



DEPARTMENT OF FIJI PRISONS AND CORRECTIONS SERVICE

ANNUAL CORPORATE PLAN 2011



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1. Foreword

The Fiji Prisons & Corrections Service is a key component in the Government's administration of criminal justice system and is responsible for those persons referred by the courts. The Fiji Prisons & Corrections Service performs this function within the framework of the Prisons Act, Cap.86, the new Prisons & Corrections Act 2006, and Peoples Charter for Change, Peace, & Progress and International norms and conventions particularly the United Nations Minimum Standard Rules for the Treatment of Offenders.

To achieve recognition in the International arena, the Fiji Prisons & Corrections Service aspires to attain higher standards of excellence in service delivery and greater accountability in its roles and functions. The 2011 Corporate Plan will be the framework to propel the organisation forward towards achieving these objectives.

Since 2006, especially with the emphasis placed on the new Prisons & Corrections Act 2006, profound changes in the functions and obligations of the FPCS have been incrementally implemented throughout the years. The advent of the new legislation has accelerated our efforts to ensure that FPCS is in par with international standards and practices.

The 2011 Corporate Plan has been refined to five (5) key outputs from the initial nine (9) outputs that were identified in 2010 ACP. This streamlining process is necessary to re-align our priority areas in consistent with our budget allocation for 2011 without detracting from our ongoing efforts and focus on achieving our key objectives.

Fundamental to the Fiji Prisons effort is the commitment to rehabilitate and reintegrate Inmates back into society with the support of the community at large.

Through this effort the prisoners are being provided with opportunities to address their offending behaviour, acquire knowledge and skills that would assist and prepare them for future employment and ultimately eliminate the risk of their re-offending in society.

Furthermore to complement our ongoing efforts, the FPCS is also committed to renovating/upgrading existing facilities in compliance with international standards. Currently work is in progress towards the upgrade of Taveuni Prisons and the construction of a new Remand Centre at Devo, Suva

In order to reach out to the community a formal partnership network is intended to be established. This community network agency called CARE will consolidate and enhance our relationship with our stakeholders to lay the foundation for a framework for successful re-integration programmes.

The new Prisons and Corrections Act 2006, compels the organisation to venture into commercialisation and entrepreneurship primarily to generate needed revenue for government, as well as provide an incentive to inmates as part of the reintegration process.

Therefore in order to boost our efforts in the commercial/entrepreneurship program, the prison industries concentrated at Naboro will culminate into the formation of the Fiji Corporation of Rehabilitative Enterprise (FCORE), which will be the focal point for all business activities connected with the Fiji Prisons rehabilitation programmes.

The 2011 Corporate Plan provides detailed work targets to ensure key priority areas are monitored on regular basis by responsible officers to ensure that the prescribed targets are achieved. This will be further monitored and evaluated by the Strategic Framework for Change Coordinating Office as part of FPCS commitment to the Government's Roadmap for Democracy.

(I Naivalurua)

Commissioner of Prisons & Corrections Services

2. Vision

- To be an “Internationally acclaimed Fiji Prisons & Correction Service”

3. Mission

- Our mission is to provide an effective and efficient prisons and corrections system through the adoption of innovative programs of offender management and rehabilitation programs.
- We will achieve this by being Captains of Lives of offenders who are committed to our custody and we will be instrumental in steering them towards being productive and responsible citizens, with the help of their families and community.

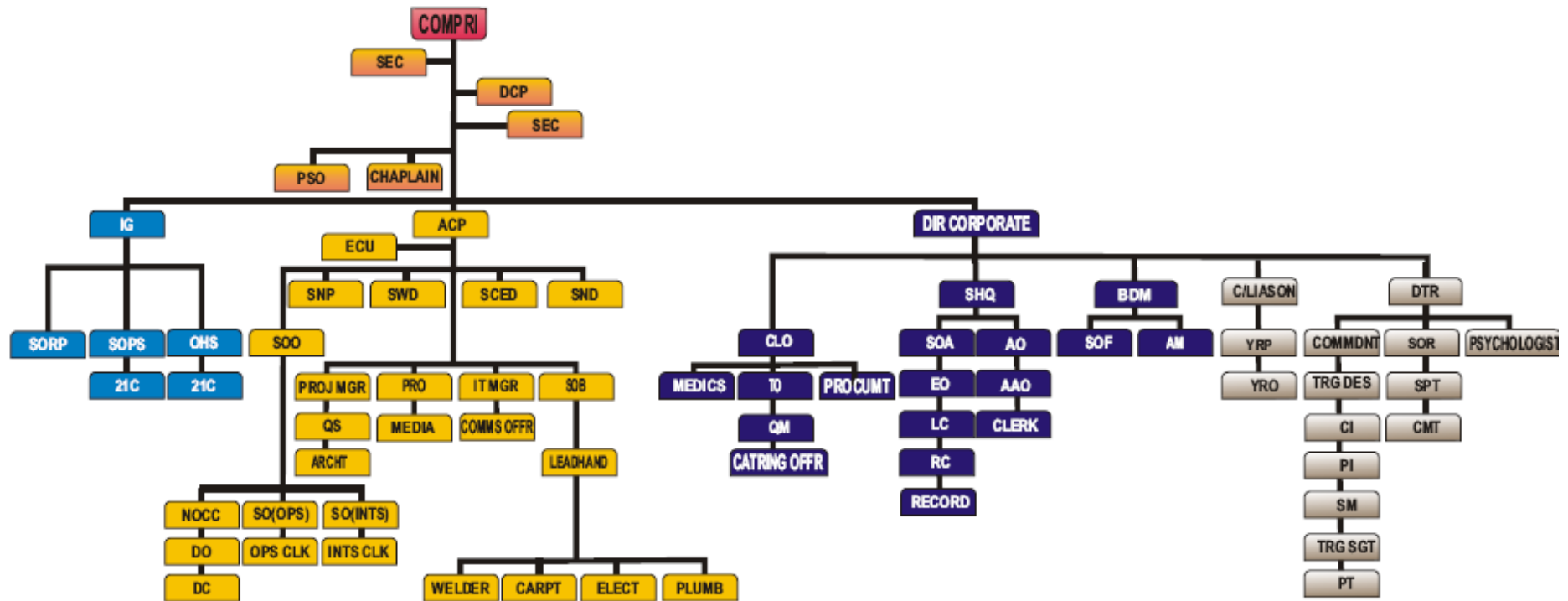
4. Values

- Recognizing that the Service requires the **commitment** of us all,
- **Leading** well and behaving with **integrity**,
- Upholding prisoner’s **human rights** and working with them as individuals to become law-abiding,
- Ensuring that each have the required **skills** and **competencies**,
- Accepting **responsibilities** and **accountability**,
- Managing resources, including our time, **cost-effectively**,
- Showing an **innovative** approach to our work,
- **Team working** and acting in **partnership** with other organizations;
- Demonstrating a commitment to **fairness**, **equality** and **respect** for each other and those we are in contact with.

5. Roles and Responsibilities of the Organization

- The Fiji Prisons and Corrections Service is obligated to serve the Public by keeping in custody those committed by the Courts. Our duty is to save lives by looking after them with humanity and help them lead law abiding and useful lives in custody and after release.
- The FPCS will ensure that rehabilitation of those under its care is conducted within a well defined security policy so as to maintain the safe custody of inmates as obligated by the courts.
- It is also our purpose to exercise proper care in the treatment of offenders in consistent with the guiding principles stipulated under Section 3 of the Prisons and Corrections Act 2006.

6. Organisation Structure



7. Roadmap for Democracy and Sustainable Socio-Economic Development 2009-2014 and Ministry Outputs

Table 1: Linkage of Outputs with Government’s Targeted Outcomes (RDSSSED)

Targeted Outcome [Goal/ Policy]	Outcome Performance Indicator; or Measures [Key Performance Indicators]	Department’s Outputs
Maintain Effective and Efficient Prison Security & Rehabilitation of Offenders	<ul style="list-style-type: none"> ▪ Reduction in prison escape incident by 50% 	Output 1: Safety and security of prisons Output 2: Improve infrastructure Output 5: Strengthening Corporate Services
	<ul style="list-style-type: none"> ▪ 20% improvement of infrastructure of all 12 prisons institutions 	Output 1: Safety and security of prisons Output 2: Improve infrastructure
	<ul style="list-style-type: none"> ▪ Reduction in the number of complaints against authority by 50%. 	Output 1: Safety and security of prisons Output 3: Improve Rehabilitation program Output 5: Strengthening Corporate Services
	<ul style="list-style-type: none"> ▪ Reduction in the number of sick prisoners by 50% 	Output 1: Safety and security of prisons Output 5: Strengthening Corporate Services
	<ul style="list-style-type: none"> ▪ Maximize use of resources and spending within allocated budgetary provisions 	Output 1: Safety and security of prisons Output 5: Strengthening Corporate Services
	<ul style="list-style-type: none"> ▪ Reduction in recidivism rate by 5% 	Output 3: Improve rehabilitation services Output 4: Improve Prison Enterprise Development Output 5: Strengthening Corporate Services
	<ul style="list-style-type: none"> ▪ Increase in number of successful reintegrated offenders 	Output 1: Safety and security of prisons Output 3: Improve rehabilitation services Output 4: Improve Prison Enterprise Development
	<ul style="list-style-type: none"> ▪ Increase level of projected revenue by 20%, self sufficiency, 5% over and above for contingency and reaching commercial level of production ▪ 100% Food Security 	Output 1: Safety and security of prisons
	<ul style="list-style-type: none"> ▪ Improve Institutional and capacity building 	Output 4: Improve Prison Enterprise Development Output 5: Strengthening Corporate Services

8. Organisation Outputs and Performance Indicators

Table 2: Output Specification and Performance

Output	Output Indicators	2010 Actual	2011 Target	Strategies and Timeframe	Responsible Division
Output 1:					
Safety and Security of Prisons					Operations/Administration/Logistics/Finance
1.1 Security	Quantity				
Contribute to a safer community by reducing the risk of serious incidence and escapes occurring within the correctional service.	Develop Standard Operating Procedure [SOP] developed.	12	<12	Formulation of SOP – 9 months	
	Audit and Inspection of the 12 Institutions	4	<8	General Inspection – 1 week per institutions	
	Develop security categorization of prisoners	0	>4	by December 31st	
	Ensure the conduct of all types of searches	365	365	searches – by 31 st December	
	Develop Training Manual/Implement/Train all Intelligence Officers	0	1	IO Training/Training Manual – first quarter	
	Continue with live exercises on all emergency situations in the 12 prison institutions	12	More than 12	Continue with live exercise- by 31 st Dec	
	Develop Training Manual and continue with training on Administration, Operations and Logistics	12	More than 12	Training Manual By 1 st Quarter, continue with Training on Admin, Ops and Logistics	

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1.2 Well Managed Prisons						
Ensure a well managed prison institution.	Timely attendance/care/supervision/control of prisoners/staff issues as per relevant sections of the Prisons Act/Regulations/Commissioners Order/Local Order/SOPs:	4	4	Timely Inspection on all registers and physical checks on all accommodation – 12 months		
	✓ Treatment of Offenders					
	✓ Prisoners Health and Hygiene					
	✓ Prisoners Diet					
	✓ Prisoners Accommodation and Beddings					
	✓ Prisoners Request & Complaint					
	✓ Staff Welfare					
	Quality	All sub-output activities for Safety and Security of Prisons are to be on a timely basis, accurate and 100% complete.				
		Timeliness				
	All sub-output activities for Safety and Security of Prisons will be from 01 January to 31 December, 2011.					
	Cost – Financial Budget	\$1,647,500	\$3,060,300			
	Travel & Communication - \$312,200					
	Maintenance & Operations - \$991,900					

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	Purchase of Goods & Services - \$1,756,200				
	Full Time Equivalent Staffing Resources				
	413		576		
1.3 Travel & Communication					
Ensure coordinated travel and effective communication system to all prison institutions.	Plan/Coordinate all official travel and visits	4	4	Awareness/Inspection of all records on quarterly basis – 12 months	
	Timely submission /justification of allowances/claims	4	4		
	Monitoring and stringent control of all telecommunication usage.	4	4		
1.4 Maintenance & Operations					
Ensure the prudent use of all allocated government resources.	Stringent monitoring/control of fuel/oil usage within allocated budget for all FPCS	4	4	Awareness/Inspection of all records on quarterly basis – 12 months	
	Timely servicing for all FPCS vehicles/motor mowers.				
	Ensure timely conduct of Board of Survey for all FPCS office equipment.	4	4	Awareness/Inspection of all records on quarterly basis – 12 months	
	Ensure timely servicing of all FPCS computers and air-condition units.	4	4	Awareness/Inspection of all records on quarterly basis – 12 months	
	Ensure timely maintenance/test of all electrical/mechanical generators.	4	4	Awareness/Inspection of all records on quarterly basis – 12 months	

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	Ensure stringent control/usage of all Electrical Appliances	4	4	Awareness and inspection – 12 months	
	Ensure stringent control of all stationeries/printing inventories.	4	4	Awareness and inspection - 12 months	
	Ensure stringent control/usage of water resources.	4	4	Awareness and inspection - 12 months	
1.5 Purchase of Goods & Services					
Ensure timely purchase of all goods and services.	Timely purchase/distribution of all goods and services:			Purchase and Distribution within the period January to August 2011	
	✓ Stores				
	✓ Uniforms				
	✓ Bakery				
	✓ Prisoners medications				
	✓ Tools and equipment				
Ensure timely purchase of all goods and services.	Stringent/control and monitoring/usage of prisoners' rations.	4	4		
	Timely implementation of pest control services	4	4		
	Timely purchase/distribution of all Emergency Equipment.				

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Output 2:					
Improved Rehabilitation Services					Rehabilitation Services Division
2.1 Yellow Ribbon Project	Quantity				
Appropriate engagement of the community and key stakeholders in the provision of reintegration and rehabilitation programme through the Yellow Ribbon project	Ensure timely engagement/visibility and commitment to all stakeholders	415	500	Community Engagement – 12 months/Stakeholders Engagement -12 months/Provincial engagement - 12	
	Timely Implementation of the rehabilitation framework for prisoners.	3%	>8%	Rehabilitation Framework – 12 months	
	Provide timely opportunity for attachment training and employment for inmates.	<4	>20	Vocational skills program – 12 months	
2.2 Rehabilitation Programmes					
Ensure comprehensive rehabilitation framework and contribute to the effective release and reintegration of prisoners back into the society	Enhance prisoners’ rehabilitation data collection including key data for prisoner needs.	On going	On going	Rehabilitation Information System – 12 months	
	Implement timely/effective Sentence Planning process in Suva Prison and gradually expand the programme to other prisons.	On going	On going	Case Management System – 12 months	
	Provide rehab/reintegration programmes specific for each centre and group based on prisoner needs	On going	On going	Prisoner’s Specific Centre Program – 12 months	

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	Review processes and strategies for effective prisoner reintegration into the community, including a post release through care and policy	On going	On going	Re-integration Program – 12 months	
	Continue to liaise with appropriate community groups, churches and NGO's for the provision of programmes to prisoners	On going	On going	Community Liaison – 12 months	
	Increase programmes and industries in all centre's by exploring opportunities for community partnerships	On going	On going	Exploring employment opportunities – 12 months	
	.				
2.3 Prisoner's Progressive Stage System					
Ensure prisoner's PSG system is reviewed to reflect the new Prison Legislation.	Payment of Stage Gratuity to be earned in accordance with the Progressive Stage System as stipulated in Part VIII of the Prisons Regulation				
	Quantity All sub-output for Improved Rehabilitation Services will be from February to December 2011.	On going	On going	Minimum inspections on quarterly basis	

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	<i>Timeline</i>				
	All sub-outputs activities will commence from February to December 2011.				
	<i>Cost</i>				
	Yellow Ribbon Project - \$100,000	\$213,400	\$293,000		
	Rehabilitation Program - \$100,000				
	Progressive Stage System - \$13,400				
	<i>Full Time Equivalent Staffing Resources</i>				
	23		27		
Output 3:					
Improve Infrastructure					Corporate Services
3.1 Capital Construction	Quantity				
Upgrading Prisons Quarters & Institutions, Telecommunications and CCTV and Construction of Remand Facility and Gabion Walls	Ensure timely preparation of all relevant document for all 2011 projects which includes:				
	Survey				
	Drawing				
	Estimate				
	Tender Process				
	Award of Contract				
	Execution of project				
Completion					

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	Commissioning of Projects				
	✓ Upgrading Prison Quarters and Institution at Naboro and Nasinu				Timely Inspection on all Projects Complete by December 2011
	✓ Completion for Relocation of Taveuni Prison				Timely Inspection on all Projects Complete by April 2011
Upgrading Prisons Quarters & Institutions, Telecommunication and CCTV and Construction of Remand Facility and Gabion Walls	✓ Install CCTV at Suva and Nasinu				Timely Inspection on all Projects Complete by December 2011
	✓ Construction of New Remand Facility at Devo, Suva.				Timely Inspection on all Projects Complete by December 2011
	Quality				
	All documentations of projects are in progress since 01/12/2010.				
	Timeliness				
	Documentation papers for all approved projects by FPCS Project Team/PWD from December 2010 to February 2011.				
	Implementation/Execution of all 2011 Projects from March to December 2011				
	Cost – Financial Budget				
	Upgrading Prison Quarters & Institutions - \$325,000	\$520,000	\$5,020,002		
	Upgrading Telecommunication & CCTV - \$100,000				
Urgent Maintenance of Buildings - \$20,002					
Maintenance of Buildings & Quarters - \$75,000.					

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	Construction of Suva Remand Centre- \$4,500,000				
	Full Time Equivalent Staffing Resources				
	Project Team – 04				
3.2 Maintenance of Buildings					
Ensure timely attendance of urgent maintenance at any prison institutions.	Timely attendance of all reported/documentated urgent repairs and maintenance to prison institutions.	3 Facilities	3 Facilities	Urgent repairs and maintenance throughout the year [12 months]	
3.3 Maintenance Buildings and Quarters		13 Quarters	2 Quarters (Suva Kitchen/ Completion of Taveuni)		
Ensure timely attendance to minor maintenance to prison buildings and quarters.	Timely attendance of repairs/maintenance in accordance with the Maintenance Plan.	On going	On going	Repair and maintenance throughout the year [12 months]	
Output 4:					Operations/Logistics/Finance & Enterprise Division
Improved Prison Enterprise					
4.1 Prison Industries	Quantity				
Improve implementation of Prison Enterprise Business Plan	Increase production and sales from the following prison industries:			Prison Enterprise Business Plan – 12 months	

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	✓ Prison Tailor shop,	1	>2	Marketing Strategies – 12 months	
	✓ Joinery shop and	50	>50	Prison Industries production – 12 months.	
	✓ Bakery	188,000 loaves	>300,000 loaves	By December 2011	
4.2 Prison Farm					
Develop and implement effective marketing strategies to improve and sustain the prison industries	Increase production and sales from the following prison farms:	1	1	Strategic Framework to be complete by February 2011	
	✓ Piggery Farm				
Improve scheme to ensure continuity of supply and demand in all the current industries and its related programmes.	✓ Poultry Farm	<40	>50	Intensive marketing effort with existing and potential stakeholders/entrepreneurs	
	✓ Root crops and vegetables				
Review payment, sales, fees and reconciliation processes in accordance with the requirements of the Financial Instructions.		4	4	Review of fees – 4 months	
Identify stakeholders and appoint committees to review current prison enterprise operations		4	4	Stakeholders Committees – 4 months	

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Develop Prisoners skills programme through enterprise development to meet the labour market demand.		24	>24	Prisoner's skills on enterprise development – 12 months.	
4.3 Food Security					
Develop and implement Prisons Farm Plan.	Farm Plan for 12 prison institutions to be developed.		1	Complete by 31 st January 2011	
	10% production for contingency.		>10%		
	20% and above production will be directed to Commercialization.		>20%		
	Quality				
	Improvement in production process for all farms/industries produce				
	Timeliness				
	12 months				
	Cost – Financial Budget	\$255,700	\$70,800		
	Farm Upkeep - \$60,000				
	Farm Development - \$10,800				
	Full Time Equivalent Staffing Resources				
	18				
Output 5:					
Strengthening Corporate Services					Corporate Services

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5.1 Staff Recruitment/Selection					
Develop Competency Framework	A competency framework document to be completed.	0	1	Special Project Teams Activated By January 2011	
Revise Recruitment/Selection Policy.	A Revised HRM Recruitment/Selection Policy to be completed	0	1	Special Project Teams Activated By March 2011	
5.2 FPCS Strategic Framework	Quantity				
Design and implement FPCS Strategic Framework.	FPCS Strategic Framework document to be ready for release	0	1	Special Project Teams Activated By January 2011	
5.3 Staff Training & Development	Quantity				
Review and Implement Training Plan	A 2011 Training Plan to be completed	0	1	Special Project Teams Activated By January 2011	
Review current Training Manuals at the Corrections Academy	A revised Training Manuals to be completed	0	10	Special Project Teams Activated By September 2011	
	A Revised HRM Recruitment/Selection Policy to be completed	0	1	Special Project Teams Activated By January 2011	
5.4 Workforce Plan					
Design and implement FPCS Workforce Plan	A 2011 Workforce Plan to be completed	0	1	Special Project Teams Activated By January 2011	
5.5 Succession Plan					

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Design and implement Succession Plan	A Succession Plan for all critical positions to be completed.	0	1	Special Project Teams Activated By January 2011	
5.6 Human Resources Information System					
Identify/develop/purchase and implement a compatible HRIS/GIS and databank for burial plots.	A Compatible HRIS/GIS and Databank for burial to be in place	0	1	Special Project Teams Activated By June 2011	
5.7 Occupational Health & Safety					
Ensure OHS compliance in all FPCS workplaces	Timely Inspections of all Workplace within FPCS	32 Inspections	>32 Inspections	By December 2011	
	Timely Training & Awareness Programs	12 Training Programs	>12 Training & Awareness Programs	Timely conduct OHS Training/Awareness on OHS to all FPCS staffs/inmates. By December 2011	
	Quality				
	All sub-output to incorporate measures which should reflect the FPCS Vision and Mission Statement.				
	Timeliness				
	Within 12 months.				
	Cost – Financial Budget				
	Training Costs - \$30,000.00	\$66,400	\$65,000		
	OHS - \$35,000.00				
	Full Time Equivalent Staffing Resources				
14					

9. Deliverables and Indicators

Table 3: PSC Deliverables and Indicators

	Performance Indicators	Targets & Timeframe	Strategies	Responsible
Objective 1: Continuous improvement in Human Resources Management and Development				
Annual Corporate Plan	Final Draft by December	Submitted to PSC by 31 st December	A committee has been appointed to work on the ACP Formulation. 2011 ACP is on its final Draft	DCS
Strategic Workforce Plan	Final Draft by December 2010	Submitted to PSC by 31 st December 2010	A Project Team has been appointed to task on all objectives	DCS
Succession Plan				
HRD Plan	Final Draft by December	Submitted to PSC by 31 st December 2010	"	DCS
Objective 2: Good Governance, Integrity and Compliance				
Six- Monthly Report	Final Draft by 31 Dec 2010	Submitted to PSC by 15 th July	"	DCS
Annual Reports	Final Draft by Dec 2010	Submitted to PSC by 31 st January 2011	"	DCS
Objective 3: Reform, reorganised & sustainable structural changes				
Imitative and results or realigned, reorganised and restructured units to achieve 10% reduction	Freeze of positions identified through 10% reduction exercise redeployment of staff by end of Sept. 2010	31 st October 2010	"	DCS
Systems, Processes and productivity Initiative	-Strengthening of OHS Committees -Establishment of Labour Management Cooperation Consultative Committee -Documentation of process by 1st Quarter-eg. Manual/flowchart	1 st Quarter 2011 1 st Quarter 2011	Ensure health and safety compliance in all workplaces of the FPCS	ACP [IG]
	-Implementation of Civil Service Excellence Awards Framework by Jan 2011 -Implementation of Performance Management System [PMS] by November	1 st Quarter 2011 December 31 st 2011	Ensure the formulation/implementation of Civil Service Excellence Award Framework and Performance Management System	DCS

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<i>ideas to improve service delivery.</i>				
Objective:7 Supplier and Partnership Relationship – Rehab (CHAP)				
<i>Introduce a system to evaluate the relationship between its stakeholders, suppliers and partners in order to measure the effectiveness of the existing partnership</i>	<i>Final draft by 25th Dec 2010</i>	<i>Evaluation completed by 31st December 2010</i>	<i>Ensure the formulation/distribution/analysing and implementation of evaluating system for all stakeholders and partners</i>	<i>DCS</i>
Objective 8: Management and Improvement Processes				
<ul style="list-style-type: none"> <i>Developing a process whereby Phases 3 & 4 of the Rehabilitation Framework is aligned to the job market requirements.</i> 	<i>Final draft of all processes and identification of work skills by 15 March 2011</i>	<i>Completed by 1st Quarter 2011</i>	<i>Ensure research work identification/ implementation of life work skills that enhance job market requirements</i>	<i>DETR</i>
<ul style="list-style-type: none"> <i>Benchmarking with relevant agencies like commercial enterprises with similar business entities.</i> 	<i>Identification/dialogue</i>	<i>Completed by 1st quarter</i>	<i>Ensure identification of relevant agencies and other business entities to bench-mark with.</i>	<i>DCS</i>
Objective 9: Quality of Products and Services.				
<ul style="list-style-type: none"> <i>Using a survey to gauge the quality and level of satisfaction of the services provided by the organization to inmates to ensure its value and effectiveness.</i> 	<i>First draft by 15th March 2011</i>	<i>Completed by end of 1st quarter 2011</i>	<i>Ensure the formulation/circulation/analysing of questionnaire templates from inmates.</i>	<i>DCS</i>
Objective 10: Innovation Process.				

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<ul style="list-style-type: none"> Developing a process whereby innovative ideas are identified, documented and recognized through utilization within the system to ensure continuous improvement across the organization. 	<p>Achieved 2% of FPCS staff to be talented by 2012</p>	<p>Completed by 4th quarter 2011</p>	<p>Ensure the development of a pool of talented and innovative staff for future needs</p>	<p>DCS</p>
<p>Objective 11: Planning Process</p>				
<ul style="list-style-type: none"> Including the non-output tasks in the Annual Corporate Plan, Business Plan and the Individual Work Plan. This is to ensure that these tasks are part of the KPI's also measured. 	<p>First Draft of Business Plan by 15th December</p>	<p>Completed by 31st December 2010</p>	<p>Ensure the inclusion of non-output tasks are incorporated in the 2011 ACP, Business Plan and the Individual Work Plan.</p>	<p>DCS</p>
<p>Objective 11: Resources and Assets</p>				
<ul style="list-style-type: none"> Calculating the Return on Investment on the commercial enterprise, to monitor and evaluate the usage of assets and resources and measure efficiency. 	<p>First draft of matrix by 7th February 2011</p>	<p>Completed by 15th February 2011</p>	<p>Ensure the development and implementation of matrix that can best monitored Return on Investment on the commercial enterprise and evaluate the usage of assets and resources</p>	<p>DCS</p>
<p>Objective 12: Collection and Interpretation of Data & Information</p>				
<p>Making all information available electronically (database) to all officers at all levels. Access could also be monitored to</p>	<p>First walk-thru by end of 1st quarter</p>	<p>Completed by 31st December 2011</p>	<p>Ensure the establishment of electronic data base for staff and inmates within the FPCS</p>	<p>ICTM</p>

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<i>ensure that confidential information does not get into the hands of the wrong people. This will, in some ways, reduce the amount of paper records</i>				
Objective 13: Integration and Use of Information for decision Making				
<ul style="list-style-type: none"> All institutions to adopt and implement the documentation of OC's Daily Briefing (e.g. Escort Movement, Party Control and Cemetery Duties) in order to trace any breakout of prisoners whilst on duty. 	<i>First draft by 10th Jan 2011</i>	<i>Completed by 15th January 2011</i>	<i>Ensure the formulation and adoption of a Daily Brief Format for all prison institutions</i>	<i>ACPO</i>
Objective 14: Creation of Management of Knowledge				
<ul style="list-style-type: none"> Identify, capture, assemble and classify knowledge that is considered important to retain and have available so that there is on-going learning within the department without unnecessary rediscovery of this knowledge. 	<i>First Draft by 15th Dec. 2010</i>	<i>Completed by 31st Dec. 2010</i>	<i>Ensure the development of Succession Plan in order to address the issues of retirement, discharge, death, retainment of competent staff and etc.</i>	<i>DCS</i>
Objective 15: Effectiveness and Development				
<i>Evaluating the performance of staff through the use of Performance</i>		<i>Conducted on Quarterly basis</i>	<i>Ensure the adoption of Performance Management System to all staff of the FPCS</i>	<i>DCS</i>

<p><i>Management System (PMS)/Performance Appraisal which provides feedback to staff in relation to their performance and could be used as one of the criteria for the reward system at the end of the year</i></p>				
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10. Capital Projects

SEG	Projects /Items	Cost
8- Capital Construction	Upgrading Prison Quarters and Institution	\$325,000.00
	Upgrading CCTV/Camera network	\$100,000.00
	Construction of Suva Remand Centre	\$4,500,000.00
TOTAL	03	\$4,925,000.00

Table 4: Capital projects

11. Glossary

This glossary provides definitions for a number of different terms to help you understand their meaning when used in the body of this corporate plan template. The glossary is only intended to assist agencies when preparing their corporate plans and is not required to be included as part of the corporate plan to be submitted to Ministry of Finance and/or the Public Service Commission. However, should an agency wish to include a glossary that will help the reader better understand their corporate plan, then they may do so.

Outcome: impact/effect on the community from the goods and services delivered by agencies.

RDSSED: abbreviation for the Roadmap for Democracy and Sustainable Socio-Economic Development 2009-2014.

Output: services or goods provided to clients/customers external to the agency.

Internal

Output: goods or services of one part of an agency delivered to other parts of the same agency. They contribute indirectly to the production of outputs.

Sub-output: a single output produced along the production process leading to the production/delivery of an output.

Output

Groups: a collection of outputs (including internal outputs) that are similar in nature.

Output

Performance

Measures: an assessment of characteristics of performance that illustrate that an agency has delivered its outputs. These measures relate to quantity, quality and timeliness.

Performance

Targets: numerical target levels of performance against which actual performance can be compared.

