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**2016**



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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. Mark Corbin**  
Chief Officer (Head of Operations)



**Mr. David Beckles**  
ACO (Head of Remand)



**Mr. Granville Drakes**  
ACO (Head of Security)



**Mr. Anthony S. Holder**  
ACO (Head of Inmate Activities)



**Ms. Beverley Springer**  
ACO (Head of Females)



**Mr. Joel Cumberbatch**  
ACO (Head of Rehab. Centre)

**Mr. Vincent Alleyne**  
ACO (Head of Support Services)

**Mr. Jeffrey Hoyte**  
ACO (Head of Med. & Max. Security)



**Mr. Ezra Devonish**  
Farm Manager



**Mrs. Maureen Forde**  
Accountant



**Mrs. Marjorie Jackman**  
Personnel Officer



**Mr. Stephen McCarthy**  
Executive Officer

# **PART A**

## **OVERVIEW**

### **OF THE SERVICE**

## **1. INTRODUCTION**

During the year under review (2016), 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 2016 to 2017 will be about consolidating and sustaining changes and improved performance; embedding best practices; and delivering relevant reliable and consistent high quality and effective services.

### **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 2016**

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 2016, the staff complement of the BPS stood at three hundred and seventy-two (372); three hundred and thirty-one (331) uniformed staff and forty-one (41) civilians. 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)

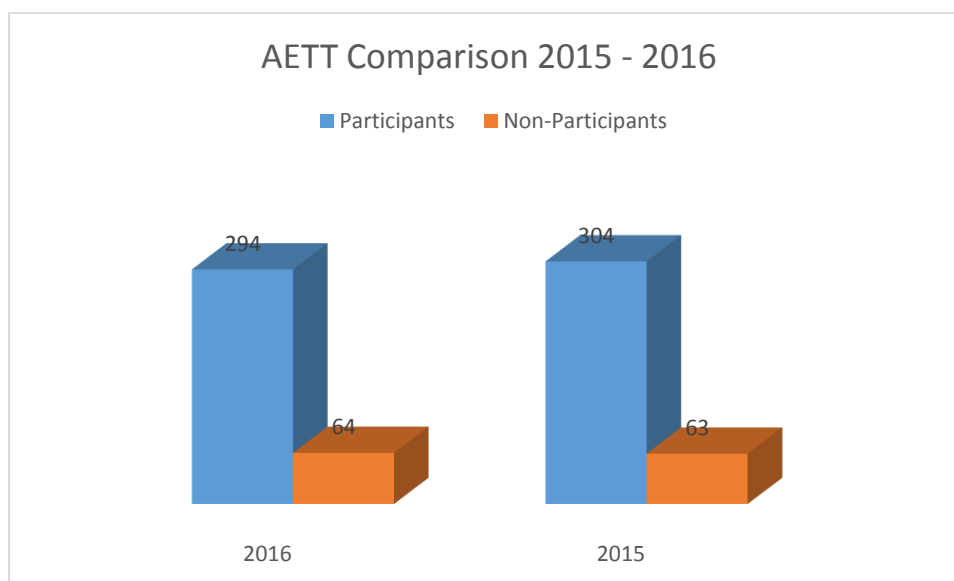
Staff Complement for December 2016					
	Appointed	Temporary	Total Staff	Substitutes	Total
Officers	184	147	331	19	(350)
Civilians	14	27	41	4	45
<b>Total</b>	<b>198</b>	<b>174</b>	<b>372</b>	<b>23</b>	<b>395</b>

## 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.

The number of persons who participated in the Annual Efficiency Test in 2016 {294} in comparison with 2015 {304}, this resulted in a decrease of {-10} persons. A comparison of the persons who completed the testing for 2015 and 2016 are shown in the table & figure below:

Category	2016	2015	Variance
Participants	294	304	-10
Non-Participants	64	63	1
<b>Total</b>	<b>358</b>	<b>367</b>	<b>-9</b>



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:

- 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 2016 reflected an increase in the number of incidents against offenders 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 (2015) for offender/offender assaults are highlighted in Table 2.

Year	Offender/Officer Assaults	Offender/Offender Assaults
2015	Ten (10)	Forty-nine (49)
2016	Ten (10)	Seventy-eight (78)

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 2015, it cost approx. (Bds.) \$31,271.72 per annum to keep an offender in safe custody, which translates to approximately (Bds.) \$85.68 per day. However, in 2016, it costs approximately (Bds) \$30,323.07 per annum to keep an offender in custody, which translates to approximately (Bds.) \$83.08 per day. This figure however does not take into account any additional expenses occasioned by services provided by the Psychiatric and Queen Elizabeth Hospitals, and the visits to the various polyclinics or Private Doctors. Table 3 below shows a comparison of the 2012-2016 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 925 in 2015 to 919 for 2016, 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)
2012	\$27,145.96	\$74.37
2013	\$26,985.60	\$73.93
2014	\$30,927.26	\$84.73
2015	\$31,271.72	\$85.68
2016	\$30,323.07	\$83.08

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 2016 is calculated by the national population of Barbados which stood at 285,006 (Source: Statistical Department, 2016) and the prison's average population. Additionally, the average population for the said year at Her Majesty's Prison was 919 offenders, this calculates to 322 offenders per 100,000 inhabitants. Displayed in Table 4 is Barbados' comparison rate of incarceration for years (2014-2016). Table 5 & Graph 1 below show a comparison with a few of the Prison Facilities in the Region and their National Populations.

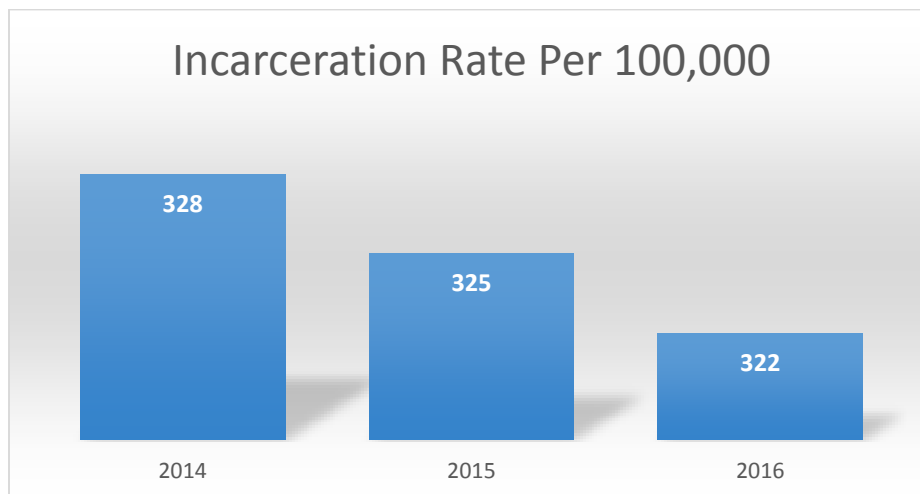
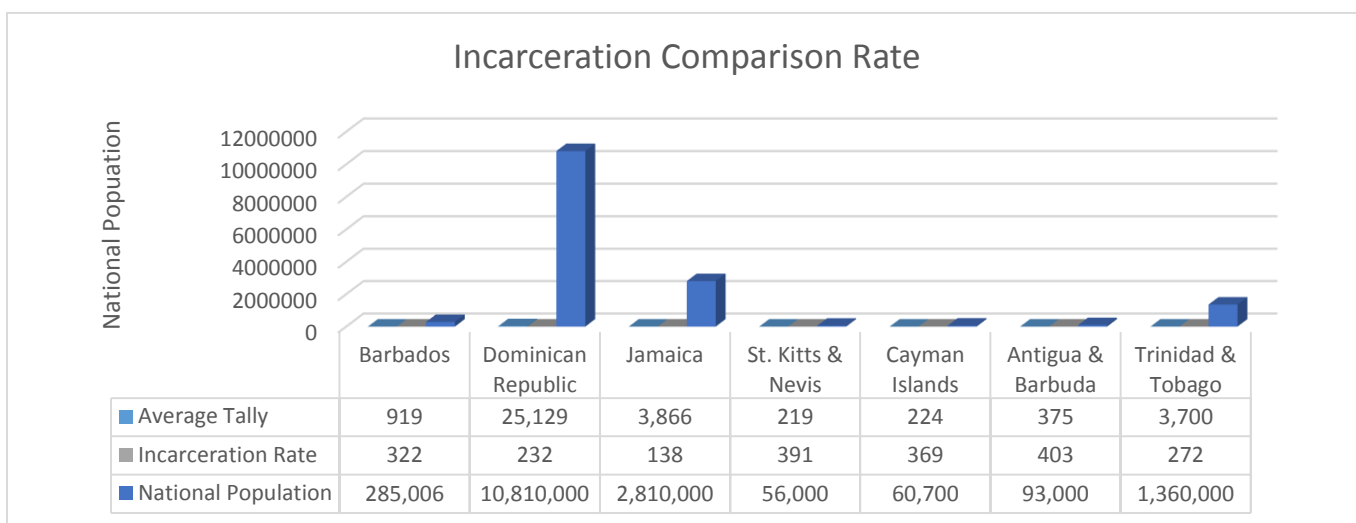


Table 4: Incarceration Rate by year

Country	Prison Tally	Incarceration Rate	National Population
Barbados	919	322	285,006
Dominican Republic	25,129	232	10,810,000
Jamaica	3,866	138	2,810,000
St. Kitts & Nevis	219	391	56,000
Cayman Islands	224	369	60,700
Antigua & Barbuda	375	403	93,000
Trinidad & Tobago	3,700	272	1,360,000

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 2015, this ratio stood at 3:1 offenders to every prison officer and remains unchanged in 2016, 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 2016, 140 officers were rostered for duty daily; this gives an average daily ratio of 7:1 offenders per officer.

### 8.4 Ratio - Offenders: Officer

Her Majesty's Prison Dodds	Average Offender Population 2015	Average Offender Population 2016
Total Offenders	925	919
Total Uniformed Staff	343	331
Overall Ratio	3:1	3:1
Daily Rostered Officers	Average Offender Population 2016	Daily Ratio
140	919	7:1

Table 6: Ratio; Source: - BPS Personnel Section

## 9. KEY STATISTICS AND TRENDS

### 9.1 Average Offender Population

The average number of offenders incarcerated were 919 offenders for the year 2016 compared to 925 offenders in 2015; this was a decrease of 6 offenders. This information is outlined in Table 6 below.

Year	Average Population
2015	925
2016	919

Table 7: Average Population for 2015-2016: Source BPS Admissions & Discharge Section

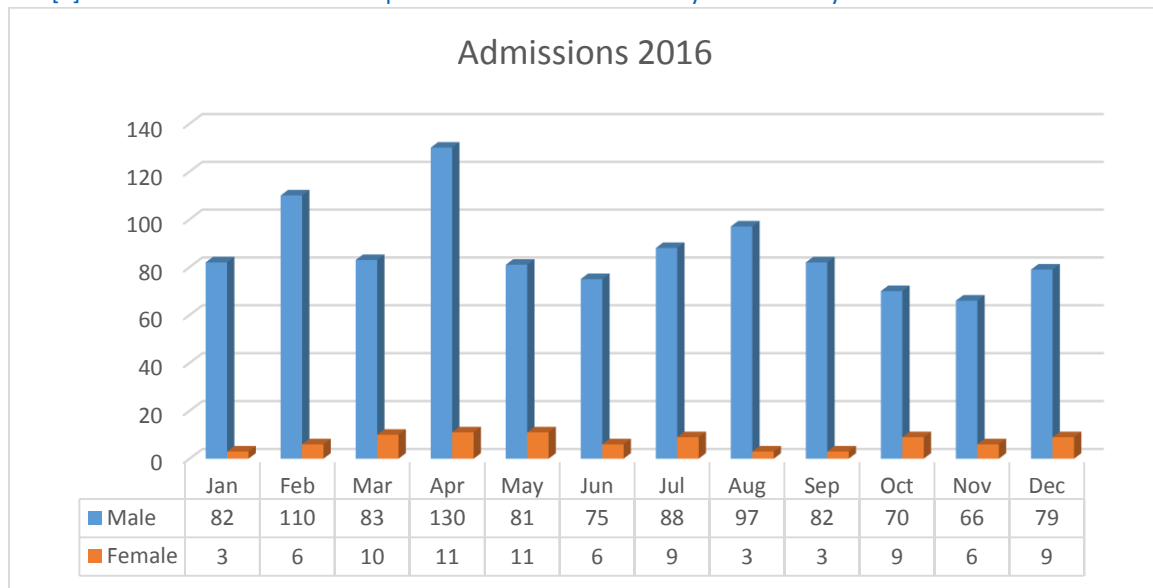
## 9.2 Admissions; Releases, Non>Returns & Average Tally

There has been a total of one thousand one hundred and twenty-nine (1,129) admissions {1,043 male and 86 females}. Additionally, there were four hundred and fifty (450) releases, {422 male, 28 female} and six hundred and eighty-eight (688) non-returns (persons release from court), {641 male and 47 females}.

2016	Admissions			Releases			Non>Returns[1]		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Jan	82	3	85	52	2	54	47		47
Feb	110	6	116	32	4	36	70		70
Mar	83	10	93	32	5	37	67	1	68
Apr	130	11	141	42		42	70	6	76
May	81	11	92	42	1	43	43	6	49
Jun	75	6	81	24	6	30	49	5	54
Jul	88	9	97	41	1	42	54	9	63
Aug	97	3	100	32	2	34	44	2	46
Sep	82	3	85	38		38	61	3	64
Oct	70	9	79	29	2	31	46	9	55
Nov	66	6	72	32	2	34	38	4	42
Dec	79	9	88	26	3	29	52	2	54
<b>TOTAL</b>	<b>1043</b>	<b>86</b>	<b>1129</b>	<b>422</b>	<b>28</b>	<b>450</b>	<b>641</b>	<b>47</b>	<b>688</b>

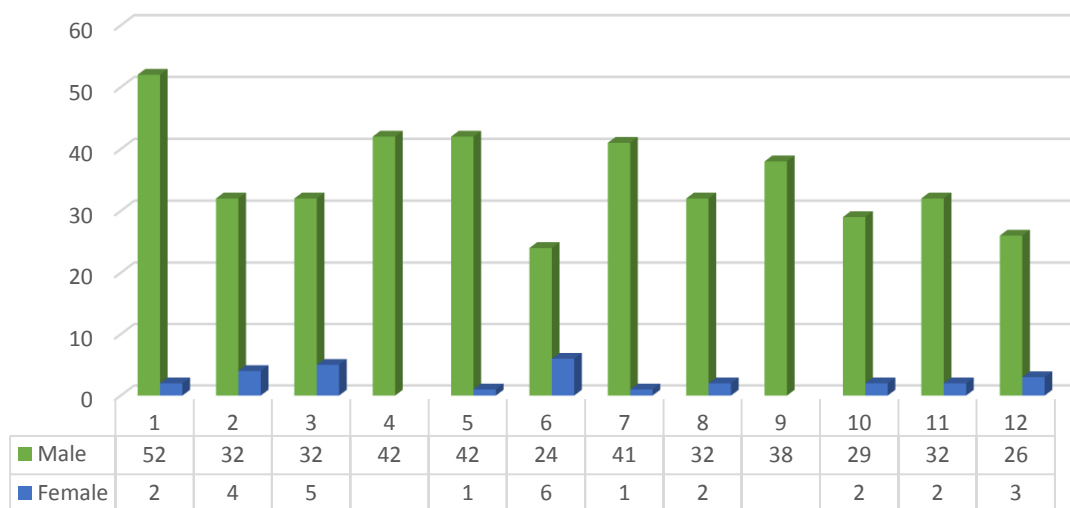
Table 8: Admissions/Releases & Non-returns: Source BPS Admissions & Discharge Section

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



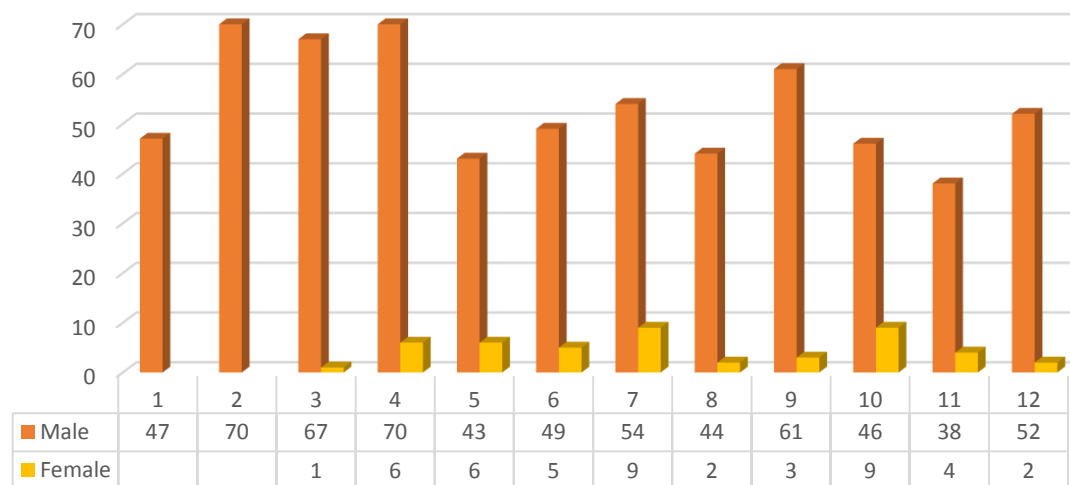
Graph 1: Admissions 2016; Source: - BPS Research & Development Section

## Releases 2016



Graph 2: Releases 2016; Source: - BPS Research & Development Section

## Non>Returns 2016



Graph 3: Non>Returns 2016: Source: - BPS Research & Development Section

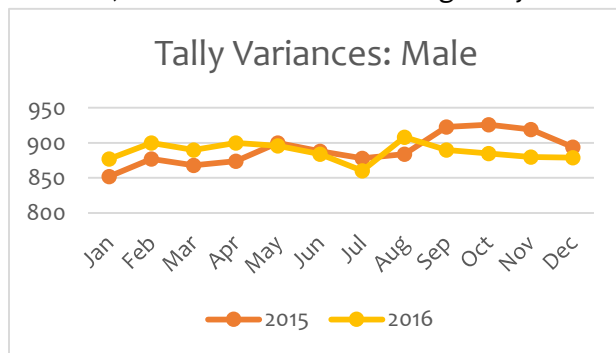
### Comparative Analysis of End of Month Tally: (Males)

	2015	2016	Variance	%
Jan	852	877	25	2.9
Feb	877	900	23	2.6
Mar	868	890	22	2.5
Apr	874	900	26	3
May	900	896	-4	-0.4
Jun	888	884	-4	-0.5
Jul	878	860	-18	-2.1
Aug	884	908	24	2.7
Sep	923	890	-33	-3.6
Oct	926	885	-41	-4.4
Nov	919	880	-39	-4.2
Dec	894	879	-15	-1.7
<b>Average</b>	<b>890</b>	<b>887</b>	<b>-2.83333</b>	

Table 9: Male End of Month Tallies

### Comparative Analysis:

Table 9 & Graph 4 states the comparison in the tally for 2016 compared to 2015 as it relates to tally averages. For instance, overall for 2016 the average tally for males stood at 887; compared to 890 for 2015. This was a decrease of -2.3 from the previous year. In addition, a decrease was noted in the months Jul (-5.1%), Aug & Sept (-28.2%), and Oct (-33%) respectively. Graph 4 displays the variances between 2015 and 2016 monthly tallies.





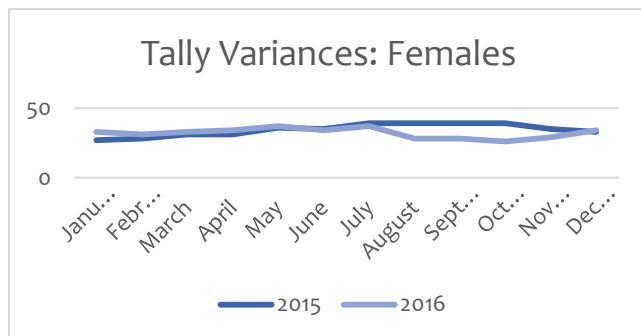
## Comparative Analysis of End of Month Tally: (Females)

	2015	2016	Variance	%
January	27	33	6	22.2
February	28	31	3	10.7
March	31	33	2	6.5
April	31	34	3	9.7
May	36	37	1	2.8
June	35	34	-1	-2.9
July	39	37	-2	-5.1
August	39	28	-11	-28.2
September	39	28	-11	-28.2
October	39	26	-13	-33.3
November	35	29	-6	-17.1
December	33	34	1	-3
<b>AVERAGE</b>	<b>34</b>	<b>32</b>	<b>-2.33333</b>	

Table 10 Female End of Month Tally

## Female Comparative Analysis:

Table 10 & Graph 5 clearly states that there was an increase in the tally for 2016 between the periods Jan – May 2016 compared to 2015 of the same period, whilst, the periods Jun – Dec 2016 shows a decrease compared to the same period in 2015. Graph 5 displays the variances between 2015 and 2016 monthly tallies.



Graph 5 Females End of Month Tally

## Average Tally:

Males	Females	Average
887	32	919

Table 11 Monthly Average Tallies

### 9.3 Comparative Analysis of Tally by Offences: As of December 31<sup>st</sup> 2016 compared to 2015

This comparative analysis compares the types of offences that may decrease or increase between 2015 and 2016 as of December 31<sup>st</sup> 2015 & 2016. 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 894 (2015) meanwhile, for 2016 (879). (See Table 11 & 12)

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

	2015	2016	Variance	%
Abusive Language		1	1	
Aggravated Burglary	13	12	-1	-7.7
Aggravated Robbery	1		-1	-100.0
Ammunition	1	1	0	0.0
Apparatus	8	2	-6	-75.0
Arson	3	3	0	0.0
Assault	4	3	-1	-25.0
Attempted Murder	1	1	0	0.0
Burglary	92	68	-24	-26.1
Conspiracy	1	1	0	0.0
Contempt	1		-1	-100.0
Damage	4	6	2	50.0
Dangerous Driving	1		-1	-100.0
Debt	1		-1	-100.0
Deception	1	1	0	0.0
Disturbance	1	1	0	0.0
Drugs	89	73	-16	-18.0
Escape	5	6	1	20.0
False Statement	1		-1	-100.0
Firearm		8	8	
Firearm/Aggravated. Robbery		1	1	
Fraud	1	4	3	300.0
Going Equipped	1	1	0	0.0
Handling		1	1	
Harassment		1	1	
Illegal Entry	1		-1	-100.0
Loitering	7	4	-3	-42.9
Maintenance Arrears	4		-4	-100.0
Manslaughter	61	59	-2	-3.3
Motor Vehicle Theft	4	4	0	0.0
Murder	22	22	0	0.0
Offensive Weapon		2	2	

Protection Order		1	1	
Road Traffic Offence	2	1	-1	-50.0
Rape	12	10	-2	-16.7
Reckless Conduct	1	1	0	0.0
Resisting	1		-1	-100.0
Robbery	17	19	2	11.8
Robbery & Rape	2	2	0	0.0
Serious Bodily Harm	6	4	-2	-33.3
Theft	52	50	-2	-3.8
Threats	4	4	0	0.0
Trespassing	2		-2	-100.0
Wounding	6	7	1	16.7

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

	<b>2015</b>	<b>2016</b>	<b>Variance</b>	<b>%</b>
Aggravated Burglary	5	8	3	60.00
Ammunition		9	9	
Apparatus	1	2	1	100.00
Arson	5	5	0	0.00
Assault	15	12	-3	-20.00
Breach of Protection Order		1	1	
Buggery		2	2	
Burglary		24	24	
Conspiracy	1	1	0	0.00
Damage	2	3	1	50.00
Deception	1	1	0	0.00
Drugs	65	68	3	4.62
Escape	2	1	-1	-50.00
Extradition	1		-1	-100.00
Firearm	95	124	29	30.53
Fraud	5	2	-3	-60.00
Harassment	2		-2	-100.00
Indecent Assault	5	4	-1	-20.00
Kidnapping		1	1	
Loitering	1	2	1	100.00
Manslaughter	2	1	-1	-50.00
Money Laundering		2	2	
Motor Vehicle Theft	6	4	-2	-33.33
Murder	104	113	9	8.65
Non Appearance	1	1	0	0.00
Road Traffic Offence		1	1	
Rape	8	14	6	75.00

Receiving	1		-1	-100.00
Reckless Conduct	1		-1	-100.00
Robbery	22	16	-6	-27.27
Serious Bodily Harm	16	25	9	56.25
Sacrilege	3	6	3	100.00
Serious Indecency	2	3	1	50.00
Theft	18	21	3	16.67
Threats	4	2	-2	-50.00
Trespassing		1	1	
Unlawful Violence		1	1	
Wounding	15	13	-2	-13.33

#### 9.4 Offender Population Breakdown as of 31<sup>st</sup> December 2016

Table 13 below shows the comparison of offender population as of 31<sup>st</sup> December 2016 compared to the population as at 31<sup>st</sup> December 2015 a decrease from 927 {894 males, 33 females} to 913 {879 males, 34 females}; a decrease of -64 or -17% variance in the male population and a decrease of -10 or -67% in the female; this translates to -14 or -2% less offenders.

Year	Convicted Males	Convicted Females	Remand Males	Remand Females	Total
2015	449	25	445	8	927
2016	385	15	494	19	913
<b>Variance</b>	-64 or -17%	-10 or -67%	49 or 10%	11 or 58%	-14 or -2%

Table 13: Comparison of Prison Tally as at December 31st 2015 & 2016:

Source: - BPS Research & Development Section

#### 9.5 Repeat & First Time Offender Rate Comparison

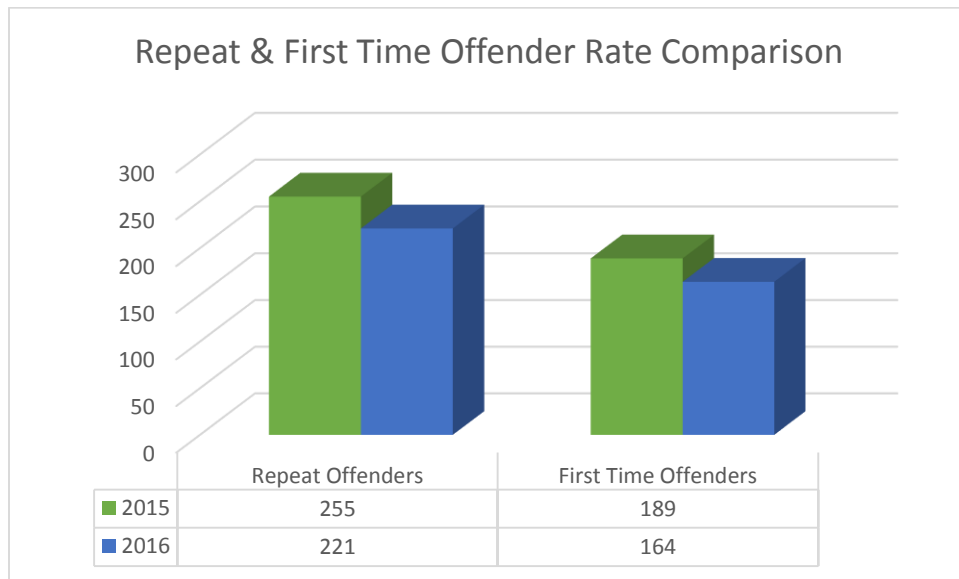
Table 14 below shows an analysis drawn from the convicted male population of the repeat & first time offender rate as at 31<sup>st</sup> December 2016 and 31<sup>st</sup> December 2015. At December 2015 there were 255 repeat offenders of the 449 males incarcerated, which equates to a rate of 56.7%, compared to 221 repeat offenders of the 385 convicted and a rate of 57.4% at December 2016, which was a decrease of 34 offenders.

There were 189 first time offenders at December 2015 which equates to a rate of 42.1%, compared to 164 and a rate of 42.6% at December 2016, this shows a decrease of 25 offenders.

Year	Convicted Males	Repeat Offenders	Repeat Offender Rate	First Time Offenders	First Time Offender Rate
2015	449	255	56.70%	189	42.10%
2016	385	221	57.40%	164	42.60%

Table 14 Repeat & First Time Offender Rate as at December 31st 2015-2016

Source: BPS Research & Development Section



**Graph 6 Repeat Offender Comparisons as at December 31st 2015-2016**

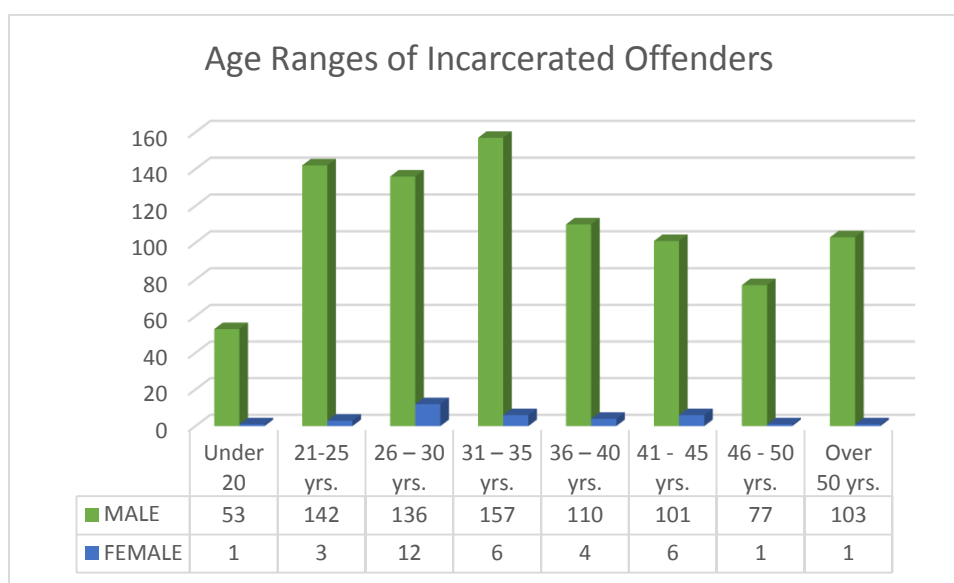
Source: BPS Research & Development Section

## 9.6 Age Range of Offenders

Table 16 & graph 6 clearly shows that on 31<sup>st</sup> December 2016 the number of offenders incarcerated stood at nine hundred and thirteen {913}; {879 or 96% males and 34 or 4% females}. The age range of male offenders equal or less than 40 years of age was 598 or 68% of the 879 males incarcerated. Additionally, the age range of female offenders equal or less than 40 years of age was 26 or 76% of the 34 females incarcerated.

AGE RANGES	MALE	FEMALE	TOTAL	%
Under 20	53	1	54	6
21-25 yrs.	142	3	145	16
26 – 30 yrs.	136	12	148	16
31 – 35 yrs.	157	6	163	18
36 – 40 yrs.	110	4	114	12
41 - 45 yrs.	101	6	107	12
46 - 50 yrs.	77	1	78	9
Over 50 yrs.	103	1	104	11
<b>TOTAL</b>	<b>879</b>	<b>34</b>	<b>913</b>	

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



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

## 9.7 Range of Offences

Table 17 & 18 clearly shows that on 31<sup>st</sup> December 2016 the range of offences by convicted male offenders, totaled three hundred and eighty-five {385}, which equated to 44% of the male offender population. The highest offence occurrences for males were Drug Possession 73 (19%); followed by Burglary 68 (18%); Manslaughter 59 (15%); Theft 50 (13%); Murder 22 (6%); Robbery 19 (5%); Aggravated Burglary 12 (3%) and Rape 10 (3%) respectively. Meanwhile, for females, the highest convicted offence was; Drug Possession 13 or 87% of the female population.

### CONVICTED MALES

Offences	Total	Offences	Total
Abusive Language	1	Handling	1
Aggravated Burglary	12	Harassment	1
Ammunition	1	Loitering	4
Apparatus	2	Manslaughter	59
Arson	3	Motor Vehicle Theft	4
Assault	3	Murder	22
Attempted Murder	1	Offensive Weapon	2
Burglary	68	Protection Order	1
Conspiracy	1	Road Traffic Offence	1
Damage	6	Rape	10
Deception	1	Reckless Conduct	1
Disturbance	1	Robbery	19
Drugs	73	Robbery & Rape	2
Escape	6	Serious Bodily Harm	4
Firearm Possession	8	Theft	50
Firearm/Aggravated Robbery	1	Threats	4

Fraud	4	Wounding	7
Going Equipped	1		
<b>Sub Total</b>	<b>193</b>	<b>Sub Total</b>	<b>192</b>
<b>Grand Total</b>			<b>385</b>

Table 17 Male Convicted Range of Offences

## Convicted Females

Offences	Total
Drug Possession	13
Forgery	1
Manslaughter	1
<b>Total</b>	<b>15</b>

## Remand Offenders:

Tables 19 & 20 clearly shows that on 31<sup>st</sup> December 2016 the range of offences by remand male offenders, totaled four hundred and ninety-four {494 or 56%} of the male offender population. The highest offence occurrences for males were Firearm Possession 124 (25%); Murder 113 (23%); Drug Possession 68 (14%); Serious Bodily Harm 25 (5%) and Burglary 24 (5%); respectively. Meanwhile, for the females, the highest remanded offence was Drug Possession 6 (32%).

## REMANDED MALES

Offences	Total	Offences	Total
Aggravated Burglary	8	Loitering	2
Ammunition	9	Manslaughter	1
Apparatus	2	Money Laundering	2
Arson	5	Motor Vehicle Theft	4
Assault	12	Murder	113
Breach of Protection Order	1	Non-Appearance	1
Buggery	2	Road Traffic Offence	1
Burglary	24	Rape	14
Conspiracy	1	Robbery	16
Damage	3	Serious Bodily Harm	25
Deception	1	Sacrilege	6
Drug Possession	68	Serious Indecency	3
Escape	1	Theft	21
Firearm Possession	124	Threats	2

Fraud	2	Trespassing	1
Indecent Assault	4	Un-violence	1
Kidnapping	1	Wounding	13
<b>Subtotal</b>	<b>268</b>	<b>Subtotal</b>	<b>226</b>
<b>Grand Total</b>		<b>494</b>	

Table 19 Remanded Male Offenders

## Remanded Females

Offences	Total
Drug Possession	6
Firearm Possession	2
Loitering	1
Money Laundering	2
Murder	2
Receiving	1
Serious Body Harm	1
Theft	1
Unlawful Sexual Assault	1
Wounding	2
<b>Total</b>	<b>19</b>

Table 20 Female Remanded by Offence

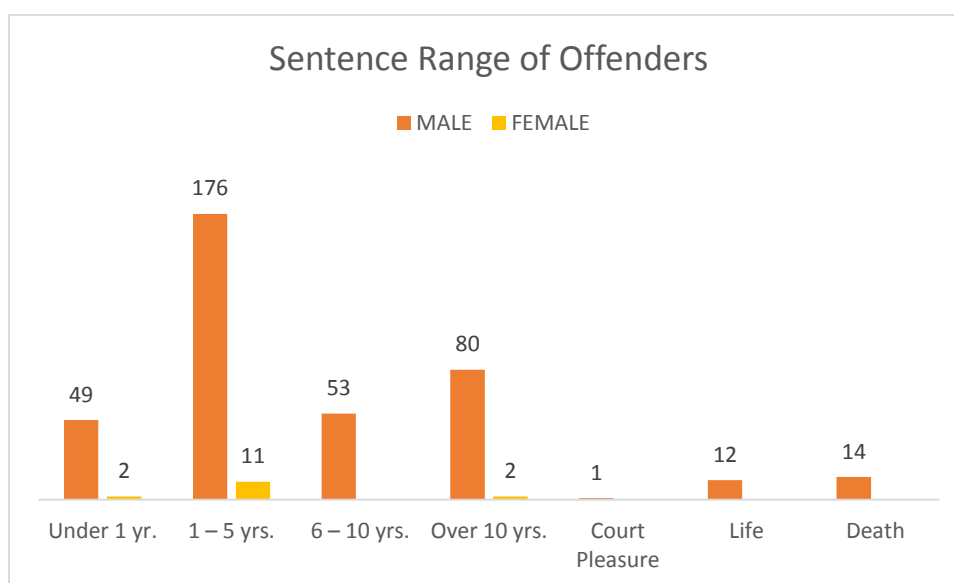
### 9.8 Sentence Range of Offenders

Table 21 and Graph 7 clearly shows that on 31<sup>st</sup> December 2016 the range of offences by convicted offenders, totaled four hundred {400}, which included {385 males, 15 females}. Furthermore, the highest rate for males sentenced to 5 years and less were 225 or 58% of those convicted (385), whilst the highest rate for females stood at 13 or 87% of those convicted (15). Meanwhile, male offenders sentenced to over 5 years, stood at 160 or 42% of those convicted, whilst the females stood at 2 or 13%.

SENTENCE RANGES	MALE	%	FEMALE	%
Under 1 yr.	49	13	2	13%
1 – 5 yrs.	176	46	11	73%
6 – 10 yrs.	53	14		
Over 10 yrs.	80	21	2	13%
Court Pleasure	1	0.3		
Life	12	3.1		
Death	14	4		
<b>Total</b>	<b>385</b>		<b>15</b>	

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





**Graph 7: Sentence Ranges**

## 9.9 Time on Remand

As of December 31<sup>st</sup> 2016 there were 494 male offenders on remand; the longest offender was admitted on September 20<sup>th</sup> 2006, a total of ten (10) years and three (3) months for murder. Notwithstanding, the longest female offender was admitted on the 30<sup>th</sup> August 2013, a total of 3 (three) years and four (4) months for money laundering.

## 9.10 Foreign National Offenders

The number of non-nationals incarcerated at the period ending 31<sup>st</sup> December 2016 shows a decrease from the year 2015 (Table 22). In the year 2015 non-nationals stood at 131, meanwhile in 2016 it stood at 126, a decrease of 5 offenders or 4%. The highest number of non-nationals overall came from Guyana with (43) or 34%; followed by Jamaica with (36) or 29%; followed by Jamaica at (22) or 17%. Our analysis shows that the incarceration of Guyanese offenders has decreased from (49) in 2015 to (43) in 2016 a decrease of 6 or 14%. It should also be noted that the offence for which the majority of non-nationals were charged for the importation and possession of illegal drugs. (See tables 22 & 23)

	2015				2016		
Nationality	Male	Female	Total		Male	Female	Total
American	1		1				
Bulgarian		1	1		1		1
Dominican	1		1				0
European	3		3		5		5
Grenadian	1		1				0
Guyanese	39	10	49		37	6	43
Jamaican	19	7	26		25	11	36
Nigerian	1		1				0
Kittitian	1		1		1		1
St. Lucian	6		6		9		9
Vincentian	28		28		22		22

Surinamese	4	3	7		1	2	3
Trinidadian	3	1	4		4	1	5
Ukrainian					1		1
Venezuelan	1		1				0
Zimbabwean	1		1				0
<b>Total</b>	<b>109</b>	<b>22</b>	<b>131</b>		<b>106</b>	<b>20</b>	<b>126</b>

Table 22 Non-Nationals Comparison 2015-2016; Source –BPS Admissions & Discharge Section

<b>Nationality</b>	<b>Offence</b>	<b>Male</b>	<b>Female</b>
Bulgarian	Money Laundering	1	
English	Fraud	3	
	Murder	1	
	Serious Bodily Harm	1	
Guyanese	Manslaughter	3	
	Drug Possession	23	6
	Firearm Possession	5	
	Arson	1	
	Murder	1	
	Robbery	1	
	Burglary	2	
	Assault	1	
Jamaican	Drug Possession	22	12
	Robbery	2	
	Manslaughter	1	
	Serious Bodily Harm		1
Kittitian	Firearm Possession	1	
St. Lucian	Drug Possession	4	
	Firearm Possession	1	
	Murder	2	
	Wounding	1	
	Burglary	1	
Vincentian	Wounding	1	
	Drug Possession	20	
	Indecent Assault	1	
Surinamese	Money Laundering	1	
Trinidadian	Drug Possession	3	1
	Theft	1	
Ukrainian	Money Laundering	1	
<b>Total</b>		<b>106</b>	<b>20</b>

Table 23: Non-Nationals by Offence 2016: Source – BPS Admissions & Discharge Section

### 9.11 Court Escort

The ability to efficiently and effectively provide escort to offenders for the various courts is one of extreme importance to the BPS. For the year 2016 there were nine thousand one hundred and ninety-nine (9,199) court escort instances; compared to (8,519) in 2015; an increase of 680 or 8% of court appearances. Table 23 below outlines this information.

2015				2016			
	Male	Female	Total		Male	Female	Total
Jan	433	14	447		603	8	611
Feb	815	15	830		1083	14	1097
Mar	708	11	719		943	16	959
Apr	622	12	634		750	12	762
May	700	17	717		1028	32	1060
Jun	770	15	785		800	23	823
Jul	660	15	675		717	22	739
Aug	488	22	510		518	10	528
Sep	589	20	609		506	13	519
Oct	675	26	701		763	16	779
Nov	1074	23	1097		670	18	688
Dec	772	23	795		622	12	634
Total	8,306	213	8,519		9,003	196	9,199

Escort Instances Comparison between 2015 & 2016: 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-at-law, Probation Department and Consulates. However, for the year 2016, ten thousand five hundred and six (10,506) social visits were conducted; compared to (9,708) in 2015; an increase of 798 or 8%. Table 24 below outlines the activity in this area.



2015					2016				
	Social		Legal			Social		Legal	
Month	Male	Female	Male	Female		Male	Female	Male	Female
Jan	730	21	86	1		804	24	67	2
Feb	935	13	105	1		1062	18	81	1
Mar	1079	13	75	2		907	19	50	2
Apr	817	12	83			907	21	67	
May	700	15	83			841	26	45	1
Jun	887	19	83	3		966	22	65	1
Jul	775	18	51	1		812	23	77	1
Aug	729	20	52			958	28	59	1
Sep	857	18	71	3		795	16	63	1
Oct	624	17	69	2		720	7	74	2
Nov	784	12	57	1		1003	19	71	1
Dec	791	13	52	1		731	29	19	
Total	9,708	191	867	15		10,506	252	738	13

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 2016 there were fourteen (14) psychological assessments requested by the various Courts. The table below illustrates the information requested.

Department	No. of Reports Requested
Supreme Court	2
Privy Council	10
Office of the Attorney General	2
<b>Total</b>	<b>14</b>

### 10.1 Expenditure:

Expenditure for the year 2016 total was \$27,866,902.90 this was impacted by the following:

Salaries	\$19,017,277.25
<b>Operational Expenses</b>	
Goods & Services	\$7,647,255.88
<b>Assets</b>	
Machinery & Equipment	\$352,400.82
Computer Software	\$19,774.03
Vehicles	\$830,194.92
<b>Total</b>	<b>\$27,866,902.90</b>

Table 25: Shows the expenditure for the year.

### 10.2 Offenders' Commissary

The period reported January – December 2016, the total sales for offenders' canteen stood at \$430,410.05 less cost of goods \$347,263.96, resulting in a gross profit of \$83,146.09 less inventory adjustments of \$23.86, and a net income of \$83,122.23. Table 27 shows the comparison between 2015 and 2016 (See figure 1 & Table 27). This income is reinvested in the commissary to provide the offenders with a wider selection of items.

## Profit & Loss Sheet

January – December 2016

### Ordinary Income/Expense

Income

Merchandise Sales \$430,410.05

**Total Income \$430,410.05**

Cost of Goods Sold \$347,263.96

Total COGS \$347,263.96

**Gross Profit \$83,146.09**

Net Ordinary Income \$83,146.09

Inventory Adjustment \$23.86

**Total Other Expense \$23.86**

Net Other Income \$-23.86<sup>1</sup>

**Net Income \$83,122.23**

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

	Jan - Dec 16		Jan - Dec 15		\$ Change		% Change
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
Merchandise Sales	\$430,410.05		\$232,307.70		\$198,102.35		
Total Income	\$430,410.05		\$232,307.70		\$198,102.35		85.3
Cost of Goods Sold	\$347,263.96		\$177,925.64		\$169,338.32		95.2
Total COGS	\$347,263.96		\$177,925.64		\$169,338.32		
Gross Profit	\$83,146.09		\$54,382.06		\$28,764.03		53
Net Ordinary Income	\$83,146.09		\$54,382.06		\$28,764.03		
Other Income/Expense							
Other Expense							
Inventory Adjustment	\$23.86		-\$53.11		\$76.97		
Total Other Expense	\$23.86		-\$53.11		\$76.97		
Net Other Income	-\$23.86		\$53.11		(\$76.97)		-145
<b>Net Income</b>	<b>\$83,122.23</b>		<b>\$54,435.17</b>		<b>\$28,687.06</b>		<b>53</b>

Table 27: Comparison between 2015 & 2016: Source: Inmate Services Section

<sup>1</sup> Denotes damaged goods.

### 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 cost savings for the year 2016.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Unit Cost	Total Cost
Basil Cinnamon						9	8		8				25	\$10.00	\$250.00
Beans	724	276	153	122			110	100		18			1,503	\$4.00	\$6,012.00
Beef					1,136								1,136	\$9.00	\$10,224.00
Beef Liver					71								71	\$4.50	\$319.50
Beets		13	11								20		44	\$2.00	\$88.00
Broad Leaf Thyme					13	44	47		4	9	8		125	\$13.00	\$1,625.00
Breadfruit	66					67	70		70				273	\$2.00	\$546.00
Cabbage				56	473	182							711	\$3.00	\$2,133.00
Cabbage Leaves					596	60							656	\$3.00	\$1,968.00
Carrots		250	321	249				1,516					2,336	\$4.00	\$9,344.00
Cassava	417	280	547	311						996		1,252	3,803	\$2.00	\$7,606.00
Cauliflower				69									69	\$3.50	\$241.50
Cauliflower Leaves				121									121	\$2.00	\$242.00
Chives			8			20			1.5	4	5		39	\$5.00	\$192.50
Chinese Cabbage		156	47	520	850		1242	1,794					4,609	\$2.75	\$12,674.75
Cucumber		857	166	425	88	312	20	1,340				243	3,451	\$0.80	\$2,760.80
Green Bananas		237	196	143	196	83	98	32	304	150	239	76	1,754	\$0.70	\$1,227.80
Hot Peppers	14	33						4	55.5	10	2	20	139	\$2.50	\$346.25
Lamb											2,004		2,004	\$8.00	\$16,032.00
Lettuce	164								34				198	\$1.13	\$223.74
Limes									29		11		40	\$2.50	\$100.00
Marjoram			2	3	7	11	5		1	5	2		36	\$13.80	\$496.80
Okras	26		91	185	313		99	1,087	578	113	210	369	3,071	\$1.75	\$5,374.25
Oregano						2	3		2	4	3		14	\$7.00	\$98.00
P. Parts (Head & Liver)	560	232			40					341	479		1,652	\$4.50	\$7,434.00
Pork	4,605	2,503			7,503				2,342	2,486	3,827		23,266	\$7.50	\$174,495.00
Pig Feet	87	72			52					78	90		379	\$15.00	\$5,685.00
Pumpkin		815	44	188	210	412	519	281	759	311	5,582		9,121	\$1.50	\$13,681.50
Spinach									14		9	8	31	\$1.25	\$38.75
Squash		29	21		66		20	80		21			237	\$1.25	\$296.25
Sweet Basil										6	4		10	\$6.00	\$60.00



Sweet Potatoes	718	288					276	1,371	1,075	3,548	3,654	301	11,231	\$1.50	\$16,846.50
Tarragon									1	3	2		6	\$25.00	\$150.00
Thyme				11	2	12	5		2	7			39	\$13.68	\$533.52
Tomatoes					388								388	\$4.50	\$1,746.00
<b>Total</b>															<b>\$300,842.41</b>

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

#### 10.4 Rehabilitative Programmes

The rehabilitative programmes that were conducted for 2016 were taught to both the remand and convicted offenders and included the following; Anger Management classes, Drug 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		Reintegration
	Remedial: CSEC: CAPE: CCSLC	Art; Craft; Tailoring; Auto Body Repairs; Auto Mechanics; Carpentry; Small Engine Repairs; Sewing; Cosmetology; Construction	Psychologist	Inmate Drug Rehabilitation Counselling	Thinking & Living Skills
January	110	91	47	49	11
February	96	77	35	71	10
March	94	84	36	49	9
April	72	92	32	73	15
May	57		35	62	12
June	15	13	32	52	12
July		92		48	7
August		106	10	51	7
September	65	83	8	53	11
October		67	39	45	16
November	75	103	44	37	15
December	94	89	35	28	15
<b>Subjects Conducted:</b>					
CSEC: English; Mathematics; Principles of Accounts; Social Studies; Principles of Business; Office Administration					
CAPE: Principles of Accounts; Caribbean Studies; Management of Business					
CCSLC: Mathematics; English					

Table 28: Rehabilitative Programmes: Source: Inmate Activities Section

#### 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.



**Offenders in Class**



Classes conducted: -

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

Remand Offenders	
	Introduction to Computers; Sure Life Drug Programme; Remedial English & Mathematics; Art
January	147
February	-
March	155
April	167
May	135
June	130
July	102
August	84
September	84
October	-
November	83
December	-

Table 29: Rehabilitative Programmes – Programmes attended by Remand Offenders

## **RETAIL SALES OUTLET**

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



## **INMATE ACTIVITIES**

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 offenders 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.



**Show of Appreciation**



**Holetown Festival**



**Offenders, Staff & Visitors attending a Programme**

### 10.5 Workshops

	Auto Body	Auto Mechanics	Carpentry	Tailoring	Female Handicraft/Sewing	Female Horticulture	Small Engine	Total
Jan	\$3,330.00	\$830.00	\$2,700.00	\$4,400.00				\$11,260.00
Feb	\$7,051.00	\$2,320.00	\$3,700.00				\$1,620.00	\$14,691.00
Mar	\$1,200.00		\$400.00	\$4,585.00			\$530.00	\$6,715.00
Apr	\$1,130.00	\$1,650.00	\$3,970.00	\$4,030.00				\$10,780.00
May	\$1,510.00	\$1,630.00	\$3,000.00	\$1,220.00	\$2,675.00		\$2,050.00	\$12,085.00
Jun	\$850.00		\$6,475.00	\$860.00	\$653.00	\$1,859.16	\$275.00	\$10,972.16
Jul	\$1,130.00		\$2,550.00	\$1,450.00	\$756.00	\$1,223.45	\$1,150.00	\$8,259.45
Aug	\$1,550.00	\$2,400.00	\$4,925.00	\$1,450.00			\$740.00	\$11,065.00
Sep		\$600.00	\$1,850.00		\$320.00	\$238.16	\$700.00	\$3,708.16
Oct	\$880.00	\$2,800.00		\$1,500.00		\$440.76		\$5,620.76
Nov	\$3,300.00	\$3,200.00	\$4,595.00	\$3,520.00	\$1,710.00	\$379.86	\$430.00	\$17,134.86
Dec	\$2,800.00	\$1,190.00	\$8,230.00	\$1,900.00	\$360.00		\$975.00	\$15,455.00
<b>Total</b>	<b>\$24,731.00</b>	<b>\$16,620.00</b>	<b>\$42,395.00</b>	<b>\$24,915.00</b>	<b>\$6,474.00</b>	<b>\$4,141.39</b>	<b>\$8,470.00</b>	<b>\$127,746.39</b>

Table 29: Monthly Savings / Revenues

Workshop	Total
Auto Body	\$24,731.00
Auto Mechanics	\$16,620.00
Carpentry	\$42,395.00
Tailoring	\$24,915.00
Female Handicraft/Sewing	\$6,474.00
Female Horticulture	\$4,141.39
Small Engine	\$8,470.00
<b>Total</b>	<b>\$127,746.39</b>

Table 29: 2016 Total Savings/Revenue



## INMATES' INDUSTRIES

### Farm Project:

The prison farm has been in operation at HMP Dodds from 2007. The project gives the offenders the opportunity to learn or enhance their knowledge or skills in growing vegetables, ground provisions, fruits as well as rearing animals. This knowledge can be used to provide for themselves and their families upon release. The produce grown on the farm project is used to feed the offender population and any excess would be 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.



### OFFENDER FOOD SERVICES

Meal preparation is conducted by specially selected offenders, under the instructions of staff. With an average daily population of 892 offenders, approximately two thousand seven hundred and thirty (2,730); inclusive high fiber, regular, low salt that caters for offenders who suffer from hypertension, chronic diseases and or are vegetarians. Throughout the years, the Service has become known for its “sweet bread” which is made from a secret recipe passed on through the staff generations that result in a high demand for our bread.



### 10.6 Breaches of Discipline

Over the reporting period four hundred and fifty-three (453) infractions by offenders were reported as shown in Table 30 below; this is an increase from 2015 which reported a total of 411. (An increase of 42 infractions or 10%).

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Commits any Assault	8	7	3	8	6		7	8	8	5	3	3	66
Commits an Assault to an Officer						1	1				3	5	10
Disobeys any Lawful Order	7	5	3	2	3	2	3	4	4	2	3	3	41
Gives to or receives from any person any unauthorized article				1									1
Has in his cell or possession any unauthorized articles or attempts to obtain such an article	6	6	3	3	2	2	5	6	6	4		2	45
Is indecent in language act or gesture				1		1		1	1	1	2	4	11
Makes false and malicious allegations against a Prison Officer					1								1
Offended against good order and discipline	2	6	4	4	5	6	4	5	5	5	4	7	57
Offended against good order and discipline by fighting	5	6	7	6	10	8	1	9	9	4	7	6	78
Treats with disrespect any Prison Officer											1	1	2
Uses any abusive, insolent, threatening or other improper language	17	14	15	9	14	7	14	5	5	10	6	13	129
Willfully disfigures or damages any part of the prison or any property which is not his own	1	1			1	1	4	2	2				12
<b>Total</b>	<b>46</b>	<b>45</b>	<b>35</b>	<b>34</b>	<b>42</b>	<b>28</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>31</b>	<b>29</b>	<b>44</b>	<b>453</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 31<sup>st</sup> 2016, the staff complement of the Barbados Prison Service stood at three hundred and seventy-two (372) persons. The table below illustrates the organizational structure:

Title of Post	Established	Vacant
Superintendent of Prisons	1	
Assistant Superintendent of Prisons	2	
Chief Officer	1	
Accountant	1	
Assistant Accountant	1	
Assistant Chief Officer	7	
Assistant Steward	1	1
Chaplain	1	1
Clerical Officers	5	
Clerk/Typist	2	
Clinical Medical Officer	1	1
Consultant Psychiatrist	1	1
Cooks	2	
Counsellors	3	2
Dental Surgeon	1	
Driver/ Messenger	1	
Emergency Control Operators	4	
Executive Officer	1	
Executive Secretary /Secretary	1	
Farm Manager	1	
Inmate Drug Rehabilitation Coordinator	1	
Inmate Service Officers	4	
Instructor	4	4
Maids	2	
Maintenance Officer	1	
Medical Officer Of Health	1	1
Medical Officers	2	2
Nurse	2	2
Officer Instructors	17	1
Orderly Officers	10	
Personnel Officer	1	
Pharmacist	1	
Prison Officer I	75	
Prison Officer II	259	36
Psychiatric Nurse	2	2

Psychologist	1	
Receptionist/Telephone Operator	1	
Rehabilitation Officers	2	2
Senior Clerk	1	
Senior Instructor	1	1
Sister/Nursing Officers	1	1
Social Worker I/II	1	1
Stenographer /Typist	1	
Steward	1	
Storekeeper	1	1
Supervisor of Works	1	
<b>TOTAL</b>	<b>432</b>	<b>60</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 continues to have 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	18	20	17	13	15	17	13	12	8	9	11	11
Short Sick Leave	121	135	153	113	142	141	136	128	122	156	200	198
Vacation Leave	57	55	62	66	59	65	80	107	90	88	98	104
Study Leave	1	2	1	11	15	1	1	2	2	2	7	2
Maternity Leave							1	1				1
Half Pay Leave												1
National Leave							1					
Training Leave	4	3	1	4		1	1		17			
Absent (1 Day)	2	2	1	2	5	2			8	3	2	2

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 six (6) retirements in 2016:

- Mr. Anderson Lovell – Prison Officer I
- Mr. Andrew Greaves – Prison Officer I
- Mr. Theodore Henry – Prison Officer I
- Mr. Vincent Carrington – Prison Officer I
- Mr. Kentley Sobers – Prison Officer I
- Mr. Keith Jervis – Prison Officer II

##### **11.4.1 Medically Boarded**

There were seven (7) persons deemed medically unfit in 2016:

- Mr. Sherwin Drakes – Prison Officer I
- Mr. Gairy Belgrave – Prison Officer II
- Mr. Pedro Clarke – Prison Officer II
- Mr. Everton Wood – Prison Officer II
- Ms. Marcella Dowridge – Prison Officer II
- Ms. Catherine Coombs – Prison Officer II
- Mr. Alfred Cumberbatch – Prison Officer II

##### **11.4.2 Resignations**

There was one (1) resignation tendered in 2016:

- Mr. Jamal Williams – Substitute Prison Officer II

#### **11.5. Duties**

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

Shifts	Hours of Work for 2015
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 seven (7) additions to the prison's fleet as at December 31<sup>st</sup> 2016 and four (4) were sold by auction on 26<sup>th</sup> January and 16<sup>th</sup> November 2016 respectively.

## 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> 2016

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident & Emergency	4	13	8	5	15	9	10	7	10	8	5	6
Aesthetic Dental									1	3	1	2
Antenatal Clinic							2					
Apex Dental Clinic									1			
Apex Eye Clinic						1						
Barbados Reference Lab					1	1						
Black Rock Polyclinic											1	
Blood Laboratory	1							1		2		
Cancer Society								1				
Cardiac Clinic	4		4	3	3	1	2	1	1			
Cardiovascular Clinic					1							
Central Admissions									1		1	
Chest Clinic				1								
Coverley Medical Centre											2	
Dental Lab								1				
Dermatology	5		2	7	4	4	7	2	2	3	6	7
Dr. Brathwaite					2	1		1		3		
Dr. Bryce						1						
Dr. Bullen					1							
Dr. Ferdinand									1			
Dr. Gibbons		1								1		
Dr. Goddard						1						
Dr. Griffith		1										
Dr. Haynes		1										
Dr. Johnson					1		1		1			
Dr. Kellman							2	1	1			
Dr. King						1	1	1				
Dr. Makda		1	1				2			1		
Dr. Martindale								1				

Dr. Miller										1		
Dr. Moosai		1				2	2	1		2	2	
Dr. Patel					1							
Dr. St. John										1		
Dr. Shepherd					1							
Dr. Thompson												
Dr. Walker			2	2							1	
Dr. Wharton								1				
Dressing Clinic					1							
ECG	3	5			3			3	4	2	2	
ENT	7	8	5	7	5	3	5	6	4		5	5
Elcourt Clinic			1									
Eye Clinic	11	18	14	16	22	13	15	23	9	19	15	16
FMH						1	3		1		1	
Family Planning											2	
Fast Track					1							
Four Roads Medical Clinic			1	2	6	6	1				1	
Fracture Clinic												
Gastroenteritis		1									3	1
Gerry's Dental		1										
Gynecology										2		
Harcourt Carter	6	2	7	2	5	5	2	1	1	1	1	1
Hart Medical Clinic				1					1			
Hematology	1	4	1	1	2	1	2	3	3	1		
Imaging & Ultrasound					3	1	1	1	2	1	3	
LRU	11	20	23	18	15	14	21	20	9	13	7	9
Mayfield Medical Clinic					1							
Medical Outpatients	7	3	2	1	4	4	7	9	2	6	2	6
Neurology		1				2	1	1		1	2	1
Neurosurgery				1								
Occupational Therapy	1	1										
Ocean View Medical Centre	1	1										
Operating Theatre	2	3	3			2	1	1	1	2	4	
Oral Care Centre			1									
Orthopedic Clinic	12	12	11	9	5	7	7	9	9	15	11	9
Pathology										1		
Phlebotomy									1			
Physiotherapy	1					1	3	5	6	4	1	2
Podiatrist	3											
Psychiatric Hospital			1				1					
QEH Ward B8	1	1										
QEH Ward B4							1					
QEH Ward B5											1	
QEH Ward B7											1	
QEH Ward C3	1							1				
Radiology					1			2		1		
Rehab Therapy	3	2	23							3	2	2

Respiratory Clinic							1					
Rheumatology Clinic			2	1		3	1	2	1		1	2
Rosedale Dental	1	2	1	1						2		
Sir Winston Scott Polyclinic			1	2		6	11	9	7	11	6	5
St. Phillip Polyclinic	4	3	7	1	3	3	6	7	5	2	1	2
Speech Therapy									1			
Surgical Outpatients	5	6	6	2	7	6	1	4	4	5	1	1
Ultrasound Department	1					5						
Urology	1	1		1	1	2	1	1		1	1	2
Warrens Polyclinic						1						
X-Ray Department	8	9	8	8	11	8	11	11	10	11	9	3
<b>TOTALS</b>	<b>105</b>	<b>122</b>	<b>135</b>	<b>92</b>	<b>126</b>	<b>116</b>	<b>132</b>	<b>138</b>	<b>100</b>	<b>129</b>	<b>102</b>	<b>82</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 31<sup>st</sup> 2016 thirteen (13) male offenders were positive for HIV/AIDS.

#### 14.2 Deaths in Custody

During the reporting period there were three (3) deaths in custody. Two (2) of these offenders were patients of the Queen Elizabeth Hospital where they later succumbed to their illnesses, whilst one (1) was pronounced dead by a Medical Doctor on the Prison compound. Listed below are the names and date of death of the offenders:

- Christopher Orlando Williams – 9<sup>th</sup> April 2016
- Michael Fitzherbert Williams – 15<sup>th</sup> October 2016
- David Christopher Clarke – 24<sup>th</sup> November 2016

### 15. TRAINING

There were nine hundred and thirty (930) {924 local and 6 overseas} training opportunities undertaken by staff during the period January 1st to December 31st 2016. Table 35 below shows a breakdown of this activity.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Advanced IT-MS Word		1										
Annual Efficiency Testing & Training		31	68	92	105							
Certified Jail Officer						10	10	6				
Corrections Institution Management Course											3	
Drug Demand Reduction & Correctional Training						2						
ERT Refresher Course			15									
Environmental Health Lecture				19								
Executive Leadership Course										1		
Hurricane Preparedness							88	19				
Incident Command and Mass Casualty Management									3			
Induction	3	6		23								
Introduction to Computer Applications		4										
Introduction to Reintegration			4									
Mental Health Workshop			3									
Microsoft Access	2											
Mock Prison Riot Training 2016					4							
NUPW Workshop										1		
Orientation				1	20	28	27	61	99	29	27	47
PRDS Sensitization		27										
Prison Officer I Command Cadre								15				
Public Service Document Preparation						1						
RSS Staff & Command Course 1/2016						1						
Seminar investigating Misconduct in the Public Service						3						
Spanish as a Foreign Language for Public Officers									4			
Stigma Reduction						2						
Weapons Training								14				
Work Place Stress				1								

Training Courses attended by Staff for the period January 1st – December 31st 2016

Table 35 Training Courses: Source: - BPS Training Section

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

**16.1** The 10<sup>th</sup> Annual Conference for the Association of Caribbean Heads of Corrections and Prison Services, hosted by the Barbados Prison Service was held at the Hilton Barbados Resort on 5<sup>th</sup> – 10<sup>th</sup> June 2016.

**16.2** After 150 years in existence, HMP Glendairy was decommissioned on the 15<sup>th</sup> October 2016. A gala under the theme “150 years in a Day” was held to commemorate this event, which coincided with the Prison’s Week of Activities and Barbados’ 50<sup>th</sup> Anniversary of Independence celebrations.

**16.3** On Christmas Day as part of the spirit of the Season, The Acting Superintendent of Prisons Mr. Cedrick Moore met with the 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 to convey similar sentiments. This event continues to be a tradition within the Service.

**16.4** The Management of the Barbados Prison Service (BPS) continues to be concerned with the level of indiscipline displayed by the Executive of the Prison Officer’s Association. It would appear that the members do not understand or wish to abide by the laws that govern the Barbados Prison Service. It is also apparent that they do not wish to honour their own Association’s Constitution. Should this situation continue, it has the potential to impact negatively on the safety of the institution, as it fosters a breakdown in trust between Management and staff. Management continues to recommend changes to the Prisons Act to allow for a more comprehensive disciplinary arrangement for the Prison Service.

.....

John A. Nurse  
Lieutenant Colonel  
Superintendent of Prisons

## STAFF ACTIVITY HIGHLIGHTS

