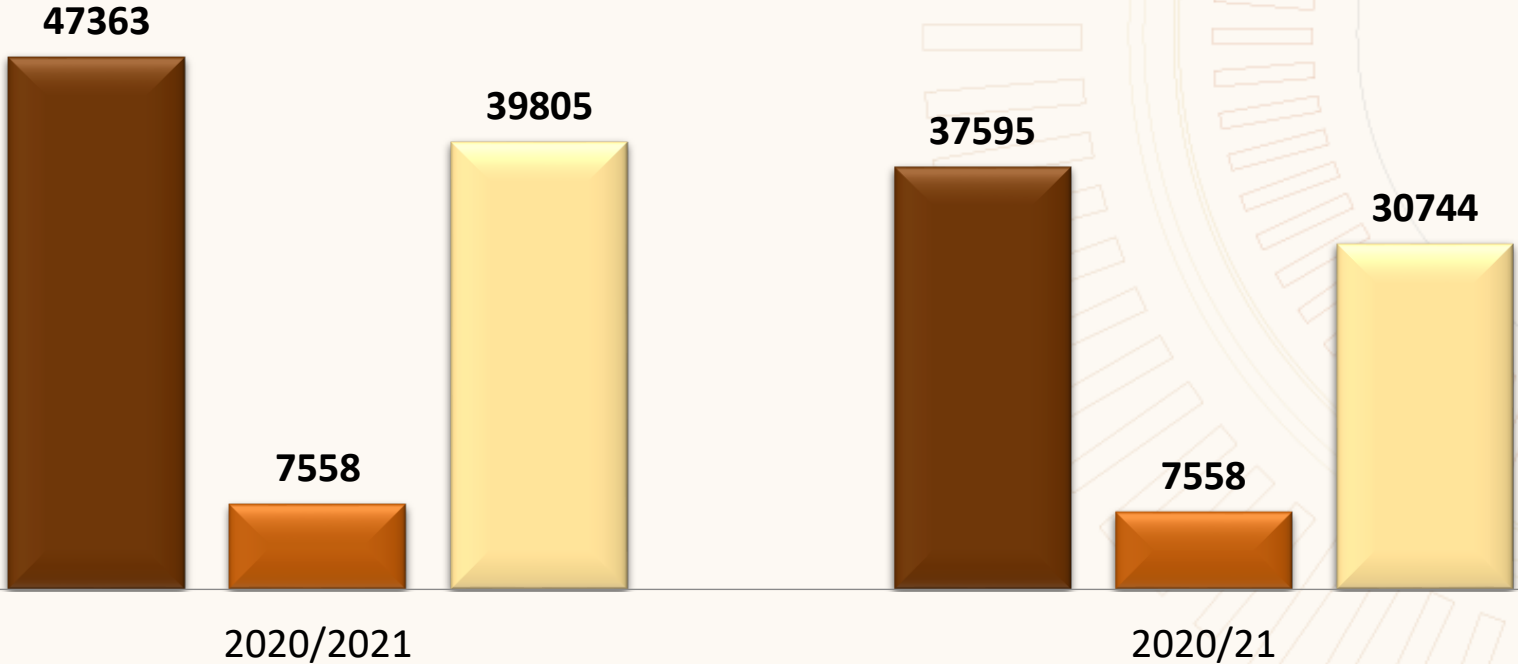
HIGHLIGHTS

11

COMPLIANCE INSPECTIONS CONDUCTED

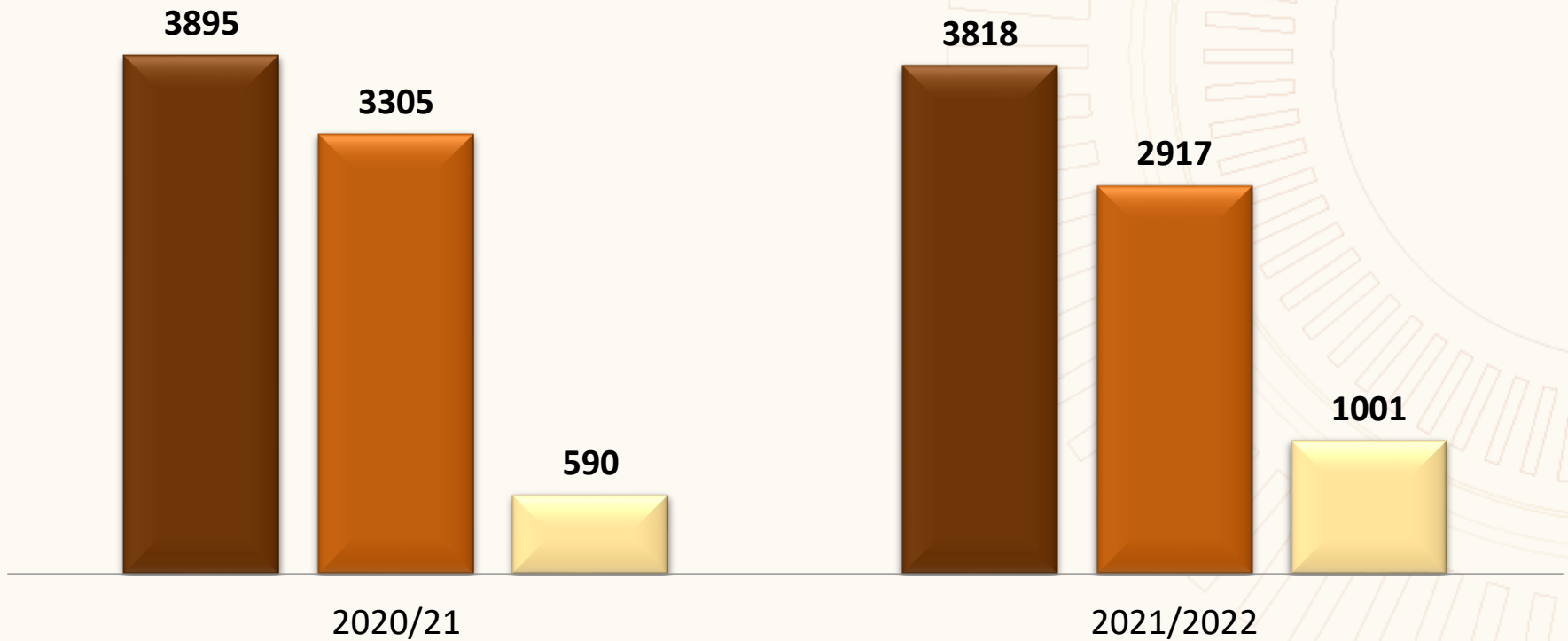
COMPLIANCE INSPECTIONS CONDUCTED AT SECURITY SERVICE PROVIDERS

■ Total Inspections Conducted ■ Security Business Inspections ■ Security Officer Inspections



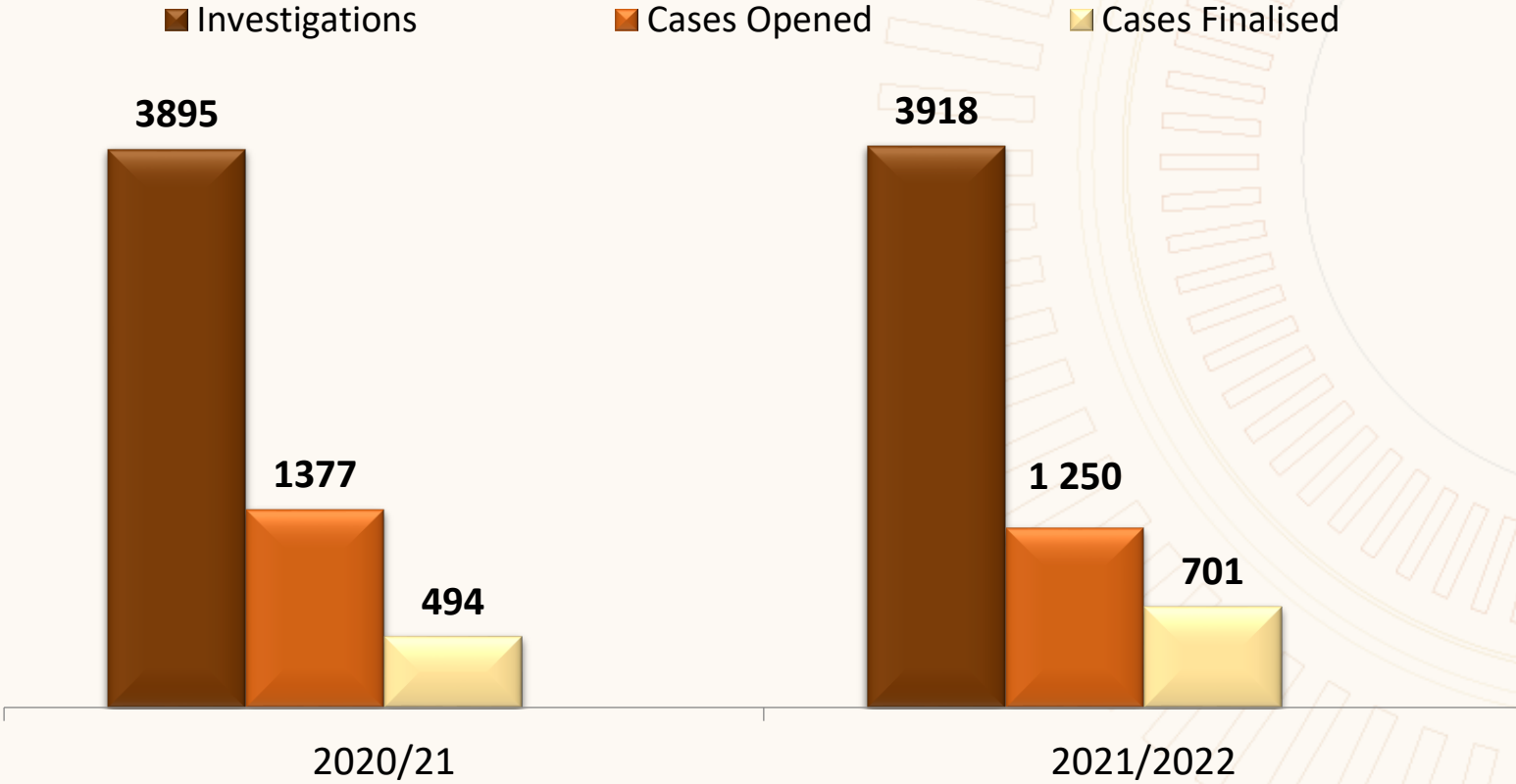
ENFORCEMENT INVESTIGATIONS

■ Total Investigations ■ Security Business Investigations ■ Security Officer Investigations

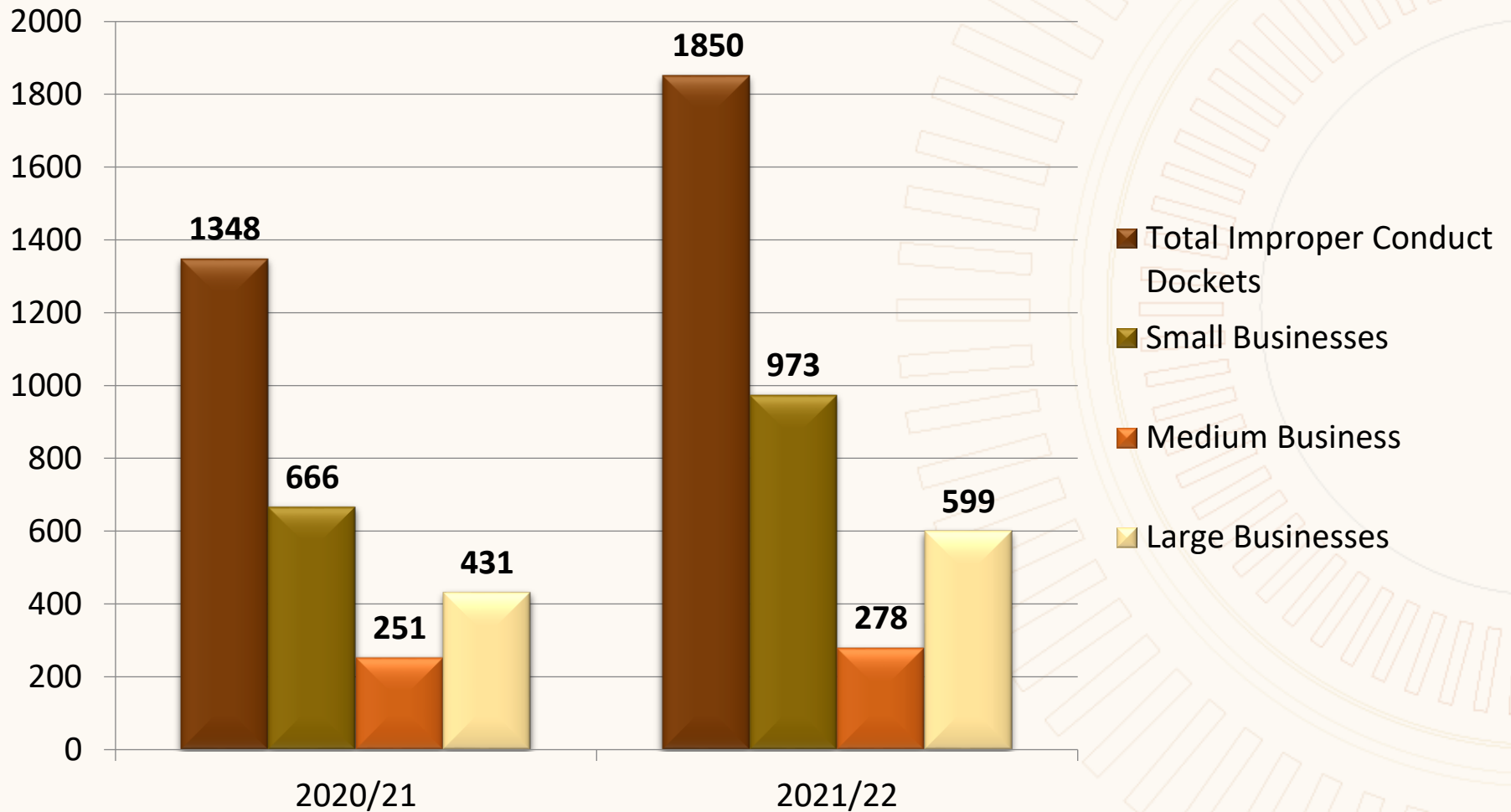


CRIMINAL INVESTIGATIONS / CASES

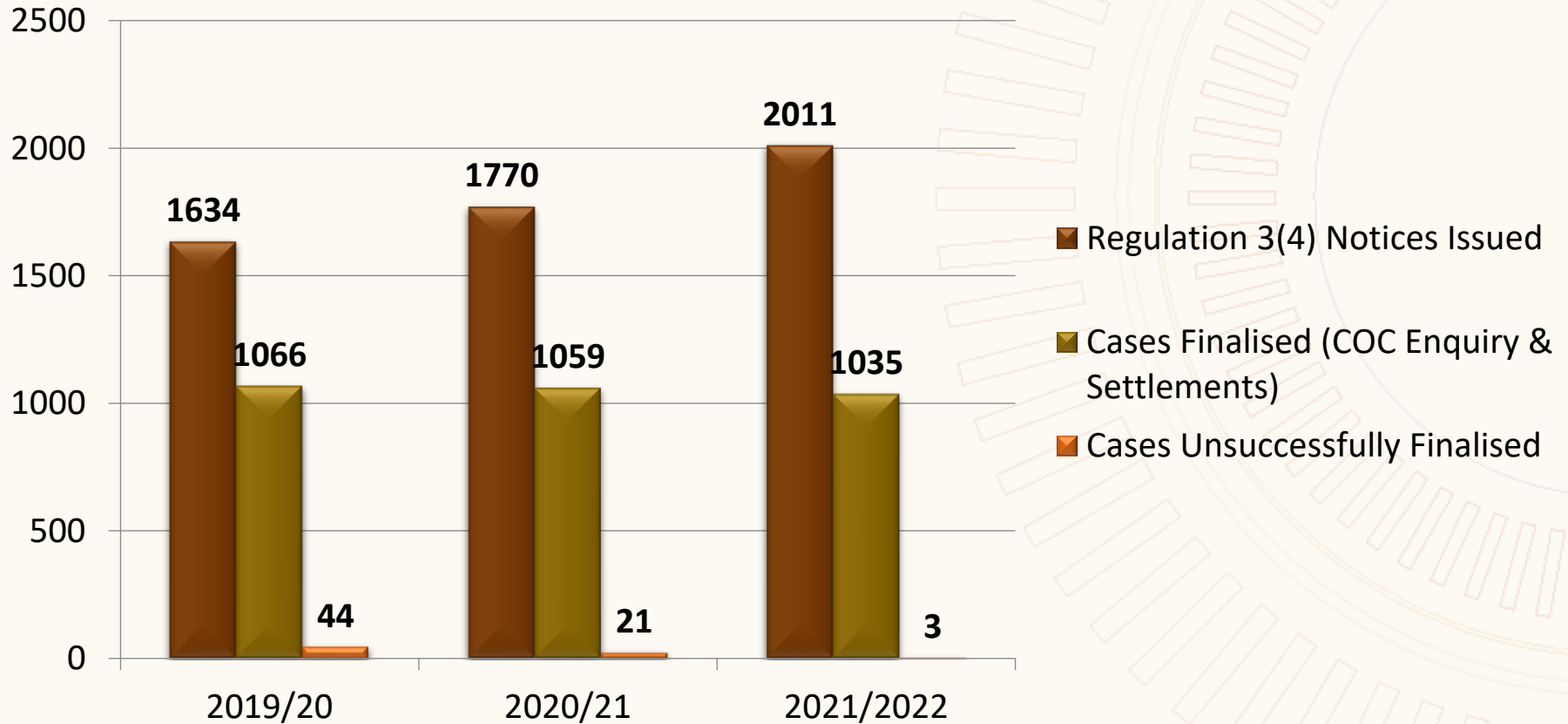
Criminal Investigations



DOCKETS ACCORDING TO SECURITY BUSINESS SIZE



IMPROPER CONDUCT PROSECUTIONS



REGULATORY SUB-COMMITTEE

| Security Business | Total |
|--|--------------|
| Withdrawal (Annual Fees) | 741 |
| Voluntary Withdrawal | 126 |
| Withdrawals at Code of Conduct Enquiries | 18 |
| Upliftment of Suspensions | 130 |
| Withdrawals (Reg. 5 : Infrastructure & Capacity) | 2 |
| Registrations Suspended (Annual fees) | 1 030 |
| Security Officers | Total |
| Withdrawal | 5 |
| Withdrawals at Code of Conduct Enquiries | 4 |
| Registrations Suspended | 31 |



**TRAINING
HIGHLIGHTS**

12

INDUSTRY TRAINING HIGHLIGHTS

- **174** New training providers accredited.
- A total of **570 031** course reports were processed compared to **450 595** for the previous financial year.

| Course Reports | 2019/2020 Number of course reports | 2020/2021 Number of course reports | 2021/2022 Number of course reports |
|--|--|--|--|
| Course reports on hand end March | 6 993 | 2 861 | 8 609 |
| Course reports received during April to March | 503 777 | 462 750 | 551 384 |
| Course reports processed during April to March | 506 710 | 450 595 | 570 031 |
| Course reports returned during April to March | 1 199 | 6 407 | 4225 |
| Course reports carried over to April | 2 861 | 8 609 | 16 972 |

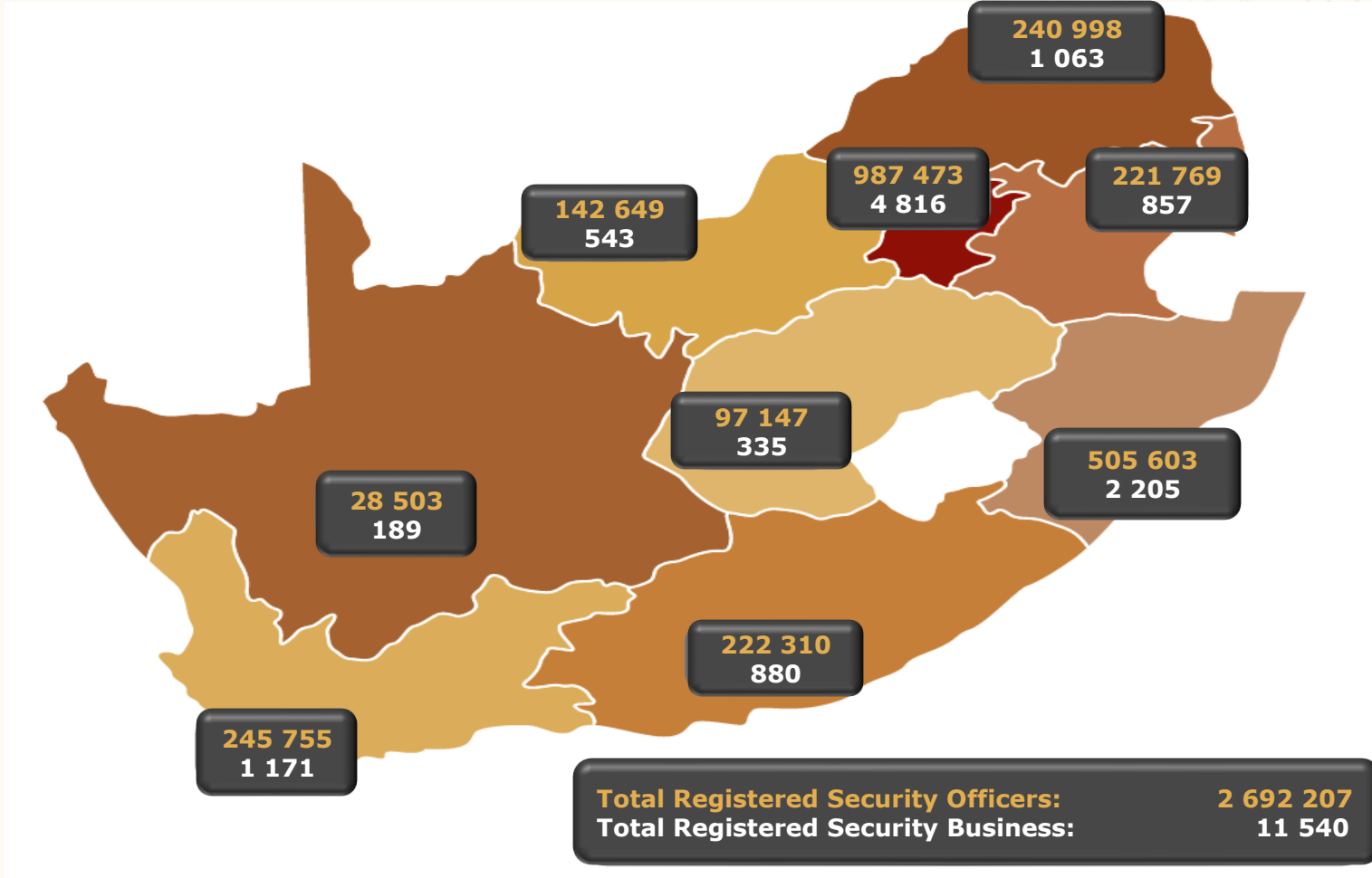


REGISTRATION

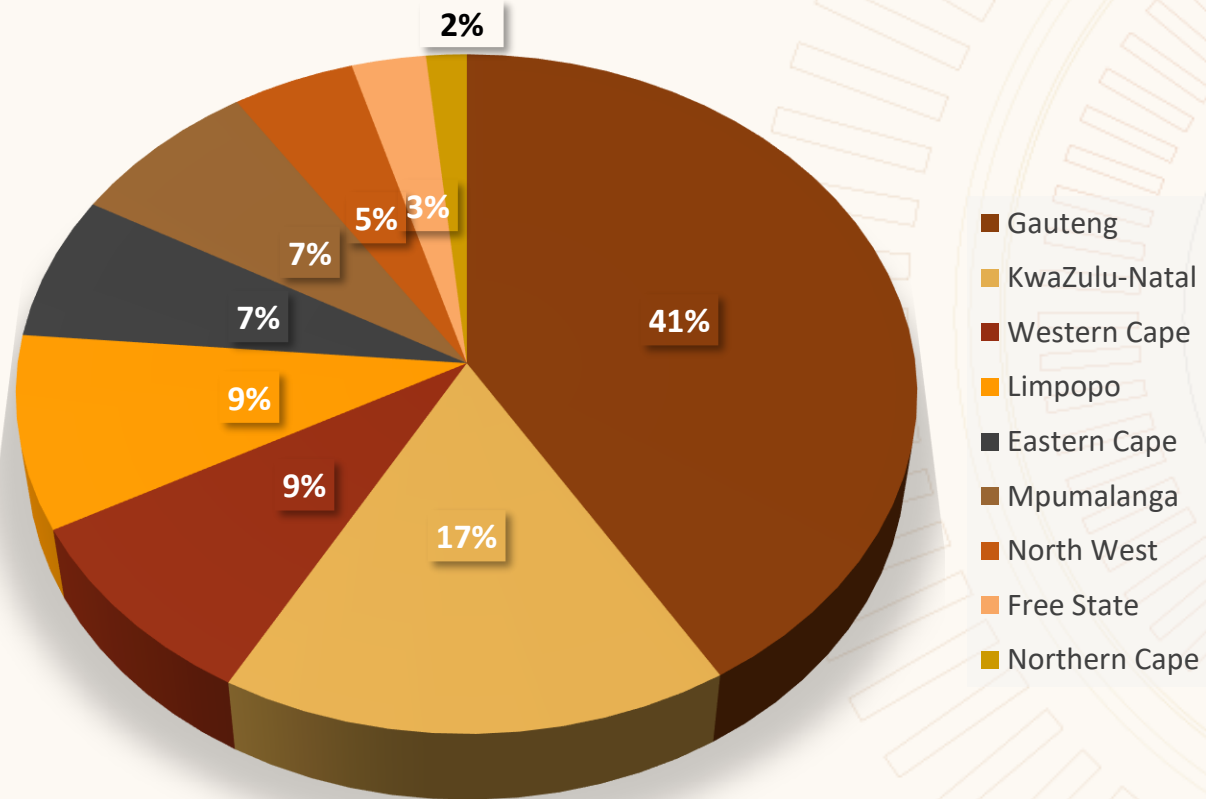
HIGHLIGHTS

13

GEOGRAPHIC SPREAD

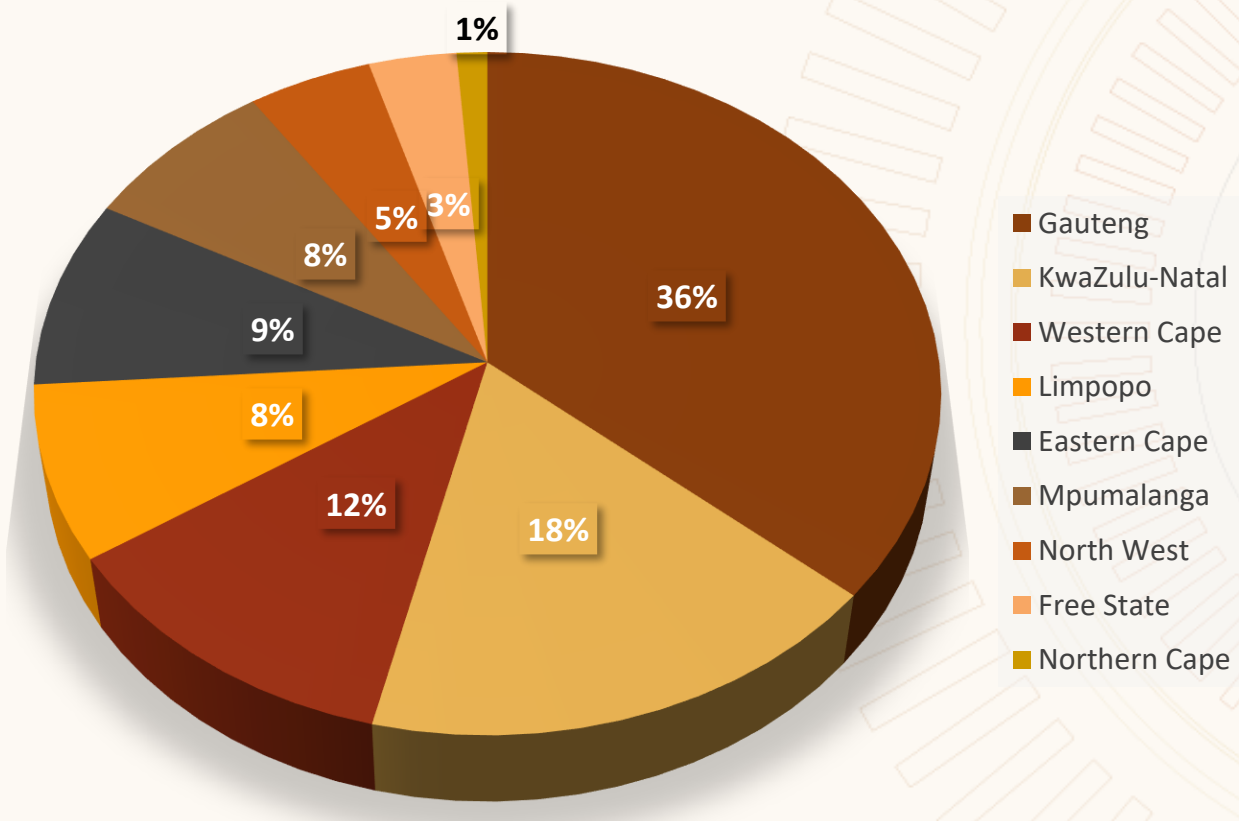


REGISTERED ACTIVE SECURITY BUSINESSES



Total Registered Active Security Businesses: 10 830

REGISTERED ACTIVE SECURITY OFFICERS



Total Registered Active Security Officers: 557 277

TRENDS IN NUMBER OF SECURITY OFFICERS (SO's)

Total number of SO's registered

| Financial Year | Total Number of SOs (on PSiRA Data Base) | Male | Female |
|----------------|---|-----------|---------|
| 2017/2018 | 2 288 689 | 1 560 097 | 728 592 |
| 2018/2019 | 2 395 794 | 1 627 486 | 768 308 |
| 2019/2020 | 2 495 899 | 1 682 840 | 813 059 |
| 2020/2021 | 2 577 138 | 1 753 566 | 823 572 |
| 2021/2022 | 2 695 207 | 2 075 309 | 619 898 |

Increase in number of registered employed SO's

| Financial Year | Total Number of SOs (employed) | Male | Female |
|----------------|-----------------------------------|---------|---------|
| 2017/2018 | 522 542 | 407 561 | 114 981 |
| 2018/2019 | 534 289 | 416 452 | 117 837 |
| 2019/2020 | 548 642 | 425 688 | 122 954 |
| 2020/2021 | 557 277 | 432 100 | 125 177 |
| 2021/2022 | 586 042 | 454 842 | 131 200 |



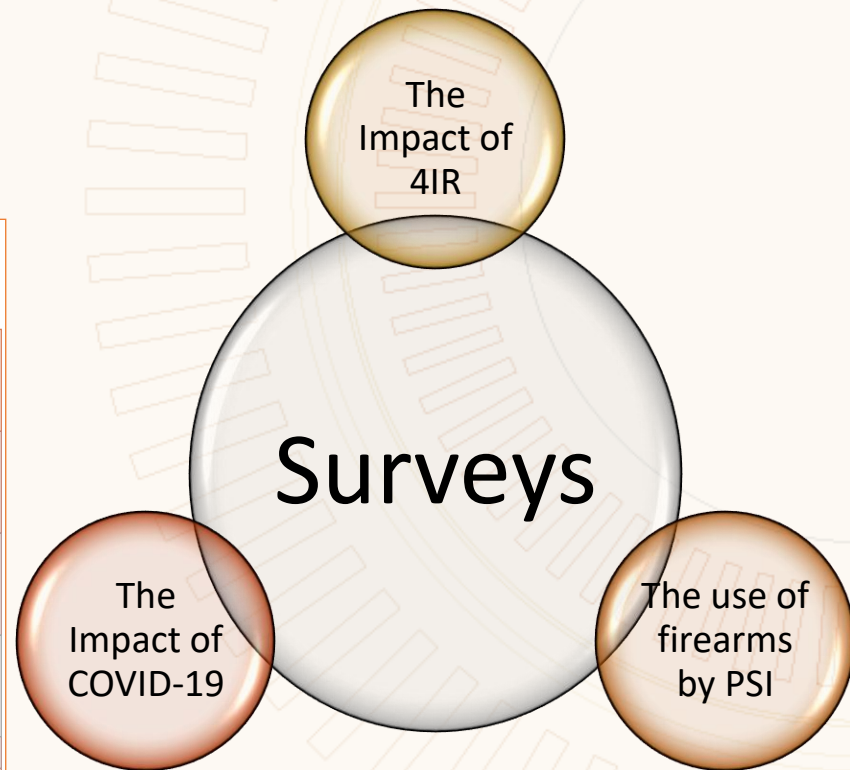
RESEARCH & DEVELOPMENT

HIGHLIGHTS

14

RESEARCH AND DEVELOPMENT

| RESEARCH TOPICS | POLICIES |
|---|--|
| The Impact of 4IR in the PSI | <ul style="list-style-type: none"> Policy on the Protection of Personal Information Act |
| Functions & Powers of PSSPs | <ul style="list-style-type: none"> Policy on Private Policing in Public Spaces |
| Regulation of the PSI during COVID-19 | <ul style="list-style-type: none"> Policy on Neighbourhood Watch Schemes |
| Regulation of Cyber Security in the Private Security Industry | |
| | |
| | |
| | |



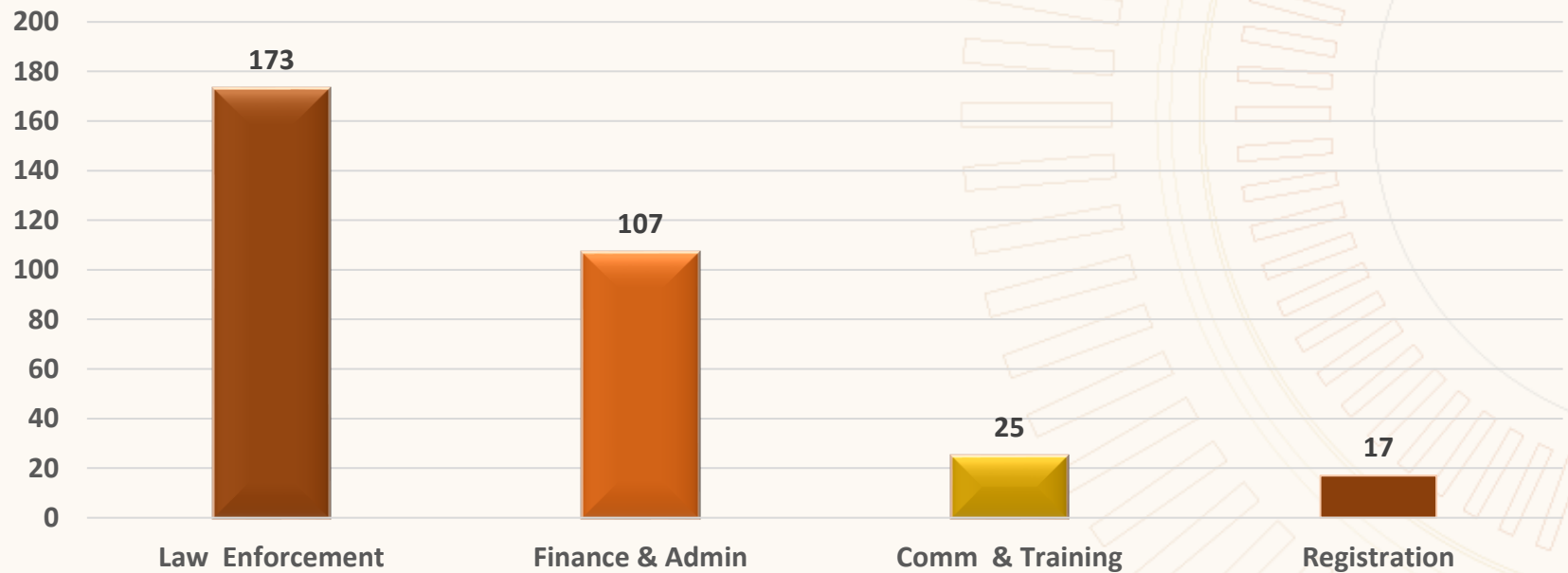


**HUMAN CAPITAL
MANAGEMENT**

15

DISTRIBUTION OF PERSONNEL PER PROGRAMME

Staff composition per programme (permanent)



POST ESTABLISHMENT AND VACANCIES

During the financial year under review, PSiRA has **filled 319 posts** out of **340 budgeted posts** per establishment. The **vacancy rate** as at 31 March 2022 was **6.58%**.

| Programme | 2019/2020 No. of Employees | 2021/2022 Approved Posts | 2021/2022 No. of Employees | 2021/2022 Vacancies | % of vacancies |
|--------------------------------|----------------------------------|--------------------------------|----------------------------------|------------------------|-------------------|
| Law Enforcement | 171 | 188 | 173 | 15 | 8,67% |
| Finance & Admin | 102 | 108 | 107 | 1 | 0,93% |
| Training and Communications | 21 | 30 | 25 | 5 | 0,2% |
| Registration | 17 | 14 | 14 | 0 | 0,0% |
| Totals | 311 | 340 | 319 | 21 | 6,58% |



**FINANCIAL
PERFORMANCE**

16

FINANCIAL OVERVIEW

- Total revenue **increased by 28%** compared to the previous financial year. The **positive variance** reported is due to increased revenue collected on Annual Fees, Sale of Goods, Fines and Training.
- Expenditure **increased by 12%** due to **operational demands** per the APP targets.
- The surplus for the year ended 31 March 2022 amounted to **88.2 million** compared to a surplus of **R33.4 million** as at 31 March 2021
- **PSiRA owned** cash holdings increased by **239%** (2022:R126.7 million, 2021: R37.4 million)

FINANCIAL POSITION AS AT 31 MARCH 2022

| Details | 2021/22 | 2020/21 | Variance |
|-------------------------------|----------------|----------------|------------|
| | R ' 000 | R ' 000 | R ' 000 |
| Assets | | | |
| Current Assets | 206 524 | 119 433 | 73% |
| Non-Acurrent Assets | 27 642 | 20 016 | 38% |
| Total Assets | 234 166 | 139 449 | 68% |
| Equity and Liabilities | | | |
| Equity | 130 947 | 42 648 | 207% |
| Liabilities | 103 219 | 96 801 | 7% |
| Equity and Liabilities | 234 166 | 139 449 | 68% |

FINANCIAL PERFORMANCE AS AT 31 MARCH 2022

| | 2021/22 | 2020/21 | Variance |
|--|----------------|----------------|-------------|
| Details | R ' 000 | R ' 000 | R ' 000 |
| Annual Fees | 198 561 | 163 581 | 21% |
| Registration Fees | 49 767 | 35 733 | 39% |
| Training Revenue | 84 948 | 53 813 | 58% |
| Sale of Goods | 34 416 | 25 568 | 35% |
| Interest | 8 059 | 1 308 | 516% |
| Fines | 26 057 | 25 191 | 3% |
| Bad Debts Recovered | 1 548 | 2 084 | 100% |
| Other Income(Refund charges, Letters) | 4 361 | 10 336 | -58% |
| Total revenue | 407 716 | 317 614 | 28% |
| Expenditure | | | |
| Staff Costs | 182 038 | 169 322 | 8% |
| Provision for Bad Debts | 22 624 | 16 497 | 37% |
| Office and Machine Rentals | 30 931 | 30 632 | 1% |
| Other Operating Expenditure | 83 826 | 67 744 | 24% |
| Total Expenditure | 319 419 | 284 195 | 12% |
| | | | |
| Surplus | 88 297 | 33 419 | 100% |

CASHFLOW STATEMENT AS AT 31 MARCH 2022

| | 2021/22 | 2020/21 | Variance |
|--|-----------------|------------------|-------------|
| Details | R ' 000 | R ' 000 | R ' 000 |
| Cash flows from operating activities | | | |
| Receipts | | | |
| Cash received from regulatory services | 400 199 | 304 869 | 31% |
| Interest Income | 3 381 | 1 308 | 158% |
| Cash receipts from Principal activities | 1 052 | 1 185 | -11% |
| Cash Generated from Operations | 404 632 | 307 362 | 32% |
| Payments | | | |
| Employee Costs | - 180 233 | - 173 041 | 4% |
| Suppliers | - 123 072 | - 107 744 | 100% |
| Finance Costs | - 2 | - 7 | -77% |
| Principal Related Costs | - 15 238 | - 1 361 | 1020% |
| Cash Paid to suppliers and employees | -318 545 | - 282 153 | 13% |
| Net cashflow from operating activities | 86 088 | 25 209 | 100% |
| Cash flows from investing activities | | | |
| Purchase of property, plant and equipment | - 4 351 | - 1 275 | 241% |
| Proceeds from sale of property, plant and equipment | - 6 566 | | 100% |
| Purchase of other intangible assets | | | |
| Net cash flows from investing activities | - 10 917 | - 1 275 | 100% |
| Net increase in cash and cash equivalents | 75 171 | 23 934 | |
| Cash and cash equivalents at the beginning of the year | 74 999 | 51 065 | 47% |
| Net cashflow from operating activities | 150 170 | 74 999 | 100% |



CHALLENGES AND SOLUTIONS

17

CHALLENGES AND SOLUTIONS (...Cont'd)

| Challenge | Improve financial sustainability |
|---------------------------|--|
| Inequitable funding model | <p data-bbox="730 394 1257 432"><u>Cost containment measures</u></p> <ul data-bbox="730 472 1818 1082" style="list-style-type: none"><li data-bbox="730 472 1818 596">• Re-prioritisation of expenditure to cater for the critical projects.<li data-bbox="730 636 1373 675">• Filling of only critical positions.<li data-bbox="730 715 1818 918">• Minimise travelling through early bookings and virtual meetings, and by reducing the number of people travelling.<li data-bbox="730 958 1818 1082">• Use of internal venues and other available government venues. |

CHALLENGES AND SOLUTIONS (...Cont'd)

| Challenge | Improve audit outcome |
|---|---|
| <p data-bbox="67 354 637 396">Proper and reconciling control</p> | <p data-bbox="720 354 956 396"><u>Action Plans</u></p> <ul data-bbox="720 435 1796 1021" style="list-style-type: none"> <li data-bbox="720 435 1468 478">• Utilise a combined assurance model. <li data-bbox="720 528 1545 571">• Data integrity matrix to be implemented. <li data-bbox="720 621 1796 749">• Financial statement GRAP review to be conducted prior to submission. <li data-bbox="720 799 1777 842">• Risk assessment to be conducted on principal liability. <li data-bbox="720 892 1796 1021">• Internal audit to audit matters that affected the audit outcome. |

THANK YOU

Private Security Industry Regulatory Authority
420 Witch-Hazel Avenue
Block B – Eco Glades 2 Office Park
Eco Park
Highveld Ext 70

Tel No.: 086 10 P*Si*RA (77472) or +27 12 337 5500
Website: www.psira.co.za or info@psira.co.za



PSiRA
Private Security Industry Regulatory Authority

SAFER

HOMES
BUSINESSES
COMMUNITIES