



Fiji Corrections Service



Strategic Development Plan

2017/2018 - 2021/2022





## Commissioner's Foreword

ensure they contribute positively to society. There is no greater calling.

FCS has always been the back end of all criminal work. The desire to establish and implement 'Through Care' is visionary and bold. 'Through Care' encompasses the holistic spectrum of effective rehabilitation, from in-care to aftercare; the first and second prison. This core business of the FCS demands an integrated strategy of all arms of our community, stakeholders, family government and Corrections to ensure its success.

The superior details of this Strategic Plan is amplified in my Intent for the Fiji Corrections Service. The call for sound, firm and fair leadership has never echoed louder in Corrections. The call to arms to implement this strategic document is established in our Annual Corporate Plan and Business Plan for our six Small Business Units including current FCS Policy's, Government Policy's and Legislation that is legally binding to ensure the effective delivery of Correction services.

We commend this Strategic Plan to you.

**F.B. KEANE**  
Commander  
Commissioner

A futuristic document like this five year Strategic Plan for the Fiji Corrections Service (FCS) is central for establishing and understanding our journey as a Disciplined Organization. This 2017-2022 Strategic Plan encompasses our commitments to execute our core businesses plus meeting the desired Goals that we believe, will best serve Government and all our Customers.

The demands of Corrections work is forever growing in light of the increasing complication nature of criminal activities. The challenges of security and safety of these inmates require skill sets that are fair, firm and prudent. The changing nature of our security landscape requires the appropriate adaption from FCS to meet these daily challenges. This visionary document establishes the necessary strategies to mitigate these demands.

The greater calling in Corrections work establishes the Organization as a noble Institution. To positively restore lives, living no one behind is key to reducing recidivism. We must all endeavor to capture the goodness in all men/women under our care to



# Table of Contents

|  |    |
|--|----|
| 1. COMMISSIONER'S FOREWORD                     | 3  |
| 2. TABLE OF CONTENTS                           | 4  |
| 2. EXECUTIVE SUMMARY                           | 6  |
| 3. CORPORATE STATEMENT                         | 8  |
| ♦ Our Vision                                   |    |
| ♦ Our Mission                                  |    |
| ♦ Our Values                                   |    |
| ♦ Our Motto                                    |    |
| 4. OUR CORE BUSINESS                           | 9  |
| 5. OUR COMMITMENT                              | 10 |
| 6. OUR GOALS                                   | 11 |
| • Goal 1: Sound and Sure Security              | 12 |
| • Goal 2: Enhanced Inmates Management          | 14 |
| • Goal 3: Effective Delivery of Rehabilitation | 16 |
| • Goal 4: Improved Infrastructure              | 18 |
| • Goal 5: Thriving Business Enterprise         | 20 |
| • Goal 6: Flawless Customer Service            | 22 |
| 7. GOALS / PRIORITY / STRATEGIES TABLE         | 24 |





## Executive Summary

The Fiji Corrections Service (FCS) Strategic Plan sets a clear direction and pathway for the organization in the next five years 2017-18 to 2021-22.

The Strategic Plan integrates government key outcomes in line with the Roadmap for Democracy and Sustainable Socio - Economic Development (RDSSSED), the Peoples Charter for Change Peace and Progress and the 2013 Constitutions of Fiji and the United Nations Global Initiative in Sustainable Development Goals.

The Core Businesses of Corrections work are Security, Safety and Through Care. It is paramount in our business to ensure the sound sure security of all persons under our care through the effective implementation of security measures and the sound security of our Correction Institutions. The well-being of all persons under our care is a prime target for our service delivery. We aspire to be an prudent enabler in this process. Establishing 'Through Care', a holistic rehabilitation strategy is indicative of the vision we have for all those under our care. This integrated rehabilitation approach requires the whole of government and society effort.

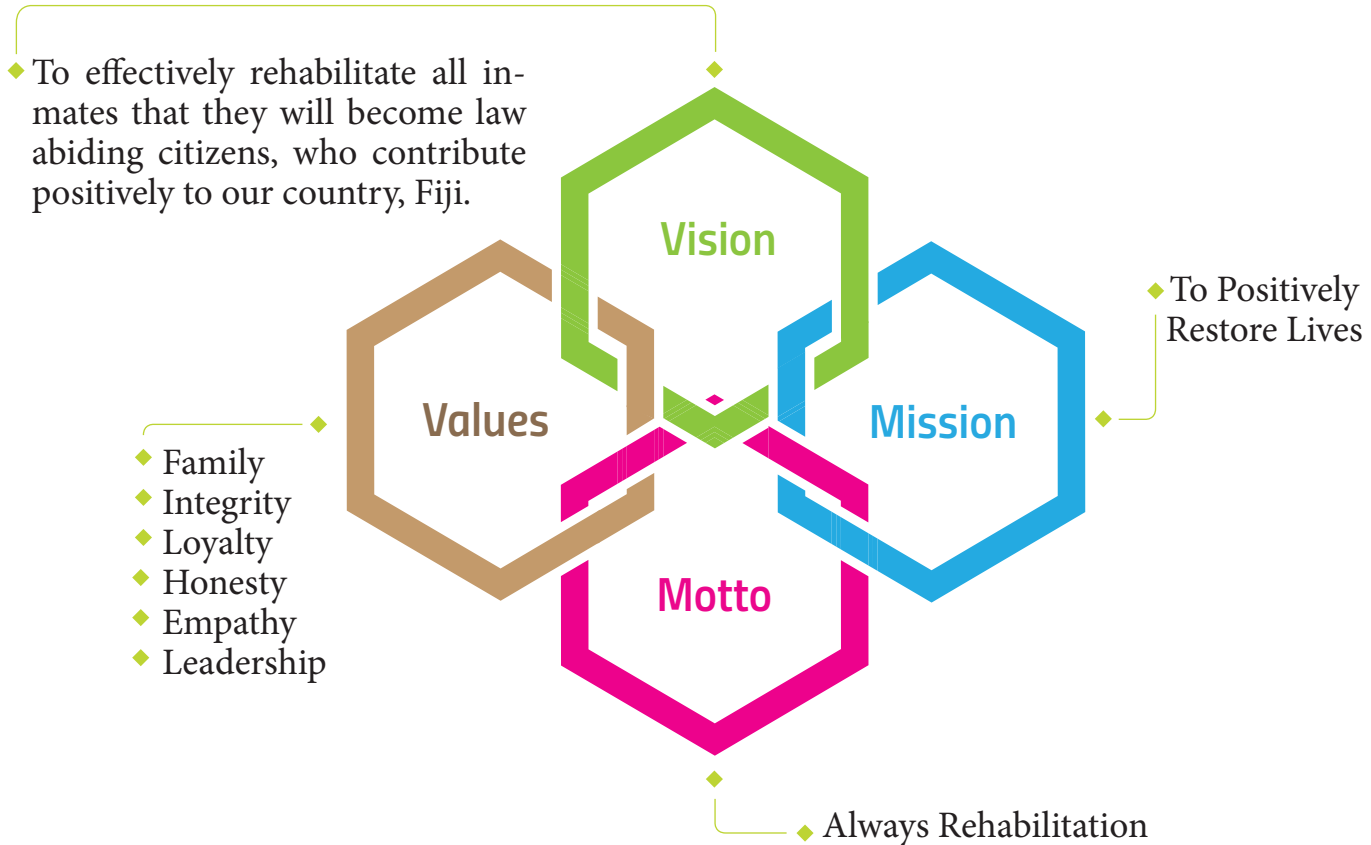
The importance of upholding social good order is central to the core businesses we play at FCS. Our operations at FCS is a fine balance between order and freedom, rehabilitation or retribution and the blending of paradigms to ensure we deliver effectively on our mission.

This Strategic Plan showcases the FCS commitment to serving Government and all our Customers. We aspire as an Organization to pursue excellence in all that we do. It is our earnest desire to collectively work with all arms of society to make the contents of document are reality.



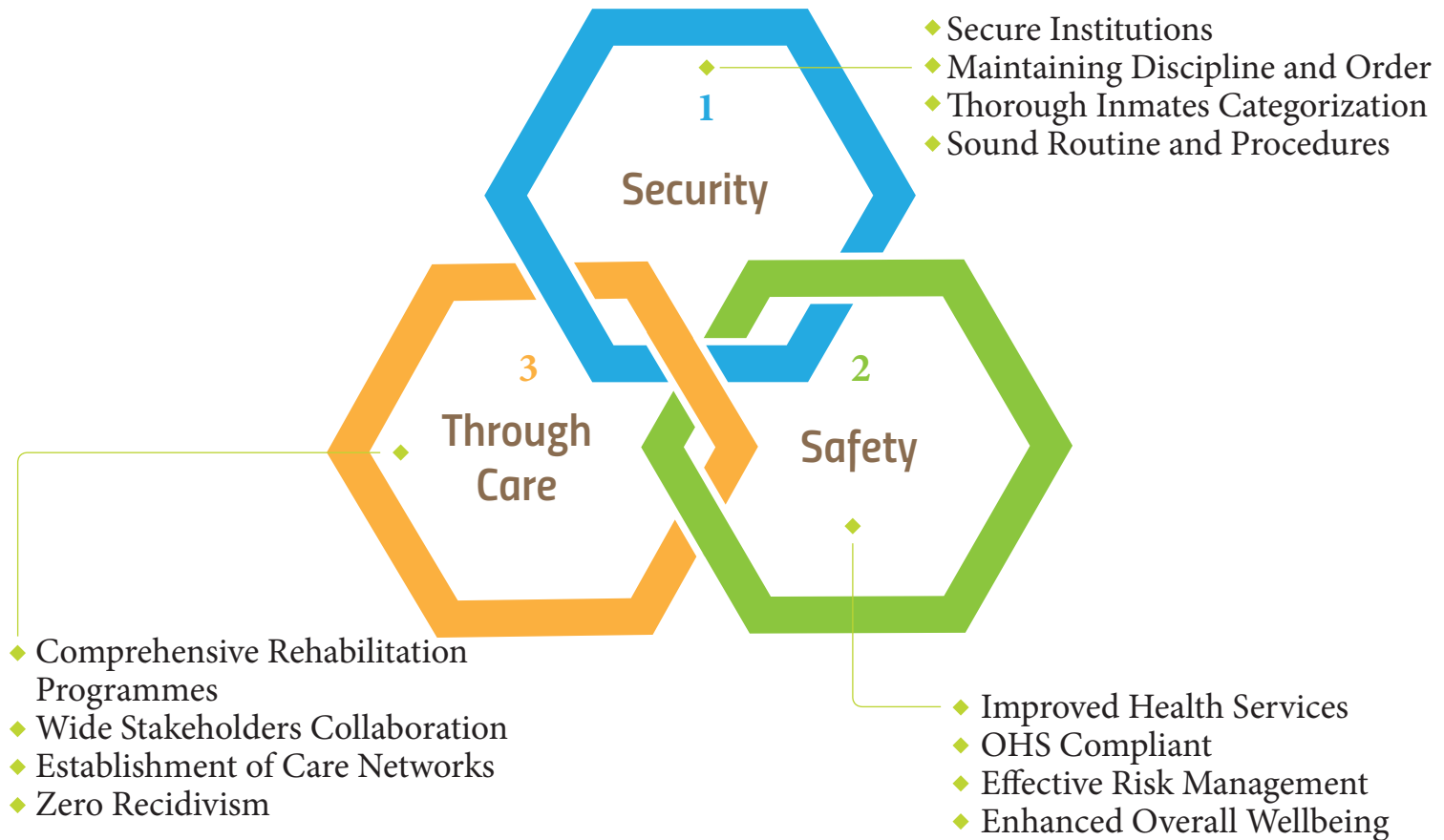


## Corporate Statement





# Our Core Business



## Our Commitment



The Fiji Corrections Service is committed to the upholding of our national security through the sound custody of all convicted and non convicted inmates.



The Fiji Corrections Service is committed to the safety custody of all convicted and non convicted inmates.



The Fiji Corrections Service is committed to the effective rehabilitation of all convicted inmates.








# Our Goals



## Goal 1

### Sound Sure Security

*To effectively manage all inmates' allocation to a secure structurally designed Correctional Institution that will keep them secure and our society safe.*

-  Develop, implement and review Divisions/Institutions security policies and procedures.
-  Frequently review the process for appropriate classification and allocation of inmates.
-  Embrace the installation of modern security technology's
-  Monitor and review supervision and control of all escorting operations
-  Sound monitoring of staff security breaches









## Goal 2

### Improved Infrastructure

*To continually provide appropriate Institution facilities and support technologies that meet our organizational needs.*

-  Continuous improvement and upgrading of Corrections facilities.
-  Security emphasis for newly constructed Correctional Institutions
-  Infrastructure designed for effective rehabilitation
-  Sound design of public utilities for security purposes.










## Goal 3

### Enhanced Inmate Management

*Promote a fair, humane and just living environment to all inmates.*

-  Develop and implement policy for effective inmates' in-care
-  Design and implement appropriate training programme for Correctional Officers to effectively deliver in-care responsibilities.
-  Provision of medical facilities that is accessible to all inmates
-  Sound and secure attention to inmates social needs
-  Closely monitor the wellbeing of all inmates.





## Goal 4

### Effective Delivery of Rehabilitation

*To continuously provide tailored intervention programme to engage inmates in a positive behavioural change leading to an increase in their positive social participation.*



Execute and monitor the comprehensive delivery of FCS Rehabilitation Policy



Monitor and implement the legal provisions of Early Release Schemes under the FCS Act.



Establish Nasinu Correctional Institution as a Vocational Training Centre



Establish sound network with all stakeholders involved in correctional work



Frequent monitoring of ex offender to reduce recidivism



Design and negotiate the establishment of Half-way Homes and Community Based Corrections provisions.













## Goal 5

### Thriving Business Enterprise

*To promote income generating opportunities from our six Small Business Unit (SBU);*

-  Institute appropriate educational programmes for inmates secondment to these SBUs;
-  Recruit the right people to manage these six SBU's;
-  Develop an appropriate marketing strategy for the six SBU's
-  Establish strategies to ensure the sustainability of the six SBU's
-  Ensure our SBUs are customer focused and customer driven
-  Ensure compliance to Government Trade and Manufacturing Accounts Policy












## Goal 6

### Flawless Customer Service

*To develop a workforce that is competent to deliver professional and timely services to all.*

-  Treat all our customers as Queens and Kings.
-  Promulgate an FCS Training Manual to establish career pathways for all personnel.
-  Review, develop and implement management policy for work process, Regulations and Standard Operating Procedures.
-  Create and improve human resource and administrative work processes with all Divisions and Institutions.
-  Continuous monitoring and assessing of Organisational and Individual performance.





| GOALS   | PRIORITY | STRATEGIES  |
|---|----------|---|
| <b>1</b><br><b>Sound Sure Security</b>                  | <b>1</b> | Develop, implement and review Divisions/Institutions security policies and procedures.  |
|   | <b>2</b> | Frequently review the process for appropriate classification and allocation of inmates.                                       |
|   | <b>3</b> | Embrace the installation of modern security technology  |
|   | <b>4</b> | Monitor and review supervision and control of all escorting operations  |
|   | <b>5</b> | Sound monitoring of staff security breaches   |
| <b>2</b><br><b>Improved Infrastructure</b>              | <b>1</b> | Continuous improvement and upgrading of Corrections facilities  |
|   | <b>2</b> | Security emphasis for newly constructed Correctional Institutions   |
|   | <b>3</b> | Infrastructure designed for effective rehabilitation  |
|   | <b>4</b> | Sound design of public utilities for security purposes  |
| <b>3</b><br><b>Enhanced Inmate Management</b>           | <b>1</b> | Develop and implement policy for effective inmates' in-care   |
|   | <b>2</b> | Design and implement appropriate training programme for Correctional Officers to effectively deliver in-care responsibilities |
|   | <b>3</b> | Provision of medical facilities that is accessible to all inmates   |
|   | <b>4</b> | Sound and secure attention to inmates social needs  |
|   | <b>5</b> | Closely monitor the wellbeing of all inmates  |
| <b>4</b><br><b>Effective Delivery of Rehabilitation</b> | <b>1</b> | Execute and monitor the comprehensive delivery of FCS Rehabilitation Policy   |
|   | <b>2</b> | Monitor and implement the legal provisions of Early Release Schemes under the FCS Act.  |
|   | <b>3</b> | Establish Nasinu Correctional Institution as a Vocational Training Centre   |
|   | <b>4</b> | Establish sound network with all stakeholders involved in correctional work   |
|   | <b>5</b> | Frequent monitoring of ex offender to reduce recidivism   |
|   | <b>6</b> | Design and negotiate the establishment of Half-way Homes and Community Based Corrections provisions                           |

| GOALS   | PRIORITY | STRATEGIES  |
|---|----------|---|
| <b>5<br/>Thriving<br/>Business<br/>Enterprise</b> | <b>1</b> | Develop Marketing Plan and relocation of three SBU's to meet business demand.                                   |
|   | <b>2</b> | Initiate and Promote innovative ideas that support the implementation of the market plan                        |
|   | <b>3</b> | Continuously strive to add value and deliver value for money in all TMA operations.                             |
|   | <b>4</b> | Capacity building for supervising officers through business knowledge and up-skill training                     |
|   | <b>5</b> | Implement sustainable marketing strategies to meet the increase demand  |
|   | <b>6</b> | Ensure compliance to Government Trade and Manufacturing Accounts Policy   |
| <b>6<br/>Flawless<br/>Customer<br/>Service</b>    | <b>1</b> | Treat all our customers as Queens and Kings   |
|   | <b>2</b> | Promulgate an FCS Training Manual to establish career pathways for all personnel.                               |
|   | <b>3</b> | Review, develop and implement management policy for work process, Regulations and Standard Operating Procedures |
|   | <b>4</b> | Create and improve human resource and administrative work processes with all Divisions and Institutions.        |
|   | <b>5</b> | Continuous monitoring and assessing of Organisational and Individual performance                                |



**DON'T LOOK FOR LEADERS  
LEADERS LOOK FOR LEADERS  
LEADERS GET THINGS DONE**









Corrections House

Lot 62 Kimberly Street,  
PO Box 114,  
Suva,  
Tel: +679 3303 512  
Fax: +679 3302 523

[www.corrections.org.fj](http://www.corrections.org.fj)  
[www.facebook.com/FijiCorrectionsService](https://www.facebook.com/FijiCorrectionsService)