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PRESENTATION BY THE MINISTER ON MINISTERIAL TASK TEAM FINDINGS AND IMPLEMENTATION OF RECOMMENDATIONS

31 AUGUST 2011



correctional services

Department
Correctional Services
REPUBLIC OF SOUTH AFRICA

2011/2012

**PRIORITY
FOCUS AREAS**

- Reduced overcrowding and improved conditions of detention
- Improved state of DCS facilities
- Effective leadership and management
- Professionalised Correctional Services and Corrections Academy
- Partnerships for delivery of rehabilitation
- Standardisation and management of DCS performance indicators
- Efficient and effective spending of public money
- Effective people management and appropriate organisational structure
- Appropriate Correctional Services image and branding
- Common understanding of the core business of the department
- Effective Correctional Sentence Plans
- Effective Security
- Involvement of offenders in corrections programmes
- Focus on development and care programmes
- Protection of human rights of inmates, particularly of special categories of inmates

MINISTERIAL TASK TEAM

- **The Ministerial Task Team was appointed in February 2010. It visited all 239 operational correctional centres**
- **Its mandate was to look at the use of legislative provisions with regard to both sentenced and unsentenced inmates (with particular reference to the Bail Protocol) as well as the situation of vulnerable groups in particular the elderly, mothers with babies and the mentally ill**
- **The overarching framework was to look into overcrowding in correctional centres**
- **A report was presented to the Minister in January 2011 and various other presentations followed**

FINDINGS

- **Legislative provisions are underutilised. Reasons include lack of understanding of the provisions as well as lack of physical capacity to use them**
- **The system of placement of offenders on parole or correctional supervision is hampered by under resourced CMCs and Parole Boards whose lack of training on the applicable law and regulations has led to fewer eligible inmates being placed on parole or correctional supervision**
- **Community Corrections still function on a post establishment based on 1993 figures and are therefore grossly under resourced and cannot adequately monitor parolees and probationers**
- **The Bail Protocol (section 63A) and section 63(1) are of limited use as tools to reduce overcrowding**
- **Correctional centres do not cater for the needs of vulnerable groups**

RECOMMENDATIONS

- **Increase staffing levels to enable DCS to achieve the objectives of humane and dignified detention and the rehabilitation of offenders**
- **Ongoing training of relevant DCS staff to effect a greater utilisation of legislative provisions**
- **A review of the legislative framework of use of bail applications**
- **Alternative custodial arrangements of various vulnerable groups, such as mothers with babies**
- **Greater cooperation within the cluster and the Department of Health on the management of the mentally ill in the centres**
- **The management of the elderly be adjusted to take into account their age-specific issues**

My Budget Speech to Parliament on the 12th April 2011, spoke to 12 key Themes that the Department would focus on (and achieve) during the 2011/2012 budget year

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| A | Overcrowding |
| B | PPP's (Public Private Partnerships) |
| C | (Establishment of the) Remand Detention Branch |
| D | Parole Boards |
| E | Development Programmes |
| F | Care Programmes |
| G | Filling of Positions and Training |
| H | Finance |
| I | IT |
| J | Security |
| K | Facilities |
| L | Community Corrections |

Noting that many of these 12 Themes were moulded and were core to the :
 (1) White Paper of 2005
 (2) The MTT (Ministerial Task Team) findings of 2010/201

*A High Focus now
 Being on
 Implementation
 of these*

In fact, I made 56 Pronouncements regarding these 12 (and others), and these are embedded in these 12 Themes

| | | |
|----------|---|---|
| A | Overcrowding | Electronic Monitoring of Parolees and Probationers |
| | | Effective Implementation of Bail Protocol (SAPS & DOJ) |
| | | Appointment of Court Liaison Officials (co-ordinate placement of Remand Detainees) |
| | | People sentenced to less than 24 months diverted to Correctional Supervision |
| | | Interstate inmate transfer within SADC |
| B | PPP's (Public Private Partnerships) | Set-up of a an Inter-Departmental Evaluation Committee |
| | | Undertake evaluation to be 'completed' by end October 2011 |
| C | (Establishment of the) Remand Detention Branch | Establishment of the Remand Detention Branch |
| | | New system for Management of Remand Detention i.e. <ul style="list-style-type: none"> ▪ Facilities (11) ▪ Max. Detention period ▪ Clothing ▪ Care Services ▪ Medical release |
| D | Parole Boards | Appointment of Parole Boards |
| | | Inconsistencies in interpretation of law, policies & procedures (& inconsistencies in decisions) |
| | | NCCS will assist in training of Boards |

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| E | Development Programmes | Offender Labour Policy Framework ready to roll-out |
| | | Discussing with Treasury the establishment of a Trading Entity |
| | | Formal education compulsory for ALL youth (who constitute 70% of our population) |
| | | 6 centers registered as full-time schools by Department of Education |
| | | (Working towards) declaring 13 dedicated youth facilities , full-time centers of learning |
| F | Care Programmes | Set-Evaluate proposals made (together with) South African Medical Association re: <ul style="list-style-type: none"> ▪ structure/org. ▪ pharmaceutical services ▪ HIV etc up of a an Inter-Departmental Evaluation Committee |
| | | Nutrition / Catering – Strive towards self-sufficiency |
| G | Filling of Positions & Training & 7-Day Establishment | Fill ALL vacant posts by 31 st March 2012 |
| | | Fill 4 Regional Commissioner (RC) and 3 Deputy RC posts by end-May 2011 |
| | | Training facilities and courses |
| | | 7 Day Establishment |
| H | Finance (& Audit) | Analysis of the Budget |
| | | Structure and Capacity of the Branch : Finance |
| | | One of four key qualifications (over last 10 years) has been Assets |

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| I | IT | Planning underway for using IT to increase the security of our processes, controls and the way our facilities operate |
| | | Use the best internationally adopted security standards to improve old computing and network infrastructure |
| J | Security | New technology based search equipment (body scanning machines) in identified key centers |
| | | Partner with Home Affairs to have access to AFIS (for identification purposes) |
| | | New CSO to : <ul style="list-style-type: none"> ▪ establish policies, ▪ SOP's ▪ Develop Gang Intelligence Unit ▪ Training & resourcing of Emergency Support Teams ▪ Effective participation in Strategic cluster programmes |
| | | Review Anti-Gang strategy with a view to implementation |
| | | Establish own vetting field |
| | | Backlog for disciplinary cases should be cleared |
| | | |
| K | Facilities | Maintenance Plan and implementation (RAMP) |
| | | Head Office (and Regional Office Relocations) |
| L | Community Corrections | Establishment of Halfway Houses <ul style="list-style-type: none"> ▪ Initial pilot to focus on Juveniles by end of year |
| | | Mother with children facilities (see next slide) Greater effectiveness of this function |

On the 18th August 2011, I successfully 'opened' the first dedicated 'Female (Mother) with Children' facility within the Pollsmoor precinct



Characteristics

- Separated from Main Correctional Facility
- Communal Play Areas (Inside and Outside)
- 1 or 2 Females (with Babies) per room
- Visitation Area
- Communal Bath/Shower area
- Health Care Facility
- Communal Kitchen
 - Food delivered from Pollsmoor Center
- Administrative Area
- Area for Officials/Guards

- Training Area (to be developed)

On the 26th August 2011, the second 'Female (Mother) with Children' facility was opened in Durban, in partnership with the University

There were also a number of Other/General aspects

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| General | Van Vuuren Judgement : Consideration of 385 lifers (sentenced prior to 1 st March 1994) Since 1 April 2011 considered 296 lifers of which 2 were deported; 40 given parole; 72 day parole; and 182 refused parole. |
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| | Public perception : Renaming of Centers |
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| | Setting up of an EPMO |
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To this end, to support and deliver on these 12 Themes (with the embedded 56 pronouncements) , the Department at it's Annual Strategic Review in May 2011 (over 3 days) determined that it would focus on 16 key Strategic Thrusts/Issues (1 of 3)

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| 1 | Overcrowding | This phenomena unfortunately forces scarce resources (People and Finances) to be spread too thinly, not allowing the Department to focus on its core (i.e. Security and now the Programmes (Corrections, Development and Care), but at the same time creating a poor image of DCS |
| 2 | Ineffective 'Inmate' Plans | There is a lack of end-to-end understanding of inmate 'activities' (all aspects) as well as interventions ,from the time they are sentenced to the time they complete their sentence. It is important that (potentially) the knowledge of an individual already commence from the time they enter Remand Detention |
| 3 | Limited/ Insufficient focus on (in particular) Development and Care Programmes (Real or Perceived) | (A core focus of the 2005 White Paper), to ensure that inmates leave DCS in a way that allows them to be active and positive role models in the communities into which they will be released by giving them both the necessary Care (Spiritual, Physical, Food etc) as well as Skills (Business, Technical, Practical etc) |
| 4 | Offender/ Correction Programmes not effective | These programmes need to be managed so as to ensure effective Rehabilitation of the inmates and by so doing reduce recidivism. They need to be better measured and managed. |
| 5 | Cost Efficiency, potentially not "Spending on the right things" | The next 5 years will place greater pressure on DCS (not only is Government reducing budgets, but with greater pressure on the above 3 Issues/Drivers) monies will need to be carefully spent. We therefore need to ensure that budgets are linked to a well articulated 5 year vision (programmes linked to these) and that we take an active look at current costs to see how these can be reduced.....as well as investigating revenue opportunities |
| 6 | Lack of Standardisation (and Measurement and hence Management) | To run an effective (and efficient) department requires standardisation of Processes, Systems, Structures etc. Measuring how we operate will also allow us to Mange more effectively with improved information flow and decision making |

To this end, to support and deliver on these 12 Themes (with the embedded 56 pronouncements) , the Department at it's Annual Strategic Review in May 2011 (over 3 days) determined that it would focus on 16 key Strategic Thrusts/Issues (2 of 3)

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| 7 | Understanding what is our Core Business | <p>A number of initiatives over the last 5 to 10 years have forced us to question what is our core business and (potentially) what we should keep In-house vs. Outsource e.g.</p> <ul style="list-style-type: none"> ▪ PPP's ▪ Corrections Programmes ▪ Development & Care Programmes |
| 8 | Potentially Infringing on Human Rights (as per our Constitution) | <p>DCS is a 'People Management' department and as such it looks after 'offenders' on a 24 x 7 x 365 basis. It is vital that all our systems (people, facilities, processes programmes etc.) support Basic Human Rights as enshrined in our Constitution. This, unfortunately may not be the case when it comes to groups such as ATD's, Women with Children, Inmates who are ill and the Elderly</p> |
| 9 | Ineffective Leadership and Management | <p>There are a number of factors that contribute to this, namely (1) Lack of filling of positions (2) Lack of true accountability (3) Ineffective training and coaching (4) Lack of support (5) Lack of depth and succession planning (6) Ineffective decision making</p> |
| 10 | People Management and structures | <p>A number of issues face the department (1) Lack of Filling of Positions [General and Skilled] (2) Lack of true People Management (managing careers etc) (3) Lack of performance management (4) a structure that potentially does not support the vision and objectives of the DCS (5) Duplication of Structure (6) Lack of clarity of Roles & Responsibilities (7) Span of Control too large (8) Core vs. Support</p> |
| 11 | Partnerships not working effectively | <p>For DCS to operate effectively it requires its partnerships (on whom it relies a lot) to work well , both with the (1) Private Sector (due primarily to a 'lack of trust') (e.g. PPP's, Development & Care Programmes etc) as well as (2) Public (DPW, DOJ, SAPS, DOH etc)</p> |
| 12 | Poor state of facilities | <p>Need to ensure that facilities support :</p> <ul style="list-style-type: none"> ▪ Security Requirements ▪ Rehabilitation (Development and Care) ▪ (growth) <p>Ensure effective management of projects and budgets</p> |

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| <p>13 Poor Image of the DCS Department</p> | <p>DCS must continuously live up to the expectations that " People (Citizens) in South Africa feel Safe' and hat 'Rehabilitated Offenders are released back into their Communities". Unfortunately 'incidents' within DCS do not always support this.</p> |
| <p>14 Facilities (& Programmes) do not necessarily support different categories of inmates (Key focus of MTT report)</p> | <p>Facilities and Programmes tend to be focussed on a 'one size fits all' and do not necessarily support different categories e.g.</p> <ul style="list-style-type: none"> ▪ Elderly ▪ Women with Children ▪ (Mentally) ill |
| <p>15 Establishment of an Academy</p> | <p>The need has arisen to professionalise DCS personnel and more importantly ensure comprehensive training. The need for an Academy has been established that will not only ensure basic training is delivered, but also specific skill training (in Development, Care etc.) as well as refresher training . (Rather than developing/building own Academy should investigate partnering with , for example NIA, whose facilities are under-utilised)</p> |
| <p>16 Non-compliance with Basic Security Procedures</p> | <p>There is a need to focus on the basic Security Measures (a Core component of who DCS is), both with regards to Inmates (e.g. Scanning, Mobile phone usage, Gang Intelligence, Facilities etc), but also DCS staff (e.g. Vetting, Scanning etc). The spate of recent escapes necessitates this.</p> |

**A year of
action to
ensure all
people in
South Africa
are and feel
safe**

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