

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



INTERNAL



EXTERNAL



Lengthy process for the procurement of security equipment which has a potential of compromising the delivery of security services.

Lack of security technology

Security officials performing multiple functions- lack of supervision of inmates

Influx of contraband

Poor and outdated infrastructure

Increase of crimes and gang activities in the community

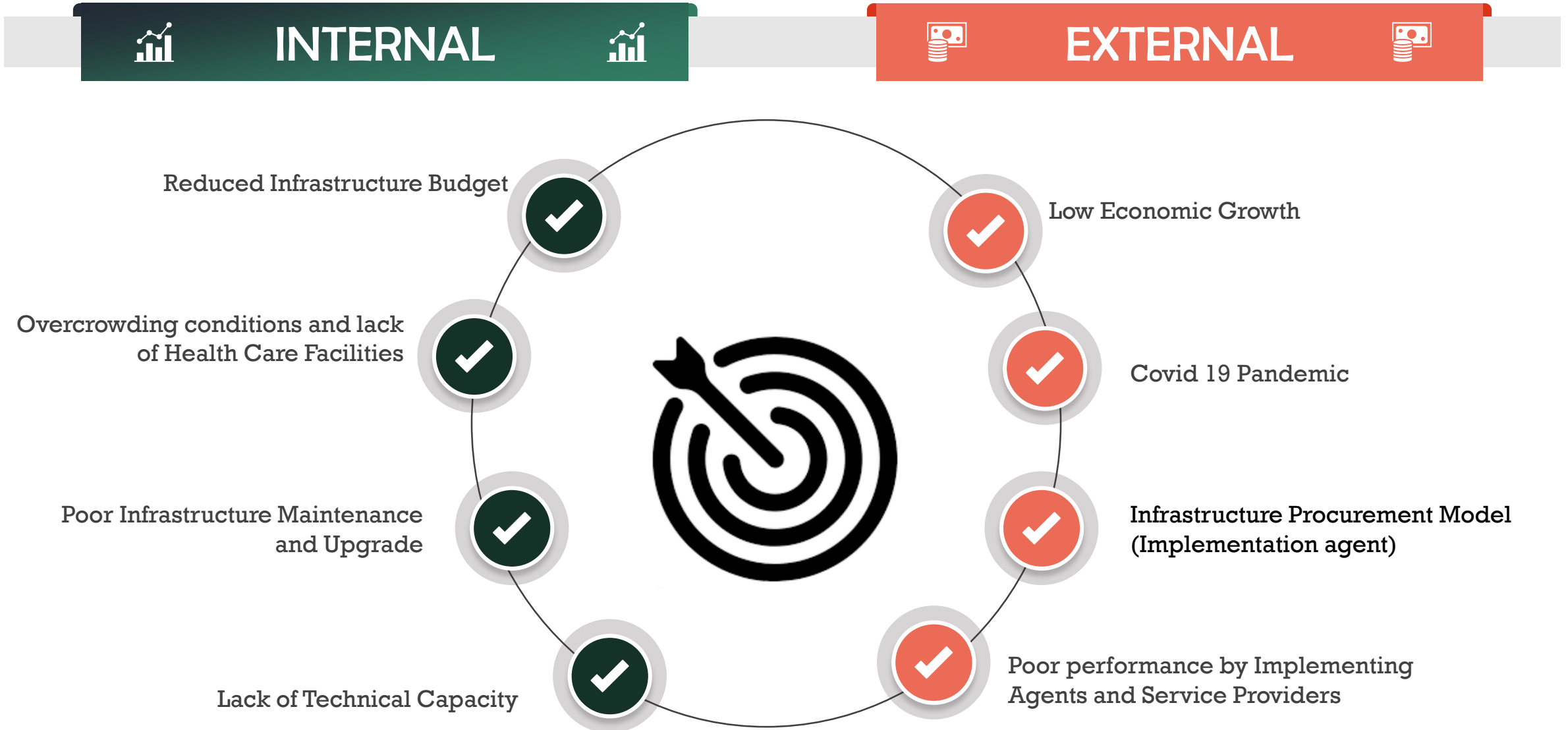
Increase in violent crimes- leads to inmates being sentenced to long term in Correctional facilities.

High unemployment rate

low economic growth – not in line with projections



CONTEXTUAL ISSUES



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 Combatting Strategy

Inappropriate official to inmate ratio

Inadequate training to custodial/case officials

Shift pattern placing a further burden on security resources.

Cause 1: Lack of implementation of the service delivery model for security

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

Cause 2: Lack of implementation of security policies and processes

Dysfunctional security systems due to lack of maintenance.

Outdated security policy and procedures

Inefficient vetting processes

Ineffective profiling and classification of inmates

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, parolees, probationers, officials, stakeholders, assets and information

Cause 4: Infrastructure does not meet the service delivery requirements of the Department (Unit Management principles)
Explanation.

Explanation.



correctional services

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IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Redesign security model	HR and Finance	Micro structure is currently being reviewed. Integrated systems to support security have been incorporated in the MISSTP. Roll out still to follow.	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

IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
<p>Orientation/ training of all officials on security (including document classification)</p>	SAPS, SSA and HRD	<p>Training of officials in EST, self defence, fire-arms, use of security equipment and crowd control are ongoing. Sixty (60) female officials working in Maximum Centres were trained recently on self defence techniques, amongst others.</p> <p>Twelve (12) awareness sessions were conducted nationally including information security audits.</p> <p>Vetting awareness sessions were conducted including the issuing of the Z204 forms.</p> <p>Integrity testing was done to all newly appointed officials including the ex- SANDF, ex- DCS and medical staff (nurses for COVID-19).</p>	Ongoing

IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Orientation/ training of all officials on security (including document classification)	SAPS, SSA and HRD	<p>Capturing and issuing of nine hundred and fifty (950) ID cards.</p> <p>Threat and Risk Assessments (TRA) were conducted at identified correctional facilities.</p>	Ongoing

IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Suitable technology, relevant policies and processes	INCOR, 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>	31 March 2022

IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Dedicated structure at the Management Area for Security, Facilities, Corrections, rehabilitation ect..	HR	The micro structure is currently being reviewed. (There is currently very little progress on the service delivery model – operational visits regarding the structure have been conducted in Regions but no feedback as yet been received)	Ongoing
Improving Security Management.	HR, INCOR 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

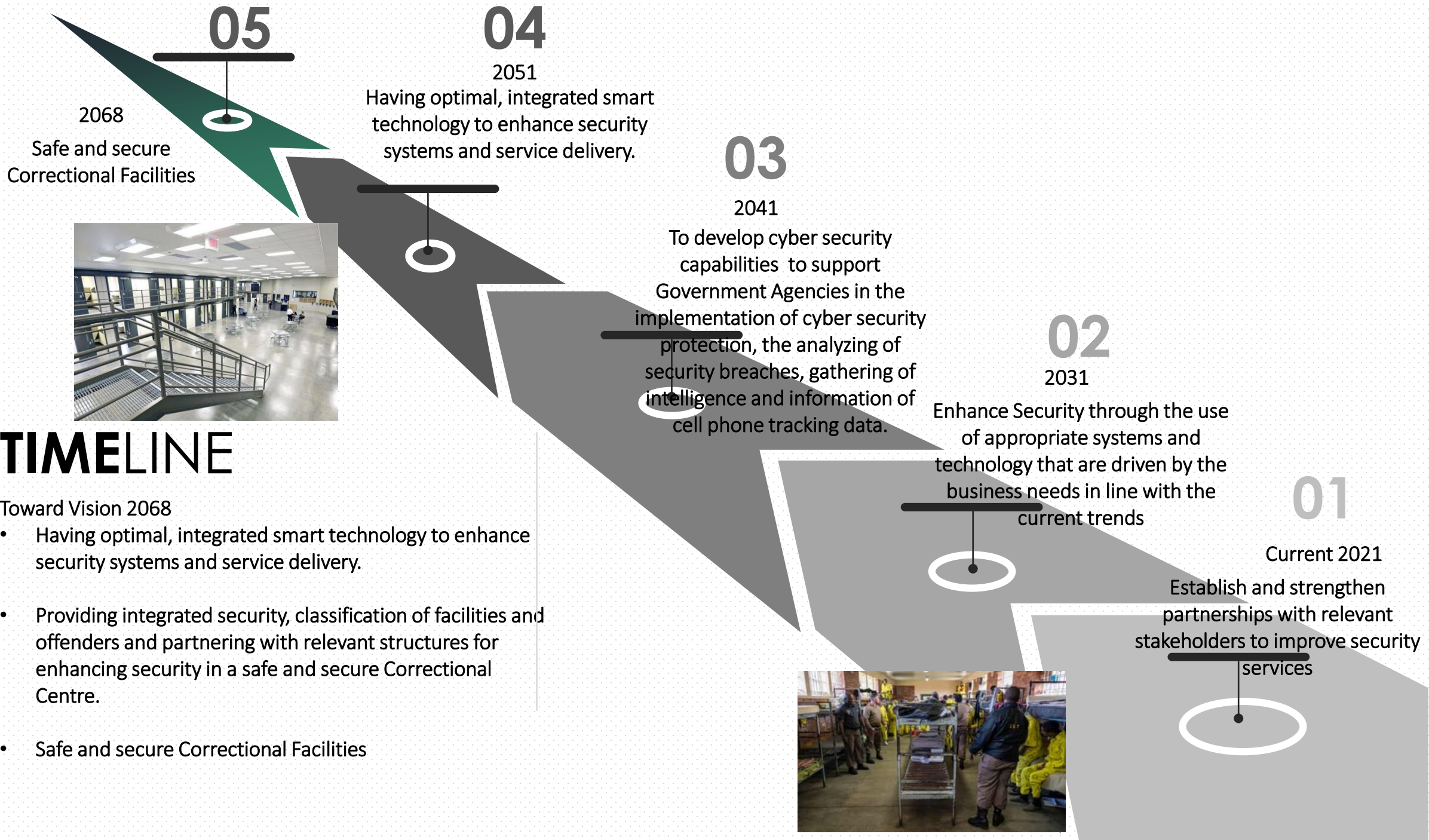
Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Enhance maintenance on infrastructure by appointment of panel of service providers	DCS, Contractors, DPWI	Minor maintenance projects were implemented in-house. The need was 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

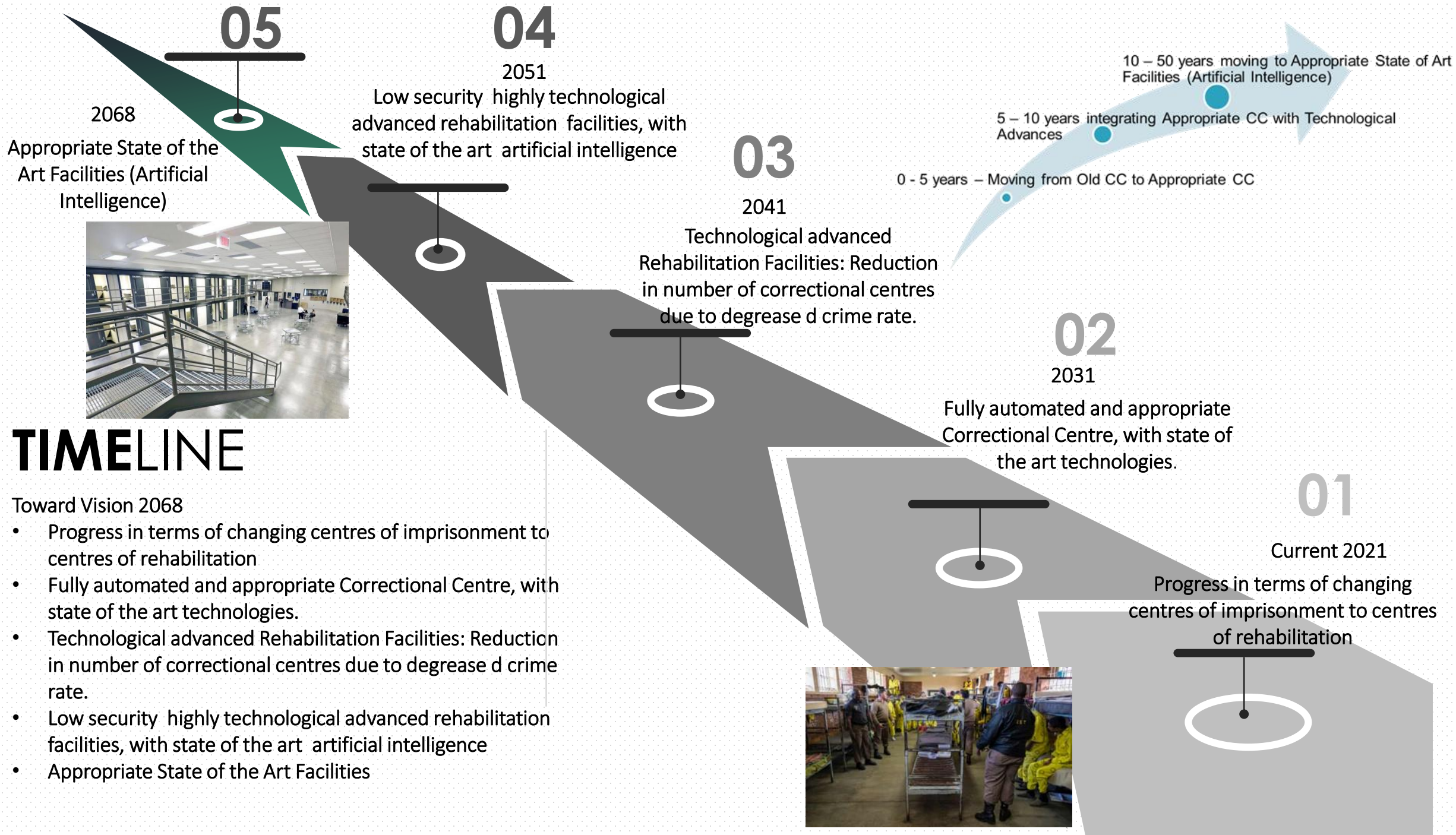
IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Development and implementation of a Comprehensive & Integrated Infrastructure Master Plan	DCS, DPWI, Municipalities, Department of Environmental Affairs	Draft infrastructure plan finalised. Should be approved by the National Building Advisory Committee	2022/2023
Review the infrastructure delivery model, procurement strategy and agreements with implementing agents	DCS, DPWI, IDT, DBSA	Revision of the MAO	2022/2023
Reduce over reliance on municipal and Eskom services, thought the implementation of alternative sources of energy and water supply	DCS, DPWI, Municipalities	Various bore-hole were installed, with interrelated water storage and infrastructure (currently engaging with DPWI)	2023/3024


IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Provision of state of the art Health Care Facilities	DCS, DPWI, Department of Health	Draft infrastructure plan finalised. Should be approved by the National Building Advisory Committee	2023/2024
Provision of agricultural facilities	DCS, DPWI, IDT, DBSA, Department of Rural Development	Revision of the MAO	2022/2023
Finalizing the User Asset Management Plan (UAMP)	DPWI, DCS and National Treasury	Conducted condition assessments and the UAMP was signed off by the NC.	ongoing







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

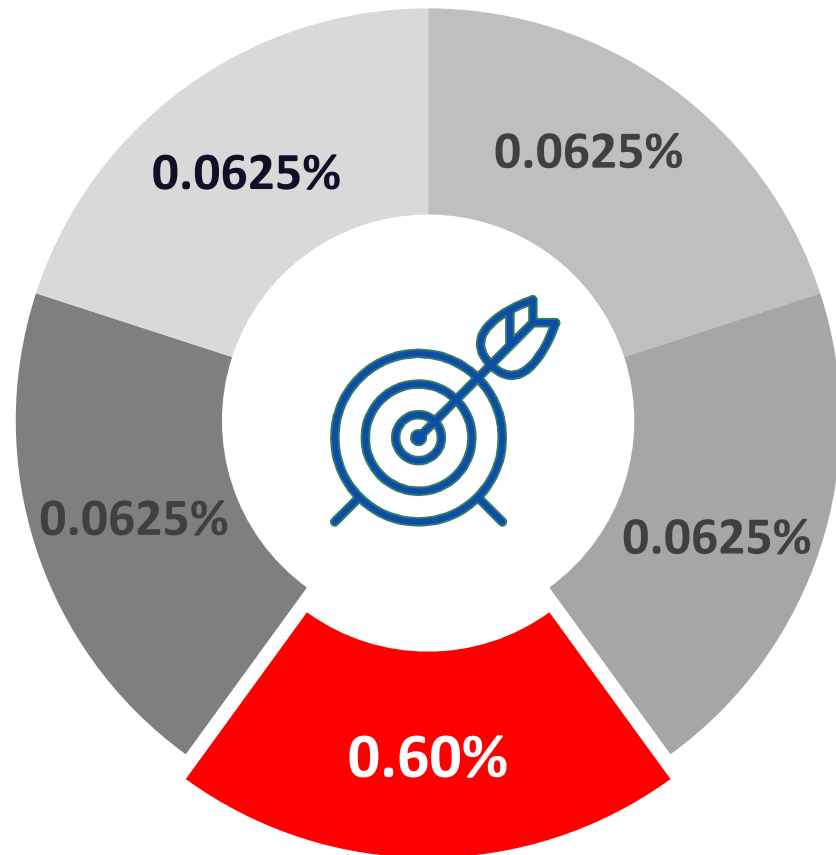
- Implement construction projects
- Implement maintenance projects
- Implement Own Resources Projects
- Support DPWI EPWP initiatives
- Support the district service development model

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)

Indicator: percentage reduction of security breaches at correctional facilities



Year 0: 2019/20.

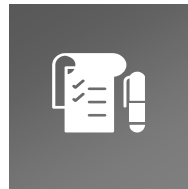
2019/20 (BASELINE 3,75%)



Year 1: 2020/21 Progress.

2020/21 Target: 0.05%

2020/21 Performance: 0.60% Increase in security breaches



Year 2: 2021/22

2021/22 TARGETS: 0.10%



Year 3:
Target

0.15%



Year 4:
Target

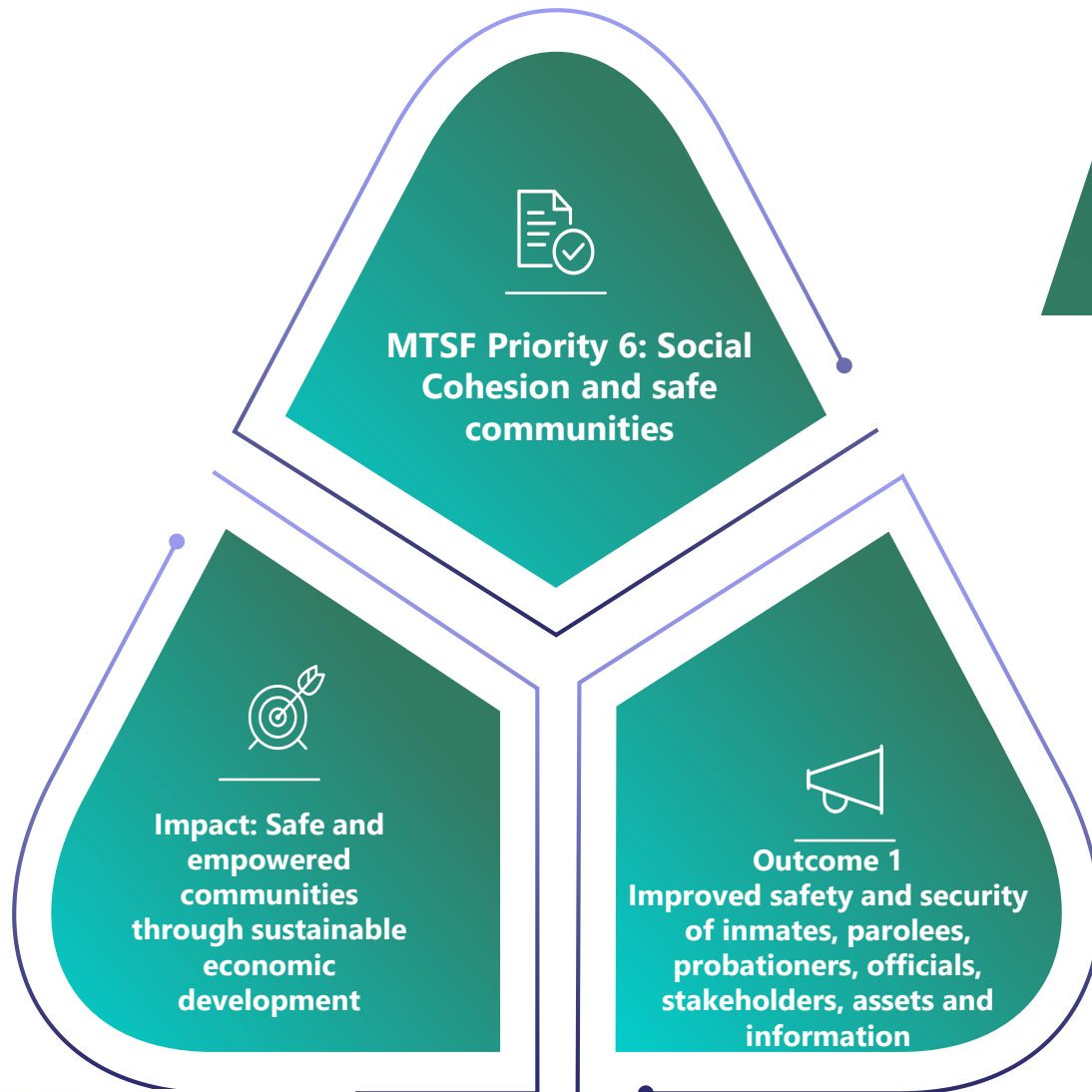
0.20%



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
4. Percentage of personnel screening and integrity assessment files completed
5. Number of security Audits conducted
6. Number of security awareness sessions conducted
7. Number of Threat and Risk Assessments conducted
8. Number of ID cards issued



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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



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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	0.032%	0.031%	
Safe Correctional Facilities	Percentage of inmates injured as a result of reported assaults in correctional facilities	4.60%	4.55%	
	Percentage of confirmed unnatural deaths in correctional facilities	0.032%	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>	Two (2) (Parys and Emthonjeni)	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
	Percentage of Personnel Screening and Integrity Assessment files completed	100% Received screening request	100EST training is also ongoing. %	HR, GITO and Finance for the implementation of screening and Integrity assessment systems
	Number of Information Security Audits conducted	12	12	Stakeholder involvement
	Number of Security Awareness Sessions conducted	12	12	Stakeholder involvement
	Number of TRA's conducted	12	12	Stakeholder involvement
	Number of ID Cards issued	950	950	Stakeholder involvement

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

02

Unsustainable municipal service

High

03

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

High

04

Outdated infrastructure not aligned to the Unit Management concept which was adopted by DCS

High

05

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

High

CRITICAL SUCCESS FACTORS: SECURITY

- Down management of violent gang incidents(2nd Qtr. of 2021/22).
- Achieving of target on escapes (2nd Qtr. of 2021/22).
- Achieving the target on inmates injured as a result of reported assaults (2nd Qtr. of 2021/22).
- Deployment of the National Task Team (NTT) on Special Operations at hotspot areas (St Albans : April 2019 – May 2021, Goedemoed: April 2019 – May 2021, Tswelopele: December 2020-February 2021, Ncome: April 2021 – June 2021.
- Deployment of the Regional Task Teams (EST) at identified hotspot areas within the Regions.

CRITICAL SUCCESS FACTORS: SECURITY (CONT...)

- Conducting of TRAs
- Approval of the Security Standard Operating Procedures (SOP) (B-Order)
- Approval of the Gang Combatting Strategy
- Draft Personnel Screening and Integrity Assessment Policy available
- Draft Integrated Security Strategy available
- Draft Information gathering and Analysis Policy available
- Establishment of the National Security Committee including the Regional Security Committees.

CRITICAL SUCCESS FACTORS: SECURITY (CONT...)

- Two (2) Digital Forensic Systems were procured to extract data from confiscated cellphones.
- Fourteen (14) body scanners were installed at seven (7) Management Areas(Barberton, Durban, Groenpunt, Kgosi Mampuru II, Johannesburg, Pollsmoor, St Albans)
- Sixty (60) female officials working in Maximum Correctional Centres were trained during September / October 2021 on self defence techniques, amongst others.
- In order to address the security breaches conducted by officials, Project Lungusa was established to look at the facts surrounding the identified security breaches and put in measures in place to avoid the re-occurrence of such incidents.

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