

DCS 1st quarterly report

2011/12



correctional services

Department
Correctional Services
REPUBLIC OF SOUTH AFRICA

2011/2012

DCS 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



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- Progress on Performance Indicators per Budget Programme
- Proposed action plan
- Way forward

INTRODUCTION

- The quarterly report is a requirement set out in the Strategic Plan and Annual Performance Plan Framework
- It is the culmination of monthly reports
- The focus is on Performance Information
 - Evaluating departmental performance
 - Reporting on compliance
- A Reporting circular has been disseminated
Outlines requirements and deadlines

PROGRESS AGAINST PERFORMANCE INDICATORS - OMS

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of accurate, reliable and timely data for decision making	MER policy reviewed	Draft policy available and being refined First leg of the logic review conducted ; A project plan to be drafted with the MER Project Manager
Percentage of vetted personnel	2% (749/40286)	No vetting took place
Functional EPMO <i>EMERGING PROJECT MANAGEMENT OFFICE</i>	Setting up of the strategic governance of the EPMO (Committees, structures, processes and agree first cut projects); Commence quick wins, Commence Phase 1 - Project	EPMO functioning in terms of war room where project tracking is taking place and ideas and best practices are shared

PROGRESS AGAINST PERFORMANCE INDICATORS – Corp Services

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of financed posts not filled	Funded levels 14 and 15 vacancies filled	6 posts filled as follows: 5 on level 14 and 1 level 15. Appointments pending for 4 level 14 posts
	Bid submitted for funding of approved post establishment	The bid was compiled and submitted to Finance
Structure aligned to the functions of the DCS and White Paper imperatives:	Approval of aligned correctional structures	Structure for MATD up to correctional centre level developed
Percentage of person days lost due to leave	Policy, strategy and procedures realigned to accommodate all four pillars as proposed by DPSA.	Consultation processes complete. Policy to be processed for approval
	Benchmark sick and disability leave patterns of Public Service Departments	No progress made
Implementation of appropriate work shift system	Develop shift models and averaging agreement	Negotiations are still in process to accept proposed shift systems

PROGRESS AGAINST PERFORMANCE INDICATORS – Corp Services

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of person days lost to suspensions	Person days lost due to suspensions reduced by 2,5% (5 suspensions)	4th quarterly report submitted to the office of the National Commissioner on 30th May 2011. Planned inspections postponed
Percentage of grievances handled within 30 days	Provide training on the management of grievances, analyse , interpret and advise on remedial interventions	91 officials trained in LMN
Functional Corrections Academy	Benchmarking with Academies in the Public Service and private sector / parastatals (training objectives for year 1 - see above; benchmarking with private institutions moved from 2nd quarter)	Desktop benchmarking commenced

PROGRESS AGAINST PERFORMANCE INDICATORS – Corp Services

Performance Indicator	1st Quarterly Target	Actual Performance
Number of officials trained per skills development programme	WSP developed, approved and submitted to SASSETA	SASSETA has introduced a new web-based WSP that should be submitted before end July 2011. Tentative WSP awaiting National Learning Committee meeting to be held in July 2011 prior to submission to SASSETA
Functional professional body for corrections	Appointment of a service provider to develop business case for Professional Council on Corrections	New submission done to obtain capacity through the project management office
Institutionalise diversity management	Develop Diversity Management Framework	Funds have been requested and response awaited

PROGRESS AGAINST PERFORMANCE INDICATORS - Finance

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of allocated budget spent	Variance analysis report between spending plans and actual expenditure	No unauthorised expenditure Under expenditure of 11.06%
	Monthly IYM submissions; Monthly IYM report to Executive Authority	All monthly IYM submissions and monthly IYM reports were submitted
	Implement and monitor corrective measures taken for any projected unauthorised expenditure on a monthly basis	No unauthorised expenditure projected
Value of contracts awarded to HDI service providers	80% of contracts awarded to HDI service providers	76.48% of contracts awarded to HDI service providers <i>HISTORICALLY DISADVANTAGED INDIVIDUALS</i>

PROGRESS AGAINST PERFORMANCE INDICATORS - Finance

Performance Indicator	1st Quarterly Target	Actual Performance
Number of audit qualifications	* Updated progress on action plans (2009/10 AGSA reports)	The updated Implementation plan (action plan) is submitted on a monthly basis to NT, Internal Audit and the ASC
	* Monthly monitoring of identified corrective measures	Monthly monitoring is performed by Internal Audit and feedback is provided to Audit Committee and ASC
Appropriate Allocation of budget for delivery on White Paper	Draft Chart of Management Accounts	No draft Chart of Management Accounts have been compiled

PROGRESS AGAINST PERFORMANCE INDICATORS – Central Services

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of finalised litigation cases successfully defended by the Correctional Services	Legal advices / opinions = contract losses Ordinary opinions * Motion Applications * Claims * Arbitration	80% in favour of DCS 10 Finalised: 8 in favour of DCS and 2 against DCS Pending = 77
Percentage of officials charged with fraud, corruption and serious maladministration and found guilty of at least one count	84% conviction rate	96.49% success rate 57 officials charged, 55 found guilty, 2 acquitted Sanctions: Written Warning 1; Final Written Warning 43; Suspension without salary 5; Dismissal 6 5 cases withdrawn

PROGRESS AGAINST PERFORMANCE INDICATORS – Central Services

Performance Indicator	1st Quarterly Target	Actual Performance
Creating a peering point to enable interoperability between DCS CBS and other Systems within JCPS cluster	40% IJS Peering Point Integration Audit and Implementation of APIS 15 sites	Draft Integration Audit Strategy
% of uptime on the ICT Network	Planning	<p>The URS, which includes Unified Communications and the Telephone Management System, is complete and on route for approval</p> <p>The design of the new network includes VPN functionality, meaning that there will be secured connectivity with high Quality of Service (QOS)</p>

PROGRESS AGAINST PERFORMANCE INDICATORS – Central Services

Performance Indicator	1st Quarterly Target	Actual Performance
New network, consolidated servers and automated security policies	Planning and Design	Memorandum requesting participation of DCS in tracker research, detailing questions and costs involved was developed and will be submitted to management for approval
Percentage of people rating Correctional Services as performing well.	Negotiations to buy into GCIS led survey of government performance are concluded and SLA signed.	Memorandum requesting participation of DCS in tracker research, detailing questions and costs involved was developed and will be submitted to management for approval
Numbers of stories / articles originated by the Department to set a favourable media agenda and track overall improvement	10 good news stories are generated and published in the print and electronic media.	The offender tournament has been covered and an article generated which is awaiting final sign-off by the editor of the in house publication

PROGRESS AGAINST PERFORMANCE INDICATORS – Central Services

Performance Indicator	1st Quarterly Target	Actual Performance
Integrated Communication and Marketing Strategy (ICMS) is approved and executed	Approval of the Internal Comm. Strategy for officials and offenders - kick off implementation - launch of Staff Newsletter & NC's teleconference meeting	Internal communication strategy has been drafted but it has to be amended to include internal communication strategy of transformation agenda
Number of stakeholders accredited and with SLA that are in partnership with Correctional Services at all levels of management	A stakeholder relations management strategic framework is finalised	Resource constraints

PROGRESS AGAINST PERFORMANCE INDICATORS – Central Services

Performance Indicator	1st Quarterly Target	Actual Performance
Formalised regional, continental and international partnerships	Meeting of Southern African Corrections Steering Committee	Consultations on the proposed structure for the Branch: ACSA & SADC
	ACSA secretariat capacity and structure designed	Approval of structure on hold awaiting finalization of EPMO work on organizational structure
	Reestablishment of Joint Committee of SA/Lesotho	Logistical support provided for DC: Personal Well being to travel to Botswana to attend SADC-UNODC Regional Expert Group Meeting in Gaborone, 18-19 April 2011
	Reestablishment of Joint Committee of SA/Zambia	Arranged Logistical support for National Commissioner and delegation to Malaysia 21-28 May 2011 attending the Prisons and corrections Facilities Conference
	Consultations with Mozambique	Arranged Logistical support for NC and delegation
	Draft MoU with City of New York	Logistical support provided for CDC: Development and Care attending UN HIV/AIDS Conference in New York 8-10 June 2011 Logistical support provided for DM and CDC: ACSA & SADC attending SADC (ISDSC) and (M CO) meeting in Lusaka, Zambia. 17-21 June 2011 Logistical support for Minister, NC on China Study Tour of Security Systems 4-10 June 2011

PROGRESS AGAINST PERFORMANCE INDICATORS - Security

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of inmates assaulted in correctional and remand detention facilities per year	Less than 0.62%(1041) inmates assaulted	0.71% (1133 alleged assaults on inmates)
Percentage of gang related violent incidents	Regional evaluation reports on successes and shortcomings available	Target not achieved
DCS Gang Management Unit established and implemented	Consultation with stake holders	Target achieved Consultation in process
Percentage of unnatural deaths in correctional and remand detention facilities per year	0.008% (13)unnatural inmate deaths per per quarter	0.006% (10 unnatural inmates deaths)

PROGRESS AGAINST PERFORMANCE INDICATORS - Security

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of inmates who escape from correctional and remand detention facilities per year	0.009% (15) escapes per quarter	0.005% (8 escapes)
Percentage of centres with fully functional access control security turnstiles	100% of electronic access control systems installed at 75 Correctional Centres to be fully functional	37% (28 out of 75)
Integrated Security Technology Strategy for department approved	Security Technology Specialist appointed (CSIR)	Target not achieved
Functional electronic inmate tracking system to monitor movement of offenders within correctional centres	Functional electronic inmate tracking system developed and approved	Electronic tracking system not yet available

PROGRESS AGAINST PERFORMANCE INDICATORS - Security

Performance Indicator	1st Quarterly Target	Actual Performance
Body scanning machines utilised (Project 15.1)	Body scanning machine specifications 50% developed	The development of the specifications as well as a business case are in progress. Business case to be finalised in second quarter
Partnership with Department of Home Affairs (DHA) to have access to AFIS for inmate identification (Project 15.1)	Initiate interaction with DHA	AFIS not yet available
Revised Security Policy Procedures approved and implemented	Revised Security Policy Procedures approved	N/A

PROGRESS AGAINST PERFORMANCE INDICATORS - Corrections

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of overcrowding in correctional and remand detention facilities	Maintain level of overcrowding at 36%	34.70% (41001/118154) - uncertified statistics and are therefore subject to change (Certified information only available up to 28 February 2011)
Percentage of offenders serving sentences longer than 24 months who have sentence plans	Improve baseline on approved CSPs of 2010/2011 (60910) with 2672 (4.4%)	85% 56112/65624
Percentage of newly admitted offenders whose profiles/CSPs were compiled within 21 days	Compile all (100%) comprehensive profiles for all newly admitted offenders within 21 days from admissions	83.42% 6192/7347
Percentage of corrections programmes that are provided by external service providers	73% of all corrections programmes rendered by external service providers. Total of correctional programmes = 26 (19/26)	Data base available on all correctional programmes

PROGRESS AGAINST PERFORMANCE INDICATORS - Corrections

Performance Indicator	1st Quarterly Target	Actual Performance
Protocol on interstate transfers	Develop draft protocol on interstate transfers of offenders	Protocol on interstate transfers developed
Number of dedicated short term facilities for offenders with sentences less than 24 months	Identify facilities and profile offenders with sentences less than 24 months.	10 Correctional centres identified so far - some regions are still busy with this process
Operationalization of the White Paper and provisions of the Correctional Matters Amendment Act	Development of the Remand Detention White Paper Implementation framework	The draft regulations were developed and consulted within DCS and with JCPS cluster departments. All inputs were sent to the directorate Code Enforcement as the latter it is leading the development of regulations.
Reduce average length of time in remand detention from 150 to 120 days	reduction by 2,5 days	The need for information required was registered with information management and systems development

PROGRESS AGAINST PERFORMANCE INDICATORS - Corrections

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of offenders with approved parole dates who completed pre-release programmes	15% (3589/5980)	39% (5635/14356)
Offender involvement in Corrections Programmes	12 233 offenders completed Correctional Programmes	45% (22 086)
Percentage of eligible offenders with work opportunities ✓	41% (37 379/91 487)	59% (39201/66571)

PROGRESS AGAINST PERFORMANCE INDICATORS - Corrections

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of eligible RDs with bail against all RDs with bail (Eligibility refers to RDs with Bail who have been charged for schedule 7 crimes for section 63A and all RDs with bail for section 63(1))	1% 235/23534	0.44% (2718/23534)
Framework for Operational classification system for <u>Remand Detainees</u>	Framework for Operational classification system for Remand Detainees developed	Draft discussion document developed
Rationalization of correctional facilities.	Draft a Concept documentation with recommendations	Literature study conducted Concept document with recommendations partially drafted
Maximised utilisation of land allocated to DCS	Register of land allocated to DCS from DPW	DCS received from DPW a list of land utilised by DCS

PROGRESS AGAINST PERFORMANCE INDICATORS - Care

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of inmates tested for HIV	7 000	12% 19876/160085
Percentage of HIV positive inmates eligible placed on antiretroviral treatment	4 200	4556/11446
Percentage of inmates with CD4 count below 350, who are on ARV treatment	80% 2 500	62% 882/1431
Percentage of inmates diagnosed with mental illness and placed under treatment	70% (1190/1760)	89%

PROGRESS AGAINST PERFORMANCE INDICATORS - Care

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of inmates on medical treatment for communicable diseases, hypertension and diabetes	8% (13425/167816)	8133/16816 – 4.85%
Percentage of offenders who participate in care programmes	10% (75517/167816)	15583 (9.29%)
Percentage of care programmes provided by external service providers	63% (45/72)	173 programmes
Number of food service units with the required resources for the provision of food services	Develop and distribute food services readiness assessment tool	Drafted food assessment tool in line with Regulation 918

PROGRESS AGAINST PERFORMANCE INDICATORS - Development

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of eligible offenders who participate in literacy training as stipulated in their sentence plans	2202/3406=64.7%	2384/3406= 70%
Percentage of eligible offenders who participate in ABET programmes as stipulated in their sentence plans	10515/17273=60.9%	1730/17273= 68%
Percentage of eligible offenders who participate in FET mainstream education programmes	10.9% (4415/40370)	2857/40370= 7%

PROGRESS AGAINST PERFORMANCE INDICATORS - Development

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of eligible offenders who participate in FET College programmes	13.1% (704/5356)	18.93% (4094 / 21627)
Percentage of youth involved in formal schooling	Include target for youth in formal education; 6 centers registered as full time schools by Department of Basic Education	3250/19334= 17% 6 Full Time Schools
Percentage of eligible offenders who participate in skills development programmes	18.9% (1765/9326)	12% (4266 / 35541)
Percentage of eligible offenders who participate in production workshop and agriculture programmes	2,42% 1 890 of the 77 644 minimum and medium sentenced offenders	The average year to date is 1 692 offenders which is 10,5 % below the baseline
	* 4,04% (3 138 offenders)of the sentenced minimum and medium offenders (total 77 644 offenders)	The average number of offenders utilised during this quarter was 3 127 offenders per day which is 0,35% below the baseline)

PROGRESS AGAINST PERFORMANCE INDICATORS - Development

Performance Indicator	1st Quarterly Target	Actual Performance
Trading entity established	Benchmark with departments with trading entities and engage Treasury on the concept	<p>Meeting was arranged with Mr. Goolam Manack ,Chief Director Public Entities Governance Unit ,who proposed that he makes a presentation to DCS top management before embarking on this process. This was approved by the CDC Development and Care proposing the next Manco meeting. Draft invitation was submitted for signature. Not yet signed.</p> <p>Bench marking was done with Palama and the Department of Public Works</p>

PROGRESS AGAINST PERFORMANCE INDICATORS - Development

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of attainment of agricultural targets	Milk production - 1 698 250 liters Red meat production -140 375 kg Pork production-519 000 kg Chicken production-334 575 kg Egg production- 366 000 doz Vegetable production-3 538 750 kg Fruit production -140 625 kg	Milk: Gauteng:323 388 l (87,7%) LMN:127 458 l (57,0%) Fs/N.Cape:176 764 l (63,4%) KZN: 179 l (72,9%) E.Cape: 179 514 l (102,6%) W.Cape:423 394 l (102,3%) Pork : Gauteng: 124 531 kg (96,2%) LMN: 32 025 kg (68,1%) Fs/N.Cape: 33 699 kg (37,5%) KZN:48 213 kg (83,4%) E.Cape: 32 802 kg (56,8%) W.Cape:129 390 kg (94,1%) Chicken: Gauteng: 59 568 kg (79,4%) E.Cape: 46 262 kg (64,9%) W.Cape: 177 851 kg(104,6%) Eggs: Gauteng:- LMN: 124 571 doz. (89,6%) Fs/N.Cape: 23 505 doz. (78,4%) KZN:55 897 doz.(101,6%) E.Cape:65 664 doz(115,7%) W.Cape: 92 445 doz.(108,7%)

PROGRESS AGAINST PERFORMANCE INDICATORS - Development

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of offenders involved in sports, recreation, arts and culture	<p>Sport and Recreation: WC 1 374 , EC 985, LMN 739, Gauteng 2 086, KZN 1 247, FS / NC 778 = 7 209</p> <p>Arts and Culture and Libraries: WC 590, EC 334, KZN 477, Gauteng 1470, FS / NC 439, LMN 418 = Total: 3 728</p>	<p>Sport and Recreation: WC 3133 (1,8 %), EC 13041(7,9%), LMN9153 (5,54%), Gauteng21434 (12,99%), KZN9514 (5,76%), FS / NC14530(8,80%)</p> <p>Arts and Culture and Libraries: WC775 (0,46%), EC 1860(1,12%), KZN4368 (2,64%), Gauteng 9937(6,02%), FS / NC 4458(2,88%), LMN 3786(2,29%)</p>

PROGRESS AGAINST PERFORMANCE INDICATORS – Social Reintegration

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of parolees without violations per year	0.57% increase in the number of parolees without violations for the first quarter	Total number of parolees without violations for the year to date: 40 619 against an average parolee caseload of 44 075 for the same period (1052 + 1238 + 1166 = 3456 violations) 68.7 % parolees without violations
Percentage of parole cases in which victims of crime make representations	2.2% (132.5/5980)	1.03% (70/6772)
Percentage of eligible cases considered by Parole Board ✓	90% (10468/ 11631)	77.3% (13448/17376)

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PROGRESS AGAINST PERFORMANCE INDICATORS – Social Reintegration

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of cases considered by the Parole Board and referred to Parole Review Board	0.08% (8.5/ 10468); Training of 14 (26%) CSPBs	0.05% (7/13528)
Ratio of incarcerated offenders with sentences of 24 months and less to probationers	0.5% increase in the probationer total under community corrections	1:1.5
Functional electronic monitoring system for parolees and probationers	Review and approve Business Case Develop User Requirement Specifications Procurement of Services	Business case reviewed and place en route for consultation purpose before approval. Use requirement specifications developed Procurement of services will be initiated after allocation of funding (expected outcome 8.8 11 – Budget Committee)

PROGRESS AGAINST PERFORMANCE INDICATORS – Social Reintegration

Performance Indicator	1st Quarterly Target	Actual Performance
Percentage of offenders released on medical parole	CSPBs health care managers and unit managers trained in new Medical Parole policy and procedures	Appointment of one medical parole advisory board per region is yet to be take place. Expected in the 2 nd quarter
Consideration of all offenders sentenced before 1 March 1994	50% Consideration of all offenders sentenced to life before 1 March 1994	As at end of June 2011 regions submitted 304 cases of lifers which considered by the Minister. Only 86 lifers cases are now outstanding from regions. Expected to be finalised with the second quarter
Framework for halfway houses and piloted half way houses	Feasibility study on the efficiency and effectiveness of half way houses in the South African situation conducted	A Roundtable discussion was held A project charter has been developed and approved. On the 1st February 2012 the first pilot on halfway house would be launched

PROGRESS AGAINST PERFORMANCE INDICATORS - Facilities

Performance Indicator	1st Quarterly Target	Actual Performance
Number of new bed spaces created	Establish the interdepartmental evaluation committee ✓	0%
Upgrading of existing facilities	7.67% (346/4511)	Construction work completed at Brandvlei
	100% completion (Brandvlei)	98%
	73% completion (Vanryhynsdorp)	74%
	Ceres -68%	63%
New Head Office Space	Business case	Business case in progress
	LMN –Business case	Business case in progress
	KZN- Business case	Business case in progress

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PROGRESS AGAINST PERFORMANCE INDICATORS

Performance Indicator	1st Quarterly Target	Actual Performance
Percentages of centers appropriately equipped for White Paper delivery	Construction of nodes for IT servers; implementation of the short term target based on IT's business case	Business case in progress
	Compilation of Business case to repair and renovation of Brandvlei Max by WC Regional Commissioner and submission to Facilities and approval by National Commissioner	Business case in progress
	Compilation of Business case by Gauteng Regional Commissioner and submission to National Commissioner for approval	Business case submitted for approval
	Obtain approval from Commissioner to appoint service provider to conduct a conditions assessment/audit	Nil
	Identification of needs by Development and Care (Formal Education) and submission to Facilities	Business case in progress
	Compilation of Business case by Gauteng Regional Commissioner and submission to National Commissioner for approval	Business case in progress
	Identification of needs by Development and Care (Agriculture) and submission to National Commissioner for approval	Business case in progress

CONCLUSION

- For the year ended 2010/11 the department received an adverse opinion on AOPI → *Audit of Performance Information*
- The first quarter, while showing some improvements in the management of PI, there are still a few areas of concern:
 - Consistency in reporting – format of actual performance differs from the target
 - Reported information not reliable
 - Incomplete and late submissions that impact on evaluating performance

The above areas were the basis for the adverse opinion.

- Adherence to reporting requirements and due date is critical in that it will assist
 - Identification of red flags
 - Timely intervention

WAY FORWARD

- The department has developed an action plan on the audit of performance information. A circular has been drawn setting out action required
- The monthly submission dates have been revised following concerns from the regions
- Monthly meetings have been scheduled with Policy Coordinators to deal with PI – best practices and challenges

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



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