

# Executive Summary Service Delivery Improvement Plan

## Department of Correctional Services Service Delivery Improvement Plan (SDIP)

In compliance with the requirements of Public Service Regulations (2001) and the White Paper on the Transformation of Service Delivery (Batho Pele), the Department of Correctional Services identified four key services that would form the basis of the Service Delivery Improvement Plan for a period of three years (2010 - 2013). This also forms part of the DCS Strategic Plan and operational plans. Regions have their own implementation plans and report progress on a quarterly basis. After the three years the key services will be reviewed, and new key services identified.

### Key Service: Improve telephone & switchboard etiquette at all service points

**Service Recipients:** general public, service providers, employees and families of inmates

#### How will we measure effectiveness?

- Do customer satisfaction surveys, updated telephone registers, number of grievances lodged

#### What can service recipients expect from us?

- Switchboard open 24 hours
- Trained switchboard operators, especially in customer relations
- Information about DCS services played while holding the line
- Respond to dissatisfied caller's grievance within one week
- Centralised switchboard number advertised
- DCS hotline numbers available
- Toll free number available to report fraud and corruption

### Key Service: Manage the payment of bail and fines at correctional centres

**Service Recipients:** members of the public, next-of-kin, offenders, inmates and employers

#### How will we measure our effectiveness?

- Checking and control done by the head of a correctional centre
- A register of complaints in relation to paying of fines and bail
- Trained frontline personnel, wearing correct corporate wear

#### What can service recipients expect from us?

- Offenders will be informed about all services, including procedures for payment of bail and fines.
- Offender's family and employer(s) will be informed telephonically.
- Integrated Justice System partners are fully informed about standard procedures.
- Access during official working hours. Prior arrangement if arrival after working hours.
- Proper waiting area for members of the public, with information pamphlets.
- Clear signage of reception areas.
- All frontline staff wear name tags & corporate wear with correct insignia.
- Intercom systems in all remand detention facilities.
- Prompt location of the accused – admission & release also with reference to remand detainees.
- Assistance to trace the whereabouts of a person to assist the family members or employer.

### Key Service: Improve scheduling of visitations to offenders

**Service Recipients:** families of offenders and legal practitioners

#### How will we measure effectiveness?

- Continuous consultation during visits with the families of offenders and community members to gather inputs: offender's inputs on privilege system; weekly monitoring of complaint handling.

#### What can service recipients expect from us?

- Suggestion box in visitor's area
- Evaluation forms in visitor's area
- A visitor's reception and waiting area
- Parking area for vehicles will be provided outside the security fence of each correctional centre.
- Complaint and request procedures are communicated to every offender on admission.
- Orientation manual available to all admission sections
- The head of a correctional centre or his/her delegate and Independent Correctional Centre Visitors must monitor the complaints and request consistently.
- Offenders receive information on the privilege system in different languages.
- Policy and procedures will be explained to community members (family, friends and employers) via a video/DVD in the waiting room.
  - Announcements on community radio stations and local newspapers during Correctional Week.
  - Encourage families and friends of offenders through community structures to visit offenders.
  - Make contact details of Management Area and National Contact Centre available for communities to register complaints and suggestions or solutions.

### Key Service: Access of service providers and other stakeholders into correctional centres

**Service Recipients:** service providers

#### How will we measure effectiveness?

- Well-trained frontline staff
- Monitor compliance with security policies
- Easy access to members of the community, based on standard procedures
- Service providers to make prior arrangements for services to be rendered.
- Audit involvement of stakeholders annually in all correctional facilities
- Updated information material available
  - A register of complaints – response time for replies
  - Customer satisfaction surveys
  - Updated records of service providers

#### What can service recipients expect from us?

- To be addressed in an appropriate vernacular
- Upon application for access, proper orientation is done
- All community members/organisations to be properly identified at all times and indemnity forms completed
- To be issued with a whistle to blow in case of emergency inside a centre
- Clear signage to the correctional centre and to reception
- Security officials/unit staff assigned to escort and guard service providers
- Transport to be available at all centres for movement from access gate to specific section
- Seamless transfer between Management Areas
- Cubicles to ensure privacy of searches
- All materials and equipment being used will be x-rayed and approved by the head of correctional centre
- Security classification of inmates is considered when service providers render services to groups of inmates
- Preparation of all visitors before the visit and debriefing after the visit if required

**Batho Pele Principles  
in Action**  
Consultation  
Service standards  
Access  
Courtesy  
Information  
Openness and transparency  
Redress  
Value for money



**SDIP FOR: DEPARTMENT OF CORRECTIONAL SERVICES  
FOR THE PERIOD 1 APRIL 2009 TO 31 MARCH 2013**

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
<p><b>Improve telephone / switchboard etiquette at all service points</b></p>	<p>General public, service providers, employees, families of inmates</p>	<p>Consultation</p>	<p>No consistent and systematic way of consultation with public</p>	<p>Consultation</p>	<p>Do customer surveys at selected service points twice per year re perception of our services</p>
		<p>Access</p>	<p>Switchboards not always staffed  If operator off duty, the switchboard room is locked</p>	<p>Access</p>	<p>Responsibility on the Head of the Department/section e.g. Area Commissioner, Regional Commissioner office, Communication at Head Office –someone to stand in, should not be a registration responsibility, Calls to be diverted</p>
		<p>Courtesy</p>	<p>Response at switchboard not always fast and efficient, phones ring many times, switchboard not always manned  Customer relations is included in some training (MDP &amp; Basic training) Training mostly generic</p>	<p>Courtesy</p>	<p>Switchboard open 24 h, operators rotate 4 employees trained to operate switchboard to ensure continuity  Operators to take staggered breaks  Include customer relations in training of all front line personnel  Training to be DCS specific, evaluate the nature of training</p>
		<p>Open &amp; Transparency</p>	<p>No feedback to supervisors re behaviour of secretaries and switchboard operators</p>	<p>Open &amp; Transparency</p>	<p>DCS staff to give feedback re positive and negative experiences with secretaries and switchboard operators  Scripted information available Referral to the correct section</p>
		<p>Information</p>		<p>Information</p>	<p>Relevant information of all sections in the department at the disposal of the operators to disseminate to the public  Recorder to play information about DCS services while holding the line</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Redress	<p>Internally the Department has the grievance procedures as well as the Minister through which problems/complaints can be lodged</p> <p>There are external bodies such as the Portfolio Committee who also lodge enquiries on behalf of applicants/officials</p>	Redress	<p>Make use of the National Contact Centre for quality check on services Dissatisfied caller's grievance would be responded to within a week Make the highest authority responsible</p> <p>Advertise centralised switchboard number</p> <p>Market availability – update telephone registers Telkom call line updated Website updated Make hot line available—for people to complain about how long they stayed on the line, or if dissatisfied with treatment by operator</p> <p>Make DIU telephone number available</p>
		Value for Money	External Service Providers are contracted in terms of pre-determined service delivery standards	Value for Money	

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
Improve scheduling of visitation to offenders	Families of offenders, legal practitioners		<p><b>A-GROUP</b> Contact visits (availability of facilities). 48 Visits per year Not more than 2 Adult persons at a time. 60 Minutes each at most 5 per month Record on G 367 card or computer.</p> <p><b>B-GROUP</b> Non-contact visits 36 visits per year</p>	<p><b>A-Group</b> 48 visits of 60 minutes each per year will be allowed. At most 5 visits per month will be allowed</p>	<p><b>A-Group</b> 48 visits of 60 minutes each per year At most 5 visits per month</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>45 Minutes each At most 4 per month. Record on G 367 card and or computer</p> <p><b>C-GROUP</b> Non- contact visits At most 24 visit per year. 30 minutes each At most 2 visits Record on G 367 card and or computer</p>	<p><b>B - GROUP</b> 36 visits of 45 minutes each by at most 2 visitors per occasion may be granted. At most 4 visits per month will be allowed.</p> <p><b>C-Group</b> C-Max (phase 2), Super Maximum and Maximum category - 45 Minutes each - One visitor at a time.</p>	<p><b>B - GROUP</b> 36 visits of 45 minutes each by at most 2 visitors per occasion. At most 4 visits per month</p> <p><b>C-Group</b> C-Max (phase 2), Super Maximum and Maximum category - 45 Minutes each - One visitor at a time.</p>
Improve scheduling of visitation to offenders		<p><b>Consultation</b> None prescribed</p>	<p>Only Offenders are accorded the opportunity to comment on the Privilege system.</p> <p>HCC or his/her delegate informs offenders about new changes in the privilege system.</p> <p>Privilege system is</p>	<p><b>Consultation</b> Two consultations per year</p>	<p>Continuous consultation during visits with the families of offenders and community members to gather inputs</p> <p>The offenders will be granted an opportunity to submit inputs with regard to the privilege system.</p> <p>Offenders may through the Offender Management Committee provide inputs.</p> <p>Install suggestion box and place evaluation forms at visiting areas</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			being displayed in all units.		
<b>Improve scheduling of visitation to offenders</b>		<b>Access</b>	<p>Visitors reception and waiting area outside the secure area of most correctional centres, in some centres visitors wait outside</p> <p>Currently offender's visits are done on a first come first serve basis.</p> <p>Family do have access to offenders during visiting days and prior arrangement on non-visiting days.</p> <p>Not all centres are equipped with walk through metal detectors and X ray scanners for parcels where visitors enter</p>	<b>Access</b> Weekly	<p>A visitors reception and waiting area with a parking area for vehicles will be provided outside the security fence of each correctional centre</p> <p>Each visitors' reception and waiting area will be provided with toilet facilities for staff and visitors</p> <p>Notice boards indicating what is allowed and not allowed from a security perspective will be displayed at each visitors reception and waiting area</p> <p>Introduce a booking / call in system in a phased in approach to Correctional Centres.</p> <p>Family contact is promoted to ensure better access to the offender.</p> <p>Using a phased approach, ensure that all correctional centres are equipped with metal detectors and X ray scanners to ensure the safety of inmates and visitors.</p>
<b>Improve scheduling of visitation to offenders</b>		<b>Courtesy</b>	Citizens are treated with courtesy as they are transported to and from the visiting rooms.	<b>Courtesy</b>	<p>Citizens / community members and families are treated with courtesy as they are transported to and from visiting rooms.</p> <p>Prescribe the wearing of name tags and corporate wear with correct insignia by all</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>Offenders and families cannot always identify officials that deal with them.</p> <p>Proper searching facilities not available in all centres</p> <p>Security breaches might endanger inmates and visitors</p>		<p>officials.</p> <p>All relevant DCS officials to be trained in Customer care</p> <p>Provision of TV, clean toilets, under-cover waiting rooms and water coolers in the visiting rooms. Audio visual information and pamphlets should be made available in waiting rooms for stakeholders.</p> <p>Using a phased approach, ensure each visitors area will be provided with searching cubicles to ensure privacy of searches. Notices indicating that consent to being searched is a precondition of entry to the Correctional Centre will be displayed prominently at all entrances</p> <p>Visitation area will be searched on a daily basis before and after visits. Such searches will be recorded</p>
Improve scheduling of visitation to offenders		<b>Openness &amp; Transparency</b>	<p>Complaints and requests procedures are communicated to every offender on admission.</p> <p>Complaints and request registers are available in all units which are monitored by the IPV. Feedback is also communicated to the offender in the complaints and request registers.</p>	<b>Openness &amp; Transparency</b>	<p>Complaints and requests procedures are communicated to every offender on admission.</p> <p>Make an orientation manual available to all admission sections</p> <p>The HOCC or his/her delegate and IPV must monitor the complaints and request consistently</p> <p>Offenders to receive information and or pamphlet/brochure on the privilege system in different languages</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			Clearly visible notice boards not in all official languages.	Daily	<p>Policy and procedures will be explained to the community members (family, friends, and employers) via a video/DVD in the waiting room</p> <p>Make a suggestion box available for community members in visiting area</p>
<b>Improve scheduling of visitation to offenders</b>		<b>Information</b>	<p>Information with regard to the privilege system is provided to offenders during orientation and induction.</p> <p>Offenders and families are being informed about policies and procedures for visitation.</p> <p>The times and days for visitation are made known to families and friends of the offenders.</p> <p>All correctional centres do have information notices / boards that indicate security measures.</p>	<p><b>Information</b></p> <p>Monthly</p> <p>Monthly</p>	<p>Information is provided to offenders during orientation and induction.</p> <p>Annual distribution of pamphlets/ leaflets to communities.</p> <p>Make announcements on community radio stations and local newspapers during Corrections week.</p> <p>Encourage families and friends of offenders to visit offenders through community structures</p> <p>Information to be updated on a regular basis</p>
<b>Improve scheduling of visitation to offenders</b>		<b>Redress</b>	Offenders receive feedback with regard to their complaints and requests.	<b>Redress</b>	<p>Provide feedback on suggestions.</p> <p>Provide a suggestion box in all visiting areas for community and offenders</p> <p>Weekly monitoring of handling of complaints</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
					Make contact details of Management Area, and National Contact Centre available for communities to log complaints and suggestions or solutions.
Improve scheduling of visitation to offenders		Value for Money	Due to overcrowding Offenders in some correctional centres do not receive their full visit as stipulated in the privilege system.	Value for Money	All offenders to receive full visits as stated in the privilege system.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
Manage access of service providers and other stakeholders into Correctional Centres	Service Providers	Consultation	<p>General information to service providers/ stakeholders on procedures at the entrance re</p> <ul style="list-style-type: none"> <li>• Identification</li> <li>• Registration</li> <li>• Security Check</li> <li>• Bagless Society</li> <li>• Escorting to and from venue</li> </ul> <p>Some centres have some security equipment</p>	Consultation	<p>Upon application for access service providers to be informed/orientated about all services, including procedures to access correctional facilities by an official delegated by HoCC. Issue service providers with a whistle to blow in case of emergency inside the facility</p> <p>During IJS meetings partners will be consulted regarding the need for access and standing procedures</p> <p>Monitor compliance with security policies, provide all centres with security equipment in a phased approach</p> <p>Identify in consultation with regions bigger centres to be fully equipped with total integrated security system. Ensure maintenance of all security equipment,</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
					ensure relevant and continuous training to use the equipment
Manage access of service providers and other stakeholders into Correctional Centres		Access	<p>In some facilities access is gained through different sections to the relevant section.</p> <p>Name boards/Signage from the entrance of the correctional facility not always clear.</p> <p>Movement delayed between access gate and reception because of limited escort staff at gates/reception.</p> <p>Service providers turned away because of</p>	Access	<p>Easy access to members of the community based on standard procedures.</p> <p>Clear indication of location/signage of reception at all correctional centres. Name boards must be installed and visible.</p> <p>Security officials/Unit staff must be assigned to escort and guard Service providers. Transport available at all centres for movement from access gate to specific section.</p> <p>Service providers to make prior arrangements for services to be rendered.</p> <p>Unsupervised movement limited</p> <p>Visitors to officials to be pre-arranged with access control</p> <p>Phone service providers to inform them of security problems before they arrive. Prior scheduling might assist in preventing for Service providers to be turned away.</p> <p>Service providers not to disrupt operational activities.</p> <p>Prior arrangement by Security Head together with Service providers &amp; stakeholders to curb delays. Security officials must be assigned to escort and guard Service providers</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>security risks.</p> <p>Control of access through use of registers. Service providers &amp; other stakeholders to sign all relevant registers and indemnity forms.</p>		<p>All vehicles entering or leaving through the security fence access control point will be searched</p> <p>No private vehicles or official vehicles will be allowed in the secure area of the correctional centre except for those vehicles which need to enter for official business purposes which include:</p> <p>Vehicles for on/off loading of offenders Emergency vehicles Official vehicles transporting visitors to the correctional centre Contractors' vehicles which for the executing of their services necessarily need to enter the secure area Delivery vehicles</p> <p>All vehicles entering the secure area around the correctional centre through the security access control point must be escorted/accompanied by an correctional official</p> <p>A record will be kept of all vehicles entering or leaving through the access control point</p> <p>All community members/organisations who want to render services have to be properly identified at all times.</p> <p>A letter to confirm permission to work in regions or specific centres to be issued by the Management Area/Regional Office/ Head Office, to prevent repeating the process at the different facilities</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>No central register/data base of service providers with permission to access facilities</p> <p>Security breaches could endanger service providers and other stakeholders</p>		<p>When Service provider needs transfer to another Management Area all the relevant administrative documentation need to be forwarded to the desired Management Area, rather than to start a new process resulting in delay of payment.</p> <p>Indemnity forms and registration particulars signed and updated 6 monthly.</p> <p>Lock up facilities for personal belongings of all persons entering of leaving the facility</p> <p>Fire arm safe for safe keeping of fire-arms</p> <p>Bullet trap for safe making of fire-arms</p> <p>Searching cubicles to ensure privacy of searches</p> <p>Notice boards indicating what is allowed and not allowed from a security perspective will be displayed</p> <p>Security officials must always accompany service providers and stakeholders</p> <p>Correctional centre contingency plan to include emergency measures when dangerous situation occurs, reaction plan to be practised on a regular basis and discussed in staff meetings</p>
<b>Manage access of service</b>		Courtesy	Some front line officials do wear name tags with	Courtesy	Encourage all front line personnel to be presentable and wear name tags and

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
providers and other stakeholders into Correctional Centres			<p>corporate wear.</p> <p>Good working relationship with members of the community.</p> <p>Prior arrangement by stake holders is not adhered to at all times.</p>		<p>corporate wear with the right insignia.</p> <p>Put all front line personnel through public relations and frontline course which will improve working relations.</p> <p>First contact with the member of the public must be friendly, helpful</p> <p>Address visitors/service providers in vernacular language where applicable</p> <p>Prior scheduling might assist in preventing for Service providers to be turned away.</p> <p>When Service provider needs transfer to another Management Area all the relevant administrative documentation to be forwarded to the desired Management Area to prevent the need for a new process.</p>
Manage access of service providers and other stakeholders into Correctional Centres		Openness & Transparency	<p>All documentation checked by supervisor on continuous basis.</p> <p>Audits done in isolation on involvement of stakeholders. Results of audit not made available to relevant partners, and internal customers.</p>	Open & Transparency	<p>Do audit of involvement of stakeholders annually in all correctional facilities. Implement an evaluation form to determine performances.</p> <p>Make results available to all stakeholders and partners. Improve on service delivery based on suggestions submitted by stakeholders.</p> <p>Inform community members about relevant policies &amp; procedures, as well as amendments. Audio visual information, and pamphlets available in waiting rooms for stakeholders.</p>
Manage access of service		Information	Awareness raising at community structures	Information	Identify and deploy officials with PR skills in frontline stations

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
providers and other stakeholders into Correctional Centres			<p>done sporadically</p> <p>Inconsistent information sharing or total lack of information to service providers and other stakeholders lead to security breaches</p>		<p>Inform service providers and other stakeholders during orientation about contingency plan in case of emergencies</p> <p>Consistent information in all facilities on the following to be made available to service providers and other stakeholders: Service providers will be selected on the basis of a uniform screening process that is consistent with security concerns</p> <p>Service providers will agree in writing to abide by all facility policies particularly those relating to the security and confidentiality of information</p> <p>Service providers will only perform professional services after they have been certified and accredited</p> <p>Service providers will be orientated and/or trained prior to assignment with regard to institutional procedures and security arrangements</p> <p>No service provider will be allowed to enter or leave a correctional centre without being properly identified and searched</p> <p>Service providers will be escorted inside the correctional centre by a correctional official</p> <p>Services by service providers will be delivered within sight of a correctional official but not always within hearing distance</p> <p>Any materials or equipment being used by service providers will be x-rayed, searched</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>Marketing done by some management areas</p> <p>Open days with external service providers in some management areas</p> <p>Service providers and other stakeholders not aware of the need for security classification of inmates</p>		<p>and approved in writing by the Head Correctional Centre</p> <p>Service providers will not be allowed to remove any article from the correctional facility without the written approval of the Head Correctional Centre</p> <p>Any activity by a service provider that is shown to threaten the institution's order and security or safety should be limited or discontinued until the problem is solved Develop a specific marketing strategy. Awareness of exhibitions/imbizos in communities. Make and updating of pamphlets, posters to be available when the need arises.</p> <p>Ensure that open days are hosted in all management areas at least once per year.</p> <p>Train at least front line personnel on public relations. Put all front line personnel through public relations and frontline course which will improve working relations.</p> <p>Front line staff to give guidance to members of the public on security arrangements.</p> <p>Make SLA with service providers and stakeholders also known to the members</p> <p>Ensure security classification of inmates is taken into consideration when service providers render services to groups of inmates</p>

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		Quantity		Quantity	
Manage access of service providers and other stakeholders into Correctional Centres		Redress	<p>Problems can be lodged directly to the Unit Manager or the HCC</p> <p>Victims of crime attending parole hearings or school kids visiting the centres could be traumatised after the visit. Victims are also invited to attend CSPB hearings on the recommendations of the Court.</p>	Redress	<p>Establish a register for record keeping of complaints in relation to all aspects of service delivery by external service providers. Implement an evaluation form to determine our performance</p> <p>HCC or his / her delegate must handle complaint or delegate the responsibility to a specific manager.</p> <p>Preparation of all visitors before the visit and debriefing after the visit if required.</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
Manage the payment of bail and fines at correctional centres	Members of the public, next-of-kin and employers	Consultation	<p>Briefing to offenders, next-of-kin and employers on standard procedures</p> <p>Consult external service providers, like Dept of Justice (Legal Aid Board), SAPS, Social Development and Home Affairs.</p> <p>Policy procedures and check list are available in all centres and adhered to.</p>	Consultation	<p>Upon admission offenders will be informed about all services, including procedures for payment of bail and fines. Offender's family and employer(s) will be informed telephonically</p> <p>During IJS meetings partners will be informed regarding standard procedure.</p> <p>Communication on policy procedures forwarded to all IJS stakeholders.</p>
Manage the		Access	Access to money offices	Access	Easy access during official working hours to

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
payment of bail and fines at correctional centres			<p>is a challenge in some centres due to current infrastructure.</p> <p>All family and or community members who want to pay bail or a fine are allowed to do so.</p> <p>Reception area from the entrance of the correctional centre premises not always clearly indicated.</p> <p>Movement delayed between access gate and reception because of limited escort staff at gates/reception.</p> <p>Working hours – payment of fines and bail cannot be accepted at any time, as release after hours poses a security risk.</p>		<p>members of the community at all centres.</p> <p>Money offices to be established closer to visiting areas. Proper waiting area for members of the public.</p> <p>Clear indication of location of reception in all correctional centres.</p> <p>Improve access by means of dedicated personnel.</p> <p>Prior arrangement must be made if arrival will be after the working hours.</p>
Manage the payment of bail and fines at correctional centres		Courtesy	<p>Some front line officials do wear name tags with corporate wear.</p> <p>Good working relationship with members of the</p>	Courtesy	<p>Encourage all front line personnel to be presentable and wear name tags and corporate wear with the right insignia.</p> <p>Ensure assistance throughout the day with staggered breaks for staff.</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>community.</p> <p>No intercom system at some centres results in long waiting periods for community members when paying bail/fines.</p> <p>Problems to identify ATD's when bail is paid result in delays.</p>		<p>Put all front line personnel through public relations and frontline course which will improve working relations.</p> <p>Install intercom systems in all RDF's</p> <p>More effective identification for ATD's, like photo's on warrants (J7) and update unit registers.</p>
<b>Manage the payment of bail and fines at correctional centres</b>		Openness & Transparency	<p>All documentation filed for checking and control.</p> <p>Results of audit made available on monthly/quarterly basis to DOJ and other partners, Unit Managers for purposes of planning/management.</p>	Openness & Transparency	<p>Documentation easily accessible when needed. Checking and control should be done continuously by the HoCC or his/her delegate.</p> <p>Inform community members and offenders about policies &amp; procedures.</p>
<b>Manage the payment of bail and fines at correctional centres</b>		Information	<p>Awareness raising at community structures.</p> <p>Sporadic marketing.</p> <p>Bail and fines can be paid also on public holidays &amp; week ends.</p> <p>All Centres linked A&amp;R to bail terminal.</p> <p>Inmate tracking not</p>	Information	<p>Consistent message of fixed amount for Bail.</p> <p>Develop a specific marketing strategy.</p> <p>Audio visual information and pamphlets should be made available in waiting rooms for stakeholders.</p> <p>System indicates where the person is held – locate the accused – A&amp;R also with reference to ATD's (bails &amp; fines). Utilization of INTRANET to trace the whereabouts of a person to assist the family members or employer.</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		Quantity		Quantity	
			<p>effective resulting in long periods of waiting.</p> <p>All relevant registers for the payment of bail and fines are utilized for control purposes.</p>		
Manage the payment of bail and fines at correctional centres		Redress	Problems can be lodged directly to the Unit manager or the HCC, delegated person or by the offender in the complaints book of the centre.	Redress	<p>Establish a register for record keeping of complaints in relation to paying of fines and bail.</p> <p>Follow-up with community members if complaint was handled satisfactorily.</p>