



STRATEGIC PLAN



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FOREWORD



Commissioner of Corrections

The road for any Organisation starts with a few tiny steps and leaps of faith. The Fiji Correction Service (FCS) established since cession in 1874 has come a long way from its humble beginnings at Levuka, Ovalau.

The FCS has evolved over time with its recent history with a shift from a strategy of Containment to one of Correction. This Strategy of Correction, focussing on rehabilitation is a paradigm shift that challenges the core and culture of prison environment.

This Strategic Revolving Plan is geared to towards creating this rehabilitative environment. Our strategic overview statement is at the heart of this platform for transformation. The FCS Key Pillars and Core Businesses have remained steadfast in our role to Government and the citizens of our country.

This SRP is as good as what will be implemented on the ground therefore it is paramount to ensure a collective effort from all ranks within the FCS. It is imperative that we take ownership of this document.

Key to this SRP is the embracing of information technology as a tool for FCS working smarter and operating effectively. The establishment of a home for FCS is long overdue and we look forward to sound negotiations with Government on this intent. The desire to re-establish Nasinu as a first offenders only Institution for those in the age category 18 - 25 is in line with intentions of the FCS.

This SRP is a living document that will be reviewed annually to ensure that it remains current and pragmatic.

F.B. KEAN
Commander
Commissioner

EXECUTIVE SUMMARY

The Fiji Corrections Service Strategic Development Plan outlines the directions and needs of the organization for the next three years 2017/2018 – 2019/2020. It incorporates the government key outcomes in line with Roadmap, the Peoples Charter for Change Peace and Progress and the 2013 Constitutions.

Based from this critical planning tool, it further categorizes three (3) key initiatives that is aligned to the achievement of the Mission and Vision. This includes Effective Rehabilitation, Nation Building and Safety and Security.

As part of the FCS cluster, the key focus area of the organization is the Correction Institutions. We have to ensure that all the Corrections Centres are provided with necessary structural needs and most importantly, those accommodated therein are safe and secure. This Plan provides a new approach on how the FCS will be contributing to maintaining and protecting a just, peaceful and safe society. In doing so, providing effective correctional services is an important goal to ensure that secure and humane correctional facilities are safe for both staff and prisoners.

We have declared 2016/2017 as the year to focus on Rehabilitation and this resulted in the introduction of our new Motto *Samper Restituens*, a Latin word for Always Rehabilitation.

We see this strategic plan as dynamic and reflecting our commitment to implementing evidence-based programming based on a growing body of knowledge into “what works” to enhance offender behaviour change and reduce recidivism.

INTRODUCTION

The Strategic Development Plan 2017/2018-2019/2020 accentuates the direction for the Fiji Correction Service to take in order to meet its short and medium term objectives as per mandate. It contains key policies and strategies specifically targeting, to meet demand and improve overall services delivery. Generally, it contains key strategies that are aligned to Government key initiatives which are required to be achieved within the term of this SDP.

The Department key focuses are demarcated into six outputs required to be holistically achieved within the proposed timeline.

The effective rehabilitation of inmates becomes our key focus. A new organisational motto was established 'Semper Resituents', that solidifies all staff effort in providing consistent programs that makes a real life change on those under our care. Effective security, good order and a discipline environment, supplement the organisation effort to achieve its objective.

The FCS will continue to work together with key stakeholders, government agencies and the community to maintain a coordinated effort towards the achievement of the organisation objectives.

STRATEGIC OVERVIEW

The review of the organization's vision and mission is the first step of our strategic planning process. It sets out the reasons for the FCS existence and the ideal state that the organization aims to achieve; our new mission identifies major goals and performance objectives. Both are defined within the framework of the FCS system to provide a clear direction of the FCS.

In broader terms, the Principal Strategic Overview of the FCS encompasses statements and obligations pertaining to its Vision, Mission and Values. The FCS relies on these statements and obligations to build the morale of its employees and attracts the commitment of external stakeholders. These are used to declare what the public should expect from the operations of the Fiji Corrections Service.

VISION

To effectively rehabilitate inmates that will become law abiding citizens, who will contribute positively to our country, Fiji.

MISSION

To Positively Restore Lives

VALUES

Family
Integrity
Loyalty
Honesty
Empathy
Leadership



KEY PILLARS TO ACHIEVE MISSION & VISION

EFFECTIVE REHABILITATION

Placing offenders in custody alone is not sufficient to solve the problem of crime. The ultimate goal of corrections is the offender's successful re-integration into the community. Recidivism has been a challenging problem confronting the Fiji Correction Services. Following the shift from containment to one that is correction in nature, spearheaded by the change in Law in 2006, the FCS is committed to the principle of through care and has implemented various rehabilitation initiatives to generate safe and successful re-entry into the community. This includes the Early Releases Schemes, review of the rehabilitation framework and enhancing the Yellow ribbon Projects as flagship towards acceptance and community action. FCS for the tenure of this SDP, will continue to enhance relevant rehabilitation strategies to meet its overall objective.

For the last 3 years 2013-2015, the rate of recidivism has been fluctuating. In 2012 a total of 6.4% rate of recidivism was recorded compared to 6.7% in 2013, 3.8% in 2014 and 3.9% in 2015. The rate is determined by the number of discharges for the last two years over the total of recidivist for the current year.

The community and families plays a decisive role in achieving this key pillar. Each staff, with the genuine support of family members and the community at large must commit to the calling of effecting genuine change on the lives of those under our care.

NATION BUILDING

The continuous involvement of inmates in the sugar cane cutting operations benefits the inmate monetary, increase self-esteem and develops a sense of ownership and national pride for their contribution to the economic well-being of the Nation as a whole. Provision of life skills programs through relevant rehabilitation programs is vital to begin the transition towards better life for inmates. Through the poverty alleviation programs, early releases schemes, and other offered rehabilitation initiatives, each selected inmate is directed and guided towards a more responsible and productive citizen of this beloved Nation. It is foreseen that reduction of recidivism, will spur investor confidence, increase employment opportunities and provides a safe haven for our future generation.

Effective monitoring and follow up on re-integrated inmates, plays a critical supporting role in achieving this key pillar.

COMMUNITY SAFETY

This is one of the core roles of the FCS. For the community to be safe, better and effective deployment of security strategies will be in place to meet ever changing preferences of inmates under our care. Provision of modern security equipment, and upgrading infrastructure contribute to keeping prisoners safe and secure within the premises of the FCS.

A well-ordered and discipline environment is a pre-requisite to effective rehabilitation of inmates under our care. This has led to the review of the rehabilitation framework, to include inmate's regimental training as a conduit to positive attitude and sound decision making which is envisaged to play an important role in sustaining offender re-integration.



OUR CORE BUSINESS

The FCS during the tenure of this SDP will focus on the execution of key strategies towards achieving our core roles. New initiatives have been identified in association with each core role to boost implementation effort in order to achieve targets.

SAFETY & SECURITY

This is one of the major functions of the Fiji Correction Service. The physical structure of the prison is extremely important. The role is two folds; keep society out and keep prisoners in. Therefore the prison structural designs are essential to keep both prisoners and society safe. The age, design and layout and level of maintenance of prisons have a direct impact on the level of security. Inmates' classification and reclassification with proper institutional placement are important security factors perhaps as important as the security provided by the structure of the prison itself.

CARE

Another core function of the FCS is to ensure proper treatment of all inmates under its care in line with the UN Mandela and Bangkok Rules . Treatment of prisoners shall be fair. This includes the principle of treatment in respect for the dignity and value as human beings. We must ensure that they are provided with appropriate nutritional services, access to health services and appropriate hygiene services.

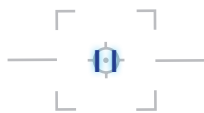
CHANGE

The continuous review of the rehabilitation framework and identification of effective rehabilitation programs is a major key focus in this SDP. We must ensure that their offending behaviour is corrected through access to correctional programmes, psychological, social and spiritual services. The inmates' human development is improved through literacy, education and skill competency programmes and reduces reoffending to contribute to safer Fiji. The reformation of prisoners is vital in order to change their values, motivations, attitudes and perception and to re-socialise and restore them back to the community where they rightly belong.

KEY OUTPUTS TO ADDRESS KEY PILLARS INCLUDING SUSTAINABLE DEVELOPMENT GOALS (SDG) AND BILL OF RIGHTS (2013 CONSTITUTIONS)

During the term of this SDP, its outcomes and strategies will strive to align and meet key initiatives enshrined in the mentioned key documents by ensuring the following;

- (a) Effective Correction Security
- (b) Effective Inmate Management
- (c) Effective Rehabilitation Services
- (d) Infrastructure Development
- (e) Sustainable Enterprise Development; and
- (f) Organizational Effectiveness



KEY STRATEGIES TO ACHIEVE KEY GOALS AND OUTCOMES

Six key Goals have been identified as central to achieving the Organisation objectives in the short and long term. Each goal is associated with key strategies required to achieve its objective and to be prioritised.

EFFECTIVE CORRECTION SECURITY

- i. Review of Manning Requirement in all Institutions to meet demand.
- ii. Develop and Maintain Emergency Operation Plan.
- iii. Review Standard Operating Procedures of all Institutions to bring about operational effectiveness and efficiency.
- iv. Use innovative technologies and security approaches to strengthen surveillance of all activities internally and the externally of the Prison.
- v. Use of Video Conferencing to enhance efficiency.
- vi. Review of Allocation Board procedures for proper allocation of inmates in line with risk and needs analysis.
- vii. Embedding the intelligence framework
- viii. Effective risk management with proactive security

EFFECTIVE INMATE MANAGEMENT

- i. Provide systematic training for all staff mainly on generic roles and responsibilities including human relations that will bring about improved service delivery.
- ii. Review stores procedure acquisition with Quartermaster to ensure timely distribution of inmate's stores issue.
- iii. Develop rapport with overseas counterparts on international transfer of foreign inmates.

EFFECTIVE REHABILITATION SERVICES

- i. Improve re-integration programs in terms of Early Release Schemes.
- ii. Improve outcomes for short term sentenced inmates, unsentenced inmates and special cohorts, including young offenders consistent follow up.
- iii. Finalise Parole Regulation.
- iv. Develop rapport with the Judicial for timely implementation of Community Based Correction.
- v. Strengthen Community action on Yellow Ribbon Program.
- vi. Review Inmates Release scheme introducing effective control measures.
- vii. Develop rapport with Ministry of Education for teachers programs specialised
- viii. Review offered rehabilitation programs to include skills training that are marketable and meet employment demand.
- ix. Develop rapport with Employment providers for organised symposiums.
- x. Effective Database and Record Management that brings about information validity and accuracy.
- xi. Develop Halfway House Program

INFRASTRUCTURE DEVELOPMENT

- i. Implement research based infrastructure design
- ii. Review Institution Maintenance Plan
- iii. Managing prison infrastructure design to meet demand
 - Separate and proper Facilities for elderly inmates
 - Separate and proper Facilities for mental inmates
 - Separate and proper facilities for sex offenders
- iv. Construction of Divisional Medical Clinics (Level 2) with provision of proper medical equipments.
- v. Develop effective project management and supervision plan that brings about meeting timelines.

SUSTAINABLE ENTERPRISE DEVELOPMENT

- i. Develop robust Marketing Plan for all SBU's
- ii. Relocation of SBU's to meet business demand
 - Bakery
 - Joinery
 - Garment
- iii. Employ effective Business Risk management
- iv. Develop Value Added strategy
- v. Promote Organic Farming methods
- vi. Sustainable Food Security through modern farming methods and product diversification.

ORGANISATIONAL EFFECTIVENESS

- i. Introduce specialised training to all staff.
- ii. Improve communication and correction network that bring about effective and timely services delivery
- iii. Develop Relocation Plan for the Correction Academy.
- iv. Develop Training Manual for the FCS to accommodate development of all ranks within the FCS.
- v. Develop training needs and attributes standard for subordinates, Junior and Senior Officers.
- vi. Develop Divisional Training Units
- vii. Develop rapport with overseas counterparts on personal and organisational development needs.
- viii. Encouraging and supporting a continuous service culture.

KEY PERFORMANCES INDICATORS AND IMPLEMENTATION SCHEDULES

The programmes and targets that will be implemented over the next 3 years to support the achievement of goals are outlined below.

OUTPUT MATRIX 1

FCS INFRASTRUCTURE DEVELOPMENT

The provision of highlighted infrastructure provides a supportive role towards the achievement of FCS mandate both in the short and long term. Given the significance contributions of such infrastructure development towards realisation of goals and objectives, it is essential to initiate a combined effort that involves approval agencies and major stakeholders to decide on its implementation.

TABLE 1

Goals	Annual Targets			Expected Outcome	Responsible Persons
	2017-2018	2018-2019	2019-2020		
Database Software for Inmates \$240,000.00	\$120,000	1 \$120,000		Provide timely and accurate data information on all staff and inmates alike	DCC, ITM
Geospatial Information System \$300,000.00	\$150,000	\$75,000	1 \$75,000	Location records and accuracy especially for Burial Grounds and Farms	DCC, ITM
HF Radio System \$300,000.00	\$100,000	\$100,000	1 \$100,000	Communication Backup system.	DCC, ITM
Relocation of SBU's \$1.5m	1 Tailor \$500k	Joinery \$500k	Bakery \$500k	Relocation of the following SBU's; • Bakery • Joinery • Tailor It will provide for better marketing point for potential customers.	DCC STMA SUP PROJECTS
Refurbishment of the Suva Main Cell Block \$500,000.00	\$250,000	1 \$250,000		The Old Suva Main Block is earmarked to serve as a historical site for tourists. The structure measures our effort of paradigm shift from the one of containment to corrections.	DCC SUPERVISOR PROJECTS
Relocation of Fiji Correction Services Headquarters \$4.1m	\$100,000	\$2m	1 \$2m	Designing and Planning for the Correction Headquarters relocation to Suva Correction Centre in Korovou.	DCC SUPERVISOR PROJECTS

TABLE 1 *continued*

Goals	Annual Targets			Expected Outcome	Responsible Persons
	2017-2018	2018-2019	2019-2020		
Construction of Supervisor Northern Division Office \$300,00.00	1 \$300,000			Provides better working environment	DCC SUPERVISOR PROJECTS
Officers Parade Ground - Multirole Complex \$2m	\$2m	1		Naboro Correction Complex	DCC SUPERVISOR PROJECTS
Renovation Nasinu CC Rehab Classroom \$400,000.00	1 \$400,000			To provide conducive environment for rehabilitation and support conversion of NCI into a TVET for Inmates	DCC SUPERVISOR PROJECTS
Upgrading and Construction of Public Cemeteries Infrastructures \$1m	\$500,000	2 \$250,000	3 \$250,000	This includes the upgrading works, extension, drainage and civil works on the following cemeteries; i. Suva Extension ii. Lautoka iii. Levuka iv. Nasinu, and v. Chinese	DCC SUPERVISOR PROJECTS
Upgrading of Water and Sewerage System \$500k	\$250,000	\$250,000		Scope of work primarily will cover the replacement of old galvanised water pipes with PVC and connection of institutions lines with main sewer lines.	DCC SUPERVISOR PROJECTS
Temporary Prison for Ops Musu Dovu Deployment 1 x 40 man dormitory \$1.5m	1 \$1.0m	1 \$.5m		To be constructed on selected areas within the sugar cane belt areas. • Ba • Labasa • Lautoka and Nadi	DCC SUPERVISOR PROJECTS
Construction of Halfway Houses \$1m		\$1m		To construct a halfway house designed to rehabilitation efforts. Land to be secured within the Tailevu, Labasa & Lautoka area.	DCC DR SUPERVISOR PROJECTS
PMS Institutions Buildings \$3m	\$1m	\$1m	\$1m	Periodic Maintenance Schedule for Institution Buildings	DCC PROJECTS
PMS Institutional Roads \$1.5m	\$500,000	\$500,000	\$500,000	Periodic Maintenance Schedule for Institutional Roads, Farms and Graves	DCC PROJECTS
PMS Institutions Staff Quarters \$1.5m	\$500,000	\$500,000	\$500,000	Periodic Maintenance Schedule for Staff Quarters	DCC PROJECTS
\$19,640,000.00	\$7,570,000.00	\$7,170,000.00	\$4,900,000.00		

OUTPUT MATRIX 2

DONOR AGENCIES SUPPORT FOR DEVELOPMENT

The following infrastructural requirements for the FCS are critical to be developed, in order to provide better supporting role towards achievement of overall objectives and mandates. These projects are earmarked to be completed within the next three (3) years. Its implementation required the assistance for International Donor Agencies.

TABLE 2

Goals	Annual Targets			Expected Outcome	Responsible Persons
	2017-2018	2018-2019	2019-2020		
Regional Correction Training Centre (Opposite Naboro K9 Unit, on the hill beside the ground) \$20m		\$10m	1 \$10m	Construction of regional corrections training centre in Fiji, provides better of knowledge sharing and adoption of best practises with other regional and overseas counterparts	DCC SUPERVISOR PROJECTS
Divisional Medical Centre for Inmates (Suva, Naboro and Lautoka) \$4.5m	\$1.5m	\$1.5m	1 \$1.5m	Construction of Level 2 hospital with all necessary amenities in all divisions will provide effective, efficient and better medical service to all inmates.	DCC SUPERVISOR PROJECTS
Crematorium (Suva and Lautoka) \$2m		\$1m	1 \$1m	Efficient and cost effective way of disposing corpses.	DCC SUPERVISOR PROJECTS
\$26,500,000.00	\$1,500,000.00	\$12,500,000.00	\$12,500,000.00		

PROPOSED BUDGET SUMMARY 2017/2018 - 2019/2020

TABLE 3

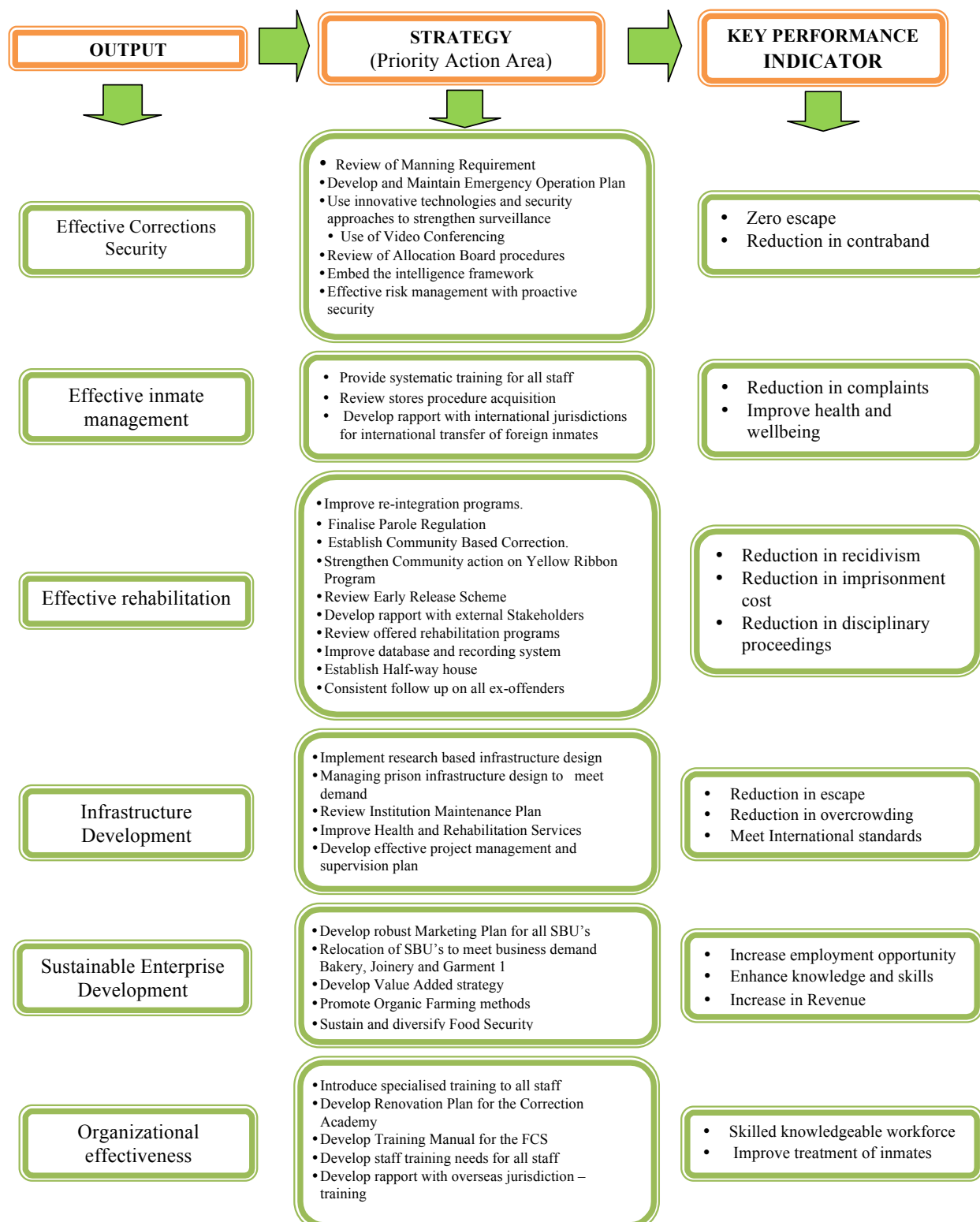
	Current Budget	Annual Targets			TOTAL
		2017-2018	2018-2019	2019-2020	
Proposed Budget	\$9.4m	\$7,570,000.00	\$7,170,000.00	\$4,900,000.00	\$19,640,000.00
Donors	-	\$1,500,000.00	\$12,500,000.00	\$12,500,000.00	\$26,500,000.00

MONITORING AND EVALUATION

Periodic review of the SDP will be required to ensure that the plan is valid, continue to be realistic and more so achieve its intended purpose and set targets. Evaluation and verification of achieved targets will ease references to identification new strategies and key policies to be considered in the next yearly SDP. A regular systematic monitoring has been put in place to track the progress of project implementation against our key strategies. After assessing the progress of the strategic planning process, the FCS will review the strategic plan, make necessary changes, and adjust its course based on these evaluations. The revised plan take into consideration emergent strategies, and changes affecting the organization's intended course.

While evaluation measures what has happened as the result of the strategies being executed, the Fiji Corrections Service adopts the following to measure its Key Output Indicators:

MONITORING AND EVALUATION OF STRATEGIES AGAINST PERFORMANCE INDICATORS



FIJI CORRECTIONS SERVICE NATIONAL CENTRES

Northern Division

Labasa Corrections Centre

Vaturekuka,
Mail: P.O. Box 376, Labasa
Tel: 8201429 / 8201412

Taveuni Corrections Centre

Waitavala,
Mail: P.O. Box 59, Taveuni
Tel: 8201413

Central & Eastern Division

Levuka Corrections Centre

Nasova,
Mail: P.O. Box 61, Levuka
Tel: 8201429 / 8201412

Nasinu Corrections Centre

Mail: P.O. Box 114, Suva
Tel: 3684503

Suva Corrections Centre

Korovou,
Mail: P.O. Box 114, Suva
Tel: 3684505

Suva Womens Corrections Centre

Devo, Korovou,
Mail: P.O. Box 114, Suva
Tel: 3684505

Suva Remand Centre

Devo, Korovou,
Mail: P.O. Box 114, Suva
Tel: 3100 830

Western Division

Ba Corrections Centre

Namosau
Mail: P.O. Box 2044, Ba
Tel: 6674053

Lautoka Corrections Centre

Natabua
Mail: P.O. Box 133, Lautoka
Tel: 6206001 / 3555650

★ Lautoka Remand Centre

★ Lautoka Womens Corrections Centre

Southern Division

Maximum Corrections Centre

Naboro,
Mail: P.O. Box 114, Suva
Tel: 3555648

Medium Corrections Centre

Naboro,
Mail: P.O. Box 114, Suva
Tel: 3629134

Minimum Corrections Centre

Naboro,
Mail: P.O. Box 114, Suva
Tel: 3629135

Pre-Release Corrections Centre

Naboro,
Mail: P.O. Box 114, Suva
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