



***Annual Report***  
***1st January to 31st December 2014***

***This report has been prepared in accordance with the requirements of***  
***Section 7 of the Prison Act, CAP 168***

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## **MISSION STATEMENT**

The Barbados Prison Service contributes to public protection by keeping in safe and secure custody those committed to our care. Our duty is to look after our charges with humanity and the encouragement to lead law-abiding and useful lives in custody and after release.

This will be achieved through the deployment of dedicated, professional, well trained and motivated members of staff, other stakeholders, in addition to sound regimes and focused rehabilitative programmes.

## **VISION**

The Vision of the Barbados Prison Service is to provide a service of which the public can be proud and which will be regarded a standard of excellence throughout the region.

## **SENIOR EXECUTIVE MANAGEMENT TEAM**



**LT. COL. JOHN NURSE**  
SUPERINTENDENT OF PRISONS



**Mr. Cedrick Moore**  
ASP (Head of Custody)



**Mr. DeCarlo Payne**  
ASP (Head of Administration)



**Mr. Phillip Walters**  
Chief Officer (Head of Operations)



**Mr. Mark Corbin**  
ACO (Head of Rehabilitation Centre)



**Mrs. Andrea Walker**  
ACO (Head of Females)



**Mr. Nigel Williams**  
ACO (Security Officer)



**Mr. Orville Holder**  
ACO (Head of Remand Centre)



**Mr. David Beckles**  
ACO (Head of Maximum Security)



**Mr. Granville Drakes**  
ACO (Head of Inmate Activities/Training)



**Ms. Beverley Springer**  
ACO (Head of Support Services)



**Mr. Ezra Devonish**  
Farm Manager



**Ms. Nicole Bowen**  
Accountant



**Ms. Marjorie Jackman**  
Personnel Officer



**Mr. Stephen McCarthy**  
Executive Officer

# **PART A**

## **OVERVIEW OF THE SERVICE**

## **1. INTRODUCTION**

During the year under review (2014), the Barbados Prison Service (BPS) the sole adult penal/correctional institution continued to meet the challenge of caring for persons who were committed from the courts. This care related not only to their secure imprisonment, but equally important, the need to influence offenders to lead law abiding and useful lives upon release.

Unquestionably, the task of rehabilitating offenders contributed in no small way to the development of the country as it seeks to create a better; more equitable society, whilst working as an integral part of the Criminal Justice System. The major challenge that confronted the Service was the economic crisis which continued to have implications for the amount of resources being made available. Nevertheless, the prison continues to perform efficiently and effectively despite these universal challenges.

## **2. AIM:**

Our aim is to provide the degree of custody necessary in each case to ensure that the sentence of the courts is carried out, and, to attempt to modify the behaviour of the offenders so that their activities on release will be law-abiding rather than law breaking. This will be achieved by the provision of treatment and the setting up of conditions which will afford them opportunity for more successful personal and social adjustment.

## **3. OBJECTIVES:**

The objectives of the BPS as, highlighted in the 2014-2017 Strategic Plans, were to

- Maintain Core Prison Operations
- Focus on the Workforce.
- Increase Successful Reentry of Prisoners to Communities
- Improve Business Practice and Performance.

## **4. PRINCIPLES:**

- To deal fairly, openly and humanely with offenders and all others who come into contact with us.
- To encourage offenders to address offending behavior and show respect for others.
- To encourage, value and support the contribution of others.
- To work constructively with other criminal justice agencies, security forces and other organizations.
- To obtain best value from the resources available.
- Seek to employ established best practices.
- To ensure that ethical principles and values are maintained.

## **5. GENERAL**

Barbados Prison Service Business Plan 2014-2015:

- Preparing for structural change and putting in place new arrangements to allow us to move forward over the following years.
- Engaging with our staff association regarding new ways of working.
- The development of a new Business Operating Model which will modernize our working practices in line with examples of best practice across the UK, Canada and the USA; it will

rebalance our resources in line with strategic priorities; will introduce more targeted deployment of staff and dynamic security practices.

- The development and implementation of a focused, intense and directed individualized work with offenders to help them reduce their risk of reoffending on release through management and delivery of the personalized sentence plan.
- A new Management Corporate Governance Framework will reinforce the importance of getting the basics right and will instill a culture of accountability and performance improvement throughout the Service.
- A restructuring of the Facility Strategy that focused on how best we can use our estate to meet the needs of our growing and diverse prison population.
- Gaining a comprehensive understanding of the broad criminogenic needs of offenders in custody so that we can baseline existing programs and intervention capacity and capability against that need, and then work to enhance and align the available services to better match the assessed need.

#### **Maintaining Safe and Healthy Conditions for Prisoners and Staff:**

The BPS placed special emphasis on maintaining a safe and clean environment for offenders and staff of the facility. This task was undertaken through the utilization of resources to ensure that offenders were provided with the basic daily requirements, and of policies and procedures for safety and good working conditions for staff.

#### **Maintaining security and preventing escapes:**

The BPS places a high priority on maintaining security within the prison. The facility at Dodds has enabled the BPS to provide a greater level of security by allowing for more control of offenders and their movements. Greater safety and control was also achieved through the contingency planning for the facility and continuous training courses for staff on how to carry out the emergency drills. Further to these training procedures the BPS adopted a proactive, intelligence led approach to security management which sought to recognize and in some instances, prevent security breaches.

#### **Delivering improved regimes**

The BPS sought to improve its operational efficiency and effectiveness in line with international best practices. In this regard, through-out the year emphasis was placed on training for all staff members, both civilian and uniformed. This training focused on the development of individuals and, where necessary, empowering staff to understand and adopt the new paradigm of corrections. In addition, operational systems were continually tested to ensure their efficiency and where necessary, adjustments were made. Therefore, allowing the BPS to: -

- Improve offender health care
- Improve Prison Service performance
- Provide a safe and secure environment

#### **6. CROSS CUTTING PRIORITIES FOR 2014**

To work towards its main priorities, the BPS recognized the need to address a number of issues that dealt specifically with its operational systems. As well as being important priorities in their own right;



these other issues were enablers to achieving the main priorities and in most cases were matters that cut across the entire organization. These cross cutting priorities included: -

- Staff training and staffing levels
- Performance Improvement
- Performance Auditing

### 6.1 Staff

As shown in Table 1 December 31 2014, the staff complement of the BPS stood at three hundred and ninety-six (396); three hundred & fifty-two (352) uniformed staff and forty-four (44) civilian. The



BPS considers its human resource as its most valuable asset. It is their contribution and performance above all else which dictates whether the Service was able to achieve its objectives. The BPS therefore gave the highest priority to recognizing and appropriately rewarding the efforts of staff members so as to ensure that they are well motivated.

Table 1 - Staff Complement (Source: BPS Personnel Section)

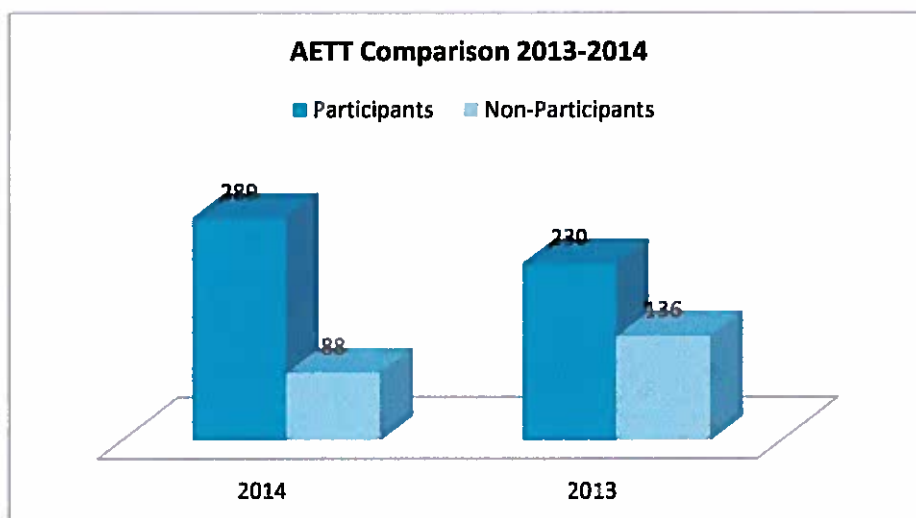
Staff Complement for December 2014					
	Appointed	Temporary	Total Staff	Substitutes	Total
Officers	205	147	352	25	(377)
Civilians	16	28	44	3	47
<b>Total</b>	<b>221</b>	<b>175</b>	<b>396</b>	<b>28</b>	<b>424</b>

### 6.2 Annual Efficiency Test

The Annual Proficiency Training and Testing Programme for officers was reinstituted in 2002 in accordance with Prison Rules Cap 168 paragraph 134 (1). Reports are submitted to the Ministry of Home Affairs reflecting the results of the testing, which include recommendations for improvement and streamlining of the system.

There was an increase in the number of persons who participated in the Annual Efficiency Test in 2014 (289) in comparison with 2013 (230), this resulted in an increase of (59) persons or 26%. A comparison of the persons who would have completed the testing for 2013 and 2014 are shown in the table & figure below:

Category	2014	2013	Variance	Percentage
Participants	289	230	59	26%
Non-Participants	88	136	-48	-35%
Total	377	366	11	3%



The development of staff is key and important to the sustainability of the Service. The Barbados Prison Service has made significant strides over the last decade. Our successes can be attributed to a steady resourcefulness of our staff. Training took place in the areas of:



1. Annual Efficient Test
  - a. First Aid
  - b. Physical Dexterity
  - c. Control & Restraint

## 7. BENCH MARKING OF PERFORMANCE

The BPS continued to utilize the following initiatives to minimize the occurrence of self-harm:

- Psychological assessment of all at-risk offenders upon admission.
- Active management of at-risk offenders, including the transfer of suicidal offenders to the Psychiatric Hospital for care and treatment.
- Preventative Health Care

## 8. ASSAULTS IN CUSTODY

The year 2014 reflected an increase in the number of violent incidents due to

- Cohort Affiliation
- Illegal trading amongst offenders with personal items.
- More cases being reported.

This increase in assaults and the comparison with the previous year (2013) for offender/offender assaults is highlighted in Table 2.

Year	Offender/Officer Assaults	Offender/Offender Assaults
2013	Nil	Forty-two (42)
2014	One (1)	Seventy-two (72)

Table 2: Assaults in Custody: Source: BPS Investigations Section

The following factors were applied to eliminate violence: -

- Positive relationships between offender and staff.
- The proactive approach of dealing with at-risk offenders.
- Better training of staff members.
- Conflict Resolution and Anger Management Classes for offenders.
- Systematic classification and separation of offenders.

The following policies are being formulated to help reduced violence:

- Violent Reduction Strategy
- Incentive and Earned Privilege Scheme (IEPS)
- Cell Sharing Risk Assessment.

### 8.1 Cost of incarcerating offenders

The performance of a prison system is periodically assessed on what it costs to secure and care for each offender. It is internationally acknowledged that incarceration is an expensive exercise and as a consequence, the BPS seeks to establish value for money in its operation and performance. In 2013, it cost approx. (Bds) \$26,985.60 per annum to keep an offender in safe custody, which translates to approximately (Bds) \$73.93 per day. However, in 2014, it costs approximately (Bds) \$30,927.26 per annum to keep an offender in custody, which translates to approximately (Bds) \$84.73 per day. This figure represents an increase of (Bds) \$10.80 per day or 15% from the previous year. This figure however does not take into account any additional expenses occasioned by services provided by the Psychiatric and Queen Elizabeth Hospitals, the Ministry of Housing and Lands, and

the visits to the various polyclinics. These figures are not readily available and therefore cannot be accurately itemized. Table 3 below shows a comparison of the 2009-2014 figures for the costs of incarceration and correctional services, per year and day. Consideration must be taken that the average offender tally has decreased from 1010 in 2013 to 910 for 2014, and the finance allocated to the Service has decreased which has also impacted on the increased cost per offender. (See Table 3)

Year	Per Year (\$ Bds)	Per Day (\$ Bds)
2009	\$37,463.60	\$102.64
2010	\$34,722.47	\$95.13
2011	\$32,259.10	\$88.38
2012	\$27,145.96	\$74.37
2013	\$26,985.60	\$73.93
2014	\$30,927.26	\$84.73

Table 3: Cost of Incarceration: Source: BPS Accounts Section

## 8.2 Rate of Imprisonment

To calculate crime rates (or incarceration rates), this is done by dividing the amount of crime by the population size and multiplying by 100,000. This produces a rate per 100,000.

The incarceration rate for Barbados in 2014 is calculated by the national population of Barbados which stood at 276,937 (Source: Statistical Department, 2014) and the prison's average population. Additionally, the average population for the said year at Her Majesty Prison was 910 offenders, this calculates to 329 offenders per 100,000 inhabitants. Displayed in Table 4 is Barbados' comparison rate of incarceration for years (2012-2014). Table 5 & Graph 1 below show a comparison with a few of the Prison Facilities in the Region and their National Populations.

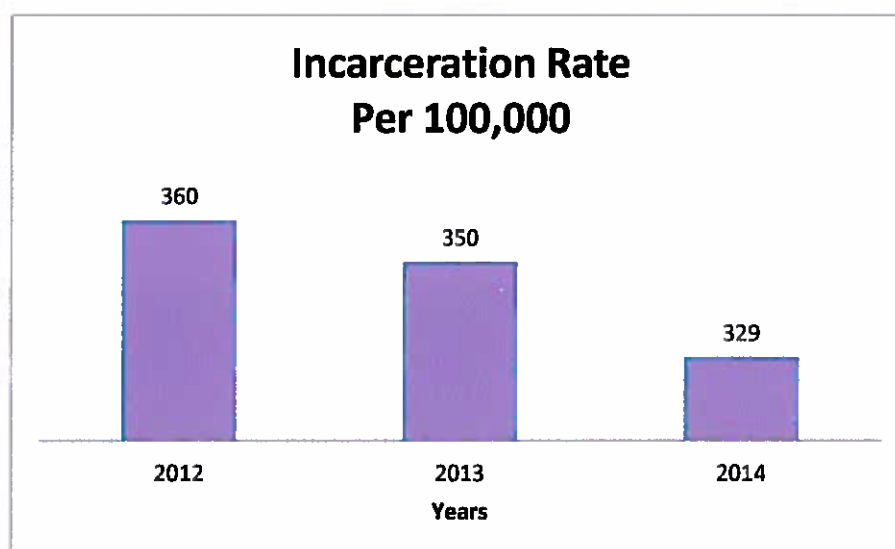
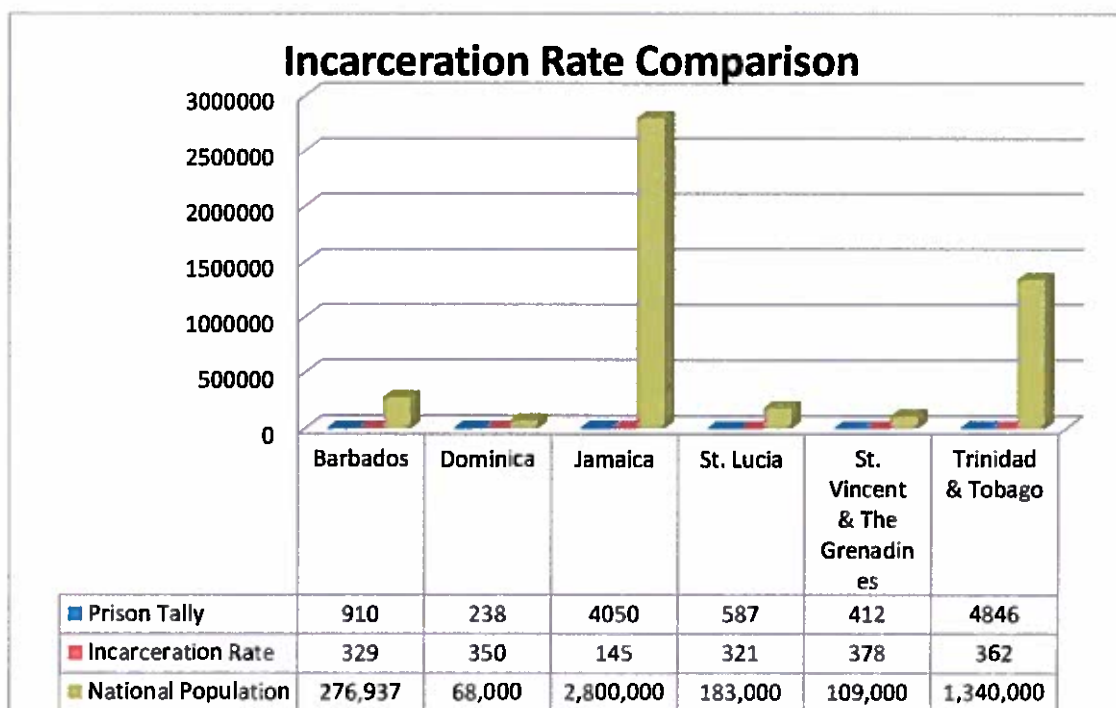


Table 4: Incarceration Rate by year

Country	Prison Tally	Incarceration Rate	National Population
Barbados	910	329	276,937
Dominica	238	350	68,000
Jamaica	4050	145	2,800,000
St. Lucia	587	321	183,000
St. Vincent & The Grenadines	412	378	109,000
Trinidad & Tobago	4846	362	1,340,000

Table 5: Regional Comparison



Graph 1: Incarceration Rate Comparison by Country (source: <http://www.prisonstudies.org/highest-to-lowest/prison-population-total>)

### 8.3 Ratio of offenders to staff

The ratio of offenders to prison officers identifies the level of staff supervision available. In 2013, this ratio stood at 3:1 offenders to every prison officer and remains unchanged in 2014, this information is shown at Table 5.

This ratio does not take into account that some officers are assigned to administrative duties and do not directly supervise offenders, which would most likely increase this ratio. Also to be taken into consideration is the number of officers on various forms of leave, such as, sick, study, maternity and

vacation. However, in 2014, 160 officers were rostered for duty daily; this gives an average daily ratio of 6:1 offenders per officer.

#### Ratio - Offenders: Officer

Her Majesty's Prison Dodds	Average Offender Population 2013	Average Offender Population 2014
Total Offenders	1010	910
Total Uniformed Staff	357	352
Overall Ratio	3:1	3:1
Daily Rostered Officers	Average Offender Population 2014	Daily Ratio
160	910	6:1

Table 6: Ratio; Source: - BPS Personnel Section

## 9. KEY STATISTICS AND TRENDS

### 9.1 Average Offender Population

The average number of offenders incarcerated for the period reflected a decrease, moving from 1010 offenders for the year 2013 compared to 910 offenders in 2014; this was a decrease of 100 offenders or 10%. This information is outlined in Table 6 below.

Year	Average Population
2013	1010
2014	910

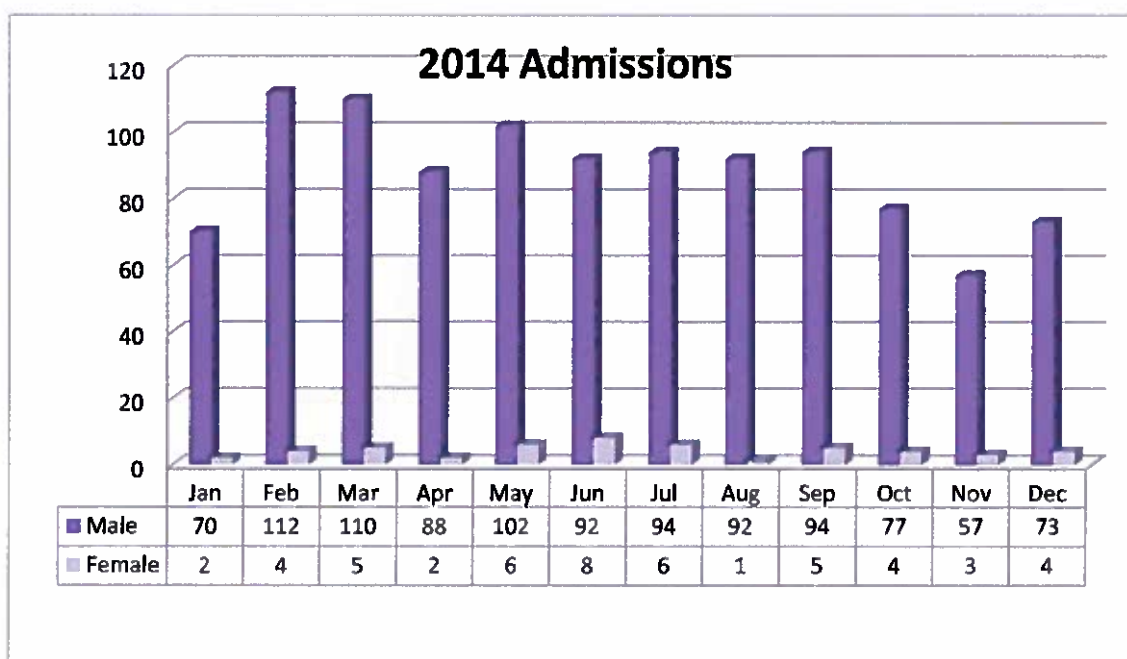
Table 7: Average Population for 2013-2014: Source BPS Admissions & Discharge Section

### 9.2 Admissions; Releases, Non>Returns & Average Tally

There have been a total of one thousand one hundred and eleven (1,111) admissions (1,061 male and 50 females). Additionally, there were four hundred and sixty (460) releases, (436 male, 24 female) and six hundred and ninety-six (696) non-returns (persons release from court), (665 male and 31 female).

2014	Admissions			Releases			Non>Returns[1]		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Jan	70	2	72	28	5	33	58	1	59
Feb	112	4	116	42	3	45	49	1	50
Mar	110	5	115	54	2	56	48	1	49
Apr	88	2	90	30	1	31	56	2	58
May	102	6	108	26	2	28	58	2	60
Jun	92	8	100	16	2	18	66	5	71
Jul	94	6	100	46	1	47	51	4	55
Aug	92	1	93	41	3	44	55	2	57
Sep	94	5	99	41	2	43	50	6	56
Oct	77	4	81	42		42	67	4	71
Nov	57	3	60	39	2	41	53	1	54
Dec	73	4	77	31	1	32	54	2	56
<b>TOTAL</b>	<b>1061</b>	<b>50</b>	<b>1111</b>	<b>436</b>	<b>24</b>	<b>460</b>	<b>665</b>	<b>31</b>	<b>696</b>

Table 8: Admissions/Releases & Non-returns: Source BPS Admissions & Discharge Section

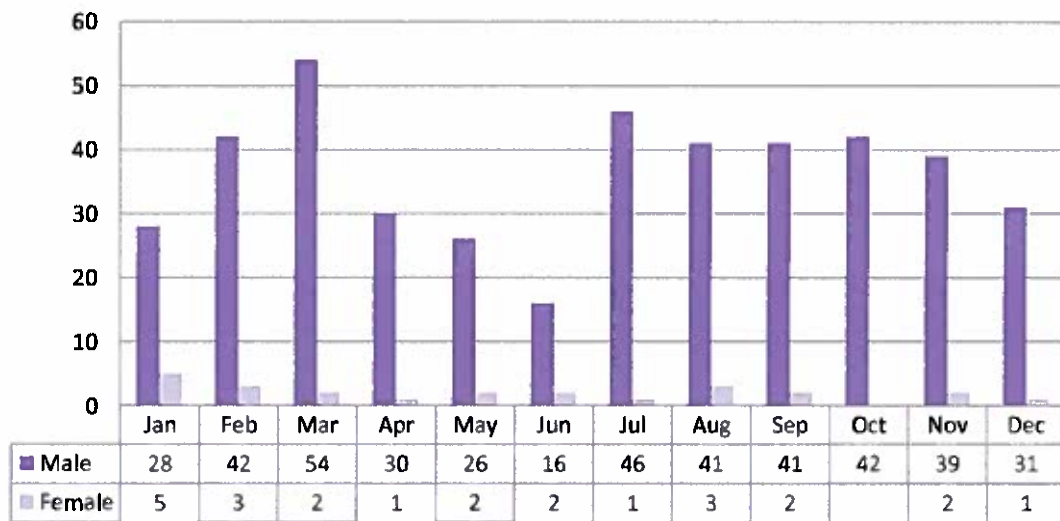


Graph 1: Admissions 2014; Source: - BPS Research & Development Section

[1] Non>Returns refer to those persons who were release by the Court System.

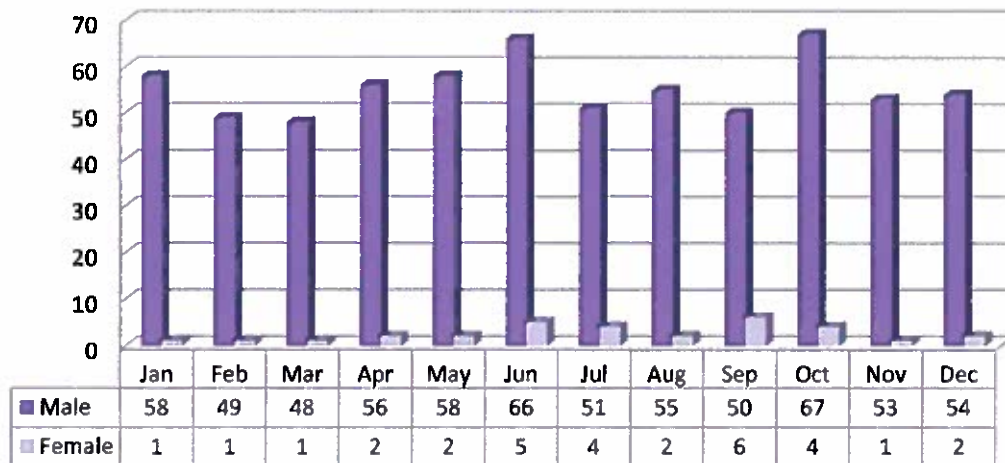


## 2014 Releases



Graph 2: Releases 2014; Source: - BPS Research & Development Section

## 2014 Non>Returns



Graph 3: Non>Returns 2014; Source: - BPS Research & Development Section



**Comparative Analysis of End of Month Tally: (Males)**

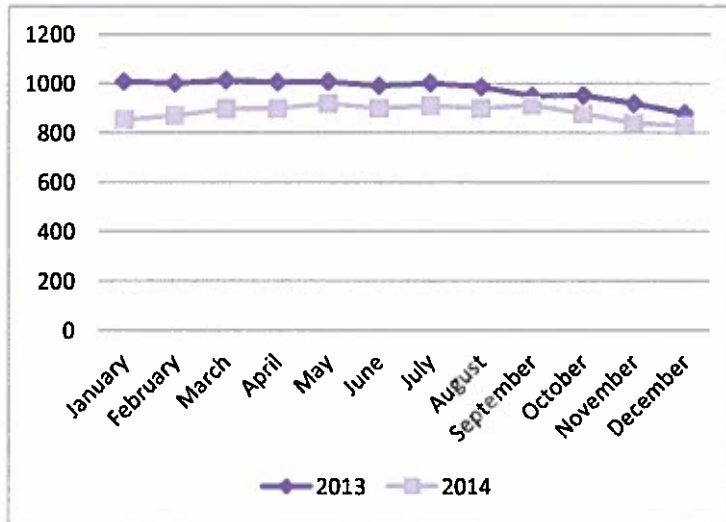
	<b>2013</b>	<b>2014</b>	<b>Variance</b>	<b>%</b>
January	1009	852	-157	-16
February	1002	869	-133	-13
March	1013	897	-116	-11
April	1006	899	-107	-11
May	1008	918	-90	-9
June	991	900	-91	-9
July	1002	909	-93	-9
August	987	899	-88	-9
September	950	911	-39	-4
October	952	878	-74	-8
November	920	840	8-0	-9
December	879	829	-50	-6
<b>Average</b>	<b>977</b>	<b>884</b>	<b>-93</b>	<b>-9</b>

**Table 9: Male End of Month Tallies**

### Comparative Analysis:

Table 8 & Graph 4 clearly states that there was a significant decrease in the tally for 2014 compared to 2013 as it relates to tally averages. For instance, overall for 2014 the average tally for males stood at 833; compared to 977 for 2013. This is a decrease of 9%; moreover, the highest decrease in this comparative analysis was the months of September (4% decrease); December (6%) and October (8%) respectively.

Graph 4 displays the variances between 2013 and 2014 monthly tallies.



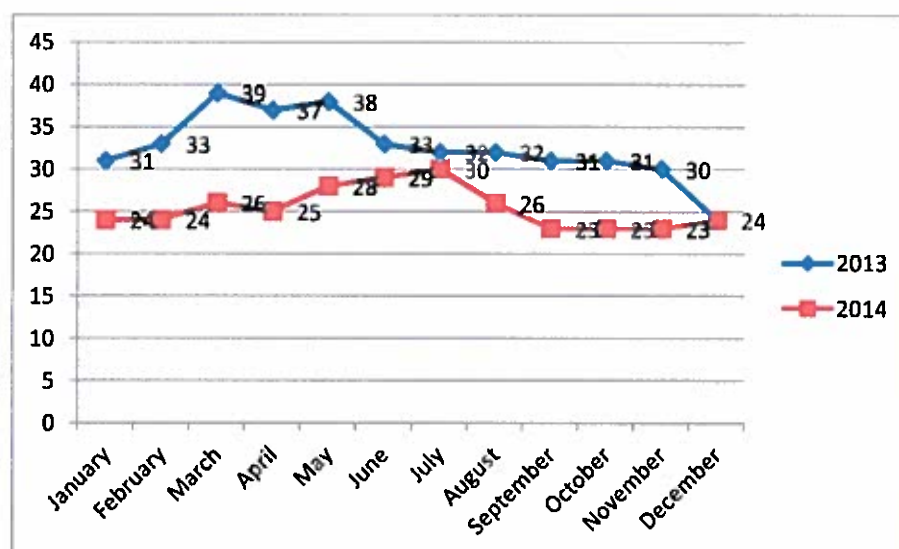
Graph 4 Male Average Tally Variances

### Comparative Analysis of End of Month Tally: (Females)

	2013	2014	Variance	%
January	31	24	-7	-23
February	33	24	-9	-27
March	39	26	-13	-33
April	37	25	-12	-32
May	38	28	-10	-26
June	33	29	-4	-12
July	32	30	-2	-6
August	32	26	-6	-19
September	31	23	-8	-26
October	31	23	-8	-26
November	30	23	-7	-23
December	24	24	0	0
<b>AVERAGE</b>	<b>33</b>	<b>25</b>	<b>-7</b>	<b>-21</b>

Table 10 Female End of Month Tally

#### Analysis:



Graph 5 Females End of Month Tally

Table 9 & Graph 5 clearly states that there was a significant decrease in the tally for 2014 compared to 2013 as it relates to tally averages. For instance, overall for 2014 the average tally for females stood at 25; compared to 33 for 2013. This is a decrease of 8 (22%; moreover, the highest decrease in this comparative analysis was the months of December (0% decrease); July (6%). Graph 4 displays the variances between 2012 and 2013 monthly tallies.

#### Average Tally:

Males	Females	Average
884	26	910

Table 11 Monthly Average Tallies

### 9.3 Comparative Analysis of Tally by Offences: As of December 31st 2014 compared to 2013

This comparative analysis compares the types of offences that may decrease or increase between 2013 and 2014 as of December 31st 2014 & 2013. This will allow for critical analysis of the correlation between the decreasing tally and the types of offences. This analysis was done on convicted and remanded males. It clearly shows which offences decrease or increase as the tally at this date was 879 (2013) meanwhile, for 2014 (829). (See Table 11 & 12)

**Table 11 Comparison of Males Convicted by Offences**

	2013	2014	Variance	%
AGG BURGLARY	12		-12	0
AMMUNITION	1		-1	0
APPARATUS	10	4	-6	-150
ARSON	1		-1	0
ASSAULT	5	8	3	38
ATTEMPTED MURDER	1		-1	0
BREACH OF BOND		3	3	100
BURGLARY	123	38	-85	-224
CONTEMPT		1	1	100
DAMAGE	3	5	2	40
DANGEROUS DRIVING		1	1	100
DEBT		5	5	100
DISTURBANCE		2	2	100
DRUG POSSESSION	102	54	-48	-89
DRUG TRAFFICKING	5		-5	0
ESCAPE	6	4	-2	-50
EXTRADITION	3		-3	0
FALSE REPORT		1	1	100
FIREARM	21	2	-19	-950
FIREARM/ROBBERY	1		-1	0
FRAUD	2		-2	0
GOING EQUIPPED	1		-1	0
INDECENT ASSAULT	4		-4	0
INDECENT EXPOSURE		2	2	100
KIDNAPPING	3		-3	0
LOITERING	2	5	3	60
M/ARREARS	5	68	63	93
MANSLAUGHTER	86		-86	0
MOTOR THEFT	4		-4	0
MURDER	23		-23	0
OFF/WEAPON	3	3	0	0
PERJURY		1	1	100
POSSESSION OF SEAEGG		1	1	100
R.T.O	0	30	30	100
RAPE	21		-21	0
RAPE/ASSAULT	2		-2	0
RECEIVING		2	2	100
RECKLESS CONDUCT	1		-1	0
RESISTING	2		-2	0
ROBBERY	36	5	-31	-620
S.B.H	7		-7	0
SACRILEGE	2	1	-1	-100
SERIOUS INDECENCY	1		-1	0

THEFT	68	50	-18	-36
THREATS	1	2	1	50
TRESPASSING	2	3	1	33
UNLAWFUL WOUNDING	1	2	1	50
WOUNDING	8	1	-7	-700
SHOOTING WITH INTENT	1		-1	0

**Table 12 Comparison of Males Remands by Offence**

	2013	2014	Variance	%
ABUSIVE LANGUAGE	0	1	1	100
AGG BURGLARY	7	22	15	68
AIDING & ABETTING	1	2	1	50
AMMUNITION	4	9	5	56
APPARATUS	1	6	5	83
ARSON	3	4	1	25
ASSAULT	11	65	54	83
BLACKMAIL		1	1	100
BREACH BAIL	0	1	1	100
BUGGERY		1	1	100
BURGLARY	37	82	45	55
CONSPIRACY		1	1	100
CONTEMPT		1	1	100
DAMAGE	1	13	12	92
DANGEROUS DRIVING	1	1	0	0
DECEPTION		1	1	100
DISTURBANCE	0	5	5	100
DRUG POSSESSION	62	102	40	39
ESCAPE	0	8	8	100
FAILURE TO OBEY AN ORDER		1	1	100
FIREARM	76	60	-16	-27
FRAUD	3	13	10	77
FURIOUS DRIVING		1	1	100
GOING EQUIPPED	0	5	5	100
HANDLING		1	1	100
HARASSMENT	0	3	3	100
ILLEGAL ENTRY		1	1	100
INDECENT ASSAULT	2	7	5	71
KIDNAPPING	0	1	1	100
LOITERING	2	20	18	90
MAINTENANCE ARREARS		2	2	100
MANSLAUGHTER	6	0	-6	0
MONEY LAUNDERING	2	4	2	50

MOTOR MANSLAUGHTER	1	0	-1	0
MOTOR THEFT	3	5	2	40
MURDER	75	25	-50	-200
NON APPEARANCE		2	2	100
OBSTRUCTION		1	1	100
OFFENSIVE WEAPON	1	6	5	83
POSSESSION OF CAMOUFLAGE	0	1	1	100
R.T.O	0	13	13	100
RAPE	4	12	8	67
RECEIVING	1	5	4	80
RECKLESS CONDUCT	1	3	2	67
RESISTING		2	2	100
ROBBERY	13	32	19	59
S.B.H	14	29	15	52
SACRILEGE		2	2	100
SERIOUS INDECENCY		3	3	100
THEFT	22	104	82	79
THREATS	2	20	18	90
TRESPASSING	1	13	12	92
UNLAWFUL VIOLENCE	1	4	3	75
WOUNDING	4	36	32	89

#### **9.4 Offender Population Breakdown as of 31st December 2014**

Table 13 below shows the comparison of offender population as of 31st December 2013 compared to the population as at 31st December 2014 a decrease from 908 (879 males, 29 females) to 853 (829 males, 24 females); a - 50 or 6% variance in the male population and -5 or 18% in the female; this translates to -55 or 7% less offenders.

Year	Convicted Males	Convicted Females	Remand Males	Remand Females	Total
2013	516	24	363	5	908
2014	473	19	356	5	853
Variance	-43 or 9%	-5 or 27%	-7 or 2%	-	Less -55 inmates or 7%

Table 13: Comparison of Prison Tally as at December 31st 2013 & 2014:

Source: - BPS Research & Development Section

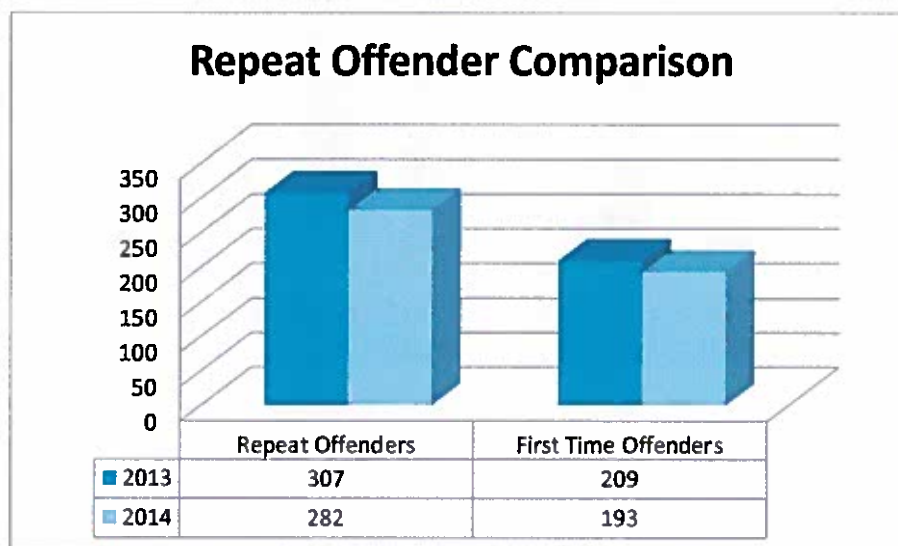
### 9.5 Repeat Offender Rate as of December 31st 2014

Table 14 below shows an analysis drawn from the convicted male population of the repeat offender rate as at 31st December 2014 and 31st December 2013. At December 2013 there were 307 repeat offenders, which produced a rate of 59%, compared to 282 repeat offenders and a rate of 59% in December 2014.

Year	Convicted Males	Repeat Offenders	First Time Offenders	Annual Repeat Offender Rate
2013	516	307	209	59%
2014	475	282	193	59%

Table 14 Repeat Offender Rate as at December 31st 2013-2014

Source: BPS Research & Development Section



Graph 6 Repeat Offender Comparisons as at December 31st 2013-2014

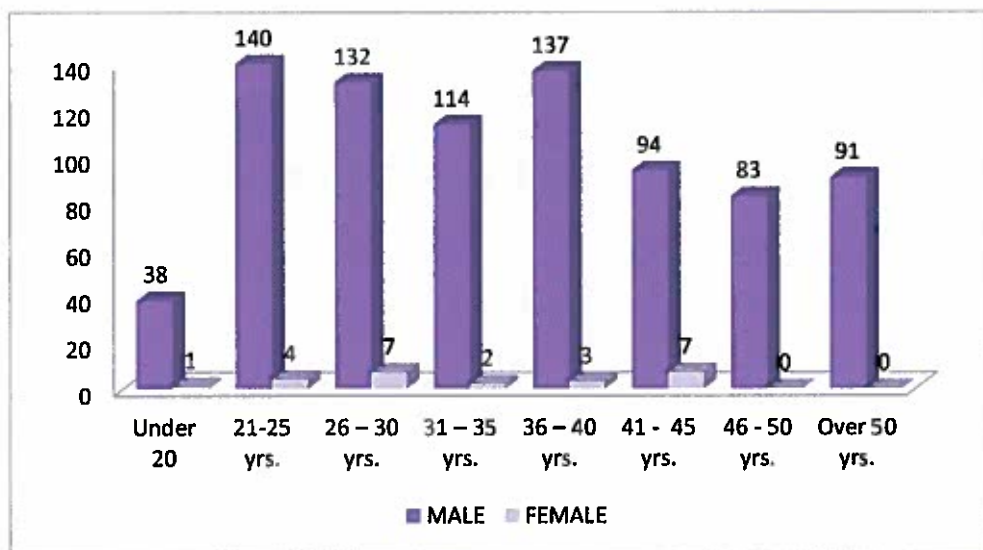
Source: BPS Research & Development Section

### 9.6 Age Range of Offenders

An analysis of Table 16 & graph 6 clearly shows that on 31st December 2014 the number of offenders incarcerated stood at eight hundred and fifty-three (853); (829 or 97% males and 24 or 3% females). The age range of male offenders equal or less than 40 years old was 561 or 68% of the 829 males incarcerated. Meanwhile for females, those that were equal or less than 40 years old stood at 17 or 71% of the 24 females imprisoned. Overall, further analysis of all offenders incarcerated on 31st December 2014 indicates that 578 or 68% of the offenders are 40 years old or younger.

AGE RANGES	MALE	FEMALE	TOTAL	%
Under 20	38	1	39	5
21-25 yrs.	140	4	144	17
26 – 30 yrs.	132	7	139	16
31 – 35 yrs.	114	2	116	14
36 – 40 yrs.	137	3	140	16
41 - 45 yrs.	94	7	101	12
46 - 50 yrs.	83	0	83	10
Over 50 yrs.	91	0	91	11
<b>TOTAL</b>	<b>829</b>	<b>24</b>	<b>853</b>	

Table 16 - Age Range; Source: - BPS Research & Development Section



Graph 6: Age Range; Source: - BPS Research & Development Section

### 9.7 Range of Offences:

#### Convicted Inmates:

Table 17 & 18 clearly shows that on 31st December 2014 the range of offences by convicted offenders, totaled four hundred and ninety-four (494), which included 475 or 96% male and 19 or 4% female offenders. The highest offence occurrences for males were Burglary 111 (23%); followed by Drug Possession 92 (19%); Manslaughter 70 (15%); Theft 40 (8.4%); Murder 24(5%); Firearm Possession 21 (4%) and Aggravated Burglary 19 (4%) respectively. Meanwhile, for females, the highest convicted offence was; Default of Fine Payment (Drugs) 10 (53%). Overall, Burglary stood the highest at 111 (22%).



## CONVICTED MALES

OFFENCES	TOTAL	OFFENCES	TOTAL
AGG BURGLARY	19	INDECENT ASSAULT	2
AGGRAVATED ROBBERY	1	KIDNAPPING	1
AIDING ESCAPE	1	LOITERING	3
AMMUNITION	2	M/ARREARS	2
ARSON	3	MANSLAUGHTER	70
ASSAULT	5	MOTOR THEFT	4
ATTEMPTED MURDER	1	MURDER	24
BREACH OF BOND	3	PERJURY	1
BURGLARY	111	R.T.O	2
CONTEMPT	1	RAPE	18
DAMAGE	3	RECKLESS CONDUCT	1
DANGEROUS DRIVING	1	ROBBERY	16
DRUG POSSESSION	92	ROBBERY/RAPE	2
ESCAPE	6	S.B.H	1
FIREARM	21	SACRILEGE	2
FRAUD	3	THEFT	40
GOING EQUIPPED	1	THREATS	1
ILLEGAL ENTRY	2	TRESPASSING	1
ILLEGAL EXPOSURE	1	UNLAWFUL VIOLENCE	1
WOUNDING	6		
Sub - Total	283	Sub - Total	192
Total		475	

Table 17 Male Convicted Range of Offences

## CONVICTED FEMALES

OFFENCE	TOTAL
ARSON	1
DEFAULT OF FINE PAYMENT (DRUGS)	10
DRUG POSSESSION	4
FRAUD	1
MANSLAUGHTER	1
ROBBERY	1
THEFT	1
TOTAL	19

Table 18 Convicted Female Inmates

### Remand Inmates:

Table 19 & 20 clearly shows that on 31st December 2014 the range of offences by remand offenders, totaled three hundred and fifty-nine (359), which included 354 (99%) male and 5 (1%) female offenders. The highest offence occurrences for males were Firearm Possession 91 (26%); Murder 76 (21%); Drug Possession 49 (14%) and Theft 23 (7%); respectively. Meanwhile, the highest remanded offence for females was; Money Laundering 2 (40%). Overall, Firearm Possession 91 (25%) and Murder 76 (21%) stood the highest.

### REMANDED MALES

OFFENCES	TOTAL	OFFENCES	TOTAL
AGG BURGLARY	10	INDECENT ASSAULT	3
AIDING & ABETTING	1	MANSLAUGHTER	3
AMMUNITION	6	MONEY LAUNDERING	1
APPARATUS	2	MOTOR THEFT	5
ARSON	5	MURDER	76
ASSAULT	2	OFFENSIVE WEAPON	1
BUGGERY	1	RAPE	2
BURGLARY	21	ROBBERY	17
CONSPIRACY	1	S.B.H	10
DAMAGE	1	SERIOUS INDECENCY	1
DANGEROUS DRIVING	1	THEFT	23
DRUGS	49	THREATS	3
ESCAPE	1	TRESPASSING	5
FIREARM	91	UNLAWFUL VIOLENCE	1
FRAUD	1	WOUNDING	9
HARASSMENT	1		
Sub-Total	194	Sub-Total	160
TOTAL		354	

Table 19 Remanded Male Offenders

### REMANDED FEMALES

OFFENCES	TOTAL
MONEY LAUNDERING	2
THEFT	2
UNLAWFUL VIOLENCE	1
TOTAL	5

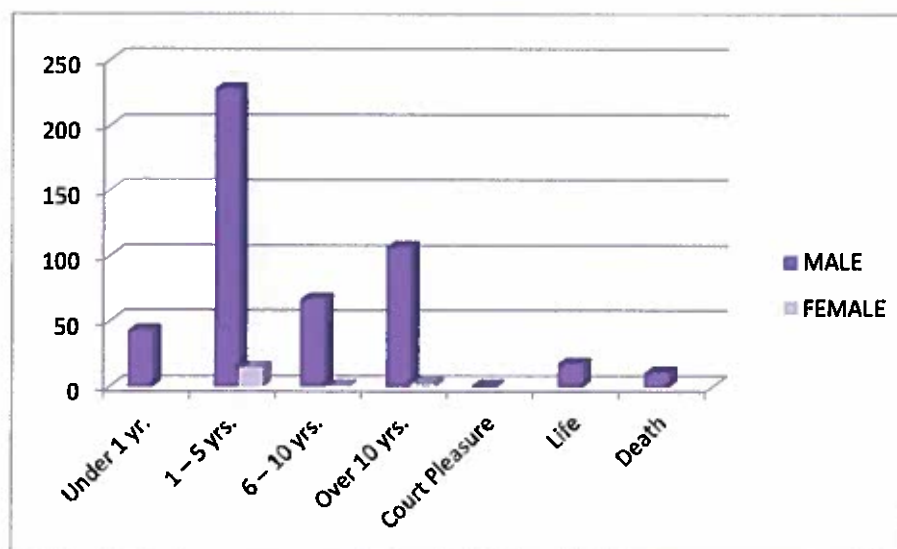
Table 20 Remanded Female Offenders

### 9.8 Sentence Range of Offenders

Table 21 and Graph 7 clearly shows that on 31st December 2014 the range of offences by convicted offenders, totaled four hundred and ninety-four (494), which included 475 or 96% male and 19 or 4% female offenders. Furthermore, the highest rate for males sentenced to 5 years and less were 228 or 48% of those convicted (475). On the other hand, females sentenced to five years and less stood at 19 or 79%. Meanwhile, male offenders sentenced to over 5 years, stood at 174 or 37% of those convicted. Only 4 or 21% of the females are over the same period. It should be noted that the only inmate sentenced for Court Pleasure must attend court for a review after a period of four (4) years.

SENTENCE RANGES	MALE	FEMALE	TOTAL
Under 1 yr.	43		43
1 – 5 yrs.	228	15	243
6 – 10 yrs.	67	1	68
Over 10 yrs.	107	3	110
Court Pleasure	1		1
Life	18		18
Death	11		11
Total	475	19	494

Table 21: Sentence Range of Offenders; Source: - BPS Research & Development Section



### 9.9 (i) Time on Remand

As of December 31st 2014 there were 354 male offenders on remand; the longest offender was admitted on July 30th 2003, a total of eleven (11) years and five (5) months for murder. The average time spent on remand, for 2014 was 434 days; compare to 480 in 2013. The length of time spent on remand has had a negative impact on the resources available to the Service.

### 9.10 Foreign National Offenders

The number of non-nationals incarcerated at the period ending 31st December 2014 shows a decrease from the year 2013 (Table 22). In the year 2013 non-nationals stood at 143, meanwhile in 2014 it stood at 121, a decrease of 22 offenders or 18%. The highest number of non-nationals overall came from Guyana with (41) or 34%; followed by St. Vincent with (29) or 24%; closely followed by Jamaica at (27) or 22%. Our analysis shows that the incarceration of Jamaican offenders has decreased from (33) in 2013 to (27) in 2014 a decrease of 6 or 22%. It should also be noted that the offence for which the majority of non-nationals were charged for was the importation and possession of illegal drugs. (See tables 22 & 23)

	2013				2014		
Nationality	Male	Female	Total		Male	Female	Total
American	2		2		1		1
Bulgarian	2		2			1	1
Canadian		1	1		1		1
Dominican					1		1
English	6		6		5	1	6
French Guianese	1		1				
Grenadian	1		1		1		1
Guyanese	35	4	39		36	5	41
Jamaican	26	7	33		21	6	27
Liberian	1		1				
Kittitian	1		1		1		1
St. Lucian	8		8		5		5
St. Marteen (Dutch)		1	1				
Vincentian	35	1	36		29		29
Surinamese	1		1		1		1
Trinidadian	7	2	9		4	1	5
Zimbabwean	1		1		1		1
<b>Total</b>	<b>127</b>	<b>16</b>	<b>143</b>		<b>107</b>	<b>14</b>	<b>121</b>

Table 22 Non-Nationals Comparison 2013-2014; Source –BPS Admissions & Discharge Section

Nationality	Offence	Male	Offence	Female
American	Drugs	1		
Bulgarian			Def. of Payment (Drugs)	1
Canadian	Drugs	1		
Dominican	Drugs	1		
English	Burglary	1	Fraud	1
	S.B.H	1		
	Drugs	2		
	Murder	1		
Grenadian	Drugs	1		
Guyanese	Rape	1	Def. of Payment (Drugs)	3
	Wounding	1	Drugs	2
	Manslaughter	3		
	Drugs	16		
	Firearm	7		
	Agg. Burglary	1		
	Murder	3		
	Fraud	1		
	Robbery	1		
	Arson	1		
	Breach of Bond	1		
Jamaican	Drugs	18	Def. of Payment (Drugs)	5
	Robbery	2	Drugs	1
	Manslaughter	1		
	Dangerous Driving	1		
Kittitian	Firearm	1		
St. Lucian	Murder	1		
	Drugs	3		
Vincentian	Robbery	2		
	Wounding	1		
	Illegal Entry	1		
	Ammunition	1		
	Drugs	23		
	Manslaughter	1		
Surinamese	Drugs	1		
Trinidadian	Drugs	4	Def. of Payment (Drugs)	1
Zimbabwean	Aggravated Burglary	1		
<b>Total</b>		<b>107</b>		<b>14</b>

Table 23: Non-Nationals by Offence 2014: Source – BPS Admissions & Discharge Section

### 9.11 Court Escort

The ability to efficiently and effectively provide escort for offenders to the various courts is one of extreme importance to the BPS. For the year 2014 there were eight thousand nine hundred and thirty-five (8,935) court escort instances; compared to (9,038) in 2013; a decrease of 103 or 1.2% of court appearances. Table 23 below outlines this information.

2013				2014			
	Male	Female	Total		Male	Female	Total
Jan	776	10	786		744	10	754
Feb	854	15	869		744	9	753
Mar	799	18	817		804	9	813
Apr	855	18	873		796	9	805
May	910	24	934		922	9	931
Jun	810	22	832		676	28	704
Jul	934	70	1004		736	27	763
Aug	640	70	710		652	16	668
Sep	628	23	651		684	22	706
Oct	105	20	125		659	14	673
Nov	702	12	714		683	14	697
Dec	706	17	723		654	14	668
<b>Total</b>	<b>8,719</b>	<b>319</b>	<b>9,038</b>		<b>8,754</b>	<b>181</b>	<b>8,935</b>

Escort Instances Comparison between 2013 & 2014: Source: BPS Operations Section

### 9.12 Offenders Visits

Visits are allowed for offenders to maintain contact with their families and preserve a social network in the event of their release. In addition, other visits were provided by professionals such as attorneys; for the year 2014, twelve thousand and eighty-five (12,085) visits were

conducted; compared to (13,872) in 2013; a decrease of 1,787 or 15%. Table 24 below outlines the activity in this area.



2014	Social		Legal	
	Male	Female	Male	Female
Jan	852	16	90	1
Feb	932	16	85	
Mar	851	12	96	
Apr	953	20	85	2
May	834	22	93	
Jun	1042	19	98	1
Jul	986	20	103	2
Aug	870	18	63	4
Sep	1021	17	55	
Oct	896	13	55	2
Nov	827	17	64	
Dec	868	9	53	2
<b>Total</b>	<b>10,932</b>	<b>199</b>	<b>940</b>	<b>14</b>

Table 24 Visits; Source –BPS Visits Section

# **PART B**

# **PERFORMANCE**

# **INFORMATION**



## 10. INFORMATION SERVICES

This class of output covers the provision of information as required by the Prisons Act by way of four year reports which are to be submitted on offenders serving sentences in excess of four (4) years. It also covers periodic reports that may be requested by Ministries and the Courts to inform their decision making processes. In 2014 there were eighteen (18) psychological assessments requested by the various Courts. The table below illustrates the information requested.

Department	No. of Reports Requested
Supreme Court	5
Privy Council	13
<b>Total</b>	<b>18</b>

### 10.1 Expenditure:

Expenditure for the year 2014 total was \$28,136,074.42 this was severely impacted by the following:

Salaries	\$21,246,019.00
Operational Expenses	
Goods & Services	\$6,850,877.88
Assets	
Machinery & Equipment	\$31,158.16
Furniture & Fixtures	\$8,019.38
<b>Total</b>	<b>\$28,136,074.42</b>

Table 25: Shows the expenditure for the year.

The financing of the above mentioned items have impacted negatively the Service achieving its objectives and goals. For example, the expenditure on vehicle maintenance of an aging transport fleet was enormous in order to fulfill the eight thousand nine hundred and thirty-five (8,935) court escort instances; in addition, the one thousand and sixty-three (1,363) medical transport instances. Therefore, there is an urgent need to purchase new transportation solutions that are cost effective, and reliable; this, will reduce the security concerns as well.

Year	Original Provision	Supplementary	Transfer of Funds (MHA)	Actual Expenditure	Savings
2012-13	\$26,655,453.00	\$600,000.00		\$27,255,453.00	
2013-14	\$27,745,331.00	\$443,469.00	\$45,000.00	\$28,136,074.42	\$97,725.58

Table 26 Annual Budgets: Source – BPS Administration Section

## 10.2 Offenders' Commissary

The period reported January – December 2014, the total sales for offenders' canteen stood at \$136,487.15 less cost of goods \$114,656.88, resulting in a gross profit of \$21,830.27 less inventory adjustments of \$-19.12, and a net income of \$21,849.39. Table 27 shows the comparison between 2013 and 2014 (See figure 1 & Table 27).

<b>Profit &amp; Loss Sheet</b>	
<b>January – December 2014</b>	
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Merchandise Sales	\$136,487.15
<b>Total Income</b>	<b>\$136,487.15</b>
<b>Cost of Goods Sold</b>	
Cost of Goods Sold	\$114,656.88
<b>Total COGS</b>	<b>\$114,656.88</b>
<b>Gross Profit</b>	<b>\$21,830.27</b>
Net Ordinary Income	\$21,830.27
Inventory Adjustment	\$-19.12
<b>Total Other Expense</b>	<b>\$-19.12</b>
Net Other Income	\$19.12
<b>Net Income</b>	<b>\$21,849.39</b>

Figure 1: Profit & Loss Sheet: Source: Inmate Services Section

	Jan - Dec 14		Jan - Dec 13		\$ Change		% Change
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
Merchandise Sales	136,487.15		128,217.34		8,269.81		6.45%
Total Income	136,487.15		128,217.34		8,269.81		6.45%
<b>Cost of Goods Sold</b>							
Cost of Goods Sold	114,656.88		104,890.53		9,766.35		9.31%
Total COGS	114,656.88		104,890.53		9,766.35		9.31%
Gross Profit	21,830.27		23,326.81		-1,496.54		-6.42%
Net Ordinary Income	21,830.27		23,326.81		-1,496.54		-6.42%
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
Inventory Adjustment	-19.12		24.17		-43.29		-179.11%
Total Other Expense	-19.12		24.17		-43.29		-179.11%
Net Other Income	19.12		-24.17		43.29		179.11%
<b>Net Income</b>	<b>21,849.39</b>		<b>23,302.64</b>		<b>-1,453.25</b>		<b>-6.24%</b>

Table 27: Comparison between 2013 & 2014: Source: Inmate Services Section

### 10.3 Prison Farm

The prison farm has been in operation at Dodds from 2007 and continues to reap success.



However, it has encountered a challenge in relation to finding an adequate number of offenders to work on the farm project in a timely manner as the selection process has to be carefully administered. Nevertheless, Table 27 below illustrates the amount of produce per month and revenue /savings for the year 2014.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Unit Cost	Total Cost
Beans	411			992		400	465	311	171	12			2762	\$4.00	\$11,048.00
Beef										317		744	1061	\$8.50	\$9,018.50
Beets		8		201		760	760		72				1801	\$4.34	\$7,816.34
Breadfruit			35	40		19	19		377				490	\$2.00	\$980.00
Butternut Squash	340	227	109	158	32	89	126		245	901	1540	14	3781	\$3.00	\$11,343.00
Chicken Liver/ Gizzards	108		152	115	15		273	51	22	25	62	56	879	\$4.50	\$3,955.50
Cabbage	51			108	19	338		300				1551	2367	\$4.00	\$9,468.00
Carrots				327	468	229	229				363	239	1855	\$4.00	\$7,420.00
Cassava	1505	565	386	436	106	648	472						4118	\$3.31	\$13,630.58
Cauliflower								643					643	\$16.00	\$10,288.00
Celery	17												17	\$35.00	\$595.00
Chicken	2534		2827	3482			3195			4797		4979	21814	\$6.75	\$147,244.50
Chicken Feet	134		175	193									502	\$3.60	\$1,807.20
Chicken Necks	116		100	133			121		119	477		181	1247	\$2.80	\$3,491.60
Chives	106	23		42		156	87		39		16		469	\$35.00	\$16,415.00
Christophenes		8	9										17	\$2.00	\$34.00
Cucumber	691	78	265	23			782		91	5128	1456		8514	\$2.00	\$17,028.00
Dill						69	90						159	\$15.00	\$2,385.00
Eggplants			15										15	\$4.50	\$67.50
Ginger				4									4	\$6.00	\$24.00
Green Bananas	180												180	\$2.00	\$360.00
Green Peas	46	106	71	98									321	\$8.00	\$2,568.00
Hot Peppers			17	34	28	19	5	13	105	56	23	20	320	\$4.00	\$1,280.00
Lamb		910							779	282		846	2817	\$8.50	\$23,944.50
Lettuce		148										536	684	\$2.00	\$1,368.00
Limes						23	116		78	38	95		350	\$1.00	\$350.00
Okras	272	201				25	25		565	884	11	268	2251	\$4.50	\$10,129.50
P. Parts (Head & Feet)	21		26	10	23		23	34			55		192	\$15.00	\$2,880.00
Parsley			3										3	\$35.00	\$105.00
Patchoi	1400	1700		200	473			1314	97			505	5689	\$3.00	\$17,067.00
Pork	2224		2660	1502	2307		2660	4367			5925		21645	\$7.50	\$162,337.50
Pork Liver			19				54						73	\$2.60	\$189.80
Pumpkin	286	1812		276	21		456	465	433	253	581	1350	5933	\$3.00	\$17,799.00
Spinach								4			32		36	\$4.00	\$144.00
Sweet Basil			23	19					20				62	\$3.00	\$186.00
Sweet Potatoes	4898	268											5166	\$2.50	\$12,915.00
Thyme & Marjoram	10	1	39	12		44	34	28	15		11	3	197	\$35.00	\$6,895.00
Tomatoes			172	251									423	\$3.50	\$1,480.50
Turkey									1081				1081	\$12.00	\$12,972.00
Total															\$549,030.52

Table 27: Revenue/Savings: Source: Store-Room

#### 10.4 Rehabilitative Programmes

The rehabilitation programmes that were instituted for 2014 were a success; examples of these programmes include Anger Management classes, Drug Counseling, HIV AIDS Counseling, Introduction to Computers, Mathematics, English, and Principles of Business, Social Studies and Remedial Classes. The table (28) below displays the monthly offender instances attendance at rehabilitative counseling and educational programmes: -

REHABILITATION PROGRAMMES				
	Educational	Vocational	Treatment	Re-Integration
	Remedial: CSEC: CAPE: CCSLC	Carpentry; (CVQ) Farming; (CVQ) Tailoring; Cosmetology; (CVQ) Leather Craft; Auto-Body; Auto-Mechanics; Small Engine Repairs;	Psychologist: Inmate Drug Rehabilitation Counselling Programme	Thinking & Living Skills
January	141		79	21
February	271	249	92	18
March	521	136	27	24
April	174	351	98	24
May	35	205		19
June	19	55	66	19
July	42	168	45	24
August	6	106	34	24
September	354	261	39	20
October	302	185	85	16
November	431	76	65	16
December	317	124	75	22
TOTALS				
	Subjects Conducted			
	Remedial: English & Mathematics			
	CSEC: English; Mathematics; Principles of Business; Principles of Accounts; Social Studies			
	CAPE: Sociology & Communication Studies			
	CCSLC: Mathematics & English			

Table 28: Rehabilitative Programmes: Source: Inmate Activities

### INMATE EDUCATION SERVICES

Inmates are assessed using the standardized tools (Barbados Adult Literacy Assessment (BALA)). There are placed in an educational programme catering for their needs.

Classes conducted: -



Inmates in Class



- Remedial (Mathematics & English)
- CCSLC: Caribbean Competency School Level Certificate
- CSEC: Caribbean Secondary Education Certificate:
- CAPE: Caribbean Advanced Proficiency Examination.
- Computer Classes:
  - Inmates are taught the basics in computers.

### **RETAIL SALES OUTLET**

Excess products from the Farm Projects are sold to staff and the public.



### **INMATE ACTIVITIES**

Promoting activities for inmates during 2014 has been very successful. Events such as Inmates' Week of Activities, Mothers' and Fathers' Day are important aspects of the Barbados Prison Service Inmates' Rehabilitation Strategy. It provides a dual process; rehabilitation and maintaining the link between the inmates and their family. In addition, the prison continues to perform well in national events such as NIFCA, and have won numerous awards in Theatre, Music, Culinary, and Fine Arts.



**Female Drama Group**



**Inmates attending a programme**



## 10.5 Workshops

	Art & Craft	Auto Body	Auto Mechanics	Cosmetology	Females	Furniture	Tailoring	TOTAL
Jan	\$1,444.17	\$660.00	\$750.00	\$30.00			\$5,050.00	\$7,934.17
Feb	\$2,079.17	\$5,730.00	\$2,650.00	\$205.00	\$42.00	\$1,350.00		\$12,056.17
Mar		\$1,375.00	\$650.00	\$40.00	\$30.00	\$1,050.00	\$2,040.00	\$5,185.00
Apr	\$1,405.00			\$119.98				\$1,524.98
May	\$770.00	\$850.00	\$1,150.00	\$20.00	\$15.00	\$720.00	\$7,945.00	\$11,470.00
Jun	\$450.00	\$905.00	\$1,525.00	\$125.00	\$25.00	\$1,550.00	\$4,000.00	\$8,580.00
Jul	\$640.00	\$4,070.00	\$2,290.00	\$100.00	\$30.00	\$4,300.00		\$11,430.00
Aug	\$1,545.00	\$675.00	\$4,050.00			\$4,570.00	\$2,450.00	\$13,290.00
Sep	\$597.00	\$22,550.00	\$4,695.00	\$320.00	\$225.00	\$3,850.00	\$7,160.00	\$39,397.00
Oct	\$1,629.50	\$1,705.00	\$1,000.00		\$30.00	\$4,310.00	\$3,700.00	\$12,374.50
Nov		\$2,180.00	\$1,330.00	\$20.00		\$3,650.00	\$900.00	\$8,080.00
Dec	\$100.00	\$2,621.70	\$2,560.00	\$140.00		\$5,060.00	\$330.00	\$10,811.70
<b>Total</b>	<b>\$10,659.84</b>	<b>\$43,321.70</b>	<b>\$22,650.00</b>	<b>\$1,119.98</b>	<b>\$397.00</b>	<b>\$30,410.00</b>	<b>\$33,575.00</b>	<b>\$142,133.52</b>

Table 29: Monthly Savings / Revenues

WORKSHOPS	TOTAL
Art & Craft	\$10,659.84
Auto-Body	\$43,321.70
Auto Mechanics	\$22,650.00
Cosmetology	\$1,119.98
Females	\$397.00
Furniture	\$30,410.00
Tailoring	\$33,575.00
<b>TOTALS</b>	<b>\$142,133.52</b>

Table 29: 2014 Total Savings/Revenue

## INMATES' INDUSTRIES

### Farm Project:

The prison farm has been in operation at Dodds from 2007 and continues to reap success.



Inmates are given the opportunity to enhance their skills and be used as employable skills in order to reduce recidivism. The first class of six (6) inmates took part successfully in the Technical Vocational and Educational and Technical (TVET); Caribbean Vocational Qualification (CVQ) in Amenity Horticulture. During the year 2014, the department enrolled an average of 30 inmates on the farm daily in total approximately (300) inmates have passed through this programme yearly. The products of the farm such as vegetables, and meats are utilized by the inmates and some are resold in the Retail Sales Outlet.



#### ***Furniture Making:***

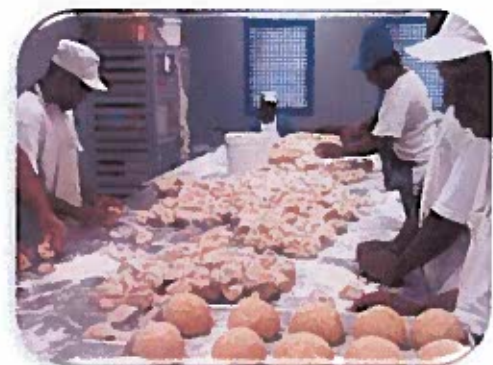
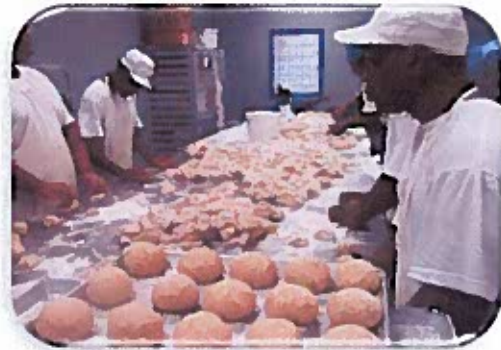
The prison is renowned for its quality furniture and it is in high demand. Inmates are taught this skill to be used when they reenter society as employable skills. At present four (4) inmates are being made ready to take part Technical Vocational and Educational and Technical (TVET); Caribbean Vocational Qualification (CVQ) in Furniture Making Level One (1). During the year 2014, the department enrolled an average of 20 inmates on the farm daily in total approximately (60) inmates have passed through this programme yearly.





### **INMATE FOOD SERVICES**

The preparation of inmates' food is prepared by inmates under the instructions of staff the provision of over average daily population of 910 inmates; therefore, each day approximately two thousand seven hundred and thirty (2,730); inclusive high fiber, regular, low salt that caters for inmates who suffer from hypertension, chronic diseases and or are vegetarians. The prison bread is made from a secret ingredient passed on through the staff generations that this results in a high demand for our prison bread.



### 10.6 Breaches of Discipline

Over the reporting period three hundred and ninety-two (392) infractions by offenders were reported as shown in Table 30 below; this is an increase from 2013 which reported a total of 235. (An increase of 157 infractions or 40%).

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Commits any assault	7	2	3	8	2	10	10	6	6	7	8	1	70
Commits an assault to an officer												1	1
Disobeys any lawful order		3	1		2	1	7	1	3	4	2	3	27
Has in his cell or possession any unauthorized articles or attempts to obtain such an article	2	6	5	6	2		4	3	1	3	5	3	40
Is indecent in language act or gesture					1	1	2						4
Commits gross personal assault to another prisoner												1	1
Makes false and malicious allegations against a prison officer		1								1			2
Offended against good order and discipline	6	9	4	4	6	11	14	3	10	4	5	3	79
Offended against good order and discipline by fighting	6	8	7	7	1	6	5	3	4	6	3	3	59
Treats with disrespect		1	3			1	1						6
Uses any abusive, insolent, threatening or other improper language	4	8	6	2	11	7	8	6	15	11	7	7	92
Willfully disfigures or damages any part of the prison or any property which is not his own	1				1		2			3	3		10
Communicates with another prisoner without permission					1								1
<b>TOTAL</b>	<b>26</b>	<b>38</b>	<b>29</b>	<b>27</b>	<b>27</b>	<b>37</b>	<b>53</b>	<b>22</b>	<b>39</b>	<b>39</b>	<b>33</b>	<b>22</b>	<b>392</b>

Table 30: Offences by Offenders; Source: BPS Investigations Section

# **PART C**

# **MANAGEMENT**

# **INTEREST**

## 11. STAFFING

### 11.1 Staff Complement and Organizational Structure

As of December 31st 2014, the staff complement of the Barbados Prison Service stood at three hundred and ninety-six (396) persons. The table below illustrates the organizational structure:

Title of Post	Established	Created	Total	Vacant
Superintendent of Prisons	1		1	
Assistant Superintendent of Prisons	2		2	
Chief Officer	1		1	
Assistant Chief Officer	4	3	7	
Orderly Officers	7	3	10	2
Officer Instructors	7	10	17	1
Accountant	1		1	
Assistant Accountant	1		1	
Assistant Steward	1		1	
Chaplain	1		1	1
Clerical Officers	3	2	5	
Clerk/Typist	1	1	2	
Clinical Medical Officer		1	1	1
Consultant Psychiatrist		1	1	1
Cooks	2		2	
Counselors	1	2	3	2
Dental Surgeon	1		1	
Driver Messenger	1		1	
Emergency Control Operators	4		4	
Executive Officer	1		1	
Executive Secretary/Secretary	1		1	
Farm Manager	1		1	
Inmate Drug Rehabilitation Coord.		1	1	
Inmate Service Officers	4		4	
Instructor		4	4	4
Maids	1	1	2	
Maintenance Officer	1		1	
Medical Officer Of Health		1	1	1
Medical Officers	1	1	2	
Nurse	1	1	2	2
Personnel Officer	1		1	
Pharmacist		1	1	
Prison Officer I	35	40	75	19
Prison Officer II	217	42	259	
Psychiatric Nurse		2	2	2
Psychologist		1	1	
Receptionist/Telephone Operator		1	1	

Rehabilitation Officers	2		2	
Senior Clerk	1		1	
Senior Instructor		1	1	
Sister/Nursing Officers		1	1	
Social Worker I/II		1	1	1
Stenographer/Typist	1		1	
Steward	1		1	
Storekeeper		1	1	1
Supervisor of Works	1		1	
<b>TOTAL</b>	<b>309</b>	<b>123</b>	<b>432</b>	<b>38</b>

Table 31: Organizational Structure; Source: - BPS Personnel Section

There are a number of posts that need to be filled and this shortfall must be addressed for the BPS to carry out its mandate effectively and efficiently. The BPS is still experiencing great difficulty in the promptness in which staff is able to commence assignments due to systemic delays, such as appointments and authorization for temporary and substitute officers. This has had a deleterious effect on the ability of the Service to function in the way required.

### 11.2 Record of Absences

RECORD OF ABSENCES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Extended Sick Leave	7	10	9	7	7	8	12	7	11	10	10	10
Short Sick Leave	119	203	249	211	218	150	220	232	201	313	216	250
Vacation Leave	51	51	91	84	91	84	97	100	102	86	93	138
Study Leave	1	1	1	9	7							
Duty Leave							7					
Maternity Leave	5	3	1			1	1	1	1	1	1	
Special Leave	2	2	2	2	2	2	2	2	2	2	2	2
Half Pay Leave			1									
Training Leave	1	4	1		8	12	14	15	8		6	
Absent (1 Day)	10	5	2	9	9	9	2	3	2	7	6	5

Table 32 Record Absences

### **11.3. Recruitment**

There were no persons recruited into the Barbados Prison Service during the year under review.

### **11.4. Retirements**

There were five (5) retirements in 2014:

- Mr. Everton Carrington – Assistant Chief Officer
- Mr. William Harvey – Assistant Chief Officer
- Mrs. Marcia Best – Orderly Officer (ACO Ag)
- Ms. Cheryl Ifill – Orderly Officer
- Mr. Lloyd Knight – Prison Officer I (OO Ag)
- Mr. Cosmo Griffith – Prison Officer I

### **11.5. Duties**

The hours of work at BPS are shown in Table 33.

Shifts	Hours of Work for 2014
Day Shift	0700 - 15:00
	0800 - 16:00
	0900 - 17:00
	1200 - 2000
Night Shift	0800 - 2000
Security Shift	0730 - 1430
	1430 - 2030
	2030 - 0730

Table 33: Hours of Work; Source: - BPS Personnel Section

### **11.6. Annual Parades and Ceremonies**

The BPS participated in the Annual Independence and Remembrance Day Parades.

# **PART D**

## **ADDITIONAL INFORMATION**

## 12. TRANSPORT

During the period under review there were no additions to the prison fleet and as at December 31st 2014 the number of available vehicles remained at twenty-six (26). The Transport Division was one of the departments which had great challenges. The majority of these challenges were caused by the aging vehicular fleet. There are vehicles that are as old as twenty-three (23) years, resulting in constant breakdowns, costly vehicular repairs and parts replacement.

## 13. SECURITY

The security posture of the prison remained acceptably high during the year as there were no threats to the facility. The physical design of the facility allowed for the perimeter of the entire premises to be patrolled by vehicle. In addition, the facility is sufficiently well removed from neighborhood houses so as to allow for detection and interdiction whenever necessary.

### 13.1. Searches

Regular searches were conducted as part of the daily routine of the prison. In addition, intelligence driven searches were conducted as were deemed necessary. No major finds of contraband were made during the year.

## 14. HEALTH

Clinics Attended for the period January 1<sup>st</sup> – December 31<sup>st</sup> 2014

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Accident & Emergency	6	10	18	9	14	11	6	13	17	4	4	10	122
Aesthetic Dental	3	2	6		1	4	2	3	3	1	3	3	31
Antenatal Clinic						1	2	2	1	1		1	8
Apex Dental				2	1								3
Cardiovascular	1	7	13	5	1	5	3	4		3			42
Chemotherapy	1												1
Chest Clinic											1	1	2
Colposcopy	1	1	1										3
CT Scan	1								2		5	1	9
Dermatology	4	2	5	5	6	1	7	1	6	7	7	4	55
Diabetic Clinic					1								1
Diagnostic Radiology Services								1					1
Dr. Alert				1	1			1			1		4
Dr. Bullen				1		2			2			1	6
Dr. Belle							1						1
Dr. Clarke							1					1	2
Dr. Ishmael		1				1							2
Dr. Millington							1				1	1	3
Dr. Richards									1				1
Dr. Walker	2	2	1		6		3	2	4	2	1	3	26
Dr. Watson								1					1
Dressing Clinic					5	16							21
ECG											1	1	2
ENT	3	5	1	2	1	2	5	7	5	1	7	2	41



Eye Clinic	13	16	14	16	18	10	6	11	13	9	9	13	148
Family Planning Association				1							2		3
Fast Track											1	1	2
Gastro										1			1
Gerry's Dental		2	2	1	1		1						7
Gynecology											1		1
Harcourt Carter	11	8	4	9	7	3	4	2	3		4		55
Hematology	3	1		2	3		1	2	4	3	2	1	22
Imaging & Ultrasound			1	6				1	1	3	2	1	15
LRU	11	15	13	13	10	17	13	29	22	12	17	14	186
Mayfield Medical		1		1									2
Medical Outpatients	2		1	4		1	3	2	2	7	1	5	28
MRI Barbados Limited				1									1
Neurology	1	1				1		1	2	2			8
Neurosurgery					1		3						4
Occupational Therapy						5	4	1	3		3	3	19
Ocean View Medical Centre						1							1
Operating Theatre	2	5		3		2				1	1	1	15
Orthopedic Clinic	2	7	7	11	9	9	9	3	10	7	4	7	85
Physiotherapy	7	3	3	9	9	8	10	8	6	16	6	4	89
Plastic Surgeon		2	1							1			4
Podiatrist	1		2				1		1		1	2	8
Psychiatric Hospital			4										4
QEH Admissions											1		1
QEH Outpatient	1			1	3					2			7
QEH Ward B8	1	1	2			1	1						6
QEH Ward B7			1										1
QEH Ward B5			1			1							2
QEH Ward C3										1			1
QEH Ward C5	1	1	3										5
QEH Ward C7	1												1
Radiology					12			2					14
Randall Phillips Polyclinic							1	1	2				4
Rehab						1					2		3
Respiratory Clinic											1		1
Rheumatology	1		1										2
Rosedale Dental					1	3	2	1		3	1		11
Sir Winston Scott	2	1	1		1	1	1	1	4	1	1	1	15
Six Roads Polyclinic	1	3		2	2		4	12	2	3	2	2	33
Speech Therapy							1						1
Spectrum Lab							1						1
Surgical Outpatients	4	2	3	9	3	3	2	3	1	4	3	1	38
The Oral Care Centre									1				1
Thrombophilia	1			1			1	1		1		1	6

Urology	1		1			2			1	1			6
Warrens Polyclinic		1	1										2
X-Ray Department	11	16	7	10		7	6	6	13	9	10	10	105
<b>TOTALS</b>	<b>100</b>	<b>116</b>	<b>118</b>	<b>125</b>	<b>117</b>	<b>119</b>	<b>106</b>	<b>122</b>	<b>132</b>	<b>106</b>	<b>106</b>	<b>96</b>	<b>1363</b>

Table 34 Health Services: Source: BPS Medical Section

**Pharmacist**



**Dental Care**



**Medical Observation Bay**



#### **14.1 HIV/ AIDS among the Offender Population**

As at December 31st 2014 nineteen (19) male offenders were tested positive for HIV/AIDS.

#### **14.2 Deaths in Custody**

During the reporting period there were two (2) deaths in custody. These offenders were patients of the Queen Elizabeth Hospital where they later succumbed to their illnesses. Listed below are the names and date of death of the offenders:

- Renaco Callender – 8th February 2014
- Cyrille Sirder also known as Max Remon Apinsa – 1st June 2014

## 15. TRAINING

There were one thousand one hundred and sixty-six (1,166) {1152 local and 14 overseas} training opportunities undertaken by staff during the period January 1st to December 31st 2014. Table 35 below shows a breakdown of this activity.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Annual Efficiency Test		12	163	71	56								302
Basic Food Safety & Handling Course				13									13
CJO				7					12	7	2		28
Chickungunya Sensitization						32	20						52
Coaching & Counseling for Leaders	1												1
Correctional Institution Management Leadership Class											2		2
Ebola Virus Sensitization									53				53
ERT Refresher Course									8				8
Fair Trading Commission Lecture											53		53
Gate Officers' Refresher Course										20			20
Going Green' Workshop					1								1
Induction Course	1	12	2						1	2		1	19
Intro to Computer Apps							2	2					4
Modernization of Barbados National Procurement System					1								1
Mock Prison Riot Training					4								4
Occupational Health & Safety									109	51			160
PRDS												251	251
PO I Command Cadre						13	4	13					30
Presentation Skills									1				1
Prison Gang Intelligence Capacity Building											4		4
Public Service Act							1						1
RSS Staff & Command Course 1/2014						1	1	1			1		4
Strategic Plans 2014 - 2017						29	106						135
Training Delivery Skills		1											1
Tuberculosis Sensitization						15							15
Week of Excellence		3											3
<b>Totals</b>	<b>2</b>	<b>28</b>	<b>165</b>	<b>91</b>	<b>62</b>	<b>90</b>	<b>134</b>	<b>16</b>	<b>184</b>	<b>80</b>	<b>62</b>	<b>252</b>	<b>1166</b>

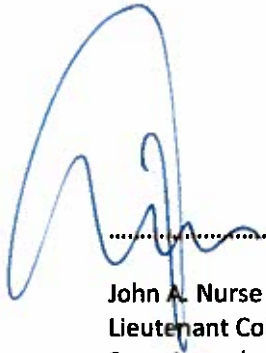
Training Courses attended by Staff for the period January 1st – December 31st 2014

Table 35 Training Courses: Source: - BPS Training Section

## **16. OTHER SIGNIFICANT EVENTS/ISSUES**

**16.1** The Service participated in the National Independence Festival of Creative Arts (NIFCA) and won several awards in the Culinary, Music and Theatre Sections.

**16.2** On Christmas Day as part of the spirit of the Season, The Superintendent met with his Management Team and other staff who were available to share complements of the season and well wishes for the New Year. The Team then visited members of staff on active duty and their charges and conveyed similar sentiments. This event has now become a tradition within the Service.



.....

**John A. Nurse**  
**Lieutenant Colonel**  
**Superintendent of Prisons**

## **STAFF WEEK OF ACTIVITIES HIGHLIGHTS**



**Staff Church Service**



**Departmental Games**



**Staff –Esprit de Corps**



**Administration –Stinging Bees**



**Superintendent Slamming a Dom!**

