

2021 Strategic Planning Session

MTEF PLANS

OUTCOME: 1

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



Presentation outline



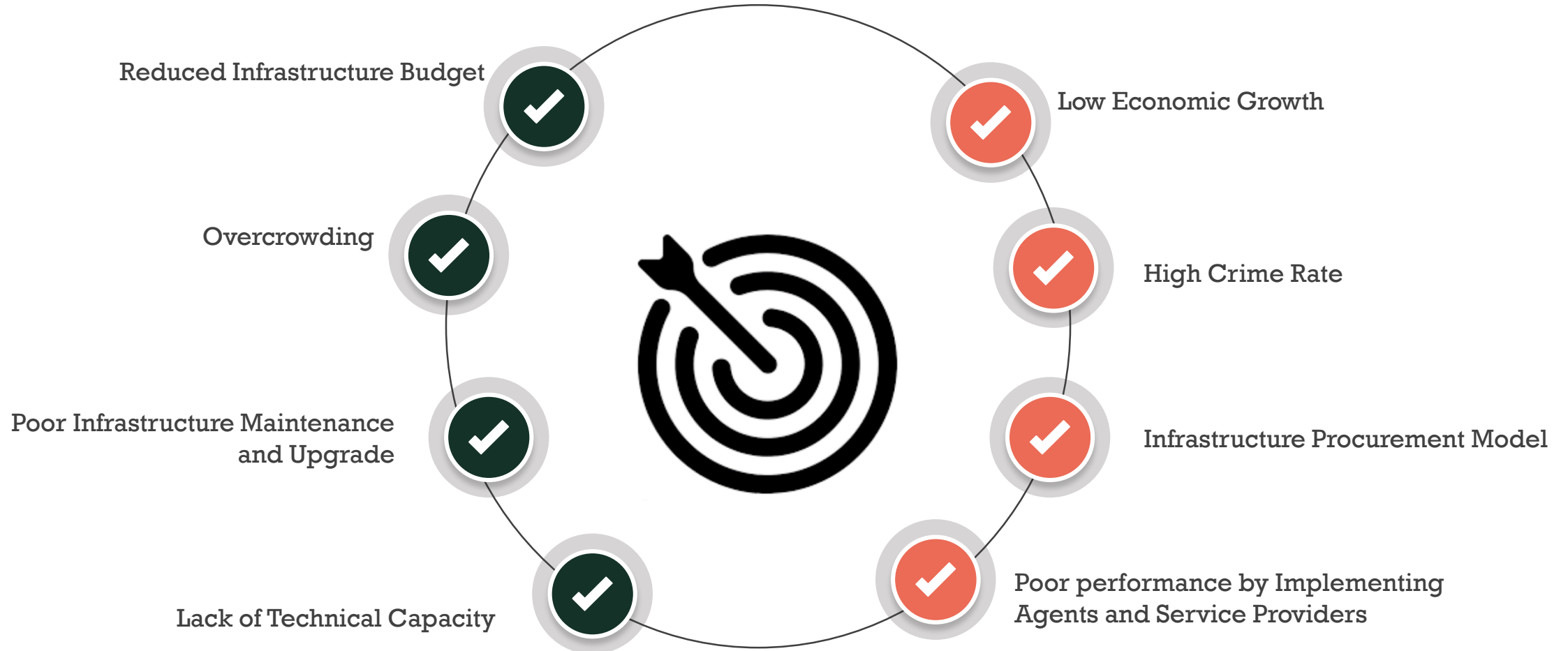
CONTEXTUAL ISSUES



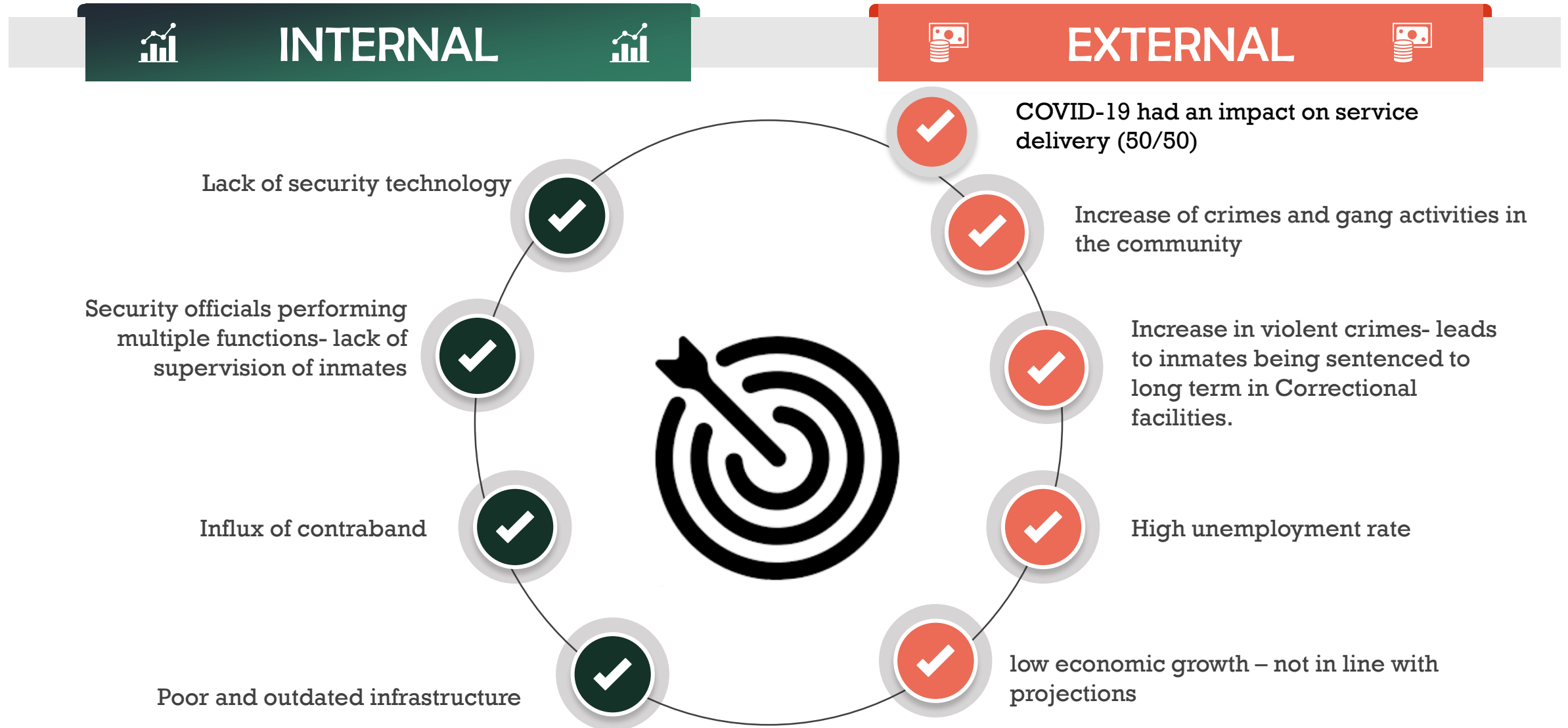
INTERNAL



EXTERNAL



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 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Outdated security policy and procedures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

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

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	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

Improve security of inmates, officials, stakeholders, assets and information			
	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

Improve security of inmates, officials, stakeholders, assets and information	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

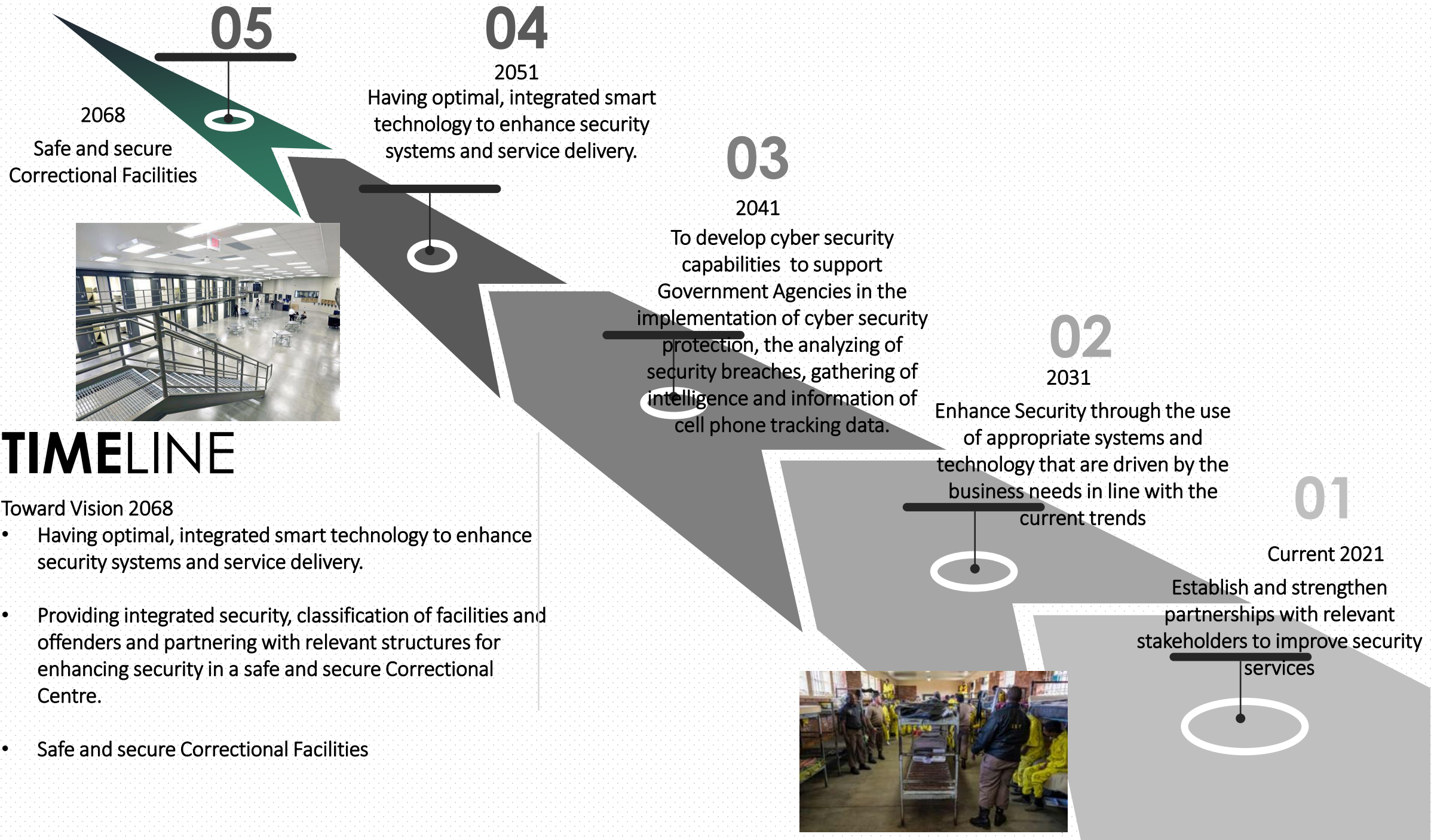
Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
Enhance maintenance on infrastructure by appointment of panel of service providers	DCS, Contractors, DPWI	Minor maintenance projects were implemented in-house. The need was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

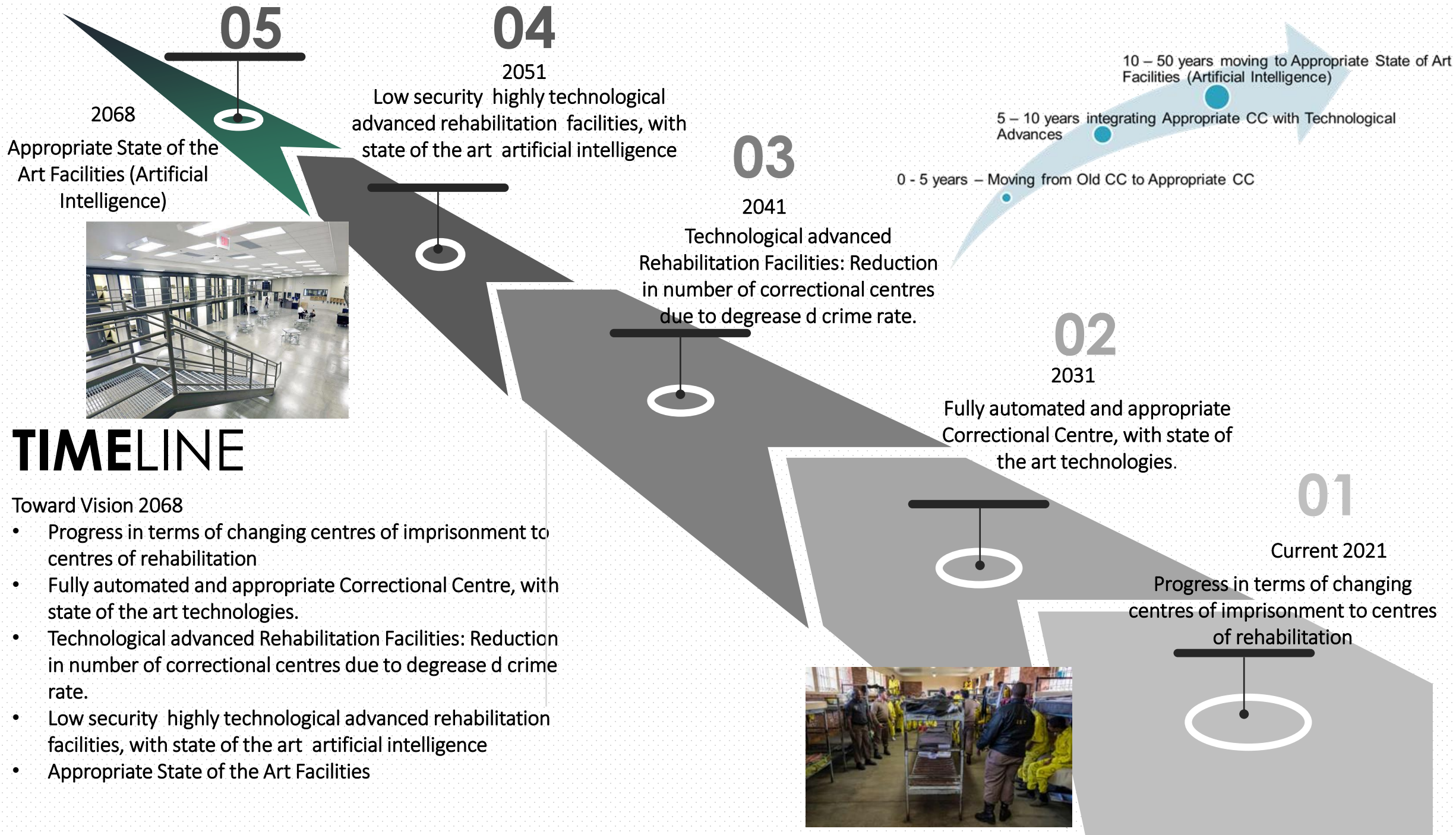
IMPLEMENTATION OF INTERVENTIONS

Improve security of inmates, officials, stakeholders, assets and information	Stakeholders	Progress since 2020	Date of completion
	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

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	DCS, DPWI, Municipalities	Various bore-hole were installed, with interrelated water storage and infrastructure	2023/3024







VISION 2068

<div>50 year plan</div> <div></div>	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> 

DELIVERY PRIORITIES FOR 2022

Mitigate the impact of COVID-19 and support recovery

Manage the pandemic

- a) Interventions that save lives and support the health sector
- b) Rollout of the National COVID-19 Vaccine Programme
- c) Support food security within households

01

Enhance state capability to deliver

- a) Supporting implementation capacity and capability for reforms;
- b) Reforms and restructuring of key SOEs;
- c) Combatting corruption and fraud;
- d) Managing the public sector wage bill.

04

Drive economic recovery

- a) Implement ERRP priorities
- b) Network industries reforms, esp energy, water, transport, telecoms;
- c) Localisation, empowerment, inclusion and job creation
- d) Skills strategy to support economic recovery and Master Plans.

02

Employment support and relief

Given unemployment levels, public employment programmes should continue to support household incomes while the economy recovers.

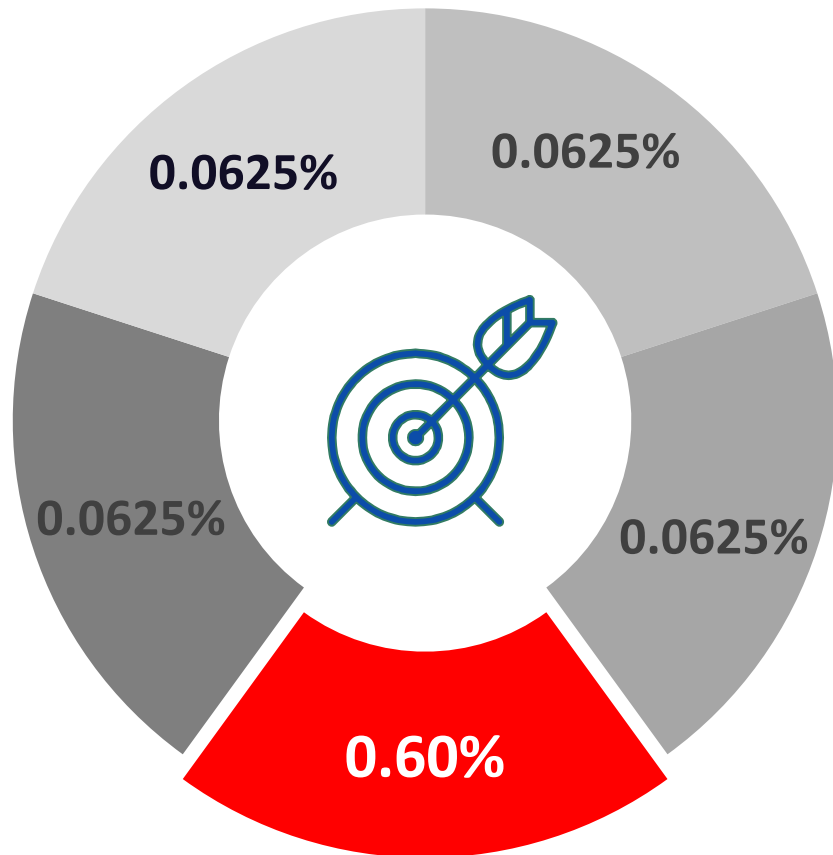
03



CONTRIBUTION TO DELIVERY PRIORITIES

Five Year Strategic Plan (Outcomes)

Indicator: percentage reduction of security breaches at correctional facilities



Year 0: 2019/20.

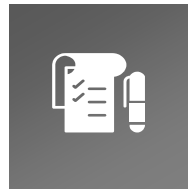
2019/20 (BASELINE 3,75%)



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**

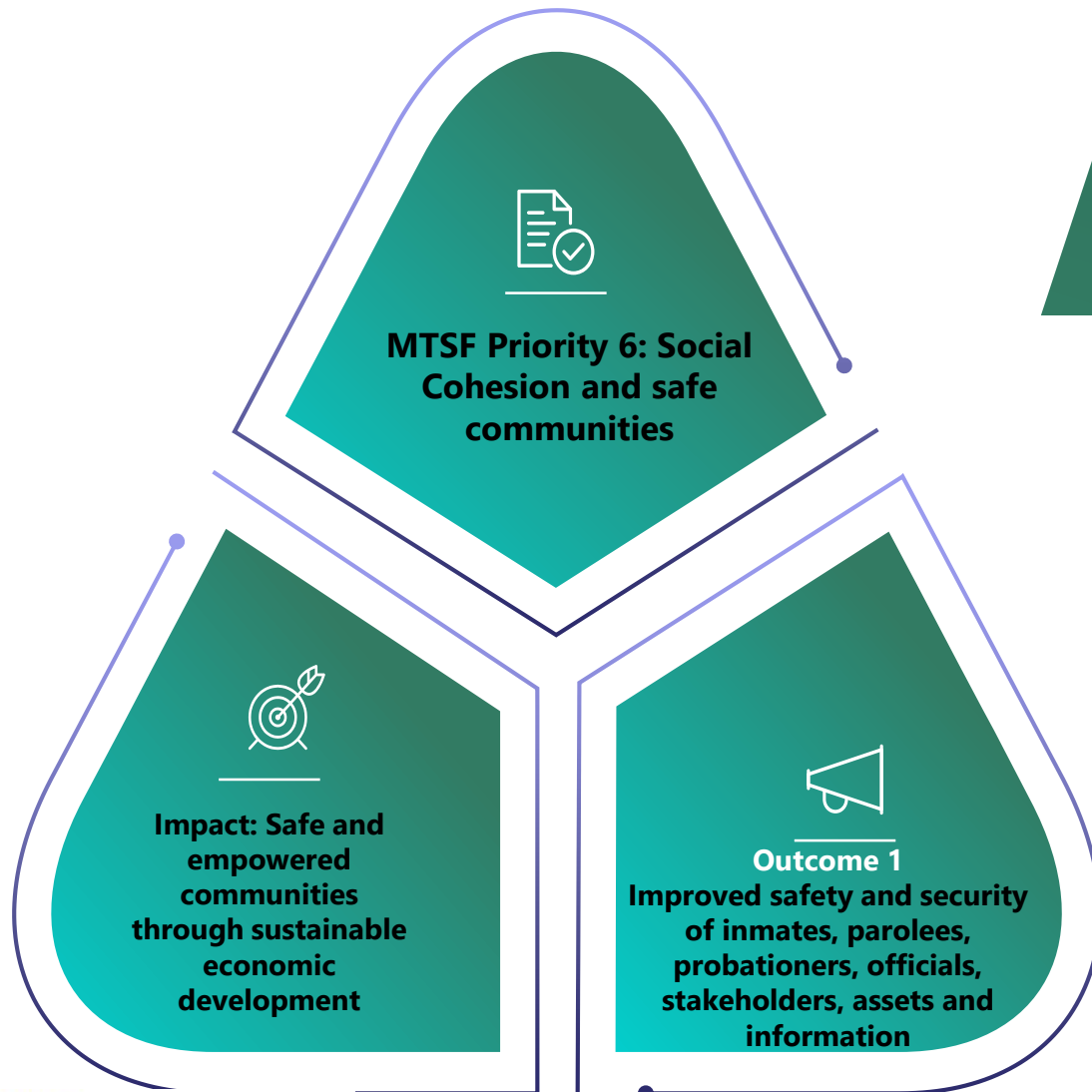
0.20%



**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

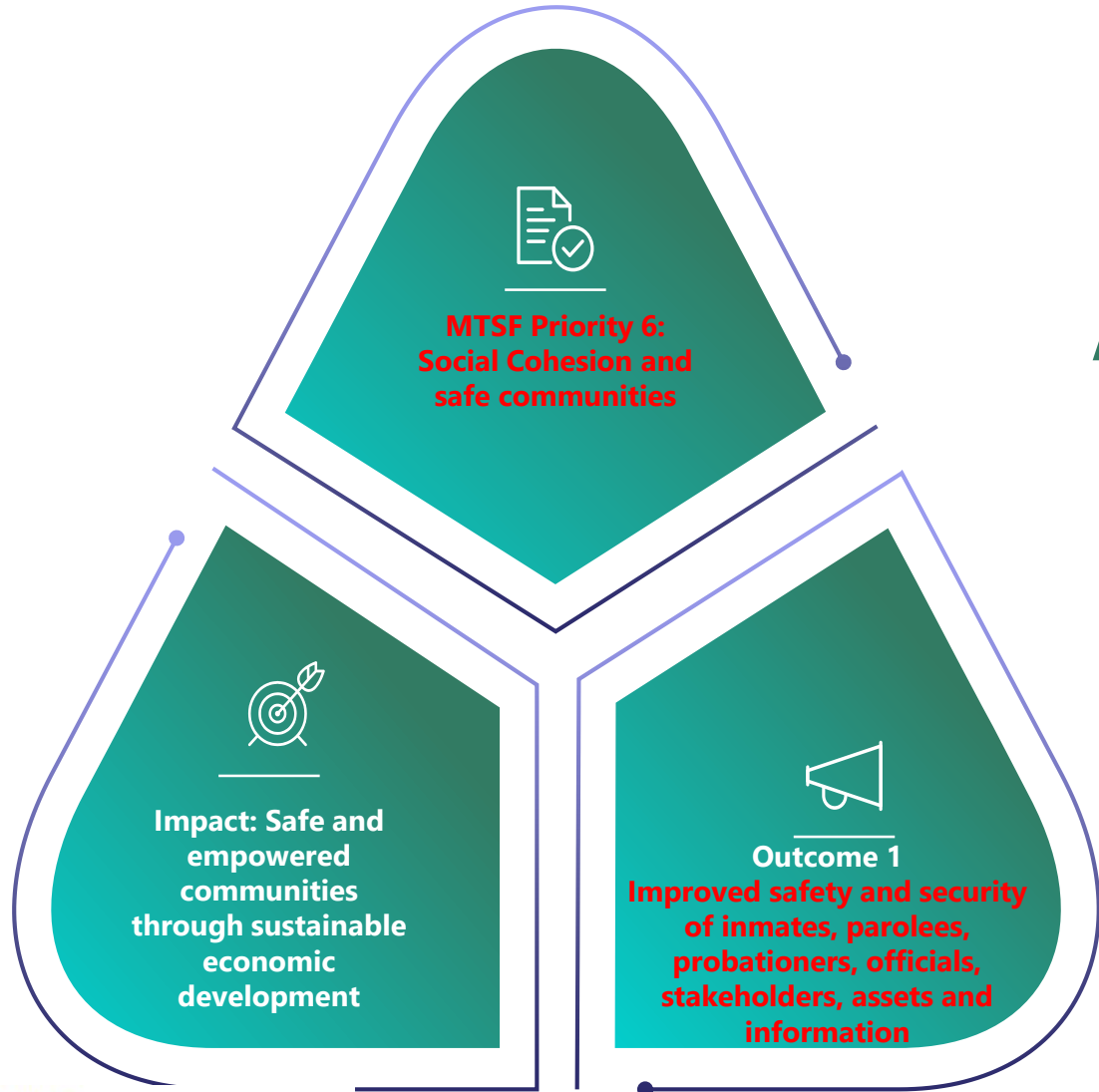
1. Percentage of gang related violent incidents
2. Percentage of unnatural deaths in Correctional Centres and Remand Detention Facilities per year.
3. Percentage of Security meetings held per month



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

Planning for the new DCS Head Office PPP Project at Salvokop (DPWI & NT)
Planning and design completed for construction of a correctional centre at Burgersdorp and Lichtenburg (DPWI)
Finalisation of site clearances for new correctional centres at Leeuwkop, Blue Downs, Nigel, Polokwane, Kirkwood, Richard Bay, Voorberg, Thohoyandou
Eastern Cape: Adopt maintenance from DPWI: Implementation of DCS electrical and mechanical maintenance contracts at Mthatha and Sada Management Area (Pilot project)
Implementation of ISS repair and upgrade at East London Management Area, Malmesbury and Goodwood & Completion of project at St Albans (IDT)
Implementation of ISS maintenance (DCS): National Treasury Deviation Approval
Restore and refurbish 42 houses at Waterval (Tornado Damage): DBSA
Adopt maintenance projects from DPWI. Repair and Maintenance to Thohoyandou Kitchen (DCS)
Own Resources: oversight to regions to create Work opportunities for inmates, parolees and probationers (DCS)
Process all municipal invoices received from DPWI and Municipalities
Enhance maintenance processes: Implementation of panel of Service Providers

MTEF Plans (APP)

Output	Output Indicator	Planned Annual Target 2021/2022	Planned Annual Target 2022/2023	Planned annual target 2023/2024	Planned annual target 2024/2025	Planned annual target 2025/2026
Improved safety and security of inmates	Percentage of inmates who escaped from correctional facilities.	0.032%	0.031%	0.030%	0.029%	0.028%
Improved safety and security of inmates	Percentage of inmates injured as a result of reported assaults in Correctional Facilities.	4.60%	4.55%	4.50%	4.45%	4.40%
Improved safety and security of inmates	Percentage of confirmed unnatural deaths in correctional facilities.	0.032%	0.032%	0.032%	0.032%	0.032%

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)

Output	Output Indicator	Planned Target 2021/2022	Planned Target 2022/2023	Planned target 2023/2024	Planned target 2024/2025	Planned target 2025/2026
Upgraded / new facilities	Number of infrastructure projects completed	1 (Emthonjeni Youth Centre)	1 (Parys)	1 (Brandvlei)	1 (Burgersdorp)	1 (Lichtenburg)

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	Additional Security measures implemented at Sterkspruit Correctional Centre to curb security breaches. Practical Completion was 21 September 2021. The completion date of 09/10/2020 was revised to October 2021. The main contractor declared insolvency and the sub contractor JFE took over the contract. A meeting took place on 12 October 2021 between DCS, DPWI and National Treasury in relation the delays on the construction of Emthonjeni Youth Centre. DPWI presented project challenges that led to the application of Variation Orders and National Treasury has requested DPWI to submit an appeal for approval of variation order	3 (Parys, Emthonjeni, St Albans)	

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)	Planning for the new DCS Head Office PPP Project at Salvokop (DPWI & NT)	Finalisation of feasibility studies	Finalisation of concept design	Stakeholder involvement: DPWI, NT, Twsane Municipality, Transactional Advisor, etc.
	Planning and design completed for construction of a correctional centre at Burgersdorp and Lichtenburg (DPWI)	Finalise BAC and procurement process	Site hand-over and commencement of construction	Stakeholder involvement: DPWI, Professional Team, Contractors, etc.
	Finalisation of site clearances for new correctional centres at Leeuwkop, Blue Downs, Nigel, Polokwane, Kirkwood, Richards Bay, Voorberg, Thohoyandou	Pre-feasibility studies completed	Adoption of EIA function from DPWI	Stakeholder involvement: DPWI, Local Municipalities, Department of Environmental Affairs, etc.
	Eastern Cape: Adopt maintenance from DPWI: Implementation of DCS electrical and mechanical maintenance contracts at Mthatha and Sada Management Area (Pilot project)	Planning and Design Completed.	Implement contract/s	Approval by DCS Bid Adjudication Committee
	Implementation of ISS repair and upgrade at East London Management Area, Malmesbury and Goodwood & Completion project at St Albans (IDT)	Finalise BAC and procurement for East London MA, Malmesbury. Appoint contract for St Albans project	Finalisation of construction	Stakeholder involvement: DPWI, IDT
	Implementation of ISS maintenance (DCS): National Treasury Deviation Approval	Contract awarded	Contract finalised during May 2022 and implementation of new contract/s	Involvement of Head Office and Regional Facilities Management, Contractor performance



MTEF Plans (AOP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Strategic Operational Outputs (how do we deliver the outcomes)	Restore and refurbish 42 houses at Waterval (Tornado Damage): DBSA	Planning and Design completed, contractor appointed. 10 houses fully restored	42 houses fully restored	Stakeholder involvement: DBSA, Professional Teams and Contractors
	Adopt maintenance projects from DPWI. Repair and Maintenance to Thohoyandou Kitchen (DCS)	Adoption of 50% of all accounts	Adoption of 50% of all accounts	Stakeholder involvement: DPWI, Municipalities, involvement of Regions etc.
	Own Resources: oversight to regions to create Work opportunities for inmates, parolees and probationers (DCS)	Support the DCS SSS Strategic Framework.	Support the DCS SSS Strategic Framework.	Appointment of in-house artisans
	Process all municipal invoices received from DPWI and Municipalities	100% target for processing of invoices: municipal services invoices processed within the stipulated period of 30 days	100% target for processing of invoices: municipal services invoices processed within the stipulated period of 30 days	Stakeholder involvement: DPWI, Local Municipalities, etc
	Enhance maintenance processes: Implementation of panel of Service Providers	Finalisation of the specification	Implement contract for rooster of service providers.	Approval by DCS Bid Adjudication Committee
	Enhance radio communication in support of security operations	Finalisation of the specification	Implement contract for the supply and maintenance of radio communication equipment	Approval by DCS Bid Adjudication Committee



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