

2021 Strategic Planning Session

MTEF PLANS

OUTCOME: 2

Improved case management
processes of inmates



Presentation outline



CONTEXTUAL ISSUES



INTERNAL



EXTERNAL



Item 1:

- Resource constraints.

Item 2:

- Classification and suitability of correctional centres is not in line with sentencing trends and categories of offenders (Remand & high risk offenders) & design of RD Facilities

Item 3:

- Impact of shift patterns on case management viz. CMCs

Item 4:

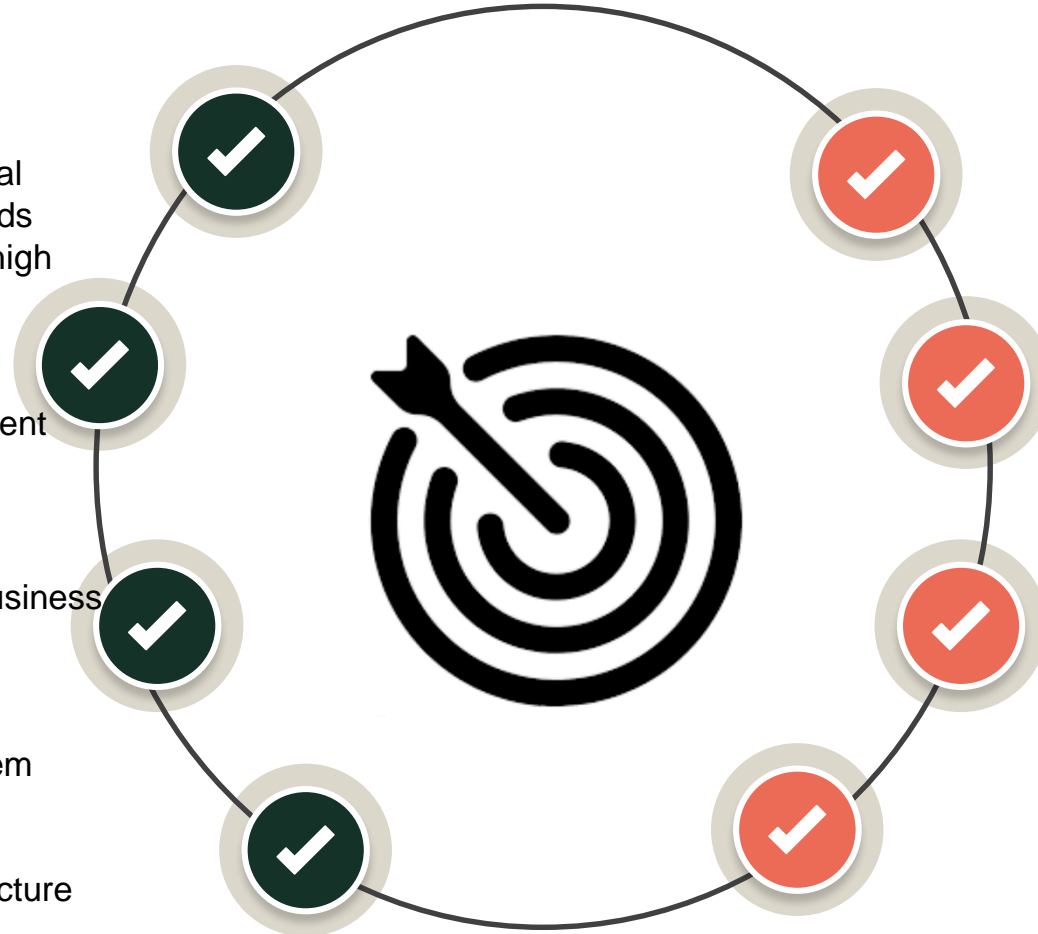
- Manual/paper based case management business processes

Item 5:

- Inadequate management Information system

Item 6:

- Lack of a formal intelligence gathering structure



Item 1:

- Crime and sentencing trends e.g. violent crimes - changing offender profile

Item 2:

- Impact of pandemic on services

Item 3:

- Lack of sustainable integrated planning and information justice systems (IJS) within the JCPS Cluster

Item 4:

- Co-dependency in the management of remand detainees (SAPS, NPA, DOJ, Legal Aid)

Item 5:

- No control over influx of remand detainees and sentenced offenders

ROOT CAUSE ANALYSIS (Review)

Incomplete profile reports

CMCs performing multiple functions

Performance of parole boards affected by sustainability of contracts & delay in filling vacancies

Inadequate comprehensive assessments and profiling of offenders by all role players as well as classification of Remand Detainees

Delay in rendering timeous rehabilitation intervention and preparation of offenders for consideration and submission of reports for case review and compilation of profiles

Delayed preparation of offenders for parole placement

Lack of integrated criminal justice information and management system (IJS) and interfacing

Lack of control over influx of Remand Detainees & admission of sentenced offenders

Overcrowding

Trained personnel at DCS and Justice transferred/replaced which compromise implementation of relevant protocols

Increase further profiles

Occupancy levels exceed approved bed space

Limited functioning of courts during national lockdown

Main Cause 1:

Mis-aligned organisational structure that contributes towards inefficiency in case management value chain – no delineation between custodial, rehabilitation, remand detention and Security functions

Main Cause 2:

Delay in automation of case management business processes

Main Cause 3:

Existing infrastructure not aligned to inmate population accommodation needs according to different classification categories

CORE PROBLEM

Pockets of inefficient in implementation of case management processes

IMPLEMENTATION OF INTERVENTIONS

Improve implementation of case management processes of inmates (admission, detention, placement and release)	Stakeholders	Progress since 2020	Date of completion
Review Case Management systems, optimise processes and tools	<p>Correctional assessment officials</p> <p>Unit managers</p> <p>Case officers</p> <p>CMS</p>	<ul style="list-style-type: none"> Assessments tools reviewed and implemented since 1st June 2021. TID introduced on case review and implemented since April 2021. Decision making by parole boards improved through use of Decision matrix tool 15 600 pamphlets were distributed to regions for public education and awareness on parole processes as part of community liaison outreach programme. Improved access to court transcripts through website www.safli.co.za as public record Access to SAPS62 & 69c formally resolved between NCs of DCS & SAPS – Regions to enforce compliance with SAPS counterparts. 	Ongoing

IMPLEMENTATION OF INTERVENTIONS

Improve implementation of case management processes of inmates (admission, detention, placement and release)	Stakeholders	Progress since 2020	Date of completion
Induction, training & re-training of personnel in case management processes	CSPB members Unit management personnel CMC	<ul style="list-style-type: none"> 217 CSPB members were trained on case management and parole processes. 303 CSPB members in 6 regions were trained on TIDs. 24 regional representatives were trained as trainers on assessment processes. 97 officials in four regions were reoriented on case review teams(CRTs) and TID. 497 secretaries and clerks of CMCs were trained on profile registers. 60 CMC members were trained as master trainers on case management processes. 	<p>November 2020 to April 2021</p> <p>June and September 2021</p> <p>October 2021- ongoing</p> <p>May to July 2021</p> <p>October to November 2021- ongoing</p>

IMPLEMENTATION OF INTERVENTIONS

	Stakeholders	Progress since 2020	Date of completion
Review the current model of the parole system including the contracts	NCCS Minister & DM NGOs/ CBOs/ FBOs CSPBs CMCs Victims Offenders	Draft position paper on the review of parole system consulted with NCCS by Ministry, NCCS recommendations awaited.	Pending
Implementation of Integrated inmates management system	Remand Detainees Remand Detention Facilities Officials Management GITO	Implementation of Integrated Inmate Management System (IIMS) has been rolled out to 36 sites cumulatively; 7 sites were rolled out as at 31 March 2020, thus an additional 29 sites were done from 2020 to date.	Ongoing

IMPLEMENTATION OF INTERVENTIONS

Improve implementation of case management processes of inmates (admission, detention, placement and release)	Stakeholders	Progress since 2020	Date of completion
Integrated approach in the management of overcrowding with Cluster Departments	Offenders / families DCS personnel JCPS cluster	<ul style="list-style-type: none"> New Overcrowding Reduction Strategy approved in March 2021, currently being implemented and reorientation of officials in Regions planned. 	Ongoing
Promote the use of diversion as sentence option for certain crimes			
Improve collaboration with JCPS Cluster partners (bail options, non custodial sentences, case related information)	DCS officials SAPS Department of Justice NPA Legal Aid South Africa DoH	<ul style="list-style-type: none"> M&E was done on the following Protocols: s49G, s49E, s49F and s 63(A) (Criminal Procedure Act - CPA) DCS officials working with Remand detention cases were sensitized to engage with the Magistrates and Courts to ensure effective case flow processes in reduction of overcrowding In-service training were provided to officials during 2021/2022 Monitoring and Evaluation (M&E) Where monthly / quarterly meetings are taking place with stakeholders (Magistrates, DoJ etc.) positive outcomes are experienced which impacts positively on overcrowding. 	Ongoing

IMPLEMENTATION OF INTERVENTIONS

Improve implementation of case management processes of inmates (admission, detention, placement and release)	Stakeholders	Progress since 2020	Date of completion
<p>Introduction of cashless and after hours bail payment, increase functionality of AVR courts, automation of CRA linked to SAPS system</p>	<p>SAPS, DoJ GITO</p>	<ul style="list-style-type: none"> • An agreement was reached between the Courts and the Department that bail can be paid in Court and the issuing of J1 to release a RD by the centre. • Increase in the utilization of AVR. 	<p>Ongoing</p>
<p>Review of legislation in the Criminal Procedure Act and policies to address overcrowding of remand detainees (some reviews are on sentence provisions)</p>	<p>DCS officials, SAPS, NPA, Legal Aid and DoJ</p>	<ul style="list-style-type: none"> • TIDs with regard to protocols were introduced to assist in the management of Remand Detainees. 	<p>Ongoing</p>

2068

- Humane incarceration with a world class management and no overcrowding

05

2051

- Infrastructure that meeting the needs of inmates according to classification
- Incarceration and management of RDs responsibility of SAPS

04

2041

- Unit management governance structures are fully functional and resourced

03

Fully Integrated information systems interfacing all state departments including JCPs Cluster

2031

- Fully automated case management and information system and functional structure aligned to core business at management area level

02

01

Reduced overcrowding to 28%

TIMELINE



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VISION 2068

2021	2031	2041	2051	2068
<ul style="list-style-type: none"> Continue to improve on comprehensive assessment of offenders and assessment of all RDs in terms of CRA. Continue manage inmate population – implement overcrowding reduction strategy All RD's be assessed. Strengthen partnership and collaboration with CJS on management of Remand detainees. Encourage early commencement of need based rehabilitation interventions and preparation of offenders for consideration Prioritize functioning and performance of CRTs and CMCs - periodic case review. Prioritize finalization of review of parole system & feedback to citizens and civil society. Prioritize finalization of legislation and policy on "Prisoner" interstate Transfer agreements & enter into bilateral and multilateral sentenced offenders transfers. 	<ul style="list-style-type: none"> Continuous management of inmate population & reduction in overcrowding levels. All case management processes automated less labor intensive. CSP, CRA process, Profile reports, decisions of CSPBs automated. Sustainable integrated planning within CJS Functional Structure aligned to core business at all levels Non custodial sentences fully implemented by courts. Correctional facilities suitable and adequate for all categories and classification of inmate population Dedicated case management structures across the value chain. 	<ul style="list-style-type: none"> Professionalized case management and functions performed by relevantly qualified professionals. Unit management governance structures fully functional and resourced. Systems to enable victim participation are in place through use of modern technology. Fully Integrated information systems between all state departments including JCPs Cluster 	<ul style="list-style-type: none"> Sustain gains made in preceding years, review customize based on environmental context & modern technology. Incarceration and management of RDs responsibility of SAPS 	<ul style="list-style-type: none"> Humane detention of inmates. Sustain gains made in preceding years, review, customize case management processes, system and structures based on environmental context & modern technology. Overcrowding free facilities World class case management business value chain Faster processing of remand detention cases

CONTRIBUTION TO DELIVERY PRIORITIES

1. Manage the pandemic

- Continue to work in line with the DCS Risk Adjusted Strategies.
- Encourage vaccination of all inmates and DCS staff to reach immunity levels.

2. Drive economic recover

- Create more work opportunities in support of the Self Sustainable Sufficiency (SSS) initiatives.

3. Employment support and relief

- Foster industrious habits in offenders for employability and self sustenance upon release
- Capacitate Remand Detention with skills for employment opportunities.

4. Enhance state capability to deliver

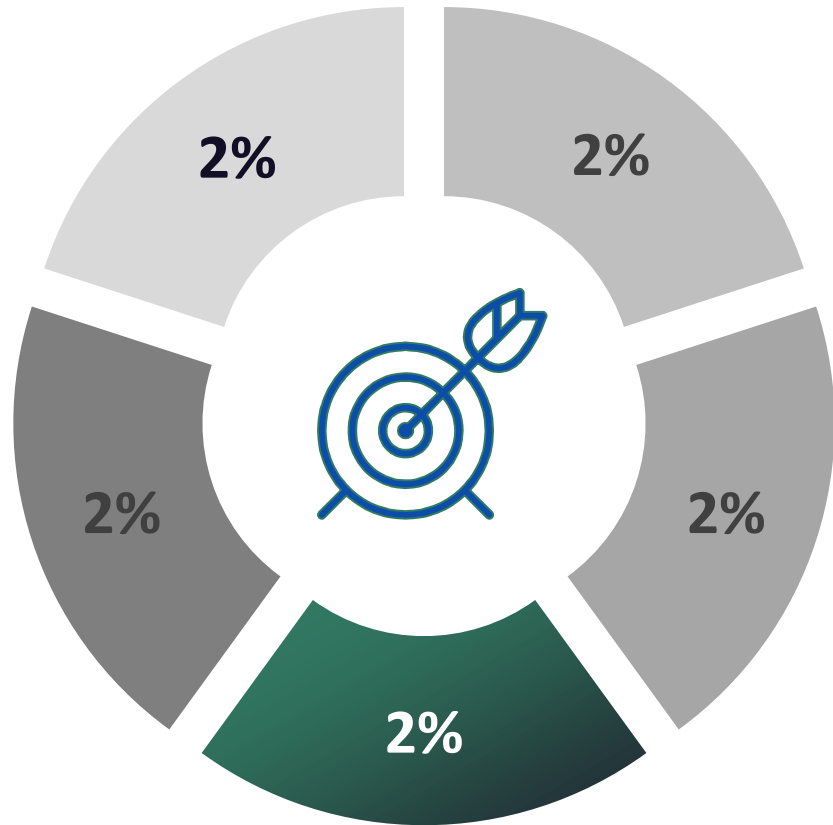
- Training interventions accross the value chain to enhance service delivery.
- Appropriate case management structure and filling of vacant posts
- Effective assessment of offenders and review of offender progress to enhance understanding of motives and causes of criminal behaviour to ensure reduction in reoffending and therefore reduction in government spending as well as a safer [SA](#)

CONTRIBUTION TO DELIVERY PRIORITIES

4. Enhance state capability to deliver (Cont..)

- Appropriate remand detention structure and filling of the vacant post.
- Effective risk assessment of Remand detainees to reduce the litigations and identification of risk profiles.
- Effective Continuous Risk Assessment (CRA) of Remand detainees to reduce the litigations and identify the risk.
- Retraining of all officials and personnel involved with Remand detainees
- Review of existing policies and protocols
- Inclusion of remand detention as a skills programme or part qualification within the corrections educational programme.
- A remand detention module to be included in the curriculum for learnership.

Five Year Strategic Plan (Outcomes)



Year 0: 2019/20 Progress.

Outcome Indicator

Percentage increase in offenders profiles approved for placement or release

2019/21 PEFORMANCE (The Branch to work out the performance for 2019/20)

No baseline, indicator adopted in 2020/2021



Year 1: 2020/21 Progress

Outcome Indicator

Percentage increase in offenders profiles approved for placement or release

2020/21 TARGETS

2%

2020/21 PEFORMANCE

2%.



Year 2: 2021/22 Progress

Outcome Indicator

Percentage increase in offenders profiles approved for placement or release

2020/21 TARGETS

4%

2020/21 TARGETS

Performance to be determined after the end of the financial year



Year 3: 2022/23
6%

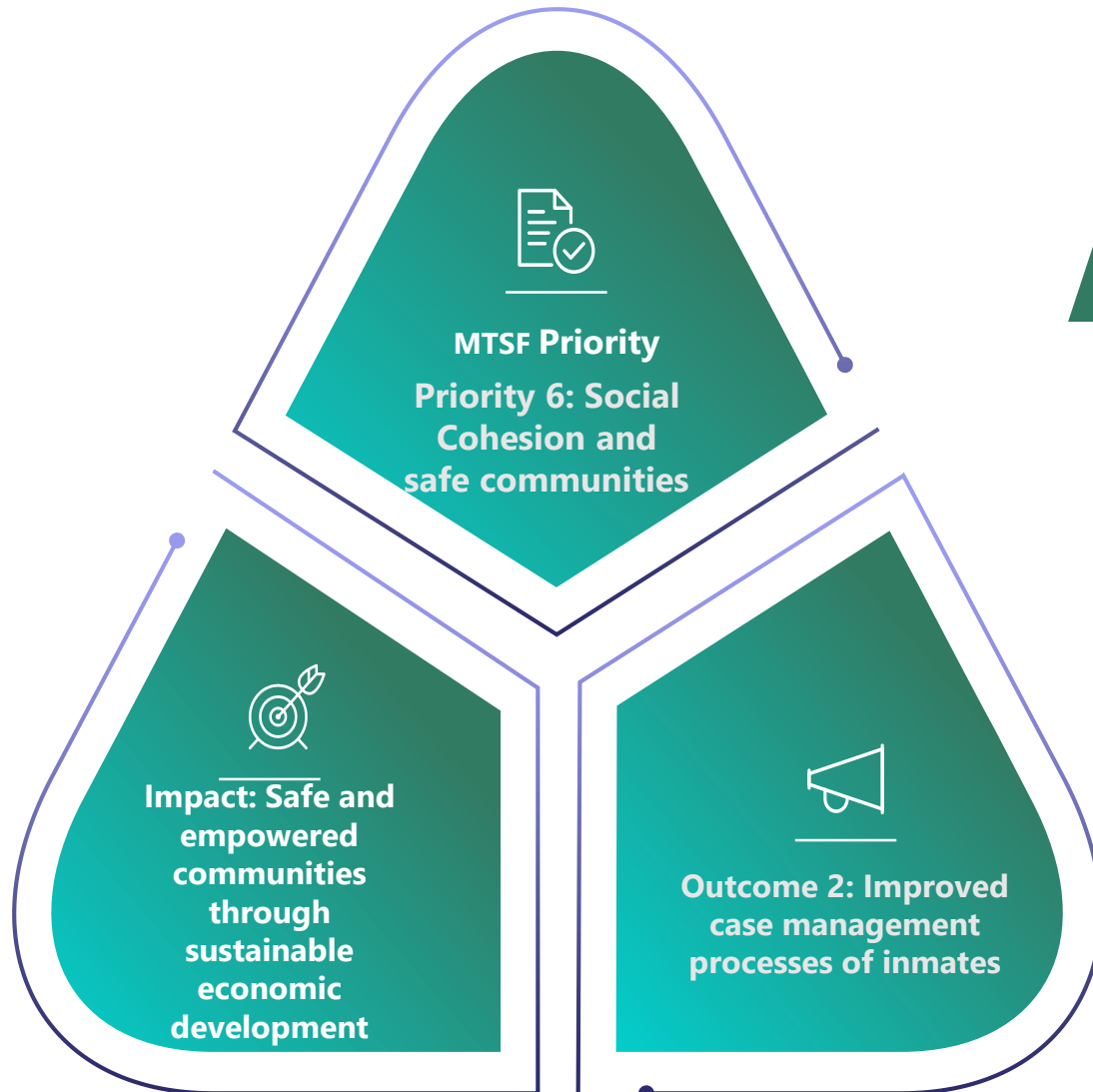


Year 4: 2023/24
8%



Year 3: 2024/25
10%

MTEF Plans-Incarceration



Annual Performance Plan Indicators

1. Percentage of overcrowding in correctional facilities in excess of approved bed space capacity.
2. Percentage of offenders' profiles approved for placement by the Correctional Supervision and Parole Boards (CSPBs)



Annual Operational Plan Indicators

1. Percentage of eligible offenders with work opportunities
Percentage of profiles for eligible offenders submitted by CMC to CSPB
2. Percentage of lifers' profiles approved for placement.
3. 'Percentage of offenders serving sentences longer than 24 months with reviewed cases



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MTEF Plans Remand Detention



**MTSF Priority 6:
Social Cohesion
and safe
communities**



**Impact: Safe and
empowered
communities
through sustainable
economic
development**



**Outcome2:
Improved case
management
processes of
inmates**



Annual Performance Plan Indicators

1. Percentage of RDs subjected to continuous risk assessment (CRA)



Annual Operational Plan Indicators

1. Percentage of qualifying Remand Detainees which have been referred to court in terms of section 49G of the Correctional Services Act, 111 of 1998
2. Percentage of terminally ill or severely incapacitated Remand Detainees which have been referred to court in terms of section 49E of the Correctional Services Act, 111 of 1998
3. Percentage of RD's identified and appeared on AVR Courts
4. Percentage of Remand Detainees (RDs) who qualify for section 63(1) and section 63(A) of the Criminal procedure Act
5. Percentage of RD's surrendered to SAPS for further investigation SAP127 (a) and early arrival in court



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MTEF Plans (APP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Output (APP current) Management of inmate population	Output (APP current) Percentage of overcrowding in correctional facilities in excess of approved bed space capacity	24,99% (27 702/110 836)	32%	<ul style="list-style-type: none"> Infrastructure suitable for inmate population needs per inmate category. More short term offenders given non-custodial sentences.
	Percentage of offender profiles approved for placement by CSPBs	49.04% (7 560/18 017)	45%	<ul style="list-style-type: none"> Automated case management business processes from admission to release Interventions by stakeholders done timeously in preparing offenders for consideration. Quality assured & complete profiles submitted to CSPBs VOM/VOD & tracing and invite of victims to participate in parole processes done in advance Sustainable CSPBs contracts and filling of posts Compliance with case management operational policies & structures monitored, supervised and stakeholder engagement maintained.
	Percentage of RDs subjected to continuous risk assessment (CRA)	84,91% (37 911/44 646)	70%	<ul style="list-style-type: none"> Capacitation of the CMA Receipt of the risk related information from SAPS Automation of CRA processes including reports



MTEF Plans (AOP)

Level of Result66	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Strategic Operational Outputs (how do we deliver the outcomes)	Percentage of eligible offenders with work opportunities	66.02%	58%	<ul style="list-style-type: none"> Qualifying offenders allocated to work as required. Categories of offenders incarcerated per correctional centre match available work opportunities. Adequate security guards to guard work spans
	Percentage of profiles for eligible offenders submitted by CMC to CSPB	88.23%	95%	<ul style="list-style-type: none"> Organizational structure aligned to core business functional areas. Fully functional permanent case management structures across the value chain.
	Percentage of lifers approved for placement	37,17%	40%	<ul style="list-style-type: none"> Same assumptions as previous slide under: Percentage of offender profiles approved for placement by CSPBs
	Percentage of offender cases reviewed	36,3 %	40% of CRT meetings held	<ul style="list-style-type: none"> Unit management structure fully implemented, supported, supervised and compliant with operational policies and SOPs

MTEF Plans (AOP)

Level of Result66	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Strategic Operational Outputs (how do we deliver the outcomes)	Percentage of qualifying RD's that have been referred to court in terms of section 49G	100%	100%	<ul style="list-style-type: none"> Determination of qualifying RDs Court submission Attendance to the applications by CJS role players (NPA and DOJ)
	Percentage of terminally ill or severely incapacitated RD's that have been referred to court in terms of section 49E.	100%	100%	<ul style="list-style-type: none"> DCS is unable to provide services to terminally ill RDs Incapacity or terminal illness prevents court appearance
	Percentage of RD's identified and appeared on AVR Courts	100%	100%	<ul style="list-style-type: none"> Ensure that RDs do attend AVR to avoid escapes
	Percentage of RD's surrendered to SAPS for further investigation SAP127(a) 49F and early arrival in court	100%	100%	<ul style="list-style-type: none"> Release and return in line with the established protocol
	Percentage of Remand Detainees (RDs) who qualify for section 63(1) and section 63(A) of the Criminal procedure Act	100%	100%	<ul style="list-style-type: none"> Determination of qualifying RDs Court submission Attendance to the applications by CJS role players (NPA and DOJ)





STRATEGIC RISKS

01

Delay in automation of rehabilitation and case management business processes

High

02

Misaligned organizational functional structure that supports core business of DCS ; custodial/ security, case management, rehabilitation and remand detention.

High

03

Inadequate information management system

High

04

Lack of integrated criminal Justice information and management systems (SAPS 62 & 69c Forms, 63(a) and 49G

High

Critical success factors

Critical success factors for efficient case management business processes:

1. Periodic case review of offenders depending on their length of sentence.
2. Improved collaboration and integrated planning with JCPS Cluster partners at all levels.
3. Functional organizational structure that supports case management processes and remand detention.
4. Fully functional information case management system to assist the department to integrate and interface through the Integrated Justice System (IJS) platform. Benefit is improved quality of profile reports and creation of access to electronic reports as well as SAP documents – through IJS shared portal.
5. Fully functioning Unit management governance structures implemented supported, supervised and monitored.
6. Filling of all vacant posts
7. Early involvement of victims in VOM/VOD and timeous notification for participation in parole sittings.
8. Improve participation in Case flow monthly meetings with Magistrates and other stakeholder engagement meetings.
9. Functional organization structure that support Remand detention processes.
10. Implementation of the IIMS systems to be reviewed by GITO.
11. Appointment of relevant qualified officials such as criminologists in assessment processes.



THANK
YOU