

1. Strategic Risk Register 2021-2022 Financial Year

Strategic Risk Number	Strategic Outcome	Purpose	Risk Description	Root Cause	Consequence	Impact	Inherent Risk				Inherent Risk Exposure Index	Current control	Control Effectiveness	Residual Risk Exposure	Treatment Plans	Risk owner	Time Frame
							Severity	Frequency	Complexity	Recovery							
SR 1	Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information	Provide safe and secure conditions for inmates, consistent with human dignity.	Inadequate security and safety systems for inmates, officials and stakeholder	<div>1. Ineffective implementation of gang combating strategy.</div> <div>2. Dilapidated infrastructure not meeting the security standards i.e. access control.</div> <div>3. Dysfunctional security systems due to lack of maintenance.</div> <div>4. Inappropriate official to inmate ratio (shift pattern placing further burden on security resources).</div>	<div>1. High Security breaches and incidents such as escapes, assaults, unnatural death.</div> <div>2. Increase smuggling of contraband into correctional facilities.</div> <div>3. Uncontrolled access to all correctional facilities, offices and on information systems.</div>	Critical	5	Common	5	25	<div>1.Usage of National Response teams in case critical needs.</div> <div>2.Emergency support teams are available to critical management areas and are deployed as and when need arise.</div> <div>3. Festive season special operations is continuing to be implemented.</div> <div>4. Regular visits are conducted at management areas to review security compliance.</div> <div>5.Offenders are assisting with provisioning of critical information that assists in improvement of security.</div> <div>6.Replacement of ICT old infrastructure through cabling and switches. Procurement of new servers and computers.</div> <div>7.Implementation on Anti-virus solution.</div>	Weak	80%	20	<div>1.Review Gang combating strategy</div> <div>2.Redesign security model and resuscitate ISS project and put in place maintenance contracts for security installations.</div> <div>3.Establish the security operations effectiveness takes team guided by the National Operations Committee to deal security related gaps within the entire department.</div> <div>4.Development of National monthly security effectiveness visits plan to regions, management areas and Centre and timeously reporting and dealing with security breaches as and when they are identified.</div> <div>5.Procurement of security equipment's for management areas as per procurement plan.</div> <div>6.Review of the Security Structure Establishment of DCS security information officers</div> <div>7.Establishment of DCS security information officers</div> <div>8.Conduct continuous review of security strategies for alignment to changing environment and conduct regular training to officials on changes.</div> <div>9.Procurement and installation of detective and preventative security technology for contra band and avail IT equipment for use by all officials and ensure implementation of PAI</div>	CDC- INCOR CSO	Quarterly
SR 2	Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information	To create business value through provisioning of reliable integrated and secured ICT infrastructure and business application system to ensure effective strategic alignment and enhancement of business processes.	Inadequate Information Communication Technology (ICT) to enable the Department to have reliable, secured, integrated business systems and infrastructure.	<div>1. Old IT Infrastructure (cabling, switches, routers and servers).</div> <div>2. Outdated and vulnerable ICT softwares</div> <div>3. Under utilization of Business Systems results in unreliable information/data</div> <div>4. Delays to complete IMS project.</div>	<div>1. Poor service delivery</div> <div>2. Unreliable information/data</div> <div>3. Data breaches and data security compromise</div>	Critical	5	Common	5	25	<div>1. Replacement of old infrastructure on the prioritised sites.</div> <div>2. Rolling out of IMS</div> <div>3. Implementation of Anti-Virus solutions.</div>	Weak	80%	20	<div>1. Continuous rolling-out of IMS</div> <div>2. Procurement of Internal Firewall and Backup solutions</div> <div>3. Upgrading of Operating systems</div> <div>4.Continuous replacement of ICT Infrastructure for prioritised sites (23)</div> <div>5. Procurement of secure network and device management system</div>	CDC-GITO	Quarterly
SR 3	Successful reintegration of all those under the care of the Department.	Provide and facilitate support systems for the reintegration of offenders into society.	Inadequate monitoring processes of parolees and probationers for successful reintegration into communities as law abiding citizens	<div>1. Regular research, benchmarking and alignments not regularly conducted and effected.</div> <div>2. Non availability of proper integrated departmental, stakeholder strategy on re-integration of offender.</div> <div>3. Poor awareness and marketing strategy on re-integration of offenders.</div> <div>4. lack of proper support structures from the policy drivers and developers.</div> <div>5. Unformed, standard and outdated correctional programs provided to inmates.</div> <div>6.Lack of proper legislations to deal with disaster management .</div> <div>7. Lack of proper resources ( infrastructure,human Resources, budget , vehicles technical infrastructure,tools of trade ) for effective operations *</div> <div>8. Rejection of offenders by families and communities which leads to ineffective reconstruction services (family reunification).</div> <div>9. Inadequate collaboration among relevant stakeholders( other government departments, Business sectors and other entities).</div> <div>10. Failure to comply with parole correctional supervision conditions.</div> <div>11. Inadequate participation and unwillingness of offenders in restorative justice programme.</div> <div>12. Ineffective monitoring and supervision of parolees and probationers due to inadequate and misalignment of organisational structure as well as trained officials to work at Community Corrections.E7</div> <div>13. Ineffective monitoring and supervision of parolees and probationers in high risk/ no go areas due to insufficient resources.</div> <div>14. Stigmatisation of parolees and probationers by communities.</div> <div>15. Criminal record status and criminal record expungement creates a challenge for offenders to secure formal and stable employment and for their smooth reintegration into communities.</div>	<div>1. Poor service delivery and ineffective,inefficient productivity</div> <div>2. Redcuffing resulting in overcrowding.</div> <div>3. Dysfunctional families.</div> <div>4. Offender behaviour relapse.</div> <div>5. Increase absconding and violations</div> <div>6. Communities not feeling safe.</div> <div>7. Parolees and probationers not completing programmes as scheduled</div> <div>8. Ineffective monitoring which leads to unsuccessful reintegration of some of the parolees and probationers</div> <div>9. Reputational damage to the department</div> <div>10. Rejection of offenders by families and communities.</div> <div>11. Ineffective monitoring which leads to unsuccessful reintegration of some of the parolees and probationers"</div>	Critical	5	Common	5	25	<div>1. Formalized partnership with communities, traditional leaders, NGO's and other government departments.</div> <div>2. Usage of internal Structures to provide rehabilitation to inmates.</div> <div>3. Policy and Policy Procedures available</div> <div>4. Social Reintegration programmes</div> <div>5. Stakeholder management.</div> <div>6.Framework/strategies for disaster management developed in line with country national disaster gazette.</div> <div>7. SRF Framework developed</div>	Weak	80%	20	<div>1. Avail develop the disaster management framewrok/strategies in line with social reintegration services. To deal with unforeseen eruption of disasters like Health/Covid/ floods, death etc</div> <div>2. Review and alignment of post establishment in line with Social Reintegration functionalities. Increase structure in line with the current parolee/ probationer population.</div> <div>3. Develop the framework on management of absconders and effective engagemnt of other relevant stakeholders.</div> <div>4. Fasttrack the approval of the draft management of foreign nationals and engagemnt of JCPS Cluster to include conditions for managing Foreign nationals.</div> <div>5. Create a structure and absorb Social Auxilliary Workers</div> <div>6.Re-positioning of the concept of social Reintegration.</div> <div>7. Reconcile offenders, parolees and probationers with their families /communities through enhancement of partnerships with community safety forums, National House of Traditional Leaders and Councilors.</div> <div>8. Strengthen strategic partnerships to provide after care support and participation in structures supporting social cohesion. Review community participation policy.</div> <div>9. Strengthen internal collaboration to ensure effective implementation of the sentence plans.</div> <div>10. Awareness campaigns on Restorative Justice programme and continue offering Restorative Programmes to victims/offenders.</div> <div>11. Development of organisational structure for Community Corrections which is aligned to the approved Service Delivery Model. Enhance specialized training for social re-integration. Review job description of Community Corrections Social Workers. Development of Social Reintegration Framework.</div> <div>12. Request funding for conducive transport for physical monitoring in rural and mountainous areas. Review the use of Electronic Monitoring/ tagging.</div> <div>13. Awareness campaigns within the communities. Implementation of Ambassador</div>	CDC-COMCOR	Quarterly
SR 4	High performing ethical organization.	Improved access to rehabilitation and developmental interventions as well as improved self-sufficiency level of the department.	Inadequate implementation of the strategic framework on self-sufficiency and sustainability and improve the self- sufficiency within the department.	<div>1. Non-availability of an implementation plan for the strategic framework on self-sufficiency and sustainability.</div> <div>2. Inadequate capacity/ drivers/human resources for implementation of self- sufficiency and sustainability projects.</div> <div>3. Inadequate funding, machinery and equipment, inputs for implementation of the strategic framework on self-sufficiency and sustainability.</div> <div>4. Inadequate coordination of resources and lack of integrated planning with internal stakeholders (HR, Finance, Comcor, Facilities, Incor, Legal, Strategic Management and GITO) and external stakeholders (e.g. other Government Departments, Non-Governmental Organizations, Communities).</div> <div>5. Inadequate enablers like water supply/global warming impact, shortage of power supply/load-shedding/load-reduction.</div> <div>6. Disease outbreak/pandemic.</div> <div>7. Natural disasters-el-nino (drought), la-nino (flooding), fire-outbreak.</div> <div>8. Land claims against departmental farms/land, by beneficiaries/communities.</div>	<div>1. Non implementation of the strategic framework on self-sufficiency and sustainability.</div> <div>2. Under-utilization of resources (infrastructure, machinery, equipments, personnel, offenders, land, and etc) as well as lack of improvement on self-sufficiency and sustainability.</div> <div>3. Deterioration of infrastructure, resulting in an increase of theft/vandalism of property, land degradation, depletion of natural resources, e.g. soil erosion, water run-off, subsequently, flooding and damage of infrastructure.</div> <div>4. An increase on expenditure of externally purchased products.</div> <div>5. Limited work/developmental opportunities for offenders/dleness of offenders.</div> <div>6. Food-insecurity, which might impact on food prices/ an increase on price of commodities in the open market (due to an increase in demand).</div> <div>7. Non-compliance with applicable legislations, and closure of Regulated food production and preparation premises (e.g. abattoirs, bakeries, dairies).</div>	Critical	5	Common	5	25	<div>1. Utilizing the available resources in order to sustain productivity.</div> <div>2. Formalize technical support services with stakeholders.</div> <div>3 Working with other Government Departments as well as Training Institutions for training and development of agriculture and workshops officials.</div> <div>4. Maintaining close working relations with key internal and external stakeholder.</div> <div>5. Monitoring and Evaluation to ensure compliance with policies.</div>	Weak	80%	20	<div>1. Appointment of a National Task Team consisting of relevant stakeholders from various branches and regions to drive/implement the strategic framework on self-sufficiency and sustainability.</div> <div>2. Develop an implementation plan for the strategic framework on self-sufficiency and sustainability.</div> <div>3. Develop the marketing strategy to market the services/products of DCS to other government departments.</div> <div>4. Consultation with the National Treasury on the retention of revenue generated.</div> <div>5. Development of a feasibility study to determine an option/mechanism for revenue retention, i.e. Trading Entity/Trading Account.</div> <div>6. Development of a business case, pending the outcome of the feasibility study on revenue retention.</div> <div>7. Monitoring and Evaluation of the implementation plan.</div>	CDC-INCOR CFO DC PD	Quarterly

SR 5	Increased access to needs-based rehabilitation programmes to improve moral fibre	Provide offenders with needs-based programmes and interventions to facilitate their rehabilitation and personal development.	Inadequate access to rehabilitation, psychosocial and development interventions towards successful reintegration to the society	<ol style="list-style-type: none"> <li>1.Lack of integrated planning with internal external stakeholders</li> <li>2.Non-conducive infrastructure to align resource to curriculum.</li> <li>3.Misalignment of personal development and rehabilitation needs of offenders to the market/economic needs.</li> <li>4. Lack of personnel available to provide security during the rehabilitation and development programmes compounded by the shift patterns</li> <li>5.Disproportionate ratio of offenders to professionals/custodial members.</li> <li>6.Environment not conducive for the implementation of rehabilitation programmes.</li> <li>7. Inability to provide adequate access to psychosocial services to inmates ( Spiritual, Social work and Psychological services)</li> </ol>	<ol style="list-style-type: none"> <li>1.Offenders trained in irrelevant programmes.</li> <li>2.Offenders trained in programmes not addressing the market/economic needs.</li> <li>3.High unemployment rate.</li> <li>4.Shortage of Entrepreneurs.</li> <li>5. Offenders not reintegrated into society.</li> <li>6.Reoffending,Unemployment and poverty.</li> <li>7.Failure to implement and fully complete sentence plans.</li> <li>8. Poor service delivery.</li> <li>9. Reputational damage</li> </ol>	Critical	5	Common	5	25	<ol style="list-style-type: none"> <li>1.Alignment of available resources to current curriculum/programmes.</li> <li>2.Formalize partnerships with internal and external stakeholders to improve services delivery.</li> <li>4. Formalized partnership with communities, traditional leaders, NGO's and other government departments.</li> <li>4. Usage of Internal Structures to provide rehabilitation to inmates.</li> </ol>	Weak	80%	20	<ol style="list-style-type: none"> <li>1. Improve and establish formal partnerships with relevant stakeholders, collaboration with JCPS cluster partners and marketing of psychosocial rehabilitation services through integrated planning annually which will be driven by the task team on rehabilitation compliance.</li> <li>2. Utilization of information communication technology to improve access to Formal Education programmes.</li> <li>3. Improve and establish formal partnerships with relevant stakeholders.</li> <li>4.Develop Operational Plan for provision of Skills Development Programmes and Services.</li> <li>5. Facilitate the formalization of the Protocol Agreement between DCS and DHET to provide personal development programmes.</li> <li>6.Align current available resources with the curriculum. Develop monitoring and evaluation memo and M&amp;E schedule to monitor personal development programmes.</li> <li>7.Identify training needs for human resource. Develop a plan procure ICT equipment and implement e-Learning programme in DCS TVETCentres.</li> <li>8. Identification of training centres workplaces for accreditation.</li> </ol>	CDC:INCOR DC:PERSONAL DEVELOPMENT DC:PERSONAL WELL BEING	Quarterly
SR 6	Healthy incarcerated population.	Provide inmates with appropriate nutritional services during the period of incarceration.	Inadequate provision of a comprehensive package of health care services to inmates.	<ol style="list-style-type: none"> <li>1. Limited number of pharmacy facilities to increase accessibility of medicines and other supplies.</li> <li>2. Unavailability of an integrated electronic health information system.</li> <li>3. Unavailability of departmental specific staffing norms for Health Care professionals/service providers.</li> <li>4. Inadequate prevention, containment and mitigation measures</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in spread of communicable diseases such as COVID-19, TB bad others resulting in deaths within dcs facilities</li> <li>2. Litigations as a result of increased infection within the DCS facilities.</li> </ol>	Critical	5	Likely	4	20	<ol style="list-style-type: none"> <li>1. Utilization of available resources (manual health information system, Integrated TB/HIV System (THIS), human resources, finance)</li> <li>2. Referral to Departments of Health for secondary and tertiary levels of health care</li> <li>3. Stakeholder collaboration</li> </ol>	Weak	80%	16	<ol style="list-style-type: none"> <li>1. Establishment of pharmacies to increase pharmacy in all Management Areas to ensure accessibility of medicines and other medical supplies.</li> <li>2. Development of DCS specific staffing norms for all cadres of Health Care Professionals/ Service providers.</li> <li>3. Strengthen partnership with stakeholders ( NDH) for assistance with provisioning of services in areas where the critical operational gaps were identified</li> <li>4.Continuous awareness on communicable and non communicable diseases across the DCS centers on monthly and quarterly basis.</li> <li>5. Development of a long terms strategy on health care provisioning supported by capacity and resources which includes management areas.</li> <li>6 Consultation and engagements with department of health for exemptions of inmates from being treated as private patients</li> <li>7. Implementation of infection, prevention control strategy for inmates and employees for communicable diseases or outbreaks.</li> </ol>	CDC:INCOR DC:HEALTH CARE SERVICE	Quarterly
SR 7	High performing ethical organization.	To provide effective and efficient financial and supply chain management (SCM) services.	MTEF budget cuts on vote allocations to DCS	<ol style="list-style-type: none"> <li>1. Insufficient tax revenues to fund government spending, as a result of slow economic growth</li> <li>2. Increase in country's borrowing costs</li> <li>3. Negative impact of COVID-19 on already ailing economy</li> <li>4. Poor internal controls within the supply chain processes.</li> <li>5. Poor spending capacity</li> </ol>	<ol style="list-style-type: none"> <li>1. Inability to meet financial obligations.</li> <li>2. Insufficient budget allocations for programmes and projects</li> <li>3. Budget cuts on Compensation of Employees resulting in reduced post establishment</li> <li>4. Low spending which will result in further budget cuts</li> </ol>	Major	4	Common	5	20	<ol style="list-style-type: none"> <li>1. Implementation of budget reprioritisation and circulars.</li> <li>2. In Year Monitoring of budget and spending plans</li> <li>3. Utilisation of funding from external funders for other critical programmes.</li> <li>4. Utilisation of services from partners for programmes.</li> </ol>	Weak	80%	16	<ol style="list-style-type: none"> <li>1. Monthly and quarterly budget and expenditure monitoring meetings</li> <li>2. Stringent budget management</li> <li>3. Alternative sources of funds from SETAs, NSF, CARA, IUS</li> <li>4. Enhance utilisation of services from partners for programmes</li> <li>5. Approved fund shifts</li> </ol>	CFO DC:F&MA	Quarterly
SR 8	High performing ethical organization.	Improve HR capacity and management to enable the Department to fulfil its mandate	Inadequate structure to support the departmental needs and mandate.	<ol style="list-style-type: none"> <li>1. Misalignment between organizational structure and operational needs.</li> <li>2. Dependency on DPSA for approval of the reviewed structure.</li> <li>3. Lack of control by HR planning to review the structure.</li> <li>4. Instability of leadership and continuous change of DCS vision</li> <li>5. Budget Constraint</li> </ol>	<ol style="list-style-type: none"> <li>1.Poor service delivery</li> <li>2. Lowering performance targets</li> <li>3. Reputational damage and increased litigations.</li> </ol>	Critical	5	Common	5	25	<ol style="list-style-type: none"> <li>1. Usage of contract workers to augment the current operational needs.</li> <li>2. Usage of partners and other stakeholders in the interim on critical service while waiting for finalization of structure.</li> </ol>	Weak	80%	20	<ol style="list-style-type: none"> <li>1. Alignment of structure in accordance to operational needs through process mapping project which is currently in the advanced stage</li> <li>2. Consultation with National treasury for funding of developed structure.</li> <li>3. Ensure approval of reviewed structure that is aligned to the operational needs through timeous consultation with internal and external stakeholders.</li> </ol>	CDC:HR DC:HRM	Quarterly
SR 9	High performing ethical organization.	To provide effective and efficient financial and supply chain management (SCM) services.	Ineffective mechanisms and systems to detect and prevent fraud and corruption within the department.	<ol style="list-style-type: none"> <li>1. Inadequate of structure within the department to recovery, prevention, detection and investigation (Forensic).</li> <li>2. Non approval of reviewed Anti-Corruption Policy, Whistleblowing Policy, Fraud Prevention Policy, Fraud Prevention plan and Counter Corruption Strategy.</li> <li>3. Outdated departmental policies, procedures and guidelines at the respective directorates.</li> <li>4. Poor supervisory and verification systems</li> <li>5. Reactive and ineffective security mechanisms and systems for ICT and physical security</li> <li>6. Lack of technology to assist during investigation and detection of cases.</li> <li>7. Lack of consequence management on high level cases.</li> <li>8. Ineffective ethics committees within the Head Office and Regions.</li> <li>9. Non availability of a formalized ethics framework and awareness not conducted.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in backlog of cases to be investigated.</li> <li>2. Reputational damages</li> <li>3. Poor service delivery.</li> <li>4. Continuous increase in fraud and corruption committed by officials.</li> </ol>	Critical	5	Common	5	25	<ol style="list-style-type: none"> <li>1. Continuous awareness campaigns.</li> <li>2. Usage of available staff for investigations (DIU).</li> <li>3. Monitoring of cases on monthly basis.</li> <li>4. Usage of other state organs to assist with investigations (forensic)</li> </ol>	Weak	80%	20	<ol style="list-style-type: none"> <li>1. Approval of Anti-Corruption Policy, Fraud Prevention Policy, Fraud Prevention Plan, Whistleblowing policy and Counter Corruption Strategy.</li> <li>2. Review the DIU structure for regions and provide the funding for resources within the reviewed structure to cover prevention, detection and investigations and to further capacitate the forensic investigation section for the department.</li> <li>3. Strengthen collaboration and relationship with other law enforcement agencies (SARS, NPA,SAPS etc) to assist with spread up processes for investigations.</li> <li>4. Review the Correctional Service Act to give investigators powers to subpoena evidence from external sources.</li> <li>5. Develop and implement integrity and ethics framework and strategy.</li> <li>6. Develop and implement the National fraud and corruption awareness plan in conjunction with SAPS to advocate the danger of fraud and corruption within the workplace.</li> <li>7. Establishment of ethics committees within the regions, finalization of ethics framework and strategy for the department inclusive of how awareness will be conducted.</li> </ol>	DIU CDC:HRM CFO DC: LEGAL SERVICES RC's	Quarterly
SR 10	Improved safety and security of inmates, parolees, probationers, officials stakeholders, assets and information.	Ensure effective and efficient remand detention system consistent with human rights in a safe and secure environment.	Ineffective and unintegrated systems(UPS) to reduce overcrowding in remand facilities	<ol style="list-style-type: none"> <li>1. Non implementation of the agreed justice cluster resolutions by stakeholders</li> <li>2.Lack of proper buy in from stakeholders on implementation of prolonged strategy</li> <li>3.Limitation of powers on decision making since remand detainees are a shared responsibility</li> <li>4. Piecemeal approach in the implementation of reduction strategies</li> <li>5. Limited strategies for reducing the remand detainee population and co-dependency to courts for the decisions on implemented strategies</li> <li>6. Ineffective monitoring of the implementation of strategies.</li> <li>7. Lack of understanding of the processes regarding the assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1.Increase overcrowding rate.</li> <li>2. Low staff morale.</li> <li>3. Increased opportunities for illegal activities in DCS facilities.</li> <li>4. Increase rate of assaults and unnatural deaths.</li> <li>5. Reputational damage</li> <li>6.Increased budget to cater for inmates</li> <li>7. Errors in reporting on the APP regarding the risk assessment of remand detainees.</li> </ol>	Critical	5	Likely	4	20	<ol style="list-style-type: none"> <li>1.Usage of current bail protocol systems and s49G protocol</li> <li>2.Regular consultation with JCPS clusters on solution for reduction of remand detainees within DCS system.</li> <li>3.Submission of qualifying offenders profile for consideration to relevant authority.</li> <li>4.Offenders transfers.</li> </ol>	Weak	80%	16	<ol style="list-style-type: none"> <li>1. Implementation of available strategies and monitoring of feedback from court (Bail review and 49G).</li> <li>2. Participation in cluster structures at National, Regional and Local level and sharing of trends including feedback on strategies implemented.</li> <li>3. Capitalize on implementing strategies for down management of sentenced offenders in areas that fall under the control of DCS.</li> <li>4. Assessment of remand detainees in line with the CRA tool, keeping of records of the assessed RD's and monitoring of reporting.</li> </ol>	CDC: RD RC's DC:RSS DC:ROM CDC:INCO DC:F&M&PM	Quarterly

SR 11	<b>Improved safety and security of inmates, parolees, probationers, officials stakeholders, assets and information.</b>	Provide physical infrastructure that supports safe custody, humane conditions and the provision of correctional and development programmes, care and general administration.	Inadequate (Dilapidated) infrastructure for inmate, stakeholders and officials	1. Poor infrastructure maintenance of facilities by DPW 2. Late and non-completion of planned infrastructure projects by implementing agents 3. Non compliance to the OHS ACT 4. Restrictions of devolution by the Accountant General on Property procurement and maintenance	1. Unsafe facilities for incarceration 2. Litigation due to increased diseases infections caused by over crowding 2. Overcrowding of remand Facilities 3. Non-compliance to OHS Act. 4. Increase in gangsters, escapes and assaults. ect	Critical	5	Likely	4	20	1. Utilization of own resources for maintenance projects 2. Utilization of DPW contracts for maintenance and facilities	Weak	80%	16	1. increases the maintenance and repair budget at management areas. 2. Request for structure review to include maintenance staff at the management areas. 3. Continuous utilization of own resource for maintenance and upgrading of own buildings. 4. Relocation of leased Community Corrections to Government buildings and Management areas. 5. Acquisition of own building to cater for Community Correction offices which are on month to month leases.	CDC: INCOR CDC:RD DC: Facilities	Quarterly
SR 12	<b>High performing ethical organization.</b>	To provide effective and efficient financial and supply chain management (SCM) services.	Inability to detect and prevent irregular, futile and wasteful expenditure	1. Non adherence to procurement regulations and prescripts of goods and service processes by DCS staff 2. Skills gap from officials performing supply chain management functions within the department. 3. Non availability of internal control structure at the regions to certify orders and conduct the pre audits 4. Non availability of proper checklists and poor internal controls 6. Poor segregation of duties due to non availability of staff within SCM environment.	1. Increase in irregular expenditure 2. Audit qualifications 3. Reputational damage 4. Inability to meet the mandate of the department	Critical	5	Likely	4	20	1. Utilization of SCM Policies, circulars and available procedure manuals 2. Monitoring of implementation of action plans by internal audit and AG through ICC 3. Awareness workshops conducted by the DIU and internal controls nationally on control improvements and irregular expenditure preventions	Weak	80%	16	1. Develop and implement a target training program to all staff that perform SCM function within the department which must include request for quotation and bidding process. 2. Develop and implement a SCM Departmental control committee that must review procurement of goods and service to the value from R200 000 to R500 000.00 before award to identify and eliminate discrepancies. 3. Review the SCM checklist and align them with current prescripts. 4. Appoint contract workers and issue panel of service providers to eliminate administration burden when request for service are received by SCM from end users	CFO DC: SCM	Quarterly
SR 13	<b>High performing ethical organization.</b>	High performing ethical organization.	Inadequate implementation of Business Continuity system by Branches and Regions	1. Non availability of a proper strategy, implementation plan and a framework 2. Ineffective business continuity task team 3. Poor planning 4. Lack of training on BCP	1. Interruption of business operations (internal and external services). 2. Litigations. 3. Organizational reputational damage 4. Loss of crops and livestock due to fires and droughts. 5. Low agricultural productivity	Critical	5	Common	5	25	1. Implementation of available contingency plan 2. Utilization of the disaster recovery plan and SITA back up site	Weak	80%	20	1. Conduct environment risk impact assessment against the DCS business operation ( compliance with environment act and policies) 2. Conducting an awareness at Regions and Mangament Area to educate officials on Business continuity strategies, 3. Partner with external service providers to assist with development and implementation of the continuity systems. 3. Develop business continuity strategies, framework and implementation plan 4. Explore investment in alternative energy and water sources on Correctional Centre farms.	COC	Quarterly