

2021 Strategic Planning Session

MTEF PLANS

OUTCOME: 1

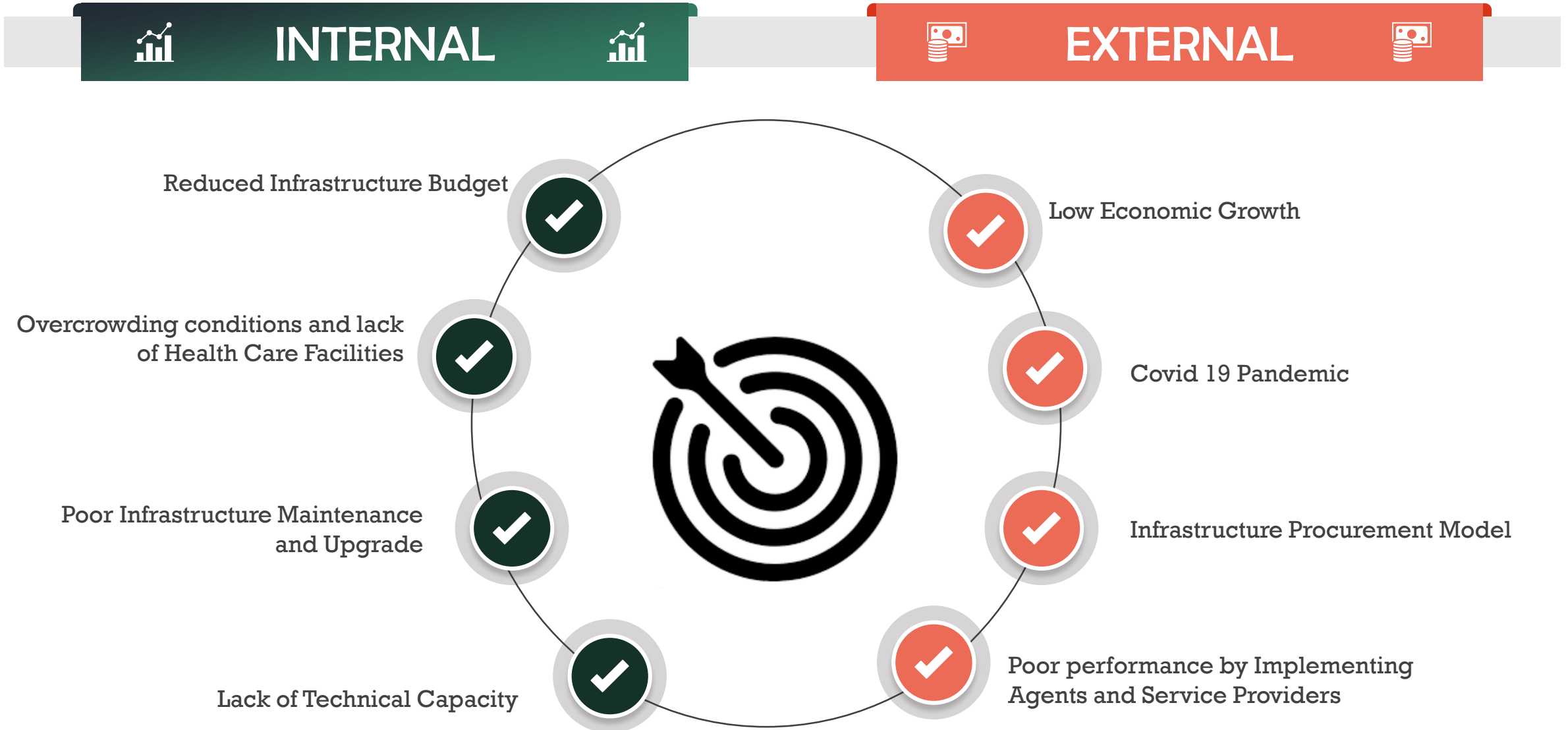
Improved safety and security
of inmates, parolees,
probationers, officials,
stakeholders, assets and
information



Presentation outline



CONTEXTUAL ISSUES



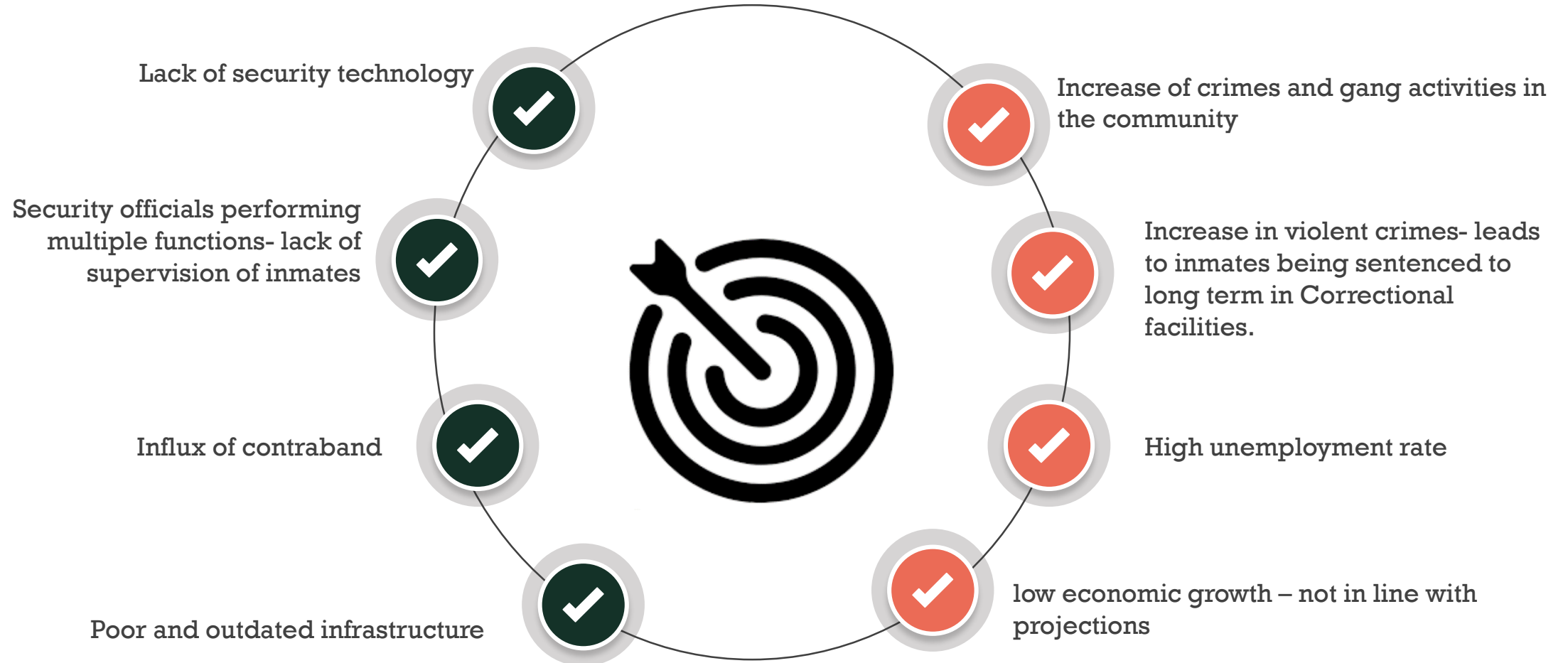
CONTEXTUAL ISSUES



INTERNAL



EXTERNAL



ROOT CAUSE ANALYSIS

Gangsterism within Correctional Facilities

Security breaches and incidents such as escapes, assaults, unnatural deaths

Smuggling of contraband into Correctional Facilities

Uncontrolled access to Correctional Facilities, offices and information

Ineffective implementation of gang management strategy

Inappropriate official to inmate ratio

Inadequate training to custodial officials

Shift pattern placing a further burden on security resources.

Dysfunctional security systems due to lack of maintenance.

Outdated security policy and procedures

Inefficient vetting processes

Ineffective profiling and classification of inmates

CORE PROBLEM: Inadequate security and safety of inmates, officials, stakeholders, assets and information

Cause 1: Lack of the service delivery model for security

Cause 2: Lack of implementation of security policies and processes

Cause 3: Infrastructure does not meet the service delivery requirements of the Department

Explanation.

Explanation.

ROOT CAUSE ANALYSIS (Review)

Gangsterism within Correctional Facilities

Smuggling of contraband into Correctional Facilities

Uncontrolled access to Correctional Facilities, offices and information

Security breaches and incidents such as escapes, assaults, unnatural deaths

Poor municipal services and support infrastructure

Dependency on private leases

Maintenance done reactively instead of proactively (state and leased)

Poor infrastructure planning and implementation of projects

CORE PROBLEM: Inadequate security and safety of inmates, officials, stakeholders, assets and information

Cause 3: Infrastructure does not meet the service delivery requirements of the Department

Explanation.

Explanation.

IMPLEMENTATION OF INTERVENTIONS

	Stakeholders	Progress since 2020	Date of completion
Redesign security model	HR and Finance	HR and the Directorate Service Delivery are currently reviewing the security model	Ongoing
Develop a strategy for integrated testing of officials in conjunction with SSA	SSA	An integrity and Vetting policy has been drafted and presented to the Apex Leadership.	March 2022
Orientation/ training of all officials on security (including document classification)	SAPS and HRD	<p>Training of officials in self defence, fire-arms, use of security equipment and crowd control are ongoing. Fifty (50) female officials working in Maximum Centres were trained recently on self defence techniques amongst others.</p> <p>EST training is also ongoing.</p>	Ongoing

IMPLEMENTATION OF INTERVENTIONS

	Stakeholders	Progress since 2020	Date of completion
Suitable technology, relevant policies and processes	Corrections, SSA	<p>The following draft policies are available:-</p> <p>Personnel Screening and Integrity Assessment Policy</p> <p>Integrated Security Strategy and Information gathering and Analysis Policy.</p> <p>Two (2) Digital forensic Systems were procured to extract data from confiscated cellphones.</p> <p>Fourteen (14) body scanners were installed at seven (7) sites</p>	

IMPLEMENTATION OF INTERVENTIONS

	Stakeholders	Progress since 2020	Date of completion
Separation of responsibilities of security and facilities personnel	HR	The security structure is being reviewed.	Ongoing
Improving Security Management.	.HR, Corrections and Finance	<p>Continuously conduct Threat and Risk Assessment (TRA) at identified Facilities and Regions are required to implement the recommendations.</p> <p>Continuously conduct Personnel Security Screening on all officials.</p> <p>Deploy ESTs at identified high risk facilities to provide security support</p>	Ongoing

IMPLEMENTATION OF INTERVENTIONS

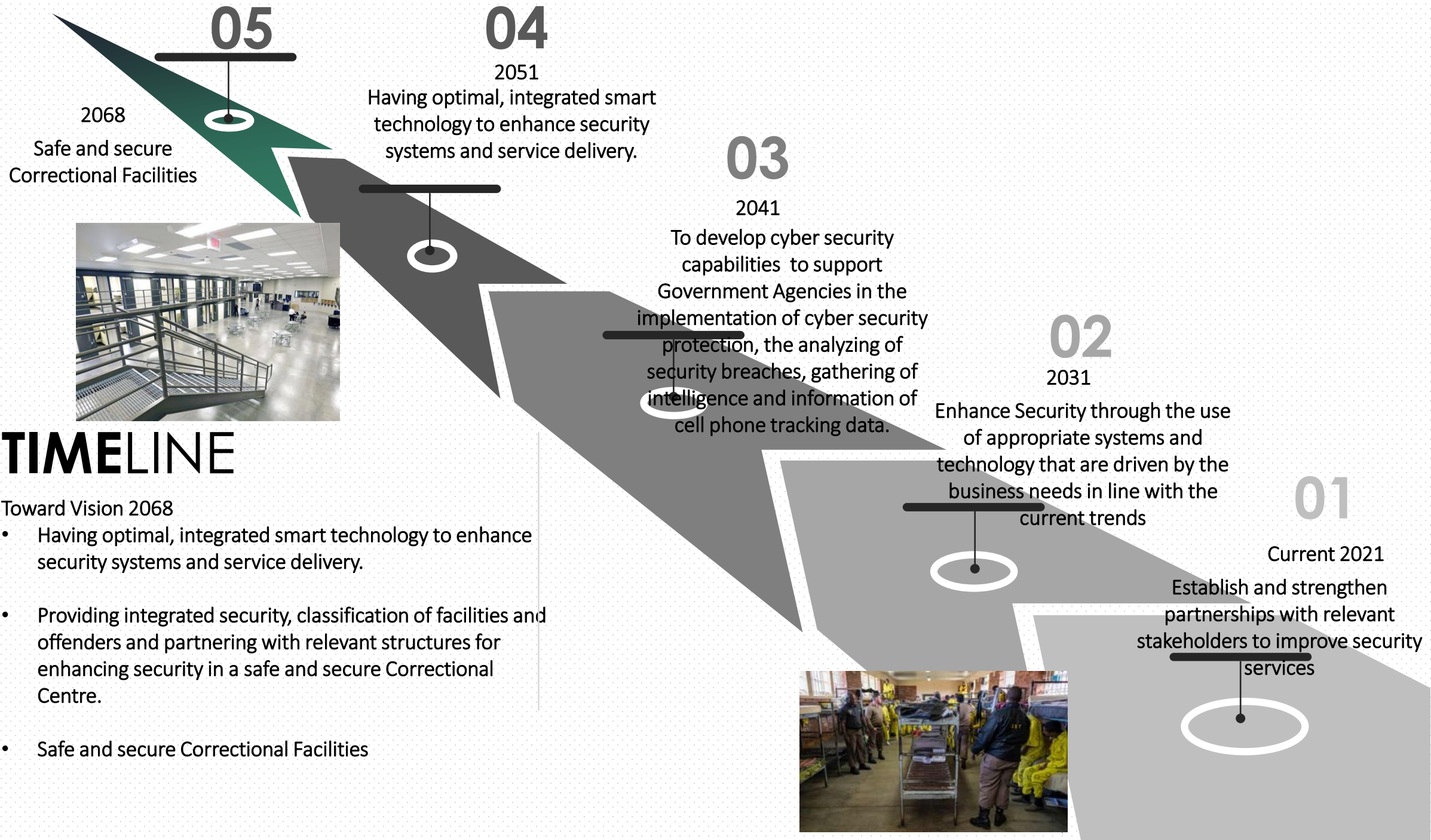
	Stakeholders	Progress since 2020	Date of completion
Enhance maintenance on infrastructure by appointment of panel of service providers	DCS, Contractors, DPWI	Minor maintenance projects were implemented in-house. The need was identified to appoint a panel of service providers.	2022/2023
Enhance radio communication in support of security operations	ICASA, DPWI	Need assessment was concluded. Research was done in terms of radio technologies	2022/2023
Enhance own resources projects: Implement a roaming maintenance team	DPWI, Inmates, DCS	Various projects were implemented and finalised and the need was identified to expand this capacity. Implement a roaming maintenance team	2023/2024
Adoption of maintenance function from the DPWI	DPWI, NT	Various in-house maintenance projects were implemented and finalised. The need was identified to adopt the installation of generators and kitchen equipment.	2023/2024

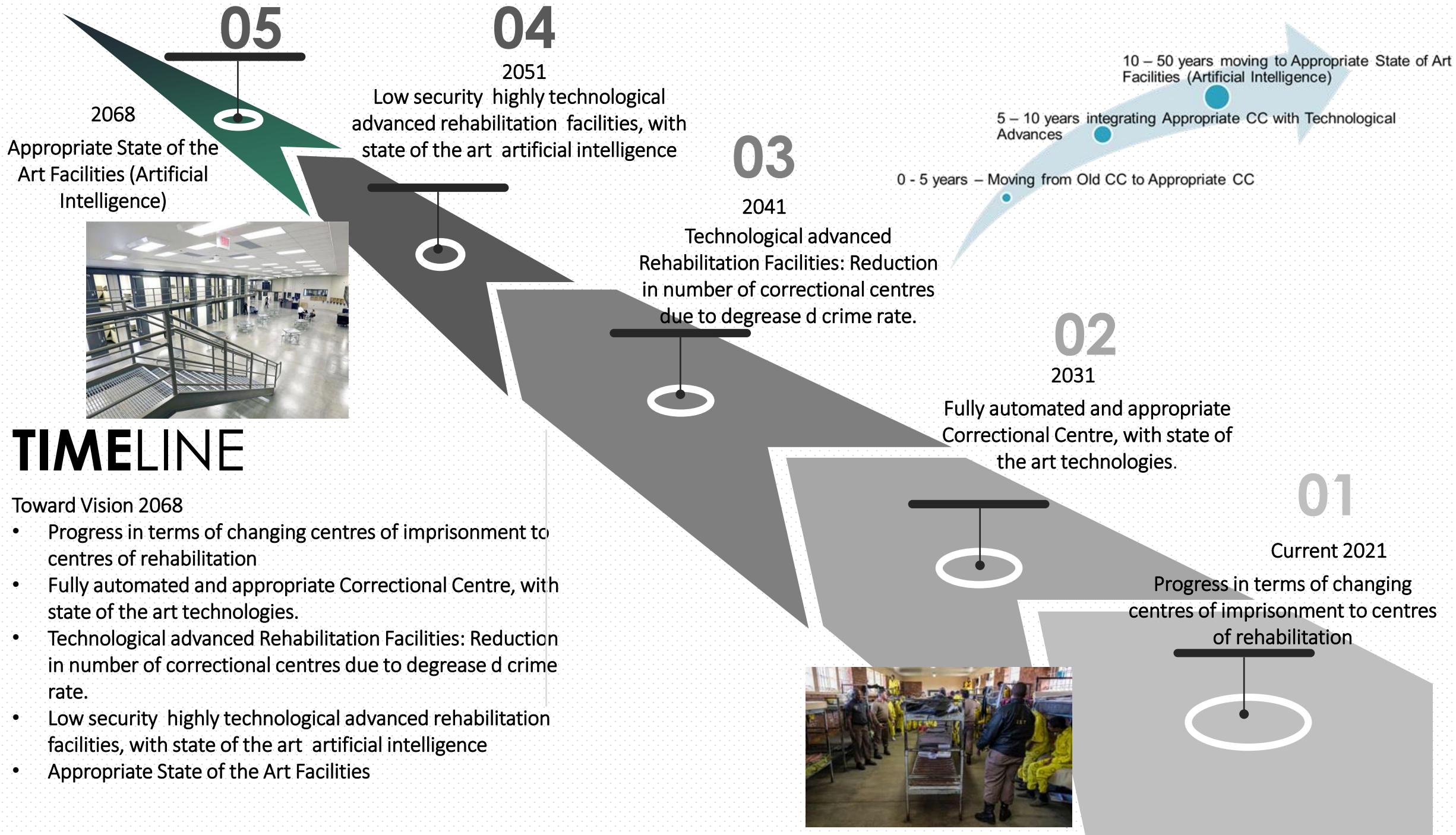
IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
	DCS, DPWI, Municipalities, Department of Environmental Affairs	Draft infrastructure plan finalised. Should be approved by the National Building Advisory Committee	2022/2023
	DCS, DPWI, IDT, DBSA	Revision of the MAO	2022/2023
	DCS, DPWI, Municipalities	Various bore-hole were installed, with interrelated water storage and infrastructure	2023/3024

IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
	DCS, DPWI, Department of Health	Draft infrastructure plan finalised. Should be approved by the National Building Advisory Committee	2023/2024
	DCS, DPWI, IDT, DBSA, Department of Rural Development	Revision of the MAO	2022/2023







VISION 2068

50 year plan	2021	2031	2041	2051	2068
	<p>Establish and strengthen partnerships with relevant stakeholders to improve security services .</p> <p>Continuous interactions with National Joint Operations and Intelligence Structures (NatJoints/ PROVJOINTS) and other law enforcement structures – to formulate more dynamic and integrated approach on amongst others, gangs, vetting and integrity testing and training of officials etc...</p>	<p>Fully automated and appropriate Correctional Centre, with state of the art technologies.</p> <p>Cellphone detection/ blocking, automated search booths, digital fingerprint scanners, number plate recognition and automated access control features, fully operational control rooms , detection fencing and cameras in around evert facility.</p>	<p>To develop cyber security capabilities to support Government Agencies in the implementation of cyber security protection, the analyzing of security breaches, gathering of intelligence and information of cell phone tracking data.</p>	<p>Having optimal, integrated smart technology to enhance security systems and service delivery.</p>	<p>Safe and secure Correctional Facilities</p>

VISION 2068

50 year plan



2021	2031	2041	2051	2068
<p>Transformation from Centres of Imprisonment to Centres of rehabilitation: DCS contributes towards the achievement of Outcome 3 of the National Development Plan (NDP), i.e. all people in South Africa are and feel safe.</p> 	<p>Fully automated and appropriate Correctional Centre, with state of the art technologies: DCS contributes towards the achievement of Outcome 3 of the National Development Plan (NDP), i.e. all people in South Africa are and feel safe.</p>	<p>Technological advanced Rehabilitation Facilities: Reduction in number of correctional centres due to decrease d crime rate.</p>	<p>Low security highly technological advanced rehabilitation facilities, with state of the art artificial intelligence</p>	<p>Appropriate State of the Art Facilities (Artificial Intelligence)</p> 

CONTRIBUTION TO DELIVERY PRIORITIES

Manage the pandemic

- Provide State of the Art Health Care Facilities
- Provide Isolation and Quarantine Sites
- Provide adequate ventilation
- Maintain ultra-violet lights (TB)

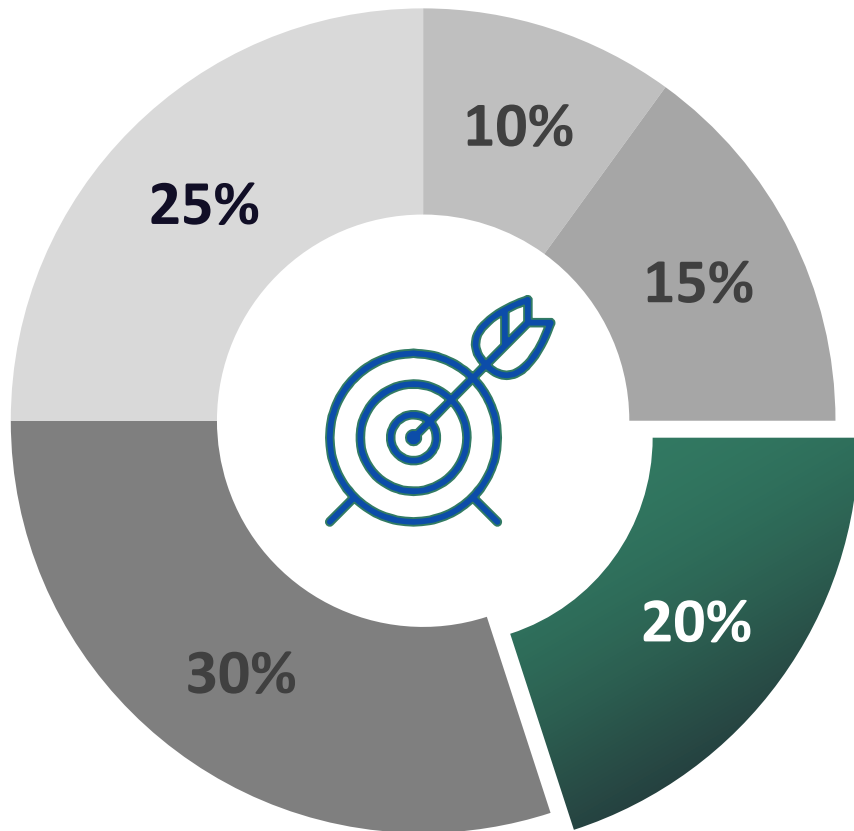
Employment support and relief

- Implement construction projects
- Implement maintenance projects
- Implement Own Resources Projects
- Support DPWI EPWP initiatives
- Support the district service development model

Drive economic recovery

- Implement construction projects
- Implement maintenance projects
- Implement Own Resources Projects
- Support DPWI EPWP initiatives
- Support the district service development model

Five Year Strategic Plan (Outcomes)



Year 0: 2019/20 Progress.

Indicator: percentage reduction of security breaches at correctional facilities

2019/20 performance :



Year 1: 2020/21 Progress.

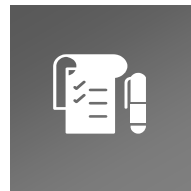
Outcome Indicator: percentage reduction of security breaches at correctional facilities

2020/21 Target

0.05%

2020/21 Target

0.60% Increase in security breaches



Year 2: 2021/22 Progress

Outcome Indicator: percentage reduction of security breaches at correctional facilities

2021/22 Targets

0.10%



Year 3: Target

0.15%



Year 4: Target

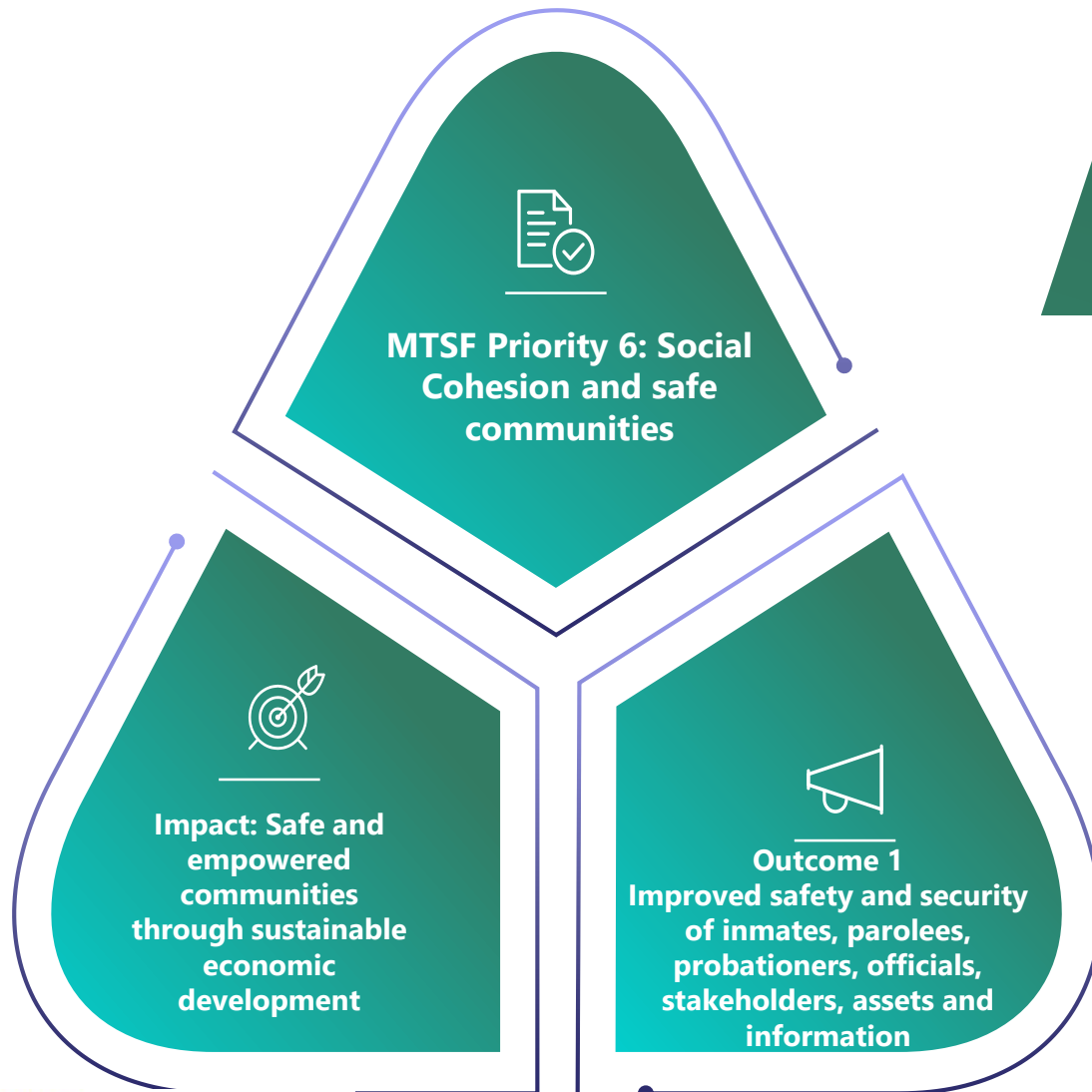
0.20%



Year 5: Target

0.25%

MTEF Plans



Annual Performance Plan Indicators

1. Percentage of inmates who escaped from correctional facilities
2. Percentage of inmates injured as a results of reported assaults in correctional facilities
3. Percentage of confirmed unnatural deaths in correctional facilities



Annual Operational Plan Indicators

1. Percentage of gang related violent incidents
2. Percentage of unnatural deaths in Correctional Centres and Remand Detention Facilities per year.
3. Percentage of Security meetings held per month



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

MTEF Plans



Annual Performance Plan Indicators

1. Number of infrastructure projects completed



Annual Operational Plan Indicators

1. Appointment of the Private Partner for the DCS New Head Office PPP Project
2. Implement ISS maintenance contracts
3. Percentage of Municipal Accounts adopted from the National Department of Public Works and Infrastructure
4. Implement a National contract for a panel of service providers for infrastructure projects
5. Percentage of Site Clearance projects adopted from the National Department of Public Works and Infrastructure pertaining to creation of the bed-space programme
6. Implement Own Resources Projects



correctional services

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MTEF Plans (APP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Output (APP current) Secured Correctional Facilities	Percentage of inmates who escaped from correctional facilities	0.009%	0.031%	
Safe Correctional Facilities	Percentage of inmates injured as a result of reported assaults in correctional facilities	1.28%	4.55%	
	Percentage of confirmed unnatural deaths in correctional facilities	0.004%	0.032%	

MTEF Plans (APP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Output (APP current) Upgraded / new facilities	Number of infrastructure projects completed	<p>Positive progress was made during the 2019/2020/2021 financial year in finalizing various construction projects, which focused on transforming facilities from places of imprisonment to facilities of rehabilitation and care.</p> <p>Parys: The upgrading of the Parys correctional facility, which will provide an additional 176 bed spaces, is underway, under the execution of the Development Bank of Southern Africa (DBSA).</p> <p>Emthonjeni Youth Centre: The upgrade and refurbishment of the Emthonjeni Youth Centre which is under construction will regain 640 bed spaces and state of the art Integrated Security Systems</p>	3 (Parys, Emthonjeni, St Albans)	Progress on site during a possible 4 th wave Covid 19 pandemic

MTEF Plans (AOP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Safe and secure facilities	Percentage of unnatural deaths in Correctional Centres and Remand Detention Facilities per year.	0.032%	0.032%	GITO- technology for monitoring HR- Capacitating the security component
	Percentage of gang related violent incidents	90% of the baseline allocated (575)	90% of the baseline allocated	GITO- technology for monitoring HR- Capacitating the security component
	Percentage of Security meetings held per month	100% (3516)	100% (3516)	GITO, HR, Finance, Corrections and Development and Care

MTEF Plans (AOP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Strategic Operational Outputs (how do we deliver the outcomes)	Appointment of the Private Partner for the DCS New Head Office PPP Project	Finalisation of feasibility studies	Finalisation of concept design	Stakeholder involvement: DPWI, NT, Twsane Municipality, Transactional Advisor, etc.
	Implement ISS maintenance contracts at six correctional centres	Finalise BAC and procurement process	Site hand-over and commencement of construction	Stakeholder involvement: DPWI, Professional Team, Contractors, etc.
	Percentage of Municipal Accounts adopted from the National Department of Public Works and Infrastructure	Adoption of 50% of all accounts	Adoption of 50% of all accounts	Stakeholder involvement: DPWI, Municipalities, involvement of Regions etc.
	Implement a National contract for a panel of service providers for infrastructure projects	Planning and Design Completed.	Implement contract/s	Approval by DCS Bid Adjudication Committee
	Percentage of Site Clearance projects adopted from the National Department of Public Works and Infrastructure pertaining to the creation of the bed-space programme	Official notification to the DPWI	Adoption of 50% of all accounts	Stakeholder involvement: DPWI, Municipalities, Department of Environmental Affairs, involvement of Regions etc.
	Implement Own Resources Projects	30 in-house projects completed	30 in-house projects completed	Involvement of Head Office and Regional Facilities Management, adequate in house artisans



STRATEGIC RISKS

01

Inadequate and inhumane facilities: High

Rating

02

Unsustainable municipal service: High

Rating

03

Outdated and vulnerable ICT infrastructure impacting on the reliability, security and integrity of the systems.

High

04

Miss alignment of security strategies to continuously changing in security environment.

High

05

Risk Title and Mitigation.

Rating

Critical success factors

CRITICAL SUCCESS FACTORS

- Down management of violent gang incidents.
- Achieving of target on escapes.
- Achieving the target on inmates injured as a result of reported assaults.
- Deployment of NTT at hotspot areas.
- Establishment of the security committee.

DEPENDENCIES

- Sufficient bed space to accommodate sentenced and remands detainees.
- Cluster partners in the CJS to manage inmate population , training of officials, smuggling of contrabands, etc.
- Integrated security systems.
- New generation prisons to deal with the unit management principles.
- Dedicated security personnel to interim structure.
- Effective implementation of security policy and procedures.
- Internally – all branches in DCS.
- Externally – all Departments in the JCPS Cluster.

Critical success factors

Standards currently required to be delivered	What is the current level of performance	Gaps
Projects delivered within the required time, quality and budget	These needs are not met on the majority of projects	Lack of project management process and procedures that aims at enforcing performance
Planned or corrective maintenance	Reactive maintenance (Not complying to OHS Act)	Lack of strategy for plan and corrective maintenance
Provide adequate office and community corrections facilities	Inadequate facilities due to late renewal of leases and not meeting the necessary safety requirements	Need to migrate from private to state owned properties that meets the necessary requirements
Provide adequate municipal services	Suspension of municipal services	Provision of adequate budget and service level agreement with municipalities
Compliance to the statutory requirements	Inconsistent compliance	Development and implementation of necessary systems and adequate budget provision
Implementation of green/renewable energy	A lack of implementation of green and renewable energy	Lack of strategy
Operating within approved processes and procedures	Current processes and procedures are not supporting facilities	Revise current processes and procedures

Critical success factors

- Infrastructure projects in planning, design and construction stages should be fast-track,
- The DCS should embark on a structured approach to implement own resources projects with emphasis on facilities maintenance and repair. All Own Resources Project to be registered on the DPWI: WCS,
- The asset-register should be updated and handed to DCS a matter of urgency,
- Devolution of Farm Prisons and Production Workshops are recommended in support of the self-sufficiency strategic framework,
- Lease register should be maintained and updated. Copies of all lease agreement should be handed to the DCS,
- State Own accommodation should be prioritized,
- Expand the Community Corrections footprint,
- Task team: DPWI/DCS Integrated approach is required in support of a turn-around strategy.



THANK
YOU