

2018

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



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



**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

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**PART A: OVERVIEW OF THE SERVICE**

## **1. INTRODUCTION**

**During the year under review (2018), 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 2014-2018 Strategic Plans, were to;

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

## **4. PRINCIPLES:**

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



## **5. GENERAL**

Barbados Prison Service Business Plan 2018 to 2019 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 2018**

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

The total number of posts established at the Barbados Prison Service in 2018 was four hundred and thirty-two (432). However, the actual staff complement was three hundred and eighty-five (385); three hundred and fifty-two (352) uniformed staff and thirty-three (33) civilians. The vacancy level was 47 or 11%. Females accounted for 40% of the staff complement with 60% being males.

Table 1 - Staff Complement (Source: BPS personnel section)

Staff Complement for December 2018			
	Appointed	Temporary	Total Staff
Officers	311	41	352
Civilians	12	21	33
<b>Total</b>	<b>323</b>	<b>62</b>	<b>385</b>

Table 2 - Established Posts (Source: BPS personnel Section)

Title of Post	Total
Superintendent of Prisons	1
Assistant Superintendent of Prisons	2
Chief Officer	1
Assistant Chief Officer	7
Orderly Officers	10
Officer Instructors	17
Prison Officer 1	75
Prison Officer 11	259
Accountant	1
Personnel Officer	1
Executive Officer	1
Assistant Accountant	1
Senior Clerk	1
Clerical Officers	5
Clerk/Typist	2
Stenographer /Typist	1
Nurse	2
Medical Officers	2
Dental Surgeon	1
Rehabilitation Officers	2
Counsellors	3
Chaplain	1
Farm Manager	1

Title of Post	Total
Supervisor of Works	1
Executive Secretary /Secretary	1
Maintenance Officer	1
Steward	1
Assistant Steward	1
Inmate Service Officers	4
Emergency Control Operators	4
Driver Messenger	1
Cooks	2
Maids	2
Sister/Nursing Officers	1
Psychologist	1
Pharmacist	1
Psychiatric Nurse	2
Clinical Medical Officer	1
Medical Officer Of Health	1
Senior Instructor	1
Instructor	4
Consultant Psychiatrist	1
Store Keeper	1
Social Worker I/II	1
<b>TOTAL</b>	<b>432</b>

## 6.2 Annual Efficiency Test

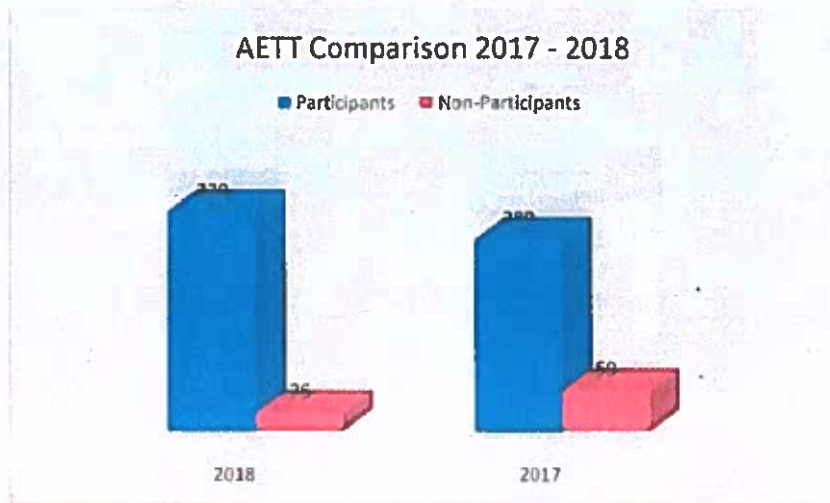
Annual Efficiency Training and Testing (AETT) for officers was reinstated in 2002 as a curriculum for training and examining prison officers in their duties which is in accordance with Prison Rules Cap 168 paragraph 134 (1) and (2) which states,

- (1) *A curriculum for the training of prison officers in their duties shall be drawn up by the Superintendent as may be necessary from time to time, and subject to the approval of the Minister.*
- (2) *Prison officers below the rank of Chief Officer shall undergo training in their duties and shall be required to pass efficiency examinations according to the prescribed curriculum referred to in paragraph 1.*

For the year under review officers were tested in the following areas, physical fitness, self- defense, customer service and communication. Three hundred and twenty (320) members of staff were tested. Two hundred and fifty-two persons passed, sixty- eight (68) failed. Twenty-six (26) persons did not participated in the 2018 AETT.

Table 3 – AETT Results (Source: BPS Training Section)

Category	2017	2018	Variance
Passed	280	252	-28
Failed	59	68	+9
Number of persons tested	339	320	-19
Did not Participate	35	26	-9



### 6.3 Staff Training

The development of staff is key to the sustainability of the Service. In 2018 staff training and development was focused on the following areas:

- a. Medical/ Health & Safety
- b. Legal
- c. Law enforcement/ Security
- d. Nutrition/ Hospitality
- e. Physical Dexterity
- f. Control & Restraint
- g. Management – Disaster, time, leadership
- h. Self- Development
- i. Technology

During the period under review there were one hundred and thirty (130) training opportunities offered to staff. This training was in the form of workshops and seminars and encompassed both local and overseas

training. The length of the training ranged from one day to three months in duration. Table 4 below shows a breakdown of this activity.

Table 4 - Training Courses attended by Staff for the period January 1st – December 31st 2018

Name of Course/ Workshop/ Seminars	Number of Participants
Accident Investigation Course	2
Advanced IT-MS Word	5
All Arms Advance Drill & Ceremonial Course	5
Animal Disaster Management Symposium	3
Automotive Paint Training Seminar	1
Basic Counselling	2
Basic Trade Cookery	2
Coaching & Counselling for Leadership Development	2
Communication & Interpersonal Skills	1
Correspondence Management System Training	4
Court Prosecutors' Course	1
Damage Assessment	4
Dietary Mass Production Training	7
Effective Presentation Skills	1
Emergency Medical Technician (EMT)	2
Emergency Preparedness	2
Events Management	2
Food , Beverage & Hospitality Operation Management	1
Global Leadership Summit Workshop	19
Incident Command Management Seminar	27
Internal Security Course	6
IT Essential Online Course	4
Microsoft PowerPoint - Introduction	1
Mock Prison Riot	5
Prison Officer I Command Cadre	20
Processing Personnel Matters in the Public Service	1
Programme Budgeting	2
Public Sector Management	1
Safety & Health at Work	3
Time Management	4
Timely Referral: Early Intervention & preventative Care In Diabetic Foot	2
<b>Total</b>	<b>130</b>

## 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. OFFENDER POPULATION

### 8.1 Assaults in Custody

This year there was a small reduction in the number of assault incidents. Assaults committed against staff decreased from seven (7) incidents to four (4). Assaults committed by prisoners on prisoner remained constant; this may be attributed to a number of factors which 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

In addition the following policies were re enforced in a bid to help reduce violence.

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

The comparison with the previous year (2017) assaults in custody are highlighted in Table 5.

Year	Prisoner/Officer Assaults	Prisoner/Prisoner Assaults
2017	07	81
2018	04	81

Table 5: Assaults in Custody: Source: BPS Investigations Section

### 8.2 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 2018, there was a reduction in the cost to keep an inmate incarcerated. During the year under review it cost approximately BBD \$29,229.20 per annum to keep an offender in safe custody, which translates to approximately BBD\$80.08. When compared to 2017 this works out to BD\$17.93 less 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 6 below shows a comparison of the 2013-2018 figures for the costs of incarceration and correctional services, per year and day.

Year	Per Year BBD\$	Per Day BBD\$
2013	\$26,985.60	\$73.93
2014	\$30,927.26	\$84.73
2015	\$31,271.72	\$85.68
2016	\$30,323.07	\$83.08
2017	\$35,773.96	\$98.01
2018	\$29,229.20	\$80.08

Table 6: Cost of Incarceration: Source: BPS Accounts Section

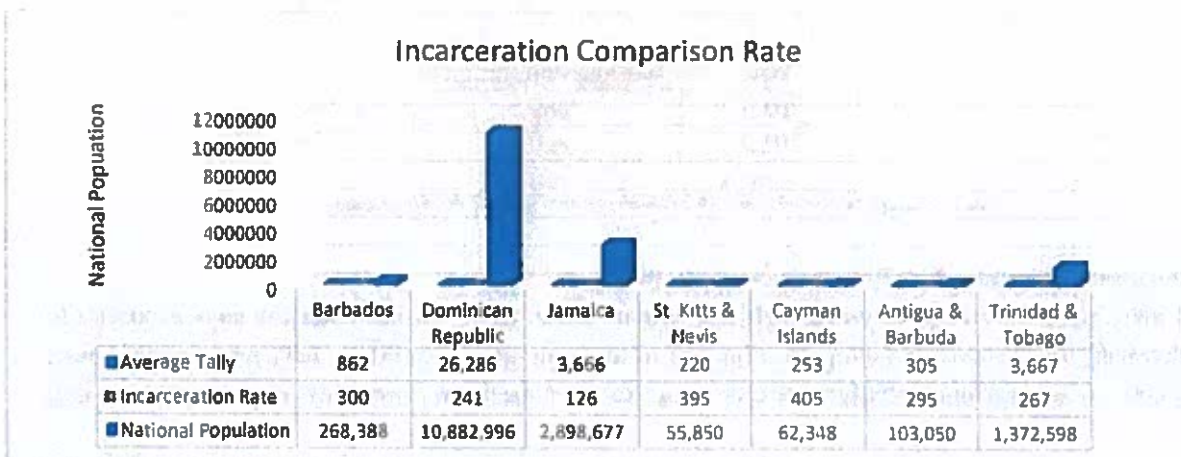
### 8.3 Rate of Imprisonment

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 2018 is calculated by the national population of Barbados which stood at 286,388 (Source: Statistical Department, 2018) and the prison's average population (862), this calculates to 300 offenders per 100,000 inhabitants. Table 7 & Graph 1 below show a comparison with other Prison Facilities in the region and their National Populations.

Country	Prison Tally	Incarceration Rate	National Population
Barbados	862	300	286,388
Dominican Republic	26,286	241	10,882,996
Jamaica	3,666	126	2,898,677
St. Kitts & Nevis	220	395	55,850
Cayman Islands	253	405	62,348
Antigua & Barbuda	305	295	103,050
Trinidad & Tobago	3,667	267	1,372,598

Table 7: Regional Comparison on Rate of Incarceration



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

#### 8.4 Ratio of Offenders to Staff

The ratio of offenders to prison officers identifies the level of staff supervision available. In 2018, this ratio stood at 4:1 offenders to every prison officer.

This ratio 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 2018, on average 196 officers were rostered for duty daily; this gives an average daily ratio of 4:1 offenders per officer.

Her Majesty's Prison Dodds	Average Offender Population 2017	Average Offender Population 2018
Total Offenders	896	862
Total Uniformed Staff	319	352
Overall Ratio	3:1	2:1
Daily Rostered Officers	Average Offender Population 2018	Daily Ratio
196	862	4:1

Table 8: Ratio; Source: - BPS Personnel Section

### 9. KEY STATISTICS AND TRENDS

#### 9.1 Average Offender Population

The average number of offenders incarcerated were 862 offenders for the year 2018 compared to 896 offenders in 2017; this was a decrease of 34 offenders. This information is outlined in Table 9 below.

Year	Average Population
2017	896
2018	862
Variance	-34

Table 9: Average Population for 2017-2018: Source BPS Admissions & Discharge Section

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

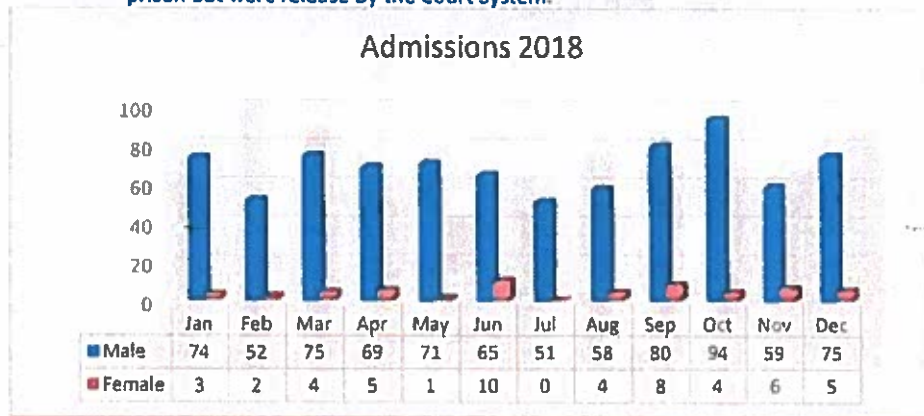
A total of eight hundred and seventy-five (875) admissions (823 males and 52 females) were recorded for 2018. Additionally, for the corresponding year, there were three hundred and fifteen (315) releases, (292 male, 23 female) and six hundred and six (606) non-returns (persons release from court), (566 male and 40 females).



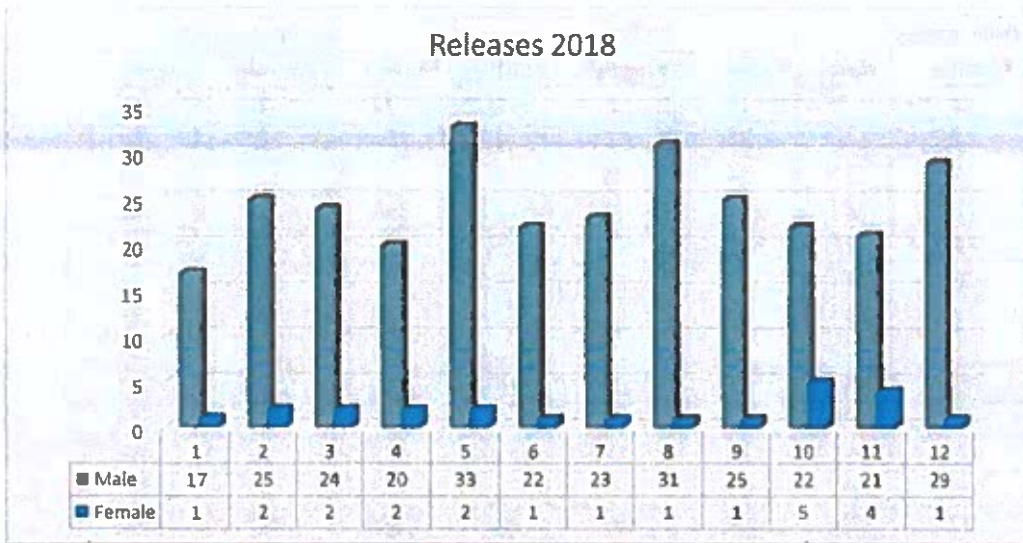
2018	Admissions			Releases			Non>Returns[1]		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Jan	74	3	77	17	1	18	42	4	46
Feb	52	2	54	25	2	27	54	2	56
Mar	75	4	79	24	2	26	46	2	48
Apr	69	5	74	20	2	22	45	1	46
May	71	1	72	33	2	35	46	3	49
Jun	65	10	75	22	1	23	49	2	51
Jul	51	0	51	23	1	24	43	8	51
Aug	58	4	62	31	1	32	35	2	37
Sep	80	8	88	25	1	26	38	6	44
Oct	94	4	98	22	5	27	55	3	58
Nov	59	6	65	21	4	25	63	3	66
Dec	75	5	80	29	1	30	50	4	54
<b>TOTAL</b>	<b>823</b>	<b>52</b>	<b>875</b>	<b>292</b>	<b>23</b>	<b>315</b>	<b>566</b>	<b>40</b>	<b>606</b>

Table 10: Admissions/Releases & Non-returns: Source BPS Admissions & Discharge Section

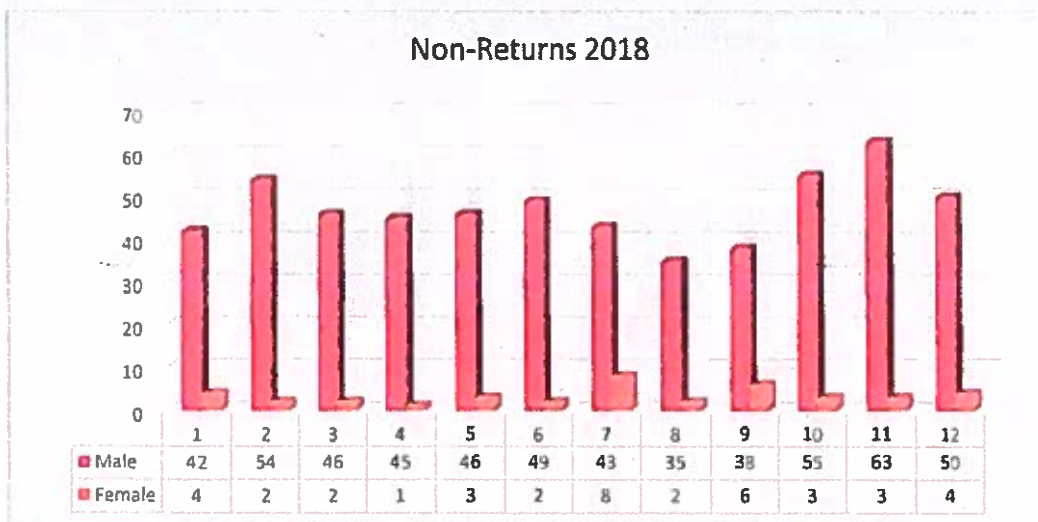
[1] Non>Returns refer to those persons who attended Court and did not returned to the prison but were release by the Court System.



Graph 2: Admissions 2018; Source: - BPS Research & Development Section



Graph 3: Releases 2018; Source: - BPS Research & Development Section



Graph 4: Non>Returns 2018: Source: - BPS Research & Development Section

### 9.3 Comparative Analysis

Table 11 below outlines the comparison of the tally for 2018 and 2017 as it relates to tally averages. In 2018 the average tally for males at the end of each month stood at 841; compared to 865 for 2017. This amounted to an overall decrease of 24 or 3% from the previous year. In addition, decreases were recorded in all the months except March 2018. In August and November there were significant reductions in the average end of the month tally for male offenders, a decrease of 56 and 54 respectively.

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

	2017	2018	Variance
January	882	876	-6
February	870	860	-10
March	846	860	14
April	862	861	-1
May	860	855	-5
June	872	846	-26
July	860	822	-38
August	870	814	-56
September	870	831	-39
October	872	839	-33
November	863	809	-54
December	861	830	-31
<b>Average</b>	<b>865</b>	<b>842</b>	<b>-24</b>

Table 11: Male End of Month Tallies

**9.5 Female Comparative Analysis**

In the period under review there was a reduction in the number of female inmates incarcerated in all of the months. Table 12 outlines the variances between 2017 and 2018 monthly female tallies.

**9.6 Comparative Analysis of End of Month Tally: (Females)**

	2017	2018	Variance
January	31	24	-7
February	28	22	-5
March	34	22	-12
April	34	23	-11
May	29	19	-10
June	28	26	-2
July	27	17	-10
August	28	18	-10
September	30	19	-11
October	28	15	-13
November	28	18	-10
December	26	18	-8
<b>AVERAGE</b>	<b>29</b>	<b>20</b>	<b>-9</b>

Table 12: Female End of Month Tally

**9.7 Average Tally**

Males	Females	Average
842	20	862

Table 13: Monthly Average Tallies

**9.8 Type of Offences January –December 2018**

During the period January-December 2018 the offence under which persons were admitted to prison varied. Offences fell into categories such as drug related, property, traffic, violence, sex and other. Four hundred and two (402) offences were recorded. This figure does not take into account persons being admitted to prison on more than one warrant (offence).

Category of Offences	
Drug Related	80
Property	126
Traffic	10
Violence	105
Sex	13
other	70
<b>Total</b>	<b>404</b>

Table 14: Type of Offences

**9.9 Offender Population Breakdown as of 31st December 2018**

Table 15 below shows the comparison of the offender population as of 31<sup>st</sup> December 2018 compared to the population as at 31<sup>st</sup> December 2017 a decrease from 887 (861 males, 26 females) to 848 (830 males, 18 females); a decrease of 31 in the male population and a decrease of 8 in the female; Overall this amounted to a decrease of 39 or 4% less offenders.

Year	Convicted Males	Convicted Females	Remand Males	Remand Females	Total
2017	357	13	504	13	887
2018	380	7	450	11	848
Variance	-23	-6	54	-2	-39 or 4%

Table 15: Comparison of Prison Tally as at December 31st 2017 & 2018:

Source: - BPS Research & Development Section

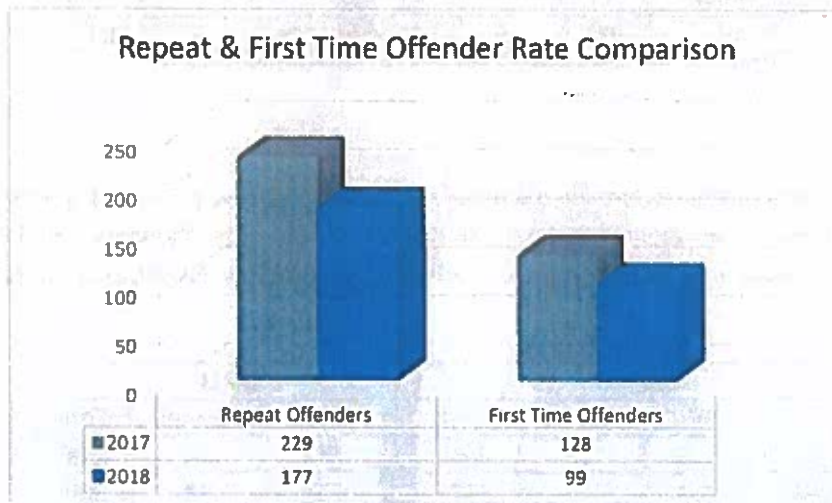
### 9.10 Repeat & First Time Offender Rate Comparison

During the year in review the status of offenders (convicted) between January 2018 and December 2018 is outlined in Table 16. A comparative analysis of 2017 to 2018 shows that there were reductions in all categories. Repeat Offenders decreased by fifty-two (52)

Year	Repeat Offenders	First Time Offenders	Civil Offenders
2017	229	128	-
2018	177	99	51

Table 16 Repeat & First Time Offender Rate as at December 31st 2018

Source: BPS Research & Development Section



Graph 6 Repeat Offender Comparisons as at December 31st 2017-2018

### 9.11 Foreign National Offenders

The number of non-nationals incarcerated at the period ending 31<sup>st</sup> December 2018 showed a decrease from the year 2017 (Table 17). In the year 2017 the non-nationals population stood at 105, meanwhile in 2018 the non-national population incarcerated was 77, a decrease of 28 offenders. In 2018 the highest number of non-nationals overall came from Guyana with (23) or 30%; followed by Surinam with 19 or 25%. Significant to note also was the increase of Surinamese inmates from 2 in 2017 to 19 in 2018 and a decrease in Jamaicans from 23 in 2017 to 12 in 2018.

Nationality	2017			2018		
	Male	Female	Total	Male	Female	Total
American	2		2	3		3
Bermudian	2		2	2		2
Dominican				1		1
Canadian		1	1			
European	3		3			
Grenadian	1		1	2		2
Guyanese	33	3	36	23		23
Jamaican	16	7	23	8	4	12
Kittitian	1		1			
St. Lucian	7	1	8	7		7
Surinamese	2		2	18	1	19
Trinidadian	4	1	5	5		5
United Kingdom				3		3
Vincentian	21		21			
<b>Total</b>	<b>92</b>	<b>13</b>	<b>105</b>	<b>77</b>	<b>5</b>	<b>82</b>

Table 17: Non-Nationals Comparison 2017-2018; Source—SPS Admissions & Discharge Section

### 9.12 Court Escort

The ability to efficiently and effectively provide escort to offenders for the various courts is one of extreme importance to the Barbados Prison Service. For the year 2018 there were eight thousand and fifty-six (8,056) court escort instances; compared to (8,288) in 2017. Table 18 below depicts this information for both males and females.

	2017			2018		
	Male	Female	Total	Male	Female	Total
Jan	533	13	546	654	14	668
Feb	804	9	813	883	18	901
Mar	756	12	768	691	16	707
Apr	773	13	786	654	20	674
May	655	20	675	573	22	595
Jun	689	11	700	599	15	614
Jul	730	14	744	648	23	671
Aug	531	12	543	562	11	573

	2017				2018		
	Male	Female	Total		Male	Female	Total
Sep	638	18	656		574	18	592
Oct	778	26	804		756	20	776
Nov	588	12	600		770	12	782
Dec	635	18	653		489	14	503
<b>Total</b>	<b>8,110</b>	<b>178</b>	<b>8,288</b>		<b>7853</b>	<b>203</b>	<b>8056</b>

Table 18: Escort Services Comparison between 2017 & 2018: Source: BPS Operations Section

### 9.13 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. For the year 2018, thirteen thousand one hundred and eighty-six (13,186) social visits were conducted; compared to (10,349) in 2017; an increase of 2,837. Table 19 below outlines the activity in this area.

Month	2017					2018			
	Social		Legal			Social		Legal	
	Male	Female	Male	Female		Male	Female	Male	Female
Jan	843	29	66	3		1160	10	123	3
Feb	879	20	83	3		802	12	94	1
Mar	816	19	62	3		1044	18	93	6
Apr	712	23	91			1231	25	88	2
May	804	17	79	1		1305	23	62	1
Jun	804	17	86	4		1314	18	145	7
Jul	815	14	82			1174	17	108	6
Aug	828	15	40	6		1254	13	130	
Sep	784	20	101	5		925	20	63	1
Oct	950	14	79	3		1196	89	20	3
Nov	907	19	89	2		705	13	69	1
Dec	990	10	64			802	16	47	2
<b>Total</b>	<b>10,132</b>	<b>217</b>	<b>922</b>	<b>30</b>		<b>12,912</b>	<b>274</b>	<b>1042</b>	<b>33</b>

Table 19: visits; Source -BPS Visits Section

**PART B**

**PERFORMANCE INFORMATION**



**10. INFORMATION SERVICES**

**10.1 Expenditure**

Expenditure for the year 2018 total was \$26,840,924.06 this was impacted by the following:

Salaries	\$19,782,295.40
Operational Expenses	
Goods & Services	\$6,932,035.81
Assets	\$126,594.85
Machinery & Equipment	\$111,496.79
Furniture	\$12,659.93
Property & Plant	\$2,438.13
<b>Total</b>	<b>\$26,840,925.06</b>

Table 20: Expenditure 2018

**10.2 Revenue**

The total revenue earned from services provided and items produced from the prison industries /workshops was \$151,156.53. This revenue earned from the individual industries is outlined in Table 21 below.

	Handicraft (male)	Farm	Cosmetology	Auto	Sewing/ Craft (female)	Furniture	Bakery	Art
Jan	\$1,925.50	\$5,355.49	\$40.00					
Feb	\$1,753.50	\$8,796.08	\$130.00	\$600.00	\$35.00			
Mar	\$3,058.50	\$19,344.47	\$65.00	\$750.00		\$1,370.00		
Aril	\$3,673.75	\$733.20	\$50.00	\$1,000.00		\$650.00	\$364.00	
May	\$710.00	\$93.85		\$100.00		\$5,520.00		
Jun	\$2,289.58	\$1,960.04	\$120.00	\$750.00		\$6,030.00		
Jul	\$2,514.58	\$1,218.00	\$100.00		\$70.00	\$8,750.00	\$60.00	\$765.00
Aug	\$1,925.83	\$1,912.50			\$240.00	\$13,650.00		\$160.00
Sep	\$2,145.83	\$618.00	\$80.00	\$4,300.00	\$60.00	\$7,395.00		
Oct	\$165.00	\$155.00		\$2,700.00		\$3,140.00		
Nov	\$3,153.83	\$77.00		\$40.00		\$8,800.00		
Dec	\$3,028.00		\$50.00			\$16,615.00		
<b>Total</b>	<b>\$26,343.90</b>	<b>\$40,263.63</b>	<b>\$635.00</b>	<b>\$10,240.00</b>	<b>\$405.00</b>	<b>\$71,920.00</b>	<b>\$424.00</b>	<b>\$925.00</b>

Table 21: Revenue collected 2018

### 10.3 Offenders' Commissary

For the reporting period January – December 2018, the total sales for offenders' canteen stood at \$617,525.40 less cost of goods \$541,475.60, resulting in a gross profit of \$76,049.80 less inventory adjustments of \$855.92, and a net income of \$76,905.72. Table 22 shows the comparison between 2017 and 2018. This income is reinvested in the commissary to provide the offenders with a wider selection of items.

<b>Ordinary Income/Expense</b>			
	<b>Income</b>		
	Merchandise Sales	<u>\$617,525.40</u>	
	<b>Total Income</b>	<b>\$617,525.40</b>	
	<b>Cost of Goods Sold</b>	<b>\$541,475.60</b>	
	Total COGS	\$541,475.60	
	<b>Gross Profit</b>	<b>\$76,049.80</b>	
	Net Ordinary Income		\$76,049.80
	Inventory Adjustment	\$855.92	
	<b>Total Other Expense</b>		<b>\$855.92</b>
	<b>Net Income</b>		<b>\$76,905.72</b>

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

	Jan - Dec 18	Jan - Dec 17	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Merchandise Sales	\$617,525.40	\$515,397.20	\$102,128.20	
Total Income	\$617,525.40	\$515,397.20	\$102,128.20	20
<b>Cost of Goods Sold</b>	<b>\$541,475.60</b>	<b>\$442,209.83</b>	<b>\$99,265.77</b>	<b>22</b>
Total COGS	\$541,475.60	\$442,209.83	\$99,265.77	
Gross Profit	\$76,049.80	\$73,187.37	\$2,862.43	9
Net Ordinary Income	\$76,049.80	\$73,187.37	\$2,862.43	
<b>Other Income/Expense</b>				
<b>Other Expense</b>				
Inventory Adjustment	\$855.92	\$19.95	\$835.97	
Total Other Expense	\$855.92	\$19.95	\$835.97	
Net Other Income	\$855.92	\$19.95	\$835.97	
<b>Net Income</b>	<b>\$76,905.72</b>	<b>\$73,167.42</b>	<b>\$3,738.30</b>	<b>5</b>

Table 22: Comparison between 2017 & 2018: Source: Inmate Services Section

#### 10.4 Rehabilitative Programmes

The rehabilitative programmes that were conducted for 2018 were taught to both the remand and convicted offenders and included the following; Anger Management classes, Drug Counseling, Introduction to Computers, Mathematics, English, Principles of Business, Social Studies and Remedial Classes. Table 23 below displays the monthly offender attendance at rehabilitative counseling and educational programmes: -

Rehabilitation Programmes					
	Educational	Vocational	Treatment		Reintegration
	Remedial: CSEC: CAPE: CCSLC: Computer Studies:	Art; Craft; Tailoring; Auto Body Repairs; Auto Mechanics; Carpentry; Small Engine Repairs; Sewing; Cosmetology; Construction	Psychologist	Inmate Drug Rehabilitat ion Counselin g	Thinking & Living Skills
January	60	58	32	23	23
February	79	10	31	22	10
March	72	12	36	27	15
April	70	12	27	47	16
May	63	11	33	48	14
June	20	9	33	59	10
July		9	31	58	13
August		7	10	53	12
September	7	2	38	54	
October	97		31	66	
November	94	11	44	37	
December	79	5	38	43	
<b>Subjects Conducted:</b>					
CCSLC: Mathematics English					
CSEC: English; Mathematics; Principles of Accounts; Social Studies; Principles of Business; Office Administration		CAPE: Principles of Accounts; Caribbean Studies; Management of Business			

Table 23: Rehabilitative Programmes: Source: Inmate Activities Section

### 10.5 Notable Events at a Glance

- o 100% pass rate in secondary level examinations CSEC and CAPE. Ten (10) inmates sat the in CSEC (9) and Cape (1).
- o National Independence Festival of Creative Art (NIFCA) 2018
  - Theatre Arts Females –silver
  - Theatre Arts Males – Bronze
    - Best actor - \$500.00 Award
    - Best director of Stage
    - Certificate of Merit- Sound Effects
    - Most Promising Actor
  - Fine Arts
    - Gold (1)
    - Silver (4)
    - Bronze (10)
  - Literary Arts
    - Bronze (1)
  - Craft
    - Bronze (6)

### 10.6 Inmates Industries

Her Majesty Prisons Dodds prison Industries provided goods and services for the facility, public and private sectors of Barbados. In 2018 Prison Industries comprised of seven (7) types of industry. These are the farm, auto-body repairs, auto mechanics, carpentry, tailoring, sewing/ handicraft and art and craft. The Industries and other work areas (education, housing units) employed more than 300 inmates, teaching job/life skills to reduce recidivism and to make them more productive members of society. The funds saved from Items manufactured/ produced in the industries was seventy-five thousand six hundred and twenty-four (\$75,624).

	Auto Body	Auto Mechanics	Carpentry	Tailoring	Female Handicraft/Sewing	Male Art & Craft	Total
Jan	\$1,330.00	\$1,350.00		\$2,400.00			\$3,080.00
Feb	\$4,680.00	\$3,715.00		\$2,300.00	\$586.00		\$7,941.00
Mar	\$2,450.00	\$1,980.00		\$5,670.00	\$260.00		\$10,360.00
Apr	\$690.00	\$1,770.00		\$3,310.00			\$5,170.00
May	\$1,310.00	\$1,450.00		\$4,730.00			\$7,490.00
Jun	\$4,950.00	\$3,600.00		\$2,100.00		\$100.00	\$10,750.00
Jul	\$950.00	\$2,725.00	\$4,350.00	\$3,900.00	\$158.00	\$610.00	\$11,743.00
Aug	\$100.00	\$2,580.00		\$2,950.00	\$180.00	\$430.00	\$6,240.00
Sep		\$990.00	\$350.00	\$2,800.00	\$925.00		\$5,065.00
Oct	\$330.00	\$440.00		\$3,480.00			\$4,250.00
Nov	\$400.00	\$845.00	\$300.00	\$5,470.00			\$7,016.00
Dec			\$260.00	\$2,260.00			\$2,520.00
<b>Total</b>	<b>\$17,190.00</b>	<b>\$21,445.00</b>	<b>\$5,260.00</b>	<b>\$41,370.00</b>	<b>\$2,109.00</b>	<b>\$590.00</b>	<b>\$75,624.00</b>

Table 24: Monthly Savings

### 10.7 Prison Farm

The prison farm has been in operation at Her Majesty Prisons Dodds from 2007 and has continued to provide inmates with;

- Experience of good farming practices
- Sufficient crops and livestock to improve the diet for prisoners
- Useful, productive work outside

The amount of crops/ livestock produce and the funds saved from crops/livestock produced per month are outlined in table 25 and 26 respectively.

Produce	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total (lbs)
Basil Cinnamon				243									243
Beans							22	139.5			347	750	1,258.5
Beef		728							532			339	1,599
Beef Liver									1533				1,533
Bananas											59	23	82
Broad Leaf Thyme									60	54		91	205
Breadfruit					34							19	53
Cabbage					14	830	480		120	120			1,564
Callaloo							20	47	138				205
Carrots							115	173	165				457
Cassava	118	559	503	110	629	947	418	129				50	3,463
Chicken		4085											4,085
Chicken feet		210											210
Chicken gizzards		11											11
Chicken liver		11											11
Chives						3		7	29	42	81	117	279
Chinese Cabbage	433	209		705	127					788		191	2,453
Cucumber							1672	2988	695	678.5	1789		7,822.5
Dill											3		3
Field Peas				53			250	21	13.5				3,37.5
Fresh Herbs		14					13	298	24		40	39.5	4,28.5
Green Bananas	5	73	68	150	219		77	23					615
Honey Dew Melon							84						84
Hot Peppers							20	9	41	43	171.5	90.5	375
Lamb									838				838
Lettuce	217	96	96			870	85	202		416	45	230	2,257
Marrow											31		31
Okras			229	662	862	196	212	79	6		1429	19	3,694

Produce	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total (lbs)
Oregano					5					395			400
P. Parts (Head & Liver)											141		141
Pork		2021	1644			3378	895				2563		10,501
Pig Feet													
Pumpkin		661	172	479	736		189	948	18	739.5	795	391.5	5,129
Sorrel												177	177
Spinach							153		43	40	54	40	330
Squash				644	180			121					945
Sweet Basil								1710		370			2,080
Sweet Peppers								52	90.5	100	62		304.5
Sweet Potatoes	199				204		1203	2125	980	2236	1413	205	8,565
Tomatoes	82					252	66			24			424
Tomatoes (cherry)													
Tumeric				27									27
Water Melon									148				148

Table 25: Crops & Livestock Production: Source: Store-Room

	Vegetable	Meats	Total
Jan	\$2,562.25		\$2,562.25
Feb	\$3,743.92	\$38,100.50	\$41,844.42
Mar	\$1,823.10	\$12,330.00	\$14,153.10
Apr	\$10,223.00		\$10,223.00
May	\$5,447.80		\$5,447.80
Jun	\$8,199.30	\$25,335.00	\$33,534.30
Jul	\$11,567.33	\$6,712.50	\$18,279.83
Aug	\$12,194.15		\$12,194.15
Sep	\$7,679.88	\$16,417.00	\$24,096.88
Oct	\$13,605.04		\$13,605.04
Nov	\$18,080.32	\$16,083.00	\$34,163.32
Dec	\$11,106.20	\$2,881.50	\$13,987.70
Total	\$106,232.29	\$117,859.50	\$224,091.79

Table 26: Savings: Source: Store-Room

## 10.8 Offenders Food Services



Renovations to the Food Service Department (Kitchen) was carried out in the period January – March 15 2018. As a result, staff from the Prison Service prepared meals at the Barbados Defence Force facility. With an average population of 862 offenders in the year 2018, on average 2,586 meals were prepared daily.

## 10.9 Breaches of Discipline

Over the reporting period four hundred and seventeen (417) infractions by offenders were reported an increase of 41 breaches from the previous year of 2017 (376). During the same period five hundred and twenty-three (523) cases were adjudicated.

	Breaches Recorded	Cases Adjudicated
Jan	52	32
Feb	19	25
Mar	19	54
Apr	24	37
May	41	57
Jun	44	42
Jul	47	49
Aug	37	46
Sep	35	41
Oct	34	48
Nov	26	50
Dec	39	42
<b>Total</b>	<b>417</b>	<b>523</b>

Table 17: Offences by Offenders; Source: BPS Investigations Section

**PART C**

**MANAGEMENT INTEREST**



## 11. ADMINISTRATIVE MATTERS

### 11.1 Record of Absences

RECORD OF ABSENCES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Extended Sick Leave	9	8	10	11	10	10	9	8	11	7	9	8
Short Sick Leave	224	249	260	177	273	219	217	185	185	194	152	227
Vacation Leave	99	77	91	99	87	94	117	139	139	143	139	128
Study Leave	1	2	2	6	4	3	1	1	2	2		2
Maternity Leave	1	1			1							
Half Pay Leave												2
National Leave												
Training Leave							2					

Table 28: Record Absences

### 11.2 Staff on Suspension

During the period under review (4) members were suspended from their duties for conduct that warranted the dismissal of the offending officer. The total number of staff members on suspension as at December 31<sup>st</sup> 2018, was eight (8).

### 11.3 Recruitment

In December 2017, recruitment of personnel to fill vacant posts of prison officer commenced. Initially twenty-eight (28) persons commenced the 15 weeks recruit programme and in March of 2018, twenty (21) recruits successfully passed out. Of the twenty-one (21) who were successful (6) were males and (15) were females.

### 11.4 Retirements

There were six (6) retirements in 2018:

- Mr. David Beckles- Assistant Chief Officer
- Mr. Frank Butcher – Prison Officer I
- Ms. Wendy Garner – Prison Officer II
- Mr. Kenneth Inniss – Prison Officer II
- Mr. Stephen Carrington- Prison Officer II
- Mr. Stephen McCarthy – Executive Officer

### 11.5 Medically Boarded

There were three (3) persons deemed medically unfit in 2018:

- Mr. Joel Cumberbatch – Assistant Chief Officer (Ag.)
- Mr. John Leach – Prison Officer II
- Ms. Jennifer Aimey – Prison Officer II

### 11.6 Resignations

There was one (1) resignation tendered in 2018:

- o Ms Aleysha Boohdoo – Rehabilitation Officer

**11.7. Retrenchment**

As a result of the Barbados Economic Recovery and Transformation Programme (BERT) five (5) members of staff were retrenched. They were;

- o Mrs. Sadie Kirton – Clerical Officer
- o Ms. Dale Wharton- Clerical Officer
- o Ms. Rhea Herbert – Clerical Officer
- o Mrs. Diane Prescod-Clerical Officer
- o Ms. Delories Maynard - Clerical Officer

**11.8 Deaths**

One (1) member of staff died in office in 2018:

- o Ms. Junita Blunte – Prison Officer II

**11.9. Duties**

The hours of work at BPS are shown in Table 26.

Shifts	Hours of Work for 2018
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 29: Hours of Work; Source: - BPS Personnel Section

**11.10. Annual Parades and Ceremonies**

The Barbados Prison Service participated in the Annual Independence and Remembrance Day Parades.

**PART D      ADDITIONAL INFORMATION**

## 12. TRANSPORT

There were no changes in the existing fleet. In 2018 the number of vehicles assigned to the Prison Service was twenty-one (21).

## 13. SECURITY

There were no major threats to the facility during the year in review. However, there were (3) occasions where drones were sighted over the prison environs. All sightings were reported to the Royal Barbados Police Force.

### 13.1. Searches

Searches were conducted as part of the daily routine of the prison. In addition, intelligence driven searches were conducted as were deemed necessary. Contraband items recovered from searches conducted totaled one hundred and sixty-three (163). These items included sharpened pieces of metal or wire, sharpened toothbrushes tattoo ink, cell phone, cell phone chargers, cigarette lighters, wrappers vegetable matter, plants, scissors, tweezers, fermented fruit, hair- pin, surgical blades, needles and pornographic literature.

## 14. HEALTH

Clinics Attended for the period January 1<sup>st</sup> – December 31<sup>st</sup> 2018

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident & Emergency	13	4	5	3		1	1	2	2	9	7	4
Aesthetic Dental						3		1	1		2	
Apex Dental Clinic						1						
Artificial Kidney Unit	8	7	8	6		5						
Barbados Family Planning						1						
CT Scan	1		2									1
Cardiac Clinic	1	2				4	4	1	1	4	5	1
Central Admission	3	2										1
Coverly Medical center											1	
Dental Lab											1	8
Dental X-Ray							2					
Dermatology	7	5	7	3		2	7	6	6	3	4	4
Dr. Adams												1
Dr. Belle							4					
Dr. Brathwalte	4		1					6	6	8	2	1
Dr. Cave			1									
Dr. Raymond Forde												1
Dr. Goddard				1				1	1			
Dr. Kellman						1						
Dr. Makda										1	3	
Dr. Moosal			2			5	1	1	1			
Dr. Ramsay	2		1									

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Dr. Richards										3	1	
Dr. Shepherd	1											
Dr. Edwin Thompson												
Dr. Walker		1					1	2	2	1	3	
Dr. Warner										1		
Dressing Clinic						3						
ECG	3	5	4									1
ENT	7	4	7	7		4	2	6	6	7	7	3
Eye Clinic	23	10	12	10		9	7	18	18	9	8	7
.FMH	1	1										
Family Planning								1	1			
Four Roads Medical Clinic						1	3	2	2	3	1	
Gynecology		2		1								
Harcourt Carter	1	1	8	5		4	5	2	2	4		2
Hematology	4			4		2	3	3	3	1		1
Imaging & Ultrasound				2								
Ivy Medical Clinic						1		1	1			
LRU	21	15	22	27		20	14	10	11	38	34	14
Lake-Wood dental										2		
Medical Outpatients	4	1	3	5			4	6	6	2	1	4
Neurology		1						1	1		1	1
Neurosurgery	3											
Occupational Therapy		3	2									
Ocean View medical Clinic				2								
Operating Theatre	3	2	3	4			1	1	1		5	1
Orthopedic Clinic	18	8	11	11			4	9	9	10	10	7
Pacing Clinic	1			2								
Pathology				1								
Phlebotomy												1
Physiotherapy	3			2		3	8	4	4	2	1	3
Plastic Surgery	1					1				1	1	1
Podiatry Clinic				1				3	3			4
Prosthetics						1						
Psychiatric Assessment Unit	1					1						
Psychiatric Outpatient			1				1					1
QEH Ward A1										1		
QEH Ward B5										1		
QEH Ward B6												1
QEH Ward B7								1	1	1		
QEH Ward C1											1	
QEH Ward C5	1											
Rehab Therapy		1	1	2								4

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Renfroe Orthodontics		1										
Respiratory Clinic							1					
Rheumatology Clinic	1	1				1		1	1		2	
Rosedale Dental	1			5			4	3	3	1	3	1
Sir Winston Scott Polyclinic	1	5	2	2		2	7	3	3	3	6	
St. Phillip Polyclinic	3	1	16	3		8	6	2		2	9	3
STD	1											
Surgical Outpatients		4	7	6		13	6	5	5	6	4	3
Ultrasound Department	1		5									1
Urology	116	1	2			1	1	1	1	3	4	1
X-Ray Department		7	5	10		8	18	9	8	8	11	4
Warrens plyclinic						1						
Well- House Medical Centre		1										
<b>TOTALS</b>	<b>168</b>	<b>97</b>	<b>143</b>	<b>125</b>	<b>N/A</b>	<b>107</b>	<b>115</b>	<b>112</b>	<b>112</b>	<b>135</b>	<b>138</b>	<b>92</b>

Table 30: Health Services: Source: BPS Medical

#### 14.1 HIV/ AIDS Among the Offender Population

As at December 31<sup>st</sup> 2018 twelve (12) male offenders and three (3) female offenders were positive for HIV/AIDS.

#### 14.2 Deaths in Custody

During the reporting period there were two (2) deaths in custody.

### 15. OTHER SIGNIFICANT EVENTS/ISSUES

#### 15.1 Promotions

On March 01 2018 sixty-seven officers were promoted to the post of Prison Officer I and one hundred and forty-nine temporary officers were appointed to Prison Officer II.

#### 15.2 Boards

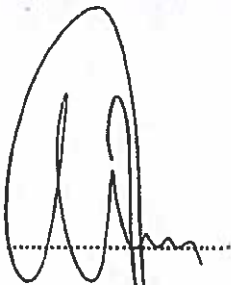
New members were appointed to the Prison Advisory Board and After-Care Committee the tenure to serve is for three (3) year (August 01, 2018 to July 31, 2021).

	Prison Advisory Board	After Care Committee
Chairman	Ms Cicely Chase	Mr. Ronald Lashley
Deputy Chairperson	Mr. Wayne Norville	Dr. John Yarde
Members	Mr. Eustace Harewood Ms Shonda Forde Mr. Dan Carter Mr. Harold Carter Mrs. Lucille Baird	Ms. Renette Dimmott Mr. Andrew Pilgrim Ms. Fay Lucas Mrs. Sonia Dowrich Mr. Mark Odle

	<b>Prison Advisory Board</b>	<b>After Care Committee</b>
	Ms Julie Dash Mr. Perro Holloway Ms Denise Agard Chief Magistrate Christopher Birch Commissioner of Police or Nominee	Major Denzil Walcott Mrs. Julia Knight-Jackman Mr. Mohammed Ali Kothdiwala Ms. Samantha Haynes Mr. Louis Linton ( Probation Department Nominee) Chief Welfare Officer or Nominee Director, Barbados Employment & Career Counselling Service or Nominee

**16. CONCLUSION**

In 2018 the Barbados Prison Service continued to build on the progress of past years. In looking ahead, the Service hopes to increase its overall capability, developing its workforce to be able to manage and better support the prisoners in our care. The expansion of the reintegration services and release opportunities available to prisoners is to be improved. Finally the Service will continue to develop the partnerships it has with the social sector and wider community.



John A. Nurse  
 Lieutenant Colonel  
 Superintendent of Prisons

