

Date: 24-27 November 2020

Venue: Leeuwkop Management Area

2020 Strategic Planning Session

Preparation Framework



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# PURPOSE

The purpose of the framework is to:

* 1. Communicate to COC, CFO, CDCs, RCs, CAE, DCs, DRCs, Directors, ACs and officials acting in these positions thepreparatory work required by all officials for the Department of Correctional ServicesAnnual Strategic Planning Session that will be conducted from 24 to 27 November 2020.

# BACKGROUND

* 1. The Department is required to develop a five year Strategic Plan and Annual Performance Plan in line with the Medium Term Strategic Framework as specified by the Department of Planning, Monitoring and Evaluation (DPME) Revised Framework for Strategic Plans and Annual Performance Plans.
	2. The Strategic Plan (SP), tabled in the year following the general elections, is applicable and relevant for the five year period, i.e. 2020 to 2025. Each financial year (with its relevant rolling MTEF period) will have its own Annual Performance Plan (APP) that implements the SP during that financial year.
	3. As part of the planning process, the Department will be convening its annual strategic planning session from 24 to 27 November 2020 to give management an opportunity to engage in intensive discussion and activity in a collaborative and inclusive manner on the future plans of the Department. Significant issues that must be considered during the strategic planning session include the updated priorities of the Minister of Justice and Correctional Services and Deputy Minister of Correctional Services, contextual issues (internally and externally) facing the Department internally and externally, resource considerations and mid-year performance. This planning session will give the management an opportunity to critically reflect on how it will continue to drive the implementation of the SP, taking into consideration the National Treasury Fiscal Policy and the COVID-19 outbreak which could impact on service delivery.
	4. The structure of the planning session is intended to build on the work done during the 2018 and 2019 strategic planning sessions where the Department developed a 50 year strategy that provides a five, ten year and fifty year trajectory aligned to its mandate.
	5. The 2019 strategic planning session provided management with an opportunity to use the available strategic analysis to develop a theory of change to arrive at the impacts, outcomes and outputs i.e. a clearly defined results chain. The session was an intensive three day engagement and reflection on strategic issues to inform both the five year SP and the APP. Some key issues resonating throughout the three days included the need for greater collaboration with stakeholders and innovative service delivery taking into consideration the current resource constraints.
	6. The Department concluded the process for the development of the 2020-2025 SP and 2020/21 APP in line with the Medium Term Strategic Framework (MTSF) and the DPME Revised Framework for Strategic Plans and Annual Performance Plans by mid-February, when the outbreak of COVID-19 was still at an early stage and the impact thereof was still unknown.
	7. The COVID-19 outbreak in South Africa has impacted the operating environment of the Department resulting in a decline in performance. Although the Department is gradually phasing its way out of lockdown, the operating environment cannot be resumed as normal. Even though the acute threat of COVID-19 has passed, the environment will not return completely back to normal which requires the Department to put in place alternative modes of delivery to achieve its mandate.
	8. Based on the COVID-19 Risk Adjusted Strategy, the National Coronavirus Command Council implemented a nationwide lockdown on 25 March 2020 necessitating a revision of the 2020-25 Strategic Plan and 2020/21 Annual Performance Plan which was re-tabled in Parliament on 09 July 2020. The reviewed 2020-25 Strategic Plan and 2020/21 Annual Performance Plan takes into consideration the 2020/21 Adjusted Budget and changes in the operating environment due to the outbreak of COVID-19.

# DISCUSSION

* 1. Circular 11 of 2020/21 was issued on 28 August 2020 to communicate the commencement of the planning cycle that will lead up to the development of the 2021/22 Annual Performance Plan and 2021/22 Annual Operational Plan where the Department outlines the planned outputs that will enable it to achieve the outcome targets in the Strategic Plan.
	2. Subsequent to the issuing of the circular, virtual meetings were conducted with all Branches/ programme managers to initiate planning discussions, outline key activities and timeframes to ensure that Management has sufficient detail and time to facilitate planning sessions/meetings that will inform the content of the 1st Draft APP for 2021/22 financial year.
	3. The Department has considered the implications of COVID-19 and adjusted budget on the planned targets as set out in the 2020-25 Revised SP and 2020/21 Revised APP and while there may not be material changes to the APP, programme managers will be expected to outline their strategies to achieve set targets in a COVID-19 operating environment.
	4. The annual strategic planning session will follow from the initial work done during the past two months to give Management an opportunity to **(i)** consider any updated priorities of the Minister of Justice and Correctional Services and Deputy Minister of Correctional Services, **(ii)** reflect on the performance of the current year (mid-year) and situational analysis to identify what needs to be reviewed for the upcoming year, **(iii)** consider any outputs that were omitted in the 2020/21 APP that are necessary to achieve the intended outcomes in the SP, **(iv)** review the theory of change to identify new problems or solutions, **(v)** consider any pathways that are blocked and identify different pathways that can achieve the same result.
	5. Additionally, this annual strategic planning session will focus on the Annual Operational Plans (AOP) to ensure strategic alignment between the SP, APP and AOP. The AOP is an important component of the planning framework to ensure that the interventions (solutions) not included in the APP are implemented and tracked. It describes how the outputs in the APP will be achieved for the upcoming year, i.e. interventions, key activities and additional outputs that must be delivered to meet the set targets. A properly aligned AOP will allow the Department to critically assess whether it is on track to achieve the planned targets and ensure that any adjustments required are made timeously. The AOP should not be considered as a reporting tool for the APP.

# PREPARATORY WORK REQUIRED

* 1. The annual strategic planning session will be a physical engagement that includes Ministry, National Commissioner, Chief Operational Commissioner, Chief Deputy Commissioners, Regional Commissioners, Deputy Commissioners, Deputy Regional Commissioners, Directors, Area Commissioners, Regional Policy Coordinators and National Policy Coordinators. All COVID-19 regulations must be observed during the session.
	2. Standardised templates have been developed by Branch Strategic Management for specific presentations as indicated in the table below to assist in directing the content of the presentation. These can be accessed on the link provided under 4.5. The templates outline the minimum information required for active engagement by Management. **There will be no breakaways during the strategic planning session hence all presentations outlined in table 5 must be thoroughly consulted, drafted, finalised and submitted to Strategic Management for circulation prior the strategic planning session**.
	3. Respective CDCs must nominate teams to be involved in each presentation that are integrated across branches and programmes and representative of Head Office, Regional Offices and Management Areas. As this work will entail detailed consultation, it is advisable that teams also make use virtual platforms to ensure necessary engagements. Further, CDCs must take accountability of the final presentation to be delivered at the strategic planning session. In addition, there must be one official appointed to lead the discussion and one official appointed to deliver the presentation on the day of the session.
	4. Presentations that do not meet the required quality will be removed from the programme (not be presented during the annual strategic planning session) as this will not achieve the intended outcome of the session. CDCs must therefore ensure that sufficient time is dedicated to the preparations that needs to be undertaken prior to the annual strategic planning session.
	5. The following documents must be considered as part of the preparatory work to be done prior to the strategic planning session:
* Medium Term Strategic Framework
* The Statements of the Minister and Deputy Minister during the 2019 planning session
* National Commissioner’s opening statement during 2019 planning session
* 2021/22 Environmental Scan Document (extract from the 2021/22 APP)
* Stakeholders Partnerships summary for the 2018/19 to 2023/24
* 2020/21 Annual Performance Plan
* 2020-25 Revised Strategic Plan
* 2020/21 Annual Operational Plans
* Kopanong 2018 Report
* 2019 Strategic Planning Session Report
* Service Delivery Model
* 2020/21 Mid-year performance report (QPR 2) – still to be finalised
* 2021/22 Draft Annual Performance Plan – still to be finalized
	1. The documents are available on the intranet through the following web address: <http://www.dcs.gov.za/?page_id=5070>

# STRUCTURE OF THE PROGRAMME FOR THE STRATEGIC PLANNING SESSION

## DAY 1: NATIONAL MANAGEMENT QUARTERLY PERFORMANCE REVIEW

The strategic planning process involves the articulation of strategic choices in light of past performance and includes information on how the Department intends to deliver on its priorities and achieve associated results. For this reason, it is important to commence the session with an analysis of the performance of the first six months of the current financial year (mid-year performance review). The results of the performance review must directly inform the following year’s APP and AOP. Depending on the results, new key performance indicators may be developed to maintain or improve the performance. The structure and content of the National Management Quarterly Performance Review will remain consistent with the previous review sessions.

| **Name of presentation** | **Branches/****Responsibilities** | **Template (Yes/No)** | **Description** |
| --- | --- | --- | --- |
| Presentations by Regions on targets not achieved for Quarter Two | * LMN Region
* FS/NC Region
* KZN Region
* WC Region
* Gauteng Region
* EC Region
 | Yes, revised template provided | Reports should indicate what was planned against what was not achievedInclude under achievement at source (Correctional Centres and Management Areas)Identify root causes of the under achievement and associated risksExplain the corrective actions required in a projectised approach (i.e. what needs to be done, when and by whom, when is the target expected to be achieved)What are the long term solutions to ensure that the problems identified do not reoccur Where the reasons for under-performance are COVID related, what are the alternative modes of delivery that will be implemented to ensure performance gets back on track |
| Presentations by Branches on targets not achieved for Quarter Two | * DIU
* Human Resources
* GITO
* Incarceration
* Rehabilitation
* Care
* Remand Detention
* Social Reintegration
 | Yes, standard template | Programme Managers should indicate what was planned against what was not achievedInclude under achievement at source (Regional)Identify root causes of the under achievement and associated risksExplain the corrective actions required in a projectised approach (i.e. what needs to be done, when and by whom, when is the target expected to be achieved)What are the long term solutions to ensure that the problems identified do not reoccur Where the reasons for under-performance are COVID related, what are the alternative modes of delivery that will be implemented to ensure performance gets back on track |
| Q2 Departmental financial performance | Finance | No | Standard Q2 Financial Report |
| Progress Report on the implementation of audit findings | Finance (ICC) | No | Standard Progress Report on the status of audit finding |
| Internal audit report | Internal Audit | No | Standard Audit Report on the Quarterly Progress Reports |

## DAY 2: SITUATIONAL ANALYSIS (INTERNAL AND EXTERNAL ENVIRONMENT)

The Department, after having analysed its mid-year performance from day 1, needs to engage on and elevate the strategic priorities to be considered for the coming financial year. This will also be informed by the updated policy priorities and strategic environmental analysis. The outcome thereof will determine where a review of the APP and AOP will be required. Considerations will be given to the fiscal constraints and the challenges brought in to the operating environment by the COVID-19 pandemic. The presentations **must** include the underlying operational strategies that are critical to support to the outputs of the Department.

| **Name of presentation** | **Branches/****Responsibilities** | **Template (Yes/No)** | **Description** |
| --- | --- | --- | --- |
| Updated policy priorities of the Minister | * Chief of Staff (Ministry)
 | No | Updated policy priorities for the planning period to inform the 2021/22 Plans |
| Statement by the Deputy Minister | * Chief of Staff (Office of DM)
 | No | Updated policy priorities on identified areas  |
| National Treasury Fiscal Policy | * Strategic Management to request participation of the National Treasury
 | No | Overview of the Fiscal Policy and implications on the Department for the planning period |
| COVID-19 Scenarios | * Strategic Management to request participation of the Department of Health
 | No | Preparedness, Detection and Response to COVID-19 in dealing with further clusters of COVID-19 cases or local/regional spikes in the COVID-19 infection rate |
| Improving strategic partnering for integrated government-wide service delivery | * CDC Inco
* CDC RD
* CDC ComCorr
* CSO
 | No | Refer to the Stakeholder Partnerships document from 2018. Identified CDCs to nominate a team to draft a consolidated presentation. A team leader and presenter to be nominated to structure the required engagements and quality assure the content of the presentation. Mention the Departments that DCS need to collaborate with, reflect how far we have gone collaborating with key stakeholders (DBE, SAPS etc.) and what needs to be done going forward taking into consideration the constraints in the current environment. Presentation to also reflect on the associated risks. |
| Self-sustaining corrections for better service delivery | * CDC Inco
* CFO
 | Yes | The presentation on the self-sufficiency must include strategies to ensure the effective use of production workshops, agriculture and offender labour given the COVID-19 induced economic crisis. The template provided or the Q1 Review Session can be enhanced to include additional information where required. There should be synergy between this presentation and the presentation to be made by Workstream 5. The presentation must also reflect on risk management. |
| Social Reintegration FrameworkHR StrategyFinance and SCM Strategy | * CDC ComCorr
* CDC HR
* CFO
 | Yes | These presentations were due to be made at the Q1 Review Session but could not be accommodated at that time. The presentation must be updated to indicate progress to date and key levers that have been identified as part of the strategy that will inform the APP outputs for the upcoming year and related MTEF. |

## DAY 3: PLANNING FOR 2021/22 AND THE MTEF

The situational analysis, resource and COVID-19 challenges will provide context to how the Department needs to plan for service delivery over the MTEF period. This includes re-looking at the alternative modes of delivery and putting measures in place for other possible solutions to deliver on its mandate. New APP indicators may be required for this process while consideration should be given to identifying critical outputs/activities/interventions that are required to support the APP. The Strategic Risks of the Department and its mitigations should be integrated into the process.

| **Name of presentation** | **Branches/****Responsibilities** | **Template (Yes/No)** | **Description** |
| --- | --- | --- | --- |
| Presentation on Outcome 1Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information | * Chief Security Officer (CSO)
* Facilities (Finance Branch)
 | Yes | CDCs must put in place an integrated team and nominate an outcome leader to chair the preparatory sessions and ensure that there is adequate consultation and integration as the presentation is drafted. The template will be a minimum requirement to be presented at the strategic planning session and members of the outcome groups can add further critical information - and analysis thereof - to enhance the presentation. Outcome leaders must ensure consultation at all levels (HO, Regions, MAs) of the Department. Outputs in the APP and AOP must be aligned to the budget. Presentations that do not meet the required quality will be removed from the programme. Outcome Leaders must ensure that adequate preparations are undertaken prior to the annual planning session. |
| Presentation on Outcome 2Improved case management processes of inmates | * CDC Inco
* CDC Remand Detention
 | Yes |
| Presentation on Outcome 3Increased access to needs-based rehabilitation programmes to improve moral fibre | * CDC Inco
 | Yes |
| Presentation on Outcome 4Successful reintegration of all those under the care of the Department | * CDC ComCorr
 | Yes |
| Presentation on Outcome 5Healthy Incarcerated population | * CDC Inco
 | Yes |
| Presentation on Outcome 6High-performing ethical organisation | * Human Resources
* GITO
* Finance/SCM
 | Yes |
| Draft 2021/22 Strategic Risk Register | * Finance and SCM Branch (DC ICC/ CRO)
 | No | Managing high-risk areas can often predict problems. Effective mitigation strategies will prevent these risks from having a negative impact on performance. |

## DAY 4: STATUS ON OPERATIONS MANAGEMENT FRAMEWORK PHASE II

The design of an adequate Service Delivery Model (SDM) is foundational in aligning the Department to its mandate within the context of the Public Service Operations Management Framework. The SDM is the first building block and describes how an institution will deliver its services. The OMF Phase II identified multiple interventions through four key workstreams having cross-functional representation for efficient and effective coordination, i.e. Work Stream 1 – People and Structure Alignment, Work Stream 2 – Process & Technology, Work stream 3 – Governance, Work stream 4 – Change Management and Work Stream 5 – Self Sufficiency. All activities within the four Work Streams must be overseen by a dedicated workstream leader to ensure that all activities are executed in a timely manner, as well as in accordance with DCS standards and protocols. The final day of the session will be focus on the progress made with the implementation of the DCS Operations Management Framework.

| **Name of presentation** | **Branches/****Responsibilities** | **Template (Yes/No)** | **Description** |
| --- | --- | --- | --- |
| Presentation on Service Delivery Model | Strategic Management | No | The purpose of the presentation is to provide important background information on the approved Service Delivery Model and summary of Phase II. |
| Presentation on Operations designWorkstream I People and structure alignment) | Workstream Leader (HR) | Yes | Workstream leaders and workstream members are required to conduct preparatory sessions to draft the required presentations.The template provided will be a minimum requirement to be presented at the strategic planning session and members of the workstream must add further critical information – providing details of the work completed - to enhance the presentation.Provide progress of the work completed since the appointment of the workstream leaders and members in February 2019 (18 months).Indicate the outstanding deliverables with timeframes.Provide concluding remarks and the movement into the next phase.Presentations that do not meet the required quality will be removed from the programme.Workstream Leaders must therefore ensure that there is adequate preparations undertaken prior to the annual planning session.The presentation must also risk management of the deliverables of the workstream. |
| Presentation on Operations design(Workstream II Process and Technology Subworkstream 2.0,2.1,2.2 & 2.3 ) | Strategic Management | Yes |
| Presentation on Operations design(Workstream III Governance) | Workstream Leader DC ICC | Yes |
| Presentation on Operations design(Workstream IV Change Management) | Workstream LeaderDC Communications | Yes |
| Presentation on Operations design*(*Workstream V Self sufficiency, SW 5.1,5.2 & 5.3) | Worksteam LeaderRC FS/NC | Yes |
| Statement by the National Commissioner | Acting DC EM | No | Summary of choices for the strategic period and way forward. |

# DUE DATE

All presentations to be submitted to Strategic Management by no later than **06 November 2020.**

# ENQUIRIES

Any enquiries regarding the content of this framework can be directed to:

1. Deputy Director Monitoring and Reporting: Ms Matodzi Matumba or Director SPMM: Ms Ntungu Mafenya (Day 1 Programme)
2. Deputy Director Strategic Planning: Mr. Matagane Makobe or Director Strategic Planning, Monitoring and Management Ms. Ntungu Mafenya (Day 2 and Day 3 Programme)
3. Director Service Delivery Improvement: Mr. Samson Moukangwe (Day 4 Programme).

# FINANCIAL IMPLICATIONS

Given the current budget reductions, an internal venue will be utilised for the upcoming strategic planning session. The Strategic Management branch will be responsible for covering all costs related to all logistics related to the venue and catering. All travelling expenses will be covered by the respective Branches and Regions. Travel and accommodation arrangements must take into consideration of the Department’s cost containment measures.



END