



2022 STRATEGIC PLANNING SESSION

MTEF PLANS

OUTCOME 2:
Improved Case Management
Processes of Inmates

DATE: 08 DECEMBER 2022

Presentation outline

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Contextual issues (internal and external).

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SP, APP and AOP.

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Critical success factors

Issues that are vital for the plans to succeed.

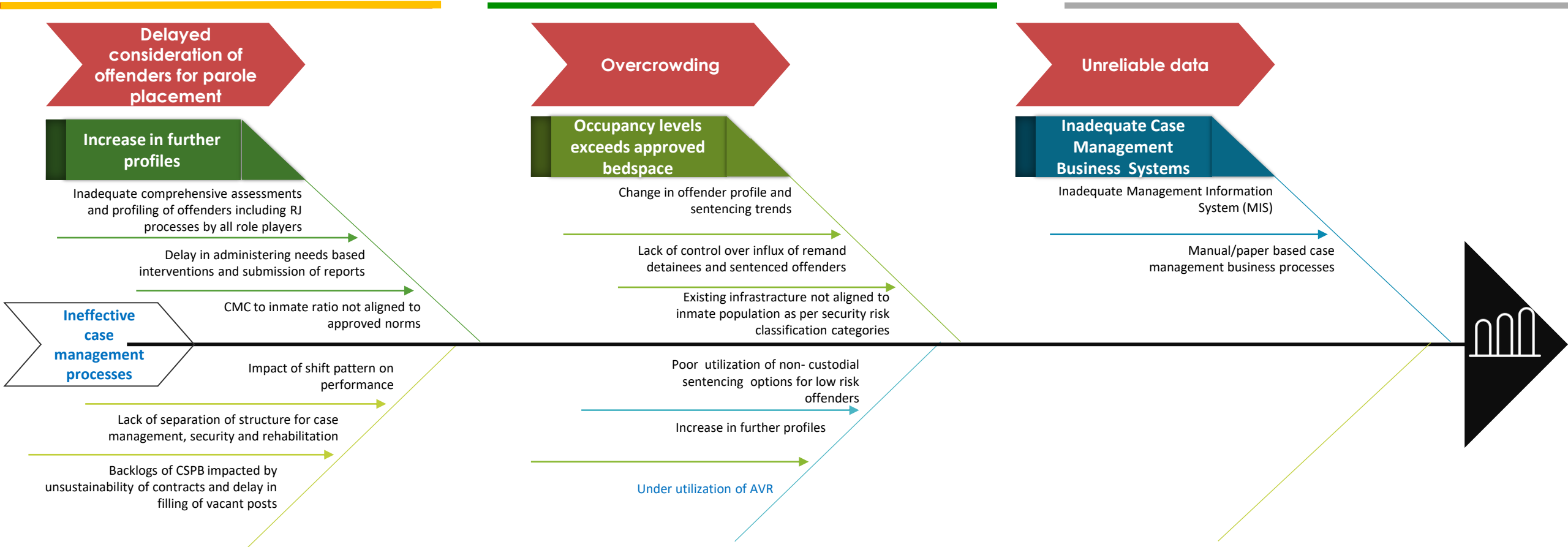
The background of the slide features a faded, grayscale image of two tractors working in a field. The tractor on the left is in the foreground, with a person visible in the operator's seat. The tractor on the right is slightly behind and to the right. The field appears to be a mix of grass and bare earth, with some trees and a building visible in the far distance.

Situational / diagnostic analysis

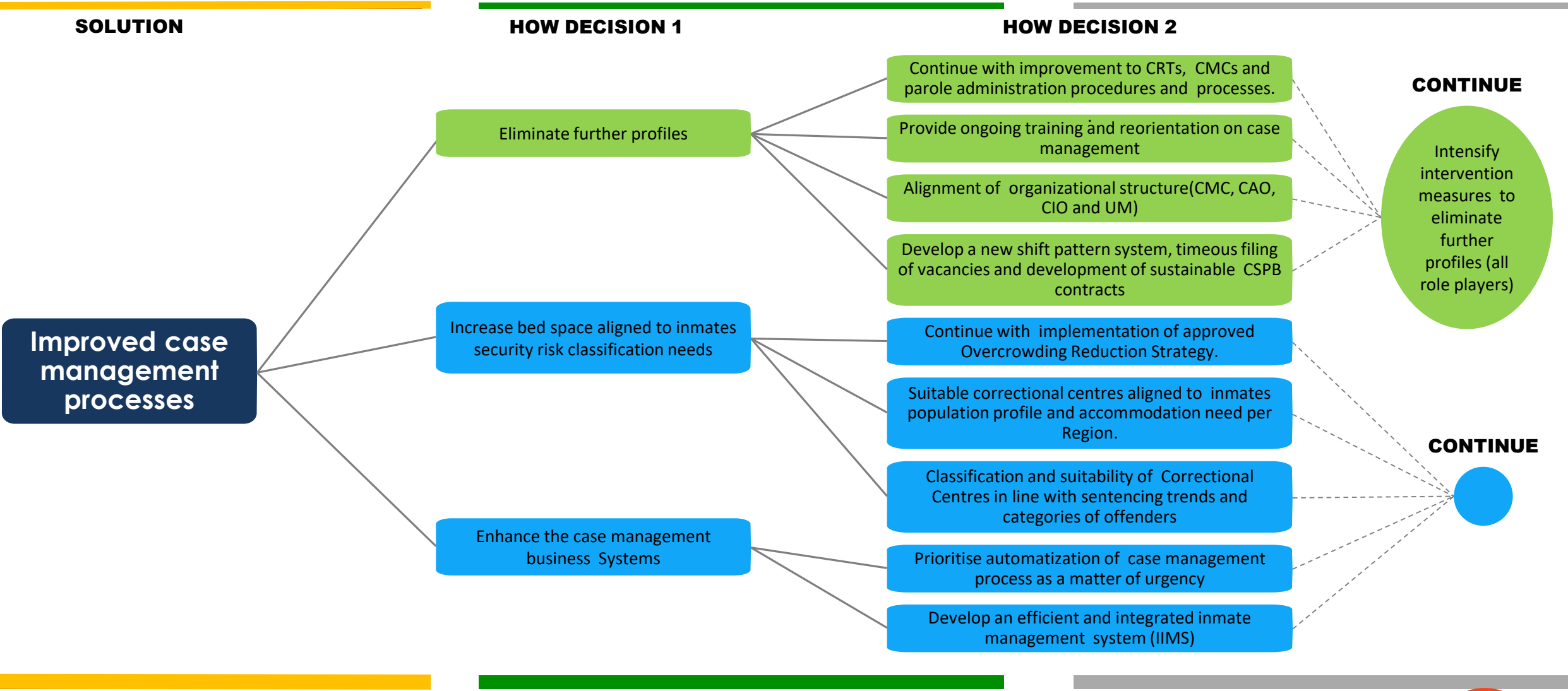
INTERNAL AND EXTERNAL ANALYSIS

Item No.	 INTERNAL 	Item No.	 EXTERNAL 
Item 1	Increase in lifer population and offenders serving long term sentences.	Item 1	Poor socio- economic conditions
Item 2	Classification and suitability of correctional centres is not in line with sentencing trends and categories of offenders (Remand & high risk offenders)	Item 2	Increase in aggressive crimes viz GBV, stringent sentencing patterns and changing profile of an inmate
Item 3	Current organisational structure not aligned to core business functions, viz. CIOs, CAOs.	Item 3	Influx of undocumented foreign nationals.
Item 4	Impact of shift patterns on case management.	Item 4	Lack of sustainable integrated planning and information justice systems (IJS) within the JCPS Cluster in management of inmates.
Item 5	Manual/paper based case management business processes.	Item 5	Impact of the COVID-19 pandemic, floods and public unrests on the fiscus.
Item 6	Inadequate Management Information System (MIS).	Item 6	The serious nature of crimes that the RDs are charged for hampers their consideration for bail review.
Item 7	Overcrowding - successes in delivering on mandates of the Criminal Justice System (CJS).		
Item 8	Experienced qualified workforce		
Item 9	Loss of trained and skilled personnel through rotation, retirement and promotion.		

CAUSES AND EFFECTS



SOLUTION TREE





**Growing an Inclusive Economy
Safe communities
Capable State**



SHORT TERM

STRATEGIES

LONG TERM

Monitor implementation of plans and compliance with policies and procedures

Finalization and implementation of the revised Parole Administration system

Ongoing Training and orientation on case management

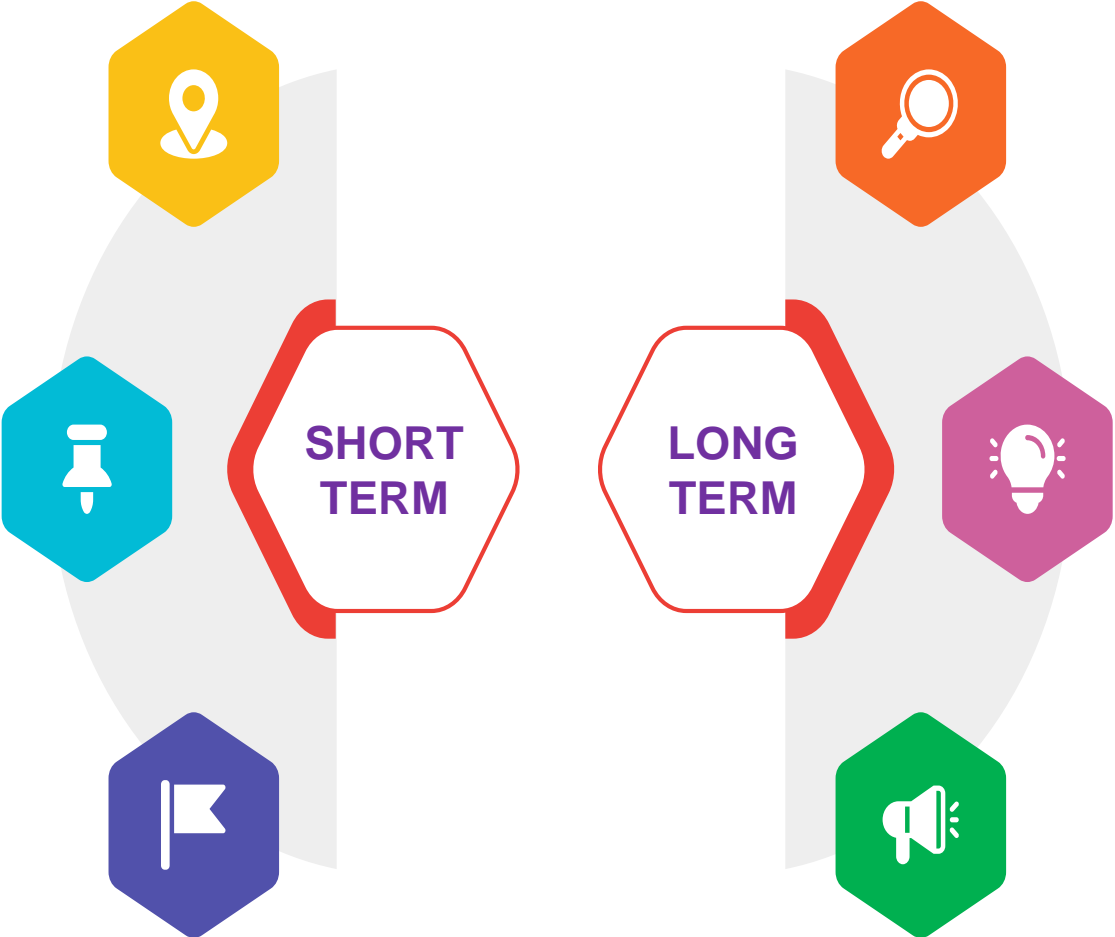
Active and timely participation of role players in assessment, administering of interventions and preparation of an offender profile.

Finalisation and implementation of organizational structure

Automation of CRA process

Provision of infrastructure needs for Remand Detainees

Training and orientation on RD protocols and SOPs



Infrastructure Plan aligned to facilities needs of inmates

Automated case management processes

Revise current shift pattern

Approved offender assessment and profiling structure

Development / implementation of an Integrated inmates management system

PATHWAYS FOR IMPLEMENTATION OF VISION 2068

Strategic intent of the pathways

Pathway

Reduce overcrowding

- Create additional bedspaces
- Alternative sentencing options
- Integrated approach in the management of overcrowding with Cluster Departments
- Correct implementation of the Protocols
- Strengthen partnerships and collaboration with the Criminal Justice System on the management of RDs
- Attendance of the case flow meetings

Pathway

Effective case management

- Orientate staff within the case management value chain
- Fully fledged structures (CAO, CIO, CMC and CSPBs)
- Continuous training of incumbents on policies and procedures

Pathway

Effective Parole administration

- Finalisation of the revised parole system
- Active and timely participation of role players in assessment, administering of interventions and preparation of an offender profile.

PATHWAYS FOR IMPLEMENTATION OF VISION 2068

Strategic intent of the pathways

Pathway

Effective Continuous Risk Assessment

- Continue to improve on comprehensive assessment of all RDs in terms of the CRA.
- House RDs according to their classification.

Pathway

Effective implementation of the SOPs

- Consultation with all stakeholders
- Obtain official approval
- Training of all relevant officials



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Mid Term Review

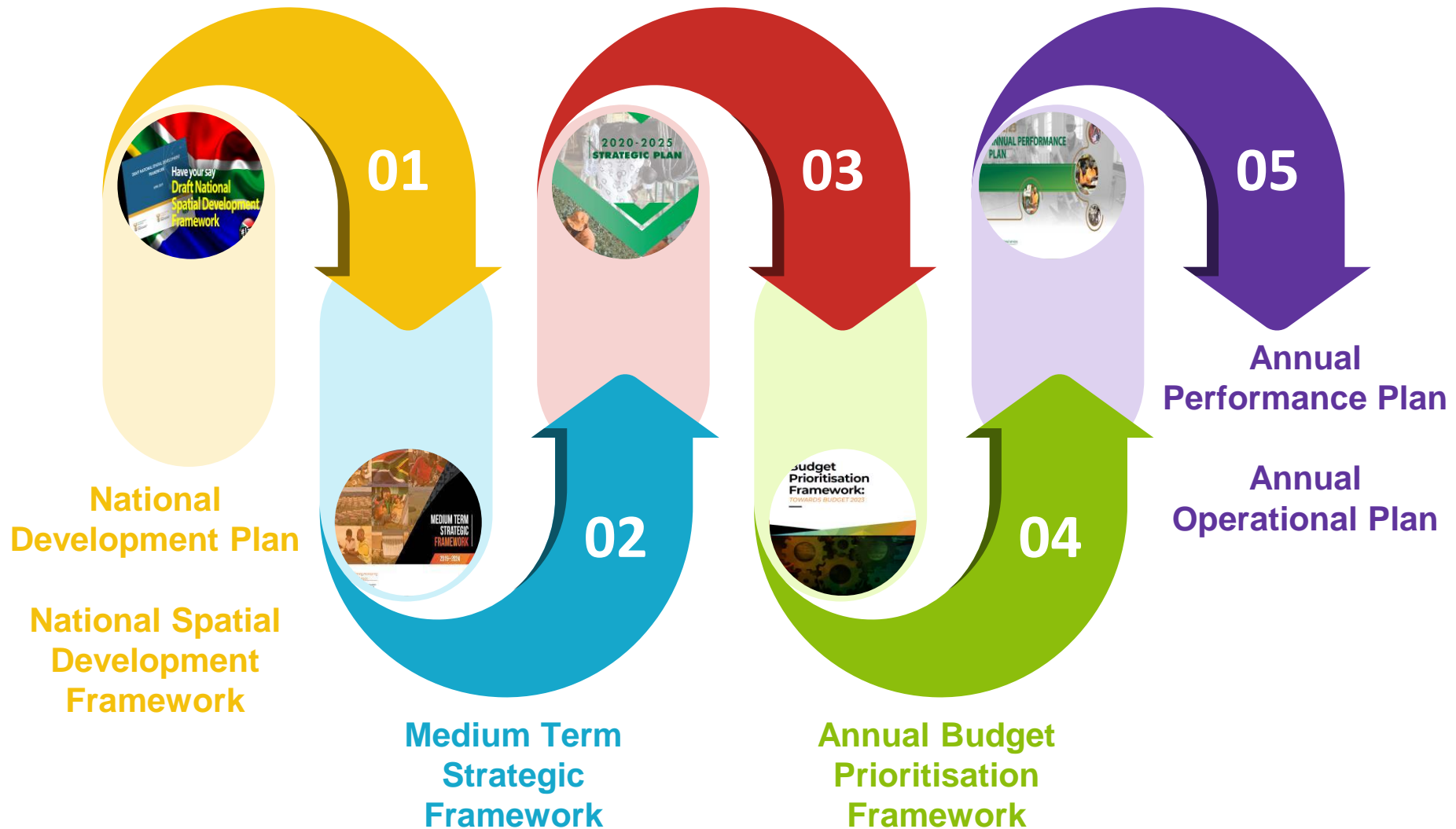
MID TERM PERFORMANCE

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 30 September 2022	Improvements required for the remainder of the planning period
Improved case management processes of inmates	Percentage increase in offenders' profiles approved for placement or release	52%	62%	53% (14 215/26 976)	Effective Case Review Teams (CRT) to monitor the timeous involvement of offenders in developmental and rehabilitation interventions in line with the Correctional Sentence Plan (CSP) and progress made by offenders. Involvement of victims in Parole processes in line with section 299A of the Criminal Procedure Act (CPA) and section 75(4) of Correctional Services Act (CSA) as well as in the restorative Justice processes (VOD/VOM).

Delivery Priorities

National Planning System

Five Year
Strategic Plan



SA PLANNING UNIVERSE



National Development Plan (2012)

Reduce poverty, inequality and unemployment.



Africa Agenda 2063 (2013)

A prosperous Africa based on inclusive growth and sustainable development



Sustainable Development Goals 2030 (2015)

End poverty, protect the planet and ensure prosperity for all

DELIVERY PRIORITIES

SoNA

Within the next 10 years we will have made progress in:

- Tackling poverty, inequality and unemployment
- No person in South Africa will go hungry
- Our economy will grow at a much faster rate than our population
- Two million more young people will be in employment
- Our schools will have better educational outcomes and every 10 year old will be able to read for meaning
- Violent crimes will be halved

Election Manifesto

- Transform the Economy to serve the people
- Advance Social Transformation
- Build Safer Communities
- Fight Corruption and Promote Integrity
- Strengthen Governance and Public Institutions
- Build National Unity and Embrace Diversity
- Promote a Better SA, Africa and World.



DELIVERY PRIORITIES

MTSF

- Priority 1: A Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- Priority 6: Social Cohesion and Safe Communities
- Priority 7: A better Africa and World
- Cross Cutting Focus: Women, Youth & Persons with Disabilities

National Annual Strategic Plan

- Massify job creation & Infrastructure
- Structural reforms & ease of doing business
- Better leveraging public procurement
- Digitalisation and modernisation
- Food security & household income
- Basic services, electricity & water and sanitation
- Eradicate title deeds backlogs
- Vaccinations
- Corruption prosecutions
- Reduce violent crime incl. GBVF.

DELIVERY PRIORITIES

Budget Prioritisation Framework

- Public and private employment
- Inclusive economic growth
- Social security & support
- Capable state to deliver .

Economic Reconstruction and Recovery Plan

The Economic Reconstruction and Recovery Plan aims to build a new economy and unleash South Africa's true potential. The overarching goal of the plan is to create sustainable, resilient and inclusive economy. It will focus on the following priority areas:

- Energy security.
- Industrial base to create jobs.
- Mass public employment programme.
- Infrastructure development.
- Macro-economic interventions.
- Green economy.
- Food security.
- Reviving the tourism sector.

District Delivery Model

Integrated District based delivery approach.

CONTRIBUTIONS TO DELIVERY PRIORITIES

1. Drive economic recovery

- Create **additional** work opportunities (offender labour) in support of the Self Sufficiency and Sustainability (SSS) initiatives.

2. Employment support and relief

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

3. Enhance state capability to deliver

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

4. Social Cohesion and Safe Communities

- Enforce sentences as imposed by the courts.
- Ensure humane detention of inmates
- Implementation of needs based interventions and services

MTEF Plans

5 YEAR STRATEGIC PLAN (2025-2030)

Outcome	Outcome Indicator	Baseline	Five year target
Improved case management processes of inmates	Percentage increase in offenders' profiles approved for placement or release	52%	62%

ANNUAL PERFORMANCE PLAN 2023 MTEF

Output	Indicator	Baseline 2022/23	Target 2023/24	Assumption/Enablers
Management of overcrowding	Percentage of overcrowding in correctional facilities in excess of approved bed space capacity	(41643/108804)	40%	<ul style="list-style-type: none"> Increased bed spaces; Improved automation of the bed space management tool. Timeous consideration of cases Alternative sentencing options
Parole/Correctional Supervision	Percentage of offender profiles approved for placement by Correctional Supervision and Parole Board (CSPB)	46%	48%	<ul style="list-style-type: none"> Automated case management business processes from admission to release Interventions by stakeholders done timeously in preparing offenders for consideration. Quality assured & complete profiles submitted to CSPBs VOM/VOD & tracing and invite of victims to participate in parole processes done in advance Sustainable CSPBs contracts and filling of posts Compliance with case management operational policies & structures monitored, supervised and stakeholder engagement maintained.
Improved case management processes of inmates	Percentage of RDs subjected to continuous risk assessment.	70%	80%	<ul style="list-style-type: none"> Capacitation of the CMA. Receipt of the risk related information from SAPS Automation of the CRA processes including reports. There will be remand detainees that will not be assessed at any point in time due to the fluidity of the population.

ANNUAL OPERATIONAL PLAN 2023/24

Operational Outputs	Indicator	Baseline 2022/23	Target 2023/25	Assumption/Enablers
Improved case management processes of inmates	Percentage of eligible offenders with work opportunities (tracks APP indicator on overcrowding).	75% (38450/51015)	62%	<ul style="list-style-type: none"> Qualifying offenders allocated to work as required. Categories of offenders incarcerated per correctional centre match available work opportunities. Adequate security guards to guard work spans
Improved case management processes of inmates	Percentage of profiles for eligible offenders submitted by CMC to CSPB (tracks APP indicator on overcrowding)	87%(2071/2382)	95%	<ul style="list-style-type: none"> Organizational structure aligned to core business functional areas. Fully functional permanent case management structures across the value chain.
Improved case management processes of inmates	Percentage of lifers approved for placement	46%	20%	<ul style="list-style-type: none"> Automated case management business processes from admission to release Interventions by stakeholders done timeously in preparing offenders for consideration. Quality assured & complete profiles submitted to CSPBs VOM/VOD & tracing and invite of victims to participate in parole processes done in advance Sustainable CSPBs contracts and filling of posts Compliance with case management operational policies & structures monitored, supervised and stakeholder engagement maintained.
Improved case management processes of inmates	Percentage of offenders serving a sentence longer than 24 months with reviewed cases.	46%	20%	<ul style="list-style-type: none"> Scheduled CRT meetings proceed as planned Regular tracking of offenders progress in rehabilitation process

ANNUAL OPERATIONAL PLAN 2023/24

Operational Outputs	Indicator	Baseline 2022/23	Target 2023/25	Assumption/Enablers
Improved case management processes of inmates	Percentage of RD's who qualify for bail review s63(1) and s63 (A) who have been referred to court	100%	100%	<ul style="list-style-type: none"> All RDs surrendered to SAPS for further investigation will have a completed and approved SAPS127(a)
	Percentage of qualifying Remand Detainees who have been referred to court in terms of section 49G of the Correctional Services Act, 111 of 1998	100%	100%	<ul style="list-style-type: none"> The automated system must generate the list of qualifying RD's on a daily basis and personnel must monitor reports and process applications
	Percentage of Remand Detainees returned to DCS facilities from SAPS after being surrendered for further investigation through SAPS127(a) request	100%	100%	<ul style="list-style-type: none"> All RDs surrendered to SAPS for further investigation will have a completed and approved SAPS127(a)
	Percentage of terminally ill or severely incapacitated Remand Detainees which have been referred to court in terms of section 49E of the Correctional Services Act, 111 of 1998	100%	100%	<ul style="list-style-type: none"> Health care service personnel to identify the terminal ill RD's
	Percentage of RDs that appeared in AVR Courts as per J7 or any other communication from court	100%	100%	<ul style="list-style-type: none"> Personnel to ensure that court list is drawn for RDs booked for AVR and qualifying RDs do attend AVR court.
	Percentage of Remand Detainees wearing yellow uniform	90%	90%	<ul style="list-style-type: none"> If the placement of orders and the producing of uniform is increased, percentage of remand detainees that are provided with uniform will increase



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Strategic Risks

SUMMARY OF STRATEGIC RISKS

Strategic Risk No.	Outcome	Output	Purpose	Risk description	Root cause	Consequence	Treatment Plan
SR3	Outcome 2: Improved case management processes of inmates.	Efficient case management processes	Ensure effective and efficient remand detention system consistent with human rights in a safe and secure environment.	Inadequate case management systems and processes.	<ul style="list-style-type: none"> • Outdated Admission and Release systems (Utilization of manual systems) • Lack of integrated criminal justice information and management systems (SAP 62,SAP 69C and sentence remarks) -CMC, Parole Board and NCCS). • Lack of Integrated planning within the JCPS Cluster. • High inmate population with insufficient bed space. 	<ul style="list-style-type: none"> • Inadequate profile reports. • Delayed consideration of offenders for parole placement. • Inconsistencies in decision making by CSPBs. • Erroneous releases. • Non-compliance in regulations • Litigations • Constant increase of overcrowding. 	<ul style="list-style-type: none"> • Improve case management processes of offenders (admission, detention, placement and release) • Modernisation and processes re-engineering at every entry - point across the value chain propelled by the 4th Industrial Revolution. • Improve collaboration with JCPS cluster partners.

SUMMARY OF STRATEGIC RISKS

Strategic Risk No.	Outcome	Output	Purpose	Risk description	Root cause	Consequence	Treatment Plan
SR3					<ul style="list-style-type: none"> No control over the influx of both remand detainees and sentenced offenders. Inadequate implementation of the multi-pronged strategy. Delay in the renewal of the of contracts of Parole Board members 		<ul style="list-style-type: none"> Promote the use of diversion programmes as a sentence option for certain crimes in collaboration with Dept. of Social Development and Department of Justice to reduce awaiting trial population and freeing bed-space for sentenced offenders. Implementation of electronic inmate management information systems Reviewed Strategy to Manage Overcrowding to be developed and to replace the current Multi-Pronged Strategy. Review the current model of the parole systems including the contracts

SUMMARY OF STRATEGIC RISKS

Strategic Risk No.	Outcome	Output	Purpose	Risk description	Root cause	Consequence	Treatment Plan
SR3	Improved safety and security of inmates, officials, stakeholders, assets and information.	Implementation of the continuous risk assessment.	To ensure implementation of the continuous risk assessment of remand detainees.	Inability to determine the level of risk associated with each RD.	Lack of security information on the level of risk of remand detainees.	<ol style="list-style-type: none"> 1. High and low risks remand detainees are housed together. 2. Litigations 3. Vulnerable and frail RDs exposed to potential harm by being housed incorrectly. 4. Management not aware of gang affiliations . 5. Safety and security risk. 	Training, monitoring and evaluation to ensure effective implementation of the continuous risk assessment.

Critical Success Factors

Critical success factors

What would be critical considerations for the plan to succeed

1. Automation of case management business processes
2. Periodic/ regular case review of offenders depending on their length of sentence.
3. Improved collaboration and integrated planning with JCPS Cluster partners at all levels.
4. Functional organizational structure that supports case management processes.
5. Appointment of qualified professionals to conduct assessments and profiling of offenders e.g. Criminologists
6. Fully functional information Integrated Justice System (IJS).
7. Fully functioning Unit management governance structures implemented, supported, supervised and monitored.
8. Filling of all advertised posts including vacant posts.
9. Early involvement of victims in VOM/VOD and timeous notification for participation in parole sittings.
10. Improve participation in Case flow monthly meetings with Magistrates and other stakeholder engagement meetings.
11. Implementation of the integrated information management system.



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