

(a) Revised Stat *The Strategic Framework for Organizational Renewal and Reconstruction*

| GOALS  | OBJECTIVES  | ACTIVITIES  | Recommendations commenced/ completed to date   |
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| 1, Modernize and make secure Prison Estate Infrastructure. | <i>1a. To improve at least 60% of prisons by the end of 2015 thereby promoting the well being and safety of 100% of staff and offenders.</i>                  | <ol style="list-style-type: none"> <li>1. Develop a Strategic Rehabilitation Prison Estates Plan.</li> <li>2. Conduct a needs assessment of furnishings and security and communication equipment for prisons, based on futuristic projections and changing challenges.</li> <li>3. Develop / Update Prison Classification, Segregation and Security Strategy, protocols, standards, manuals and Action Plan (inclusive of drug offenders and those mentally challenged) together with the rationalization of each prison facility to optimize its potential and usage.</li> </ol> | <ol style="list-style-type: none"> <li>1. Plan was established and a number of buildings were since rehabilitated. Currently, a major new block in the Georgetown Prison is being constructed.</li> <li>2. Work in progress.</li> <li>3. Classifications and segregation of Prisons completed. First offenders- Drugs Accused between the ages of 17-30 are isolated from the hard core population.</li> </ol>                       |
|  | <i>1b. To enhance strategic evidence-based decision-making in the GPS by the end of 2011</i>  | <ol style="list-style-type: none"> <li>1. Develop and implement a comprehensive management information system for the GPS with provision for connectivity to other IT systems in the CJS.</li> <li>2. Procure computers and other electronic equipment to support this transformation.</li> <li>3. Establish an MIS Unit and train all staff in order to maximize and fully utilize the system.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Work in progress. Management Information system for offenders 90% completed by Contractor. Connectivity with other IT systems in the CJS will be facilitated.</li> <li>2. Support equipment (computers et al) now to be acquired. Funds from CSI to fund equipment</li> <li>3. Work in progress. Training to be intensified and be specific to meet the needs of an MIS system.</li> </ol> |
| 2.Modernize Penal Legislation and Restructure the GPS.     | <i>2a. To harmonize and align the legislative framework for the GPS with local, regional and international conventions and agreements by the end of 2011.</i> | <ol style="list-style-type: none"> <li>1. Conduct a comprehensive revision of Chapter 11:01, harmonizing it with existing / new legislation in the sector and aligning with international best practices.</li> <li>2. Develop regulations where necessary.</li> <li>3. Orient / train all GPS staff regarding the amended governing legislation.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Recommended legislations were amended. Revision is continuous to meet new challenges and needs.</li> <li>2. Review of legislations is done periodically.</li> <li>3. Staff is oriented / trained with regards to the amended legislations.</li> </ol>  |
|  | <i>2b. To rationalize &amp; modernize the structure of the GPS no later than the end of 2011 to realize its legislative mandate.</i>                          | <ol style="list-style-type: none"> <li>1. Comprehensive restructuring of the GPS (with implementation strategy) in keeping with modern trends in penitentiary administration as well as the peculiarities of the local context and its demands and the need for flexibilities balanced with strong yet 'hands-off' MOHA oversight structures (including a Prisons Inspectorate) and mechanisms.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Work in progress. Need for comprehensive internal analysis to develop the appropriate structures and recommend same for approval. Re-structuring was done to develop a Training Welfare and Corrections Unit . Comprehensive staffing for this Unit is in</li> </ol>   |

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|  |  | <ol style="list-style-type: none"> <li>2. Determine the best mix of competencies required and establish staff establishment requirements &amp; Job Descriptions.</li> </ol>   | <p>progress.</p> <ol style="list-style-type: none"> <li>2. Work in progress. The Department is now re-examining its organization's structure in keeping with new staff requirements.</li> </ol>   |
|  | <i>2 c. To contribute to organizational efficiency by the end of 2011 through enhanced work processes</i>                              | <ol style="list-style-type: none"> <li>1. Review, improve and automate, where practical, financial, accounting and administrative processes.</li> <li>2. Train staff in new work processes.</li> </ol>  | <ol style="list-style-type: none"> <li>1. The Department has commenced a review of its finance structure to improve performance. Automation will be considered with the development of the Organization's IT infrastructure.</li> <li>2. Training of staff will be a concomitant activity with the IT development of the service</li> </ol> |
| 3. Enhance Human Resource Management and Development in GPS. | <i>3a. To increase by the first semester of 2012, the GPS's capacity to attract and retain quality staff to support its operations</i> | <ol style="list-style-type: none"> <li>1. Establish a <b>Human Resource Management Unit</b> within the GPS with clearly documented protocols for users and providers yet compatible with and complementary to the overriding HR systems within the Public Sector.</li> <li>2. Train staff in HR methodologies and development operating manuals, performance indicators and standards for all processes.</li> </ol>                                   | <ol style="list-style-type: none"> <li>1. Human Resource management unit to further developed.</li> <li>2. Training of staff will be intensified to meet the requirements of a new HR structure.</li> </ol>   |
|  |  | <ol style="list-style-type: none"> <li>3. Develop an <b>HR strategy</b> that addresses all aspects of the function including recruitment and selection, training and development, performance appraisal, promotion, discipline, compensation, incentives and rewards; welfare, occupational safety and health, staff deployment.</li> <li>4. Develop and support the implementation of a <b>Performance Management System</b> for the GPS.</li> </ol> | <ol style="list-style-type: none"> <li>3. Considered work in progress. Current HR systems/strategy to be comprehensively developed to adequately address all activities recommended.</li> <li>4. Performance Management system will be developed concomitantly with the HR system. Considered as work in progress</li> </ol>                |
| e  | <i>3b. To present to the labour market by the end of 2014, GPS as an attractive and</i>  | <ol style="list-style-type: none"> <li>1. Review and develop proposal for <b>enhanced conditions of service</b> yet within the framework of other institutions in the justice system on the</li> </ol>  | <ol style="list-style-type: none"> <li>1. A review of the enhanced conditions of service will assume a comprehensive Joint Services' approach.</li> </ol>   |

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|  | <i>rewarding career option</i>  | <p>medium term but with provision for future enhancements associated with the financial performance of prison enterprises.</p> <ol style="list-style-type: none"> <li>2. Develop protocols for all HR processes.</li> <li>3. Develop flexible contracting/recruiting systems to satisfy the professional responsibilities of the prison service.</li> <li>4. Establish a Planning and Research Unit to include strategic planning, manpower forecasting and planning.</li> <li>5. Develop a marketing Strategy to 'sell' the new GPS to graduating students from secondary and tertiary institutions.</li> <li>6. Conduct a feasibility Study into the issue of demilitarization of the Service.</li> </ol> | <ol style="list-style-type: none"> <li>2. HR Protocols will be developed with the HR system.</li> <li>3. Flexible contracting systems are currently being executed.</li> <li>4. A Planning and Research unit is under active consideration.</li> <li>5. The marketing strategy to sell the GPS to students is work in progress but must be developed in a targeted, comprehensive manner and in keeping with the ne developments of the GPS.</li> <li>6. Under consideration at the level of the Ministry of Home Affairs.</li> </ol> |
|  | <i>3c. To consolidate the human capital within the GPS commencing no later than the middle of 2013.</i>   | <ol style="list-style-type: none"> <li>1 Upgrade the existing Training Policy in the light of the renewed thrust of the GPS.</li> <li>2 Conduct a needs assessment, review existing training program and develop and implement a comprehensive Staff Development Programme for staff at all levels in the Prison Service.</li> <li>3 Develop /Review/ Upgrade and implement a coaching and mentoring system for the GPS.</li> <li>4 Develop a Library to support staff development.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Existing Training Policy to be further developed to meet new training needs.</li> <li>2. Comprehensive Training Plan developed. Training Board Established. Training Plan to be reviewed regularly to meet the competences need of the department.</li> <li>3. Work in progress.</li> <li>4. Library facilities to be further developed at all locations.</li> </ol>  |
| 4...Restructuring Prison Enterprises and strengthen financial management systems.. | <i>To ensure the financial viability of the GPS by increasing enterprise revenues in at least 3 Pilot enterprises by 70 % over the 2009 baseline by 2015.</i> | <ol style="list-style-type: none"> <li>1 Conduct feasibility Studies to determine the priorities in a phased approach towards the resuscitation of these enterprises.</li> <li>2 Development Business Plans and mobilize required resources, exploring possible private sector partnerships/ sponsorships.</li> <li>3 Establish a small dedicated unit to manage these enterprises.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Work in progress. Feasibility study under active consideration.</li> <li>2. Work in progress. Service has commenced forging link</li> </ol>   |

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|  |  | <p>4 Design and implement a cost accounting system for all enterprises including PRISS.</p> <p>5 Restructure the PRIS including the Remission Policy for convicted prisoners, putting in place transparent processes and oversight mechanisms.</p>   | <p>with the Private sector for sponsorships / partnerships.</p> <p>3. Establishment of Unit will be done in keeping with the further restructuring of the organizational structure.</p> <p>4. Cost accounting System to be further developed in keeping with directives from the Ministries of Finance and Home Affairs.</p> <p>5. The Sentence Management Board will act as an Oversight Body for a Remission Policy and its development. Restructuring of Priss is considered as work in progress.</p> |
|  |  | <p>6 Strengthen the Internal Audit Unit that reports directly to the PS, MOHA/ Minister with appropriate training.</p> <p>7 Develop a Strategy to enable the GPS to be more self financing, reducing Government Subvention on the long term.</p> <p>8 Develop an M&amp;E Framework for internal use.</p> | <p>6. Work in progress. Special Staff employed to treat with this recommendation. To be further enhanced at all locations.</p> <p>7. Work in Progress: the GPS Agricultural Business plan is seen as the main vehicle for this capacity building. It involves the collaboration with several major stake holders.</p> <p>8. To be further developed to allow for more accurate monitoring and evaluation of the Service 's activities.</p>   |

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| <p>05 Strengthening inter-agency collaboration in the Criminal Justice System.</p> <p>[For Improvements In Judicial Processes].</p> | <p><i>To reduce the number of remand prisoners by 80% by the end of 2013, thereby eliminating the chronic overcrowding.</i></p> | <p>Statutory Round Table comprising a Network of CJS institutions to identify and pursue joint developmental initiatives in the judicial System established and functioning</p> <p><b><u>RECOMMENDED AREAS TO REDUCE PRESENT AND POTENTIAL REMANDS:</u></b></p> <p>Monitoring the implementation of the existing alternative sentencing strategy.<br/> Civic awareness and education programmes to promote societal acceptance on new sentencing strategy.<br/> Juvenile Liaison/ Community Program (in GPF) for <b>‘at risk’ youth (13 – 18) Barbados model proposal.</b><br/> A policy and programme of community mediation, to settle domestic conflicts involving minor crime proposed.<br/> Programme of shared research and training at the strategic level developed and implemented.</p> | <p>01. Work in progress. Justice Reform Committee established to address such recommendations.</p> |

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| <p>06 Promoting Successful Offender Re-Integration into Society.</p> | <p><i>To contribute to the reduction of recidivism by 50% by the end of 2015.</i></p> | <ol style="list-style-type: none"> <li>1. Conduct a formal comprehensive audit of offenders who have at least a minimum of 1 year remaining on their sentences as well as for remand prisoners to determine retraining and rehabilitation needs. (The results can be used to update existing sentence management plans).</li> <li>2. Revisit existing curricula and combine into a comprehensive Rehabilitation Strategy that reflects 'best practice' around the globe and is inclusive of both the remand and convicted .</li> <li>3. Collaborate closely with the MOE to ensure that training offered is replicated from / aligned with existing Education curricula to address accreditation concerns and to receive MOE certification endorsement on completion of programs.</li> <li>4. Enter MOU arrangements with MOE and NGOs to secure assistance of state institutions and NGOs to provide instructors and teachers on a periodic basis.</li> <li>5. Develop protocols to ensure offender release to participate fully in selected and approved rehabilitation interventions, considering issues of transfer etc.</li> <li>6. Develop protocol to ensure collaboration with MOE in the selection of Trainers, instructors for delivery of academic and technical vocational training</li> </ol> | <ol style="list-style-type: none"> <li>1. Work in progress. Sentence Management Board will address these recommendations.</li> <li>2. Work in progress. The Training Board and other initiatives that involve the development of the Correction sector such as the retooling of Trade shops and structure for training are progressively trying to accomplish this strategy.</li> <li>3. Collaboration is done at several levels including NCERD (MOE) to develop curricula to meet the skills gap of prisoners.</li> <li>4. MOU with MOE is currently being developed. Work in progress.</li> <li>5. Sentence Management Board will address these recommendations.</li> <li>6. Work in progress. MOU will address these concerns.</li> </ol> |
|  |   | <ol style="list-style-type: none"> <li>7. Develop a proposal to implement the recommendation from the TWC and JLC report to implement a Transitional correctional facility (a 'half-way house') as part of the preparatory efforts for the pre-release of prisoners.</li> </ol>  | <ol style="list-style-type: none"> <li>7. Is being considered at the Level of the Ministry of Home Affairs.</li> </ol>  |

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|  |   | <ol style="list-style-type: none"> <li>8. Develop a constructive regime of activities geared to beneficially occupy prisoners' time at every facility.</li> <li>9. Design and implement After-release support protocols in collaboration with the Probation Service (MOLHS&amp;SS); NGOs, Private Sector and other selected Government Agencies to foster better reintegration.</li> </ol>   | <ol style="list-style-type: none"> <li>8. Work in progress as several activities are in place to address prisoners' idle time. The current development of the trade shops and retraining programmes are geared to provide such opportunities.</li> <li>9. Sentence Management Board will address these recommendations.</li> </ol> |
| 07 Rebuilding Public Confidence and Trust.   | <i>7(a) To seek to reverse the public's perception of the GPS by 60 % by the end of 2015 over the base line survey in 2010 to officially polled public opinion.</i> | <ol style="list-style-type: none"> <li>1. Develop an Implementation Strategy to establish the proposed Public Relations Unit and to have it functioning inclusive of a PR strategy).</li> <li>2. Conduct baseline surveys to determine the scope and depth of public perceptions.</li> </ol>   | <ol style="list-style-type: none"> <li>1. To be developed</li> <li>2. To be conducted with the development of the PR strategy</li> </ol>   |
|  | <i>(7b) 70% reduction by 2015 of negative media reports.</i>  | <ol style="list-style-type: none"> <li>1. Develop and implement a Quality Management System to support a culture of professionalism, quality service and integrity.</li> <li>2. Revise Disciplinary Code including corresponding protocols to reflect international standards, to enforce compliance with the existing Code of Ethics and to enable speedy redress of unethical behavior.</li> <li>3. Comparative review of media reports over a three year period – 2012 - 14.</li> </ol> | <ol style="list-style-type: none"> <li>1. Work in progress. To be integrally linked with the development of HR Systems and protocols.</li> <li>2. To be developed and will be linked with the HR development strategy.</li> <li>3. To be conducted</li> </ol>  |
| 08 Promoting Holistic Healthcare in Prisons. | <i>a)To safeguard the physical, psychological, emotional &amp; and spiritual well being of Staff &amp; Offenders.</i>   | <ol style="list-style-type: none"> <li>1. Holistic Healthcare Strategy with Action Plan implemented.</li> <li>2. Staff exposed to awareness sessions</li> <li>3. Initial program of initiatives funded.</li> <li>4. Occupational Safety &amp; Health Policy and Action Plan approved &amp; implemented.</li> </ol>   | <ol style="list-style-type: none"> <li>1. Work in progress. A number of health care capacities established to address chronic illnesses among others.</li> <li>2. Work in progress.</li> <li>3. To be established</li> <li>4. To be further developed to meet the required standards.</li> </ol>                                   |

