



DCS ANNUAL STRATEGIC PLANNING SESSION

GROOTVLEI MANAGEMENT AREA
FREE STATE
07-09 DECEMBER 2021

PROGRESS REPORT ON THE ROADSHOWS – VISION 2068

1. SECURITY

No.	ITEM	Progress to date	Expected completion date
1.	Establish proactive security that is intelligence driven.	Quarterly meetings are held with GITO and CSIR. Procured two (2) digital forensic systems which are used to extract information from confiscated cell phones.	Ongoing
2.	Review the grading of correctional centres and consider use of offender profiles.	Grading of Correctional Facilities are the responsibility of Correctional Administration.	
3.	Reduce DCS dependencies on private companies and take ownership of our security systems.	Security systems are currently not functioning in most of the Facilities in which they were installed due to the lack of maintenance. A contractor has been awarded contracts to revive the ISS in PMB, Kokstad, North End, Empangeni, Standerton and Kimberley. Once the systems are up and running, DCS officials will be trained as control room operators. The self-sustainability project will address the complete takeover of security systems in DCS.	Ongoing

No.	ITEM	Progress to date	Expected completion date
4.	Effective use of technology to monitor movements at our correctional centres to enhance security.	Working together with Facilities and GITO ensuring that existing systems are revived through the ISS project. MOU has been signed with CSIR to research security technologies amongst others.	Ongoing
5.	Improve the quality of body scanners in order to prevent contraband our centres.	ATELEX has been awarded the contract to install, commission, train and maintain the body scanners for a three (3) year period All 14 body scanners have been installed. Officials have been trained at all sites to operate these scanners. SAPHRA certificates were already issued to some sites.	Ongoing
6.	Use of cell phone jamming technology	CSIR is still investigating the possibility of cell phone jamming technology. ICASA currently does not allow cell phone blocking.	Ongoing

2. INCARCERATION / REMAND DETENTION

No.	ITEM	Progress to date	Expected completion date
1.	The cooperation of DCS with other departments should encourage information sharing that support efforts towards Integrated Justice System. These efforts should include the changing the use of offender number to Identity Numbers.	The Cluster meetings participation has been sharing remand detainees reports periodically to DevComm, Inter-Sectoral committee (ISSCJ) for Child Justice meeting, Integrated Justice System Implementation Committee (IJS)	On going
2.	The problem of resourcing the remand detention centres need to be taken up with SAPS at different levels of interaction (local, provincial and national).	Remand detention has initiated the process of establishing fully fledged detention facilities solely for the effective and efficient management of Remand Detainees. Furthermore a capacitated human resources structure will be established comprising of Remand Detention officials at all the Centres, Management Area and the Region.	On going

3. CARE

No.	ITEM	Progress to date	Expected completion date
1.	The Department should continue to engage with Department of Health/Education in order for them to assume responsibility of delivery of Health in correctional centres.		

4. REHABILITATION

No.	ITEM	Progress to date	Expected completion date
1.	Streamline the approach to rehabilitation and prevent the use of multiple approaches		
2.	Diversify involvement of stakeholders in rehabilitation and social integration		
3.	Measure the quality and impact of rehabilitation programs, so as to reduce re offending	Evaluation forms to measure knowledge gained during group sessions are completed by offenders after attendance of correctional programmes that are aimed at creating awareness and imparting life skills.	
4.	Maximise production output of workshops and agriculture in order to increase revenue for centres so that they become self-sufficient.		
5.	Use opportunities offered by other departments to maximise our self-sufficiency intent.		
6.	The Department should maximise its use of internal resources i.e. staff/ officials in fixing some of the broken equipment.		
7.	Maintenance of buildings should not be outsourced but rather use internal capacity.		

No.	ITEM	Progress to date	Expected completion date
8.	Review the approach to agriculture to make so that it is more productive. In the past focus was placed on training/ equipping offenders with skills rather than ensuring sustainability of these agricultural projects.		
9.	The shift to self-sufficiency should involve procurement of critical workshop and agricultural equipment.		
10.	The demarcation of regions must be reviewed.		
11.	The Department should continue to engage with Department of Health/Education in order for them to assume responsibility of delivery of Education in correctional centres.		

5. SOCIAL REINTEGRATION

No.	ITEM	Progress to date	Expected completion date
1.	Increase engagements on parole process and include victims	<p>Posters and pamphlets were distributed to regions for creating public education and awareness on parole processes and participation of victims in parole board meetings. This is part of the broader community liaison outreach programme.</p> <p>Posters and information brochures are also made available to the public, at the various courts, and in all correctional institutions including Parole Boards and Community Corrections offices.</p>	ongoing
2.	Provide mentorship programs for ex-offenders to prepare them for easy integration into their communities.		
3.	Programs to integrate offenders into the communities must be different from mainstream programs/ interventions.		
4.	Involve the community in social reintegration so that when offenders are released they receive the required support.		
5.	Correctional Centre officials need to play a role in Parole Board processes to avoid wrong releases.	The process of preparing for parole consideration starts immediately upon the offender's admission through proper assessment and identification of needs and	ongoing

No.	ITEM	Progress to date	Expected completion date
		risks aimed at addressing the offending behaviour, the outcomes thereof will inform the development of the correctional sentence plan. The CRT in conjunction with the Case Management Committee monitors the offender's progress in terms of participation in all prescribed interventions. Officials should be continuously trained on calculation of dates to avoid erroneous releases and all releases monitored by the delegated authority prior to release.	
6.	Guidelines should be developed of how to access Government's Small Business opportunities by offenders.		
7.	The DCS should develop clear MOUs/MOAs and partner with other departments to strengthen partnerships		
8.	The Department of International Relations should be engaged on the issue of foreign nationals. Parole conditions should be part of bilateral and prison transfer agreements.		
9.	Introduction of expungement of criminal record is necessary as crimes are not the same.		

6. HUMAN RESOURCES

No.	ITEM	Progress to date	Expected completion date
1.	HR matters to be considered: succession planning; promotion and career path policy and retention strategy. There should be a review of current shift pattern; centre and non-centre based policy.		
2.	The equity policy should be reviewed to take into consideration the offender population which is predominantly male, the policy should give primary consideration to safety of female officials at male correctional centres.		
3.	Female personnel should be trained to deal with male offenders.	The training programme for female officials working in maximum correctional centres was piloted in October 2021. The training of Master Trainers to rollout the training commenced in Nov 2021 and will be completed in December 2022. Regions will then be responsible for rolling out this training in the regions.	January 2022
4.	The qualities of an Ideal Correctional Official listed in Chapter 8 of the White Paper on Corrections should be extended to include: rationality, consistency and fairness.		
5.	A need to review the organisational structure and post establishment. This process should include the upgrading of entry level posts and a review of salary levels of some of the medical professionals.		

No.	ITEM	Progress to date	Expected completion date
6.	DCS should create a platform/ mechanism for officials/ correctional centres to share and learn from each other. Give attention to implementing employee wellness programs in order to have a positive workforce. Health and Safety/Wellness clinics should be made available in management areas to cater for officials who are injured on duty.		
7.	Age analysis of staff should be conducted as part of human resources plan that will consider the needs of different age groups.		
8.	Document institutional memory and this should include introducing a voluntary mentorship program to avoid DCS losing institutional capacity and valuable skills	The Mentoring and Coaching Framework for SMS members was approved in November 2021. It will be rolled out in 2022/23.	N/A
9.	Define the skill set of an ideal correctional official and this should guide the type of training that is provided.	Chapter 8 of the White Paper on Corrections defines the ideal correctional official. The Department needs to develop a competency framework which is informed by this definition. Once a competency framework is in place, a skills audit can be conducted and the gaps in skills, knowledge and competencies can be identified. In the interim the training provided is informed by the workplace skills plan which in turn is informed by the training needs registered by regions and branches.	HR Planning can assist with the date when the competency framework will be developed.

No.	ITEM	Progress to date	Expected completion date
10.	Attention needs to be given to the training of officials to work with special categories of offenders including mentally ill inmates.	Not yet commenced.	N/A
11.	There needs to be a review of training content whether it is in line with organisational needs and technological developments.	<p>Training is being delivered in line with the WSP. Branches and regions are consulted in the compilation of the WSP and are instrumental in determining the training priorities. As members of the National Learning Committee, DCs and DRCs are responsible for ensuring that the training is in line with organisational needs.</p> <p>Computers for the colleges have been purchased to ensure that basic computer skills are introduced as part of the entry level training.</p> <p>College trainers are part of the IIMS project rollout so that they are able to impart the IIMS skills to learners and officials.</p> <p>A range of learning material has been developed over the past two years to address organisational needs. They include the following:</p> <ol style="list-style-type: none"> 1. Emergency Support Team 2. Case Management Committee 3. Social Reintegration 4. Investigators 5. Report Writing (not yet approved) 	Ongoing

No.	ITEM	Progress to date	Expected completion date
		<p>6. Community Corrections: Supervision Services Probationers and Parolees Volume V: Unit 1-8</p> <p>7. Initiators and Chairpersons</p> <p>8. LGBTIQ+</p> <p>9. Mentoring and Coaching Procedure Manual for SMS.</p> <p>The following learning material will be developed in 2022/23:</p> <p>1. Dog Handlers</p> <p>2. Correctional Services Manager</p> <p>The following E-learning Training Material is also scheduled for delivery in 2022/23:</p> <p>1. Ethics, Fraud and Corruption</p> <p>2. Case Management Committee Training Programme</p> <p>3. Commissioners of Oath</p> <p>4. Code of Conduct</p>	
12.	<p>Basic training should be reintroduced/resuscitated.</p> <p>The Department needs to recruit and invest in training young people.</p>	<p>A task team was appointed to determine the best entry level training. A report was compiled but never considered by the National Management Committee.</p> <p>A second task team was established and consulted HCCs nationally on the entry level qualification. The report is pending.</p>	31 January 2022

No.	ITEM	Progress to date	Expected completion date
13.	The Department should consider finding resources to provide officials with options to own property instead of utilising rented property or staff accommodation. This should include engagement with Department of Human Settlement regarding assistance with staff accommodation.		

7. STRATEGY

No.	ITEM	Progress to date	Expected completion date
1.	Views of the community especially those from under privileged communities not considered by the Kopanong strategic planning report.	Kopanong Report has been finalised in 2019 however this will be a consideration in the next Strategic Plan	N/A
2.	Internal environmental analysis should have included inputs from offenders who are recipients of rehabilitation programs and views of labour organisations.	Branches to consider these inputs from offenders and labour organisations in the situational analysis templates	January 2022
3.	Develop a prayer that reflects the vision of the Department and it can be read by officials every morning before the start of the day. Internalise the vision and mission. Spiritual Care Services / Communications		
4.	The DCS should consider resource requirements in all its plans.	The APP and AOP indicators must be funded with the specific programme budget. Indicators not funded must be deferred or reprioritised	January 2022
5.	The organisational structure should be aligned to the new strategy. All the other plans should also be aligned to the strategy HR to provide progress		
6.	Adopt a bottom up approach to development of policies. Most of the current policies are difficult for officials at correctional centres to implement because their development did not include a bottom up approach.		

No.	ITEM	Progress to date	Expected completion date
7.	Concerns regarding the slow rate of policy review and policies not adapted to the changing environment.	<p>Directorate RPM in process or reviewing policy and procedures in view of new indicator focussing on reviewing progress of offenders according to the correctional sentence plan by case review teams</p> <p>Policies for RPM, CP, CA and PRR were submitted for approval. Operational Policy Procedures, B-Order, Standard Operational Procedures (SOPs) namely, Unit Management, Special Remission, Offender Marriages and Privileges were reviewed and approved as part of the Standard Operating Procedures (SOPs) in 2020.</p>	January 2022
8.	There is a need to review of the White Paper on Corrections.		

8. FINANCE

No.	ITEM	Progress to date	Expected completion date
1.	There needs to be an increase in resources investment i.e. workshop and agriculture in order to increase production.	<ul style="list-style-type: none"> Self-sufficiency items were not cut on the MTEF baselines Any in-year reprioritisation to SSS is prioritised 	Ongoing as the domestic economy is projected to grow on an average of 1.7% in the next 3 years
2.	The Department needs to conduct research to assess the impact of Bosasa contract on the organisation.		
3.	Do away with tender system as part of improving self-sufficiency objective and maximise use of offender labour.		

9. TECHNOLOGY

No.	ITEM	Progress to date	Expected completion date
1.	For the next five years we must maximise efforts to prioritise the use of technology in doing our business.		
2.	The DCS IT system should be linked to Integrated Justice System, Crime Bureau and Global Data Information System.		
3.	We must ensure less dependency on consultants and develop internal capacity to manage and maintain our technology		