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2017



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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 (Duty Manger)



Mr. Granville Drakes
ACO (Head of Security)



Mr. Anthony S. Holder
ACO (Duty Manager)



Ms. Beverley Springer
ACO (Duty Manager)



Mr. Vincent Alleyne
ACO (Head of Support Services)

Mr. Jeffrey Hoyte
ACO (Duty Manager)



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 (2017), 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 2017 to 2018 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 2017

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 2017, the staff complement of the BPS stood at three hundred and fifty-eight (358); three hundred and nineteen (319) uniformed staff and twenty-nine (29) 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)

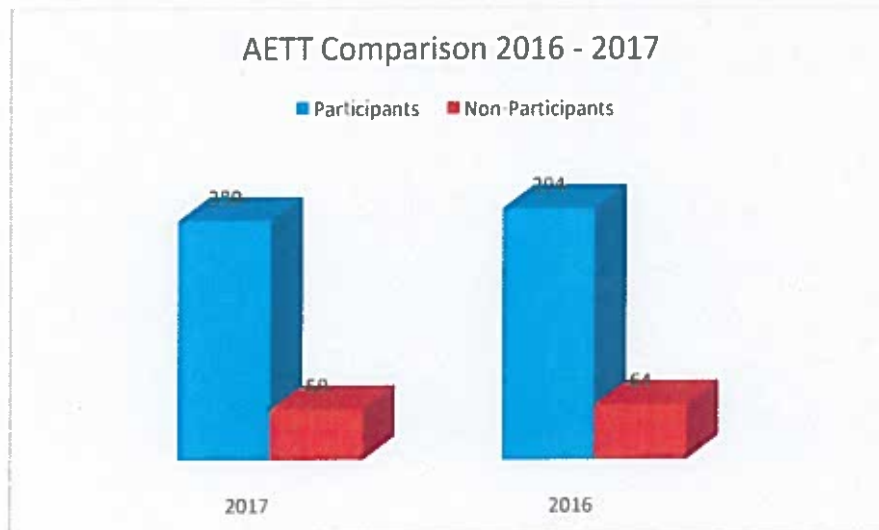
Staff Complement for December 2017			
	Appointed	Temporary	Total Staff
Officers	173	146	319
Civilians	12	27	39
Total	185	173	358

6.2 Annual Efficiency Test

The Annual Proficiency Training and Testing Programme for officers was reinstated 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 2017 {339} in comparison with 2016 {294}, decreased by {14} persons. A comparison of the persons who completed the testing for 2016 and 2017 are shown in the table & figure below:

Category	2017	2016	Variance
Participants	280	294	-14
Non-Participants	59	64	-5
Total	339	358	-19



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 2017 reflected an increase in the number of incidents against offenders due to;

- Cohort Affiliation
- Illegal trading amongst offenders with personal items.

This increase in assaults and the comparison with the previous year (2016) for offender/offender assaults are highlighted in Table 2.

Year	Offender/Officer Assaults	Offender/Offender Assaults
2016	10	78
2017	07	81

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 2016, it cost approx. (Bds.) \$30,323.07 per annum to keep an offender in safe custody, which translates to approximately (Bds.) \$83.08 per day. However, in 2017, it costs approximately (Bds.) \$35,773.96 per annum to keep an offender in custody, which translates to approximately (Bds.) \$98.01 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 2012-2017 figures for the costs of incarceration and correctional services, per year and day. Consideration must be taken that the funds allocated to the service increase from \$29,324,193.00 in 2016 to \$32,053,496.00 in 2017.

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
2017	\$35,773.96	\$98.01

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

8.2 Rate of Imprisonment

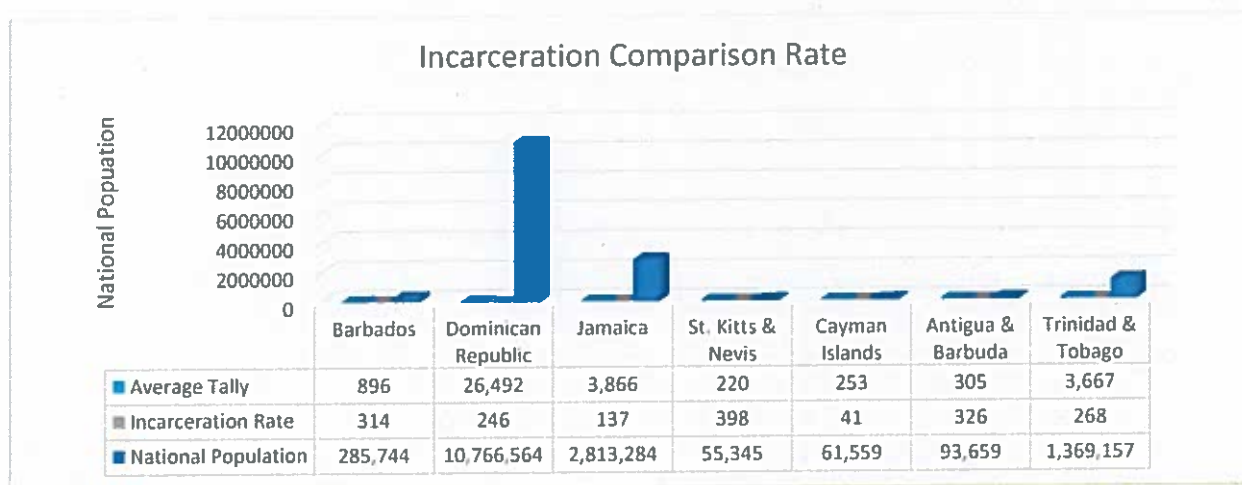
To calculate crime rates (or incarceration rates), this is done by dividing the amount of crime by the population size and multiplying by 100,000. This produces a rate per 100,000.

The incarceration rate for Barbados in 2017 is calculated by the national population of Barbados which stood at 285,006 (Source: Statistical Department, 2017) and the prison's average population. Additionally, the average population for the said year at Her Majesty's Prison was 896 offenders, this calculates to 314 offenders per 100,000

inhabitants. Table 4 & Graph 1 below show a comparison with a few of the Prison Facilities in the region and their National Populations.

Country	Prison Tally	Incarceration Rate	National Population
Barbados	896	314	285,744
Dominican Republic	26,492	246	10,766,564
Jamaica	3,866	137	2,813,284
St. Kitts & Nevis	220	398	55,345
Cayman Islands	253	411	61,559
Antigua & Barbuda	305	326	93,659
Trinidad & Tobago	3,667	268	1,369,157

Table 4: 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 2016, this ratio stood at 3:1 offenders to every prison officer and remains unchanged in 2017, this information is shown at Table 6.

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 2017, 140 officers were rostered for duty daily; this gives an average daily ratio of 5:1 offenders per officer.

8.4 Ratio - Offenders: Officer

Her Majesty's Prison Dodds	Average Offender Population 2016	Average Offender Population 2017
Total Offenders	919	896
Total Uniformed Staff	331	319
Overall Ratio	3:1	3:1
Daily Rostered Officers	Average Offender Population 2017	Daily Ratio
140	896	5:1

Table 5: Ratio; Source: - BPS Personnel Section

9. KEY STATISTICS AND TRENDS

9.1 Average Offender Population

The average number of offenders incarcerated were 896 offenders for the year 2017 compared to 919 offenders in 2016; this was a decrease of 23 offenders. This information is outlined in Table 6 below.

Year	Average Population
2016	919
2017	896

Table 6: Average Population for 2016-2017: Source BPS Admissions & Discharge Section

9.2 Admissions; Releases, Non>Returns & Average Tally

There has been a total of nine hundred and fourteen (914 admissions {807 males and 47 females}. Additionally, there were four hundred and eighty-eight (488) releases, {468 male, 20 female} and five hundred and sixty-nine (569) non-returns (persons release from court), {538 male and 47 females}.

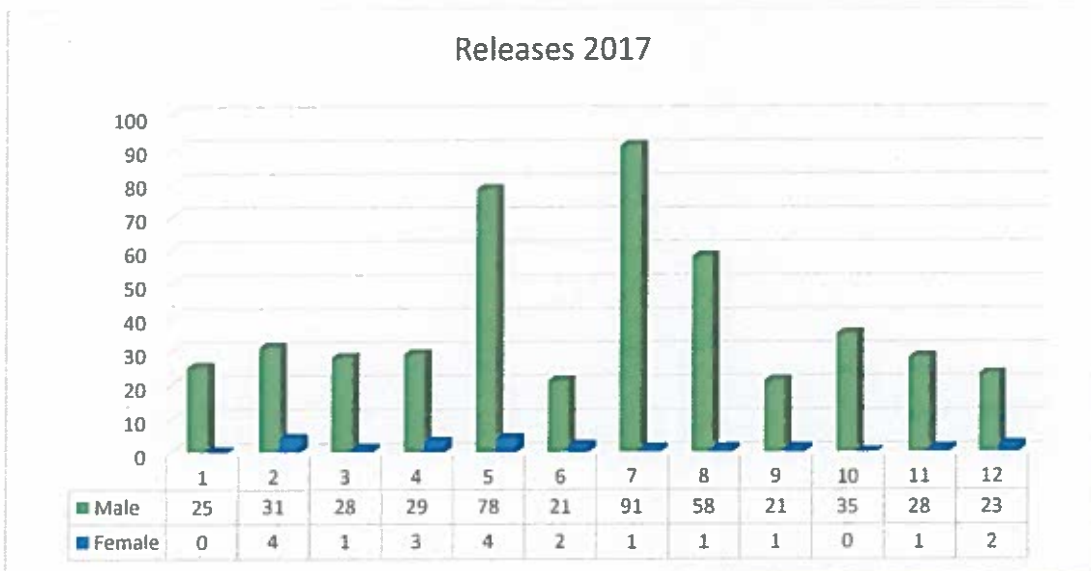
2017	Admissions			Releases			Non>Returns ^[1]		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Jan	88	2	90	25	0	25	60	3	63
Feb	73	5	78	31	4	35	54	1	55
Mar	66	7	73	28	1	29	44	3	47
Apr	63	5	68	29	3	32	30	2	32
May	75	5	80	78	4	82	44	6	50
Jun	71	3	74	21	2	23	44	2	46
Jul	85	3	88	91	1	92	56	1	57
Aug	69	4	73	58	1	59	31	3	34
Sep	77	7	84	21	1	22	52	3	55
Oct	72	1	73	35	0	35	39	2	41
Nov	66	2	68	28	1	29	42	1	43
Dec	62	3	65	23	2	25	42	4	46
TOTAL	807	47	914	468	20	488	538	31	569

Table7: Admissions/Releases & Non-returns: Source BPS Admissions & Discharge Section

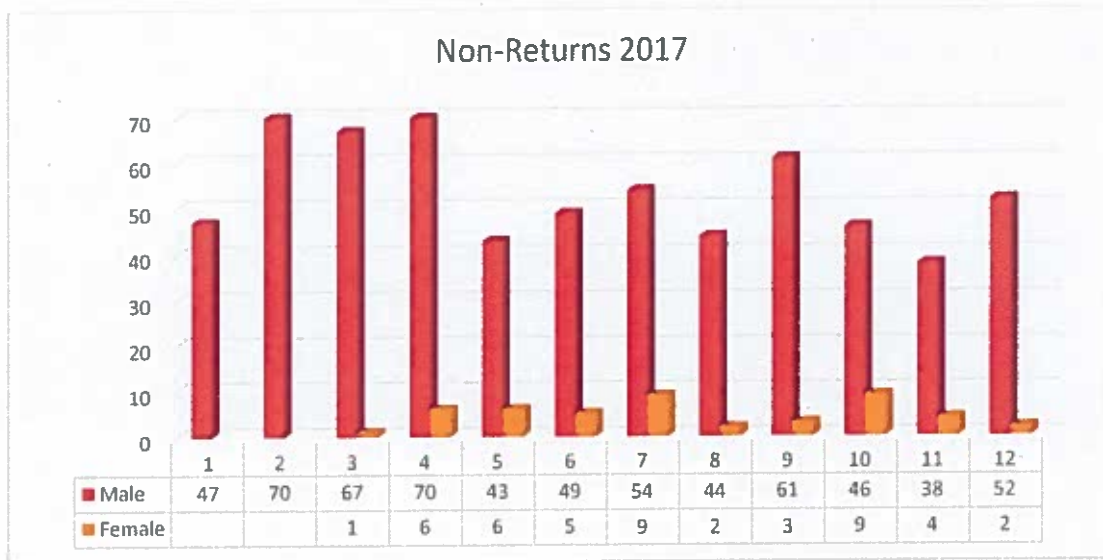
[1] Non>Returns refer to those persons who were release by the Court System.



Graph 2: Admissions 2017; Source - BPS Research & Development Section



Graph 3: Releases 2017; Source - BPS Research & Development Section



Graph 4: Non>Returns 2017: Source: - BPS Research & Development Section

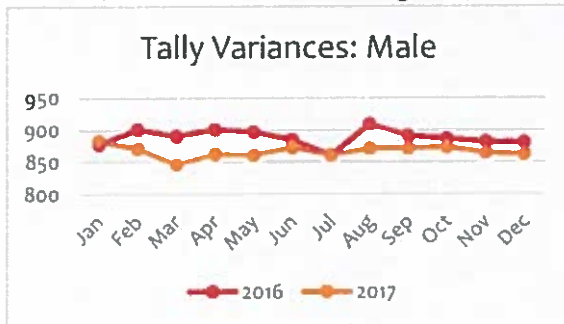
Comparative Analysis of End of Month Tally: (Males)

	2016	2017	Variance	%
Jan	877	882	5	0.5
Feb	900	870	-30	-3.3
Mar	890	846	-44	-4.9
Apr	900	862	-38	-4.2
May	896	860	-36	-4.0
Jun	884	872	-12	-1.4
Jul	860	860	0	0
Aug	908	870	-38	-4.2
Sep	890	870	-20	2.3
Oct	885	872	-13	1.5
Nov	880	863	-17	2.0
Dec	879	861	-18	-2.0
Average	887	865	-21.75	

Table8: Male End of Month Tallies

Comparative Analysis:

Table 8 & Graph 5 outlines the comparison of the tally for 2017 compared to 2016 as it relates to tally averages. For instance, overall for 2017 the average tally for males stood at 865; compared to 8887 for 2016. This was a decrease of 21.75 from the previous year. In addition, a decrease was noted in all the months. In March there was a significant decrease (-4.9%).



Graph 5 Males End of Month Tally

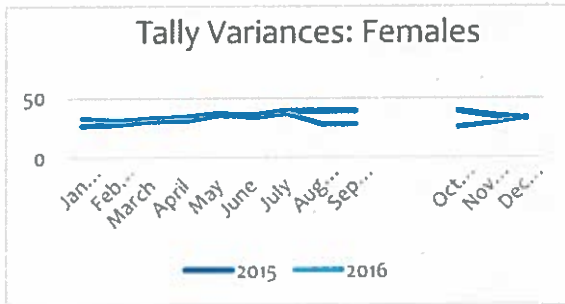
Comparative Analysis of End of Month Tally: (Females)

	2016	2017	Variance	%
January	33	31	-2	-6.1
February	31	28	-3	-9.7
March	33	34	1	3.0
April	34	34	0	0.0
May	37	29	-8	-21.6
June	34	28	-6	-17.6
July	37	27	-10	-27.0
August	28	28	0	0.0
September	28	30	2	7.7
October	26	28	2	7.7
November	29	28	-1	-3.4
December	34	26	-8	-23.5
AVERAGE	32	29	-3	

Table 9: Female End of Month Tally

Female Comparative Analysis:

In the period under review there was a reduction in the number of female inmates incarcerated in most of the months. Table 9 & Graph 5 outline the variances between 2016 and 2017 monthly female tallies



Graph 5 Females End of Month Tally

Average Tally:

Males	Females	Average
865	29	896

Table 10: Monthly Average Tallies

9.3 Type of Offences January –December 2017

During the period January- December 2017 five hundred and eight (508) offences were reported.

Type Of Offences	2017
Abusive Language	1
Aggravated Burglary	27
Aided and Abetting	3
Apparatus	39
Arson	4
Assault	90
Attempted Rape	1
Behaving in a Disorderly Manner	2
Breaking & Entering	1
Breach of Bail	3
Breach of Probation	5
Breach of protection	3
Buggery	1
Burglary	235
Behaving in a Disorderly	2
Conspiracy	2
Criminal Matter	2
Damage	30
Debt	
Default of Penal Fines	110

Drug Cultivation	10
Drug Importation	7
Drug Possession	109
Drug Trafficking	14
Drugs	4
Escaping	1
False Statement	1
Forgery	1
Fraud	14
Going Equipped	5
Grievous Bodily Harm	2
Harassment	4
Illegal Entry	1
Illegal Possession	1
Indecent Assault	8
Indecent Exposure	1
Insulting Language	4
Kidnapping	4
Loitering	33
Maintenance Arrears	37
Malicious Communication	1
Manslaughter	2
Money Laundering	4
Motor Vehicle Theft	32
Murder	24
Non-Appearance	2
Offensive Weapon	6
Perverting the Course of Justice	1
Possession of Ammunition	20
Possession of Firearms	77
Rape	33
Receiving	3
Reckless Conduct	19
Resisting Arrest	9
Road Traffic Offence	35
Robbery	54
Sacrilege	1
Serious Bodily Harm	24
Serious Indecency	5
Shoplifting	1
Theft	192
Threats	19
Trespassing	5

Unlawful Violence	18
Wounding	44
Wounding with Intent	1

Table 11 Type of Offences

9.4 Offender Population Breakdown as of 31st December 2017

Table 12 below shows the comparison of the offender population as of 31st December 2017 compared to the population as at 31st December 2016 a decrease from 913 {879 males, 34 females} to 887{861 males, 26 females}; a decrease of 28 or 7% variance in the male population and a decrease of 2 or 13% in the female; this translates to -26 or -3% less offenders.

Year	Convicted Males	Convicted Females	Remand Males	Remand Females	Total
2016	385	15	494	19	913
2017	357	13	504	13	887
Variance	-28 or -7%	-2 or -13%	10 or 2%	-6 or 32%	-26 or -3%

Table 12: Comparison of Prison Tally as at December 31st 2016 & 2017:

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 31st December 2016 and 31st December 2017. At December 2016 there were 221 repeat offenders of the 385 males incarcerated, which equates to a rate of 57.4%, compared to 229 repeat offenders of the 357 convicted and a rate of 64.1% at December 2017, which was a decrease of 34 offenders.

There were 128 first time offenders at December 2017 which equates to a rate of 35.9%, compared to 164 and a rate of 42.6% at December 2016, this shows a decrease of 36 offenders.

Year	Convicted Males	Repeat Offenders	Repeat Offender Rate	First Time Offenders	First Time Offender Rate
2016	385	221	57.4%	164	42.60%
2017	357	229	64.1%	128	35.9%

Table 13 Repeat & First Time Offender Rate as at December 31st 2016-2017

Source: BPS Research & Development Section



Graph 6 Repeat Offender Comparisons as at December 31st 2016-2017

Source: BPS Research & Development Section

9.6 Foreign National Offenders

The number of non-nationals incarcerated at the period ending 31st December 2017 shows a decrease from the year 2016 (Table 14). In the year 2017 non-nationals stood at 105, meanwhile in 2016 it stood at 126, a decrease of 21 offenders or 8%. The highest number of non-nationals overall came from Guyana with (36) or 34%; followed by Vincentian with (23) or 22%; followed by Jamaica at (21) or 20%. Our analysis shows that the incarceration of Guyanese offenders has decreased from (43) in 2016 to (36) in 2017 a decrease of 6 or 14%.

Nationality	2016				2017		
	Male	Female	Total		Male	Female	Total
American					2		2
Bermudian					2		
Bulgarian	1		1				
Canadian			0			1	1
European	5		5		3		3
Grenadian			0		1		1
Guyanese	37	6	43		33	3	36
Jamaican	25	11	36		16	7	23
Kittitian	1		1		1		1
Kittitian	1		1				
St. Lucian	9		9		7	1	8
Surinamese	1	2	3		2		2
Trinidadian	4	1	5		4	1	5
Ukrainian	1		1				
Vincentian	22		22		21		21
Total	106	20	126		92	13	105

Table 14 Non-Nationals Comparison 2016-2017; Source –BPS Admissions & Discharge Section

9.7 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 2017 there were eight thousand two hundred and eighty-eight (8,288) court escort instances; compared to (9,199) in 2016; an decrease of 911 or 11% deduction of offenders attending courts. Table 15 below outlines this information.

	2016				2017		
	Male	Female	Total		Male	Female	Total
Jan	603	8	611		533	13	546
Feb	1083	14	1097		804	9	813
Mar	943	16	959		756	12	768
Apr	750	12	762		773	13	786
May	1028	32	1060		655	20	675
Jun	800	23	823		689	11	700
Jul	717	22	739		730	14	744
Aug	518	10	528		531	12	543
Sep	506	13	519		638	18	656
Oct	763	16	779		778	26	804
Nov	670	18	688		588	12	600
Dec	622	12	634		635	18	653
Total	9,003	196	9,199		8,110	178	8,288

Table 15 Escort Instances Comparison between 2016 & 2017: Source: BPS Operations Section

9.8 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 16 below outlines the activity in this area.



Month	2016					2017			
	Social		Legal			Social		Legal	
	Male	Female	Male	Female		Male	Female	Male	Female
Jan	804	24	67	2		843	29	66	3
Feb	1062	18	81	1		879	20	83	3
Mar	907	19	50	2		816	19	62	3
Apr	907	21	67			712	23	91	
May	841	26	45	1		804	17	79	1
Jun	966	22	65	1		804	17	86	4
Jul	812	23	77	1		815	14	82	
Aug	958	28	59	1		828	15	40	6
Sep	795	16	63	1		784	20	101	5
Oct	720	7	74	2		950	14	79	3
Nov	1003	19	71	1		907	19	89	2
Dec	731	29	19			990	10	64	
Total	10,506	252	738	13		10,132	217	922	30

Table 16 visits; Source –BPS Visits Section

PART B

PERFORMANCE

INFORMATION

10. INFORMATION SERVICES

10.1 Expenditure:

Expenditure for the year 2017 total was \$29,092,653.86 this was impacted by the following:

Salaries	\$19,592,501.72
Operational Expenses	
Goods & Services	\$8,601,042.76
Assets	
Machinery & Equipment	\$890,151.88
Furniture	\$8,957.50
Total	\$29,092,653.86

Table 17: Shows the expenditure for the year.

10.2 Offenders' Commissary

The period reported January – December 2017, the total sales for offenders' canteen stood at \$515,397.20 less cost of goods \$442,209.83, resulting in a gross profit of \$73,187.37 less inventory adjustments of \$19.95, and a net income of \$73,167.42. Table 18 shows the comparison between 2016 and 2017. This income is reinvested in the commissary to provide the offenders with a wider selection of items.

Profit & Loss Sheet	
January – December 2017	
Ordinary Income/Expense	
Income	
Merchandise Sales	\$515,397.20
Total Income	\$515,396.20
Cost of Goods Sold	\$442,209.83
Total COGS	\$442,209.20
Gross Profit	\$73,187.37
Net Ordinary Income	\$73,187.37
Inventory Adjustment	\$19.95
Total Other Expense	\$19.95
Net Income	\$73,167.42

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

	Jan - Dec 17	Jan - Dec 16	\$ Change	% Change
Ordinary Income/Expense				
Income				
Merchandise Sales	\$515,397.20	\$430,410.05	\$84,987.15	
Total Income	\$515,397.20	\$430,410.05	\$84,987.15	19.7
Cost of Goods Sold	\$442,209.83	\$347,263.96	\$94,945.87	27.3
Total COGS	\$442,209.83	\$347,263.96	\$94,945.87	
Gross Profit	\$73,187.37	\$83,146.09	(\$9,958.72)	-9
Net Ordinary Income	\$73,187.37	\$83,146.09	(\$9,958.72)	
Other Income/Expense				
Other Expense				
Inventory Adjustment	\$19.95	\$23.86	(\$3.91)	
Total Other Expense	\$19.95	\$23.86	(\$3.91)	
Net Other Income	\$19.95	-\$23.86	(\$3.91)	-145
Net Income	\$71,167.42	\$83,122.23	(\$11,954.81)	-9

Table 18: Comparison between 2016 & 2017: Source: Inmate Services Section

10.3 Prison Farm

The prison farm has been in operation at Dodds from 2007 and continues to reap success. However, it has encountered a challenge in relation to finding an adequate number of offenders to work on the farm project in a timely manner as the selection process has to be carefully administered. Nevertheless, Table 19 below illustrates the amount of produce per month and cost savings for the year 2017.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Unit Cost	Total Cost
Basil Cinnamon	5		3	1	1					1			10		
Beans			190			13	45				164		362		
Beef							338		804				1,142		
Beef Liver															
Beets		54	80										134		
Broad Leaf Thyme	16		9	9	3	9		18	7	24		6	101		
Breadfruit															
Cabbage		166	114	1766									2,046		
Cabbage Leaves		202	267										469		
Carrots		34	162			103					30		329		
Cassava	1632	1968	2997			315	107	214			1397	1789	10,419		
Cauliflower		62											62		
Cauliflower Leaves										6			6		
Chives	3			11		26	20	51	6	137	36		290		
Chinese Cabbage	161		103	1520		150	601	709	916	525	563	247	5,495		
Cucumber	223	121			2744			1201	823	224	93		5,429		

Flavor Peppers				4	3								7		
Goat									192				192		
Green Bananas	159		273		158	159	53				169		871		
Hot Peppers			1			9					2		12		
Lamb									844				844		
Lettuce							692	306		395	994	875	3,262		
Limes							23	65	33	49	12		182		
Marjoram				2	13	22	11	5	5	3			61		
Marrow												51	51		
Okras					121	207		745	2501	724	134		4,432		
Oregano	5		11	9		51	18	14		65			173		
Parsley					1								1		
Peppermints				8	1	3							12		
P. Parts (Head & Liver)	306									26	155		347.5		
Pork	2340	4841				3219			3622	1976	1253		17,251		
Pig Feet	69	105							1882	46	25		2,127		
Pumpkin	96	161	178			98					987		1,520		
Sorrel												27	27		
Spinach			5		5	3	141						154		
Squash	40				502		104	56		21			1,640		
Sweet Basil				2									2		
Sweet Peppers			4										4		
Sweet Potatoes	746	1384	11	192	555		918	214	2	348	450	1247	5,719		
Tarragon	5						16	6	11	12			50		
Thyme	2		6	5				11	4	6			34		
Tomatoes		681	118									186	985		
Tomatoes (cherry)													44		
Turmeric				7									7		
Total															

Table 19: Revenue/Savings: Source: Store-Room

10.4 Rehabilitative Programmes

The rehabilitative programmes that were conducted for 2017 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. Table 20 below displays the monthly offender instances 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 Rehabilitation Counselling	Thinking & Living Skills
January	109	15	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	
Subjects Conducted:					
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 20: 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.

Classes conducted: -



Offenders in Class

-
-
- 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 computers.

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.



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	\$1,000.00	\$2,340.00		\$3,990.00	\$477.00	\$440.36		\$11,260.00
Feb	\$2,900.00	\$2,990.00	\$1,790.00	\$3,830.00	\$3,470.00		\$1,350.00	\$14,691.00
Mar	\$1,130.00	\$1,230.00		\$3,510.00		\$304.58		\$6,715.00
Apr	\$2,100.00	\$500.00				\$5,171.56		\$10,780.00
May	\$20,885.00	\$1,350.00	\$4,600.00	\$2,810.00		\$453.59		\$12,085.00
Jun	\$2,950.00		\$5,575.00	\$4,640.00	\$320.00	\$1,236.67		\$10,972.16
Jul		\$990.00	\$5,500.00	\$2,040.00	\$390.00			\$8,259.45
Aug	\$1,860.00	\$2,330.00	\$3,650.00	\$4,470.00		\$1,033.77		\$11,065.00
Sep		\$3,950.00	\$2,450.00	\$2,015.00		\$442.93		\$3,708.16
Oct		\$470.00	\$4,800.00	\$2,610.00	\$250.00	\$715.21		\$5,620.76
Nov	\$2,685.00		\$3,420.00	\$5,250.00	\$120.00	\$30.00		\$17,134.86
Dec	\$1,150.00	\$1,430.00	\$5,295.00	\$3,450.00				\$15,455.00
Total	\$36,660.00	\$17,580.00	\$37,080.00	\$38,615.00	\$5,027.00	\$9,478.31	\$1,350.00	\$127,746.39

Table 21: Monthly Savings / Revenues

Workshop	Total
Auto Body	\$36,660.00
Auto Mechanics	\$17,580.00
Carpentry	\$37,080.00
Tailoring	\$38,615.00
Female Handicraft/Sewing	\$5,027.00
Female Horticulture	\$9,478.31
Small Engine	\$1,350.00
Total	\$145,790.31

Table 22: 2017 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 three hundred and seventy-six (376) infractions by offenders were reported as shown in Table 23 below; this is a decrease from 2016 which reported a total of 453. (A decrease of 77 infractions or 10%).

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Commits any Assault	5	4	7	5	5	2	2					4	34
Commits an Assault to an Officer	2	1	1		1		2						26
Disobeys any Lawful Order	4	5	10	5	8	6	5					5	48
Gives to or receives from any person any unauthorized article					1	2	2					1	06
Has in his cell or possession any unauthorized articles or attempts to obtain such an article	5	5	7	13	16	6	3					1	56
Is indecent in language act or gesture	2	2	3				1					2	10
Makes false and malicious allegations against a Prison Officer			1										01
Offended against good order and discipline	11	8	9	9	14	6	4						61
Offended against good order and discipline by fighting	4	3		3	8	8						10	36

Treats with disrespect any Prison Officer		1		1									02
Uses any abusive, insolent, threatening or other improper language	13	4	10	10	21	10	6					8	82
Willfully disfigures or damages any part of the prison or any property which is not his own		1		10	5							1	17
Leaves his cell or place of work or other appointed place without permission	1						1						02
Communicates with another prisoner without permission				1	1								02
Mutinies or incites other prisoners to mutiny				1									01
Is idle, careless or negligent at work, refuses to work or malingers					1								01
Total	47	34	61	58	81	36	27	0	0	0	0	32	376

Table 23: Offences by Offenders; Source: BPS Investigations Section

PART C

MANAGEMENT

INTEREST

11. STAFFING

11.1 *Staff Complement and Organizational Structure*

As of December 31st 2017, 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	
TOTAL	432	60

Table 24: 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	Au g	Sep	Oct	Nov	De c
Extended Sick Leave	9	10	12	12	9	8	6	9	9	10	11	8
Short Sick Leave	232	31	288	210	245	128	230	230	245	275	229	354
Vacation Leave	72	56	59	84	85	87	113	112	120	107	111	146
Study Leave	2	2	2	2	2	2	2	2	2	1	1	1
Maternity Leave	1	1	1	1	1							
Half Pay Leave	1	1										
National Leave												
Training Leave	4	2	1	7	9	4	2					
Absent (1 Day)	2											

Table 25 Record Absences

11.3. Recruitment

Recruit Class 1/2017 commence on 20th November 2017 with twenty-eight (28) recruits. The training was for fifteen (15) weeks.

11.4. Retirements

There were six (6) retirements in 2017:

- Mr. Grenville Jordan – Prison Officer II
- Mr. Hugh Archer – Prison Officer I
- Mr. Nigel Williams – Orderly Officer (Ag)
- Mr. Ivan Roachford – Prison Officer II
- Mrs. Wendell Cox – Clerk Typist
- Ms. Janice Dottin – Clerical Officer
- Mrs. Zelda Hippolite – Sister
- Mr. Christopher Scantlebury- Prison Officer II
- Mr. Pearson Small – Prison Officer I

11.4.1 Medically Boarded

There were four (4) persons deemed medically unfit in 2017:

- Mr. Orville Holder – Assistant Chief Officer (Ag.)
- Mr. Lemuel Gittens – Prison Officer II
- Mr. Winston Bryan – Prison Officer II
- Mr. Anthony E Holder -Prison Officer II

11.4.2 Resignations

There was one (1) resignation tendered in 2017:

- Mr. Jamal Williams – Substitute Prison Officer II

11.4.3 Deaths

Two (2) members of staff died in office in 2017:

- Mr. Roger McIntosh – Prison Officer I (Ag.)
- Mr. David Barnett - Pharmacist

11.5. Duties

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

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 26: 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

There are twenty-one vehicles assigned to the Prison Service. During the period under review twenty (20) of the twenty-one (21) vehicles were operational.

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. Notwithstanding, communication continued between the Service and the Royal Barbados Police Force in the effort to maintain a very high level of security at the prison

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 1st – December 31st 2017

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident & Emergency		11	9	5	8	7	3	7	NA	11		8
Aesthetic Dental			1	4	3	4	2	4		1		
Antenatal Clinic	3	2	2	3			1	1				
Apex Dental Clinic			1		1							
Artificial Kidney Unit												1
Barbados Speech & Hearing						1	1					
Belleville Dental Services										2		
CT Scan		1	1	1	1		1					
Cancer Society			1									1
Carib Rehab					1							
Cardiac Clinic	2	3	7	4	3	2	1	1		2		
Cath Laboratory					1							
Chest Clinic				1								
Clara Brathwaite Center										3		
Dermatology	8	5	12	1	6	2	4	1		3		1
Diagnostic Clinic								1				
Dialysis Unit							1	9		11		
Dr. Belle										1		
Dr. Brathwaite			1				1			1		
Dr. Clarke		1										
Dr. Goddard					1			1				
Dr. Howitt			1									
Dr. Hyland				1								
Dr. Johnson		1										
Dr. Kellman		1	1									
Dr. King	2											
Dr. Makda			1				1			2		
Dr. Massiah						1						
Dr. Miller												
Dr. Moosai	1		1	2	4		1					
Dr. Patel		1		1								

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Dr. Ramsay												1
Dr. Shepherd	2											
Dr. Edwin Thompson										1		
Dr. Walker	4							1				1
Dr. Ward			1									
Dressing Clinic			3		3			1				
ECG				3		1	2			3		
ENT	6	5	7	3	3	4	3	5		6		2
Endocrine Center				1								
Eye Clinic	13	22	17	12	14	13	12	11		16		14
FMH			1	2								
Family Planning	1				1							
Four Roads Medical Clinic		2		3	3	1	6	6				
Gastroenterology Clinic	2	1	2			1	1	1				1
Gerry's Dental										1		
Gynecology				1								1
Harcourt Carter	2	2	1		3	4	1	1		2		
Hart Medical Clinic												
Hematology	2		3		2	1	5	2				3
Ivy Medical Clinic					1							
LRU	18	21	17	9	15	16	19	6		8		14
Mayfield Medical Clinic										1		
Medical Outpatients	4	4	1	2	1	2	6	5				1
MRI Barbados										1		1
Neurology				1			1	2		2		
Neurosurgery	2				1							
Nutritional Center							1					
Occupational Therapy										2		3
Operating Theatre		1	5	2		4	1	2		2		4
Orthopedic Clinic	4	5	11	2	7	10	9	14		10		12
Pacing Clinic										1		
Phlebotomy								3		1		
Physiotherapy	8	4	10	13	11	8	5	10				
Plastic Surgery					2		1					
Psychiatric Assessment Unit							1					
QEH Ward A1		1	1					1				
QEH Ward A6		1	1									
QEH Ward B3				1								
QEH Ward B4					1							
QEH Ward B5		1	1							1		
QEH Ward B6		1	1									
QEH Ward B7						1						
QEH Ward B8	2		1									
QEH Ward C1		1	1									
QEH Ward C3		1	1									
QEH Ward C5		1	1							1		

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Registration Dept.				1	2							
Rehab Therapy										1		1
Rheumatology Clinic		1	1	2	2	1	1	1				
Rosedale Dental			1			3	1	1		1		
Sir Winston Scott Polyclinic	3	2	4		3	5	3	4		8		2
St. Martins Medical Clinic					1							
St. Phillip Polyclinic	1		3	3	2	7	6	5		1		3
Surgical Outpatients	7	3	3	6		7	5	10		3		7
Ultrasound Department	1	3				1		1				1
Urology	2	2	3		1	1	1	1		1		1
X-Ray Department	10	4	10	3	7	10	10	11		10		6
TOTALS	110	115	158	93	115	120	125	129	0	122	0	96

Table 27 Health Services: Source: BPS Medical Section152

Pharmacist



Dental Care



Medical Observation Bay



14.1 HIV/ AIDS among the Offender Population

As at December 31st 2017 twenty-one (21) male offenders and two (2) female offenders were positive for HIV/AIDS.

14.2 Deaths in Custody

During the reporting period there were no deaths in custody.

15. TRAINING

There were three hundred and ninety-four (394) training opportunities undertaken by staff during the period January 1st to December 31st 2017. Table 28 below shows a breakdown of this activity.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Annual Efficiency Testing & Training		97	98	52								
Critical Incident Command					1							
Drug Demand Reduction & Correctional Training												
Emergency Medical Technician					2							
Induction				26	4							
Mock Prison Riot Training 2016				5								
Orientation	48	3	2			5	2					
Psychological Assessments						49						

Training Courses attended by Staff for the period January 1 – December 31st 2017

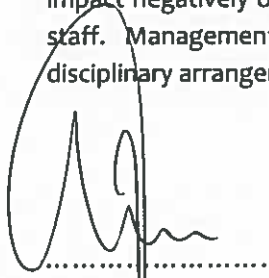
Table 28 Training Courses: Source: - BPS Training Section

16. OTHER SIGNIFICANT EVENTS/ISSUES

16.1 The Barbados Prison Service held its 10th Anniversary Celebrations during the Annual Week of Activities. This was held during the period 15th to 21st October 2011, under the theme 'Moving Forward Together'.

16.2 On the 18th December 2017 management and staff were treated to a Christmas Luncheon. Additionally, the traditional Christmas Day visit to the Prison by management continued. 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.

16.3 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