



ANNUAL REPORT 2025

His Majesty's Prison

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Executive Summary by the Superintendent of Prisons

Throughout 2025, the staff of His Majesty's Prison have demonstrated exceptional professionalism, resilience, and commitment while operating under sustained operational pressure. I extend my sincere thanks to every member of staff who continues to deliver safe, secure, and decent custody services to the people of the Virgin Islands.

The year was significantly impacted by two escapes from custody in October 2025, events which understandably caused serious concern across the Service and the wider community. These incidents are subject to full internal and external review, and the Service remains fully committed to learning lessons and strengthening physical, procedural, and dynamic security arrangements.

Overcrowding remains the most significant operational risk facing the Prison Service. Chronic overcrowding is becoming normalised, which is neither safe nor sustainable. Overcrowding should be a short-term measure lasting weeks, not months or years. Population projections indicate that the facility is approaching full capacity, with limited or no additional bedspace available. A range of contingency options have been developed and presented to decision-makers to address this risk.

Workforce pressures remain closely linked to population demand. The risk-assessed safe operating model requires 86 Prison Officer posts, however funding historically supported 54 posts. Through the 2025/26 CURT process, approval was granted for an additional 10 Prison Officer posts, allowing recruitment activity to commence in early 2026 and increasing establishment numbers to 64. While this represents important progress, a staffing shortfall remains. To mitigate operational risk, the Service continues to rely on overtime and shift adjustments to maintain safe staffing levels.

The Service delivered comprehensive briefings to the National Security Council, resulting in the development of a suite of strategic contingency options to support Government decision-making. 2025 also saw the sad death of prisoner Mr. James Gordon in non-suspicious circumstances. Our condolences remain with his family and loved ones.

A key operational milestone was the commencement of the Key and Lock Security Upgrade Programme, including infrastructure improvements, maintenance, and specialist staff training to enhance security capability and reduce long-standing risks.

The Service experienced a number of retirements, transfers, and resignations, particularly at senior management levels (Grade 10 and above). In response, we have strengthened succession planning and leadership development through expanded collaboration with the Virgin Islands Public Service Learning Institute, supporting academic and professional development for the next generation of supervisors and managers.

While capital investment bids were not successful during the main budget cycle, late-year funding enabled urgent water supply contingency works to commence. Water infrastructure challenges continue to place pressure on operational resilience and financial resources.

Our strategic partnership with the UK Ministry of Justice Overseas Territories Justice Programme continues to deliver tangible benefits. Technical support, equipment, training, and advisory input are helping the Service address long-standing inspection and audit recommendations, supported further by targeted resource allocation in late 2025.

The Prison Service played an active role in the 2025 National Crime Summit, reinforcing our commitment to reducing reoffending and preventing further victims. The recruitment and establishment of a full-time Prison Counsellor, delivering over 800 prisoner support sessions, represents significant progress in rehabilitation and wellbeing provision.

Rehabilitation and community engagement remain central to our mission. Work continues to expand offending behaviour programmes, the prison farm and woodwork projects, with appropriate safety controls in place. Community engagement strengthened during 2025 through participation in events such as World Food Day and Agricultural Fairs, receiving positive public feedback and reinforcing the Prison Service's role in supporting rehabilitation and community partnership.

The Service continues to mature into a data-led, performance-focused correctional organisation aligned to modern and Overseas Territories standards.

It remains a privilege to serve the people of the Virgin Islands. The Service remains committed to delivering the 10-Year Prison Recovery and Development Plan, strengthening safety, security, decency, rehabilitation, and public protection outcomes for the Territory.

Jay Kendall, Superintendent of Prisons, HM Prison Service.

Statement of Purpose

His Majesty's Prison (HMP) is responsible for the safe custody of all persons committed by the courts, to this end His Majesty's Prison provides many roles for the community. It is a prison, young offenders institute, juvenile detention centre, remand centre and immigration removal facility rolled into one. With such a varied remit in custodial terms we have to provide an extensive range of services to those in our care. It is our responsibility to deliver in two main areas, Public Protection and Reducing Re-Offending. The Virgin Islands Prison Service serves the public by helping prisoners to lead law abiding and useful lives in custody and after release, it is our duty to treat them with both dignity and humanity.

Our Mission Statement

His Majesty's Prison (HMP) contribute to a safer Virgin Islands by providing a safe, secure, humane and effective prison system with opportunities for rehabilitation, personal development, reintegration and community engagement to reduce re-offending



Our Values

His Majesty's Virgin Islands Prison Service uphold the following core values:

- **TEAM WORK:** We achieve more by working together than we can as individuals working alone.
- **INTEGRITY:** We must always have the courage to do the right thing, the decent thing ...even when no else is watching.
- **POTENTIAL:** Everyone has the potential to be a better person and we actively seek to provide staff and those in custody with opportunities to realise and achieve this.
- **SAFETY:** We actively contribute to maintaining an environment in which staff and those in our custody feel safe and ultimately contribute to a safer community.
- **SUPPORT:** We actively seek to provide support to staff and support rehabilitation of those in custody.

VI National Sustainable Development Plan (NSDP)

Goal 12. Peace, Safety, Security and Justice for All:

Improve HMP physical, procedural, and dynamic security, & expand rehabilitation programs.

Our Priority Outcomes

HMP have the following priority outcomes:

- **SECURITY:** Improve prison physical, procedural, and dynamic security, ensuring there are zero escapes.
- **SAFETY:** Improve the safety of the prison reducing levels of violence, self-harm and use of force.
- **DECENCY:** Improve respect and decency outcomes, applying the test, 'would I be content for one of my family members to be locked up in HMP Balsam Ghut?'
- **REHABILITATION:** Improve the opportunities for prisoner rehabilitation, personal development, reintegration, and community engagement.
- **PUBLIC PROTECTION:** Improve our offender management and public protection processes and systems.
- **PEOPLE:** Investing and developing our people ensuring they are proud to work for HMP

Governance, Oversight and Leadership

Honourable Vincent Wheatley, Minister for Health & Social Development
Permanent Secretary, Ms Tasha Bertie, Ministry of Health & Social Development

Prison Leadership

From	To	Superintendent of Prisons
25 October 2023	Present	Mr. Jay Kendall

Prison Visiting Committee

From	To	Chair Person
01 August 2023	Present	Mrs. Norma Chalwell

Parole Board

From	To	Chair Person
15 May 2024	Present	Ms. Kya Huggins McKenzie

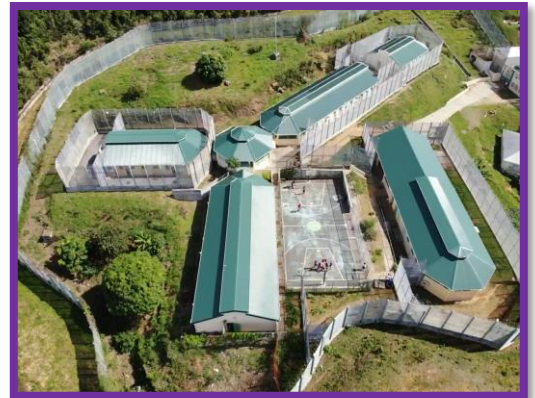
How our services were structured

HM Prison Balsam Ghut, commissioned in 1997, was originally designed to hold approximately 60 prisoners in single-cell accommodation and remains the Virgin Islands' only correctional facility. It accommodates all prisoner categories, including remand and sentenced prisoners, males, females, juveniles, and individuals with complex needs. Rising imprisonment rates quickly required expansion into the adjoining Immigration Detention Centre, which now operates as overflow accommodation.

Sustained population growth has resulted in chronic overcrowding, with cells designed for single occupancy now routinely double-occupied and the prison operating well above intended capacity. Infrastructure challenges have been compounded by limited external maintenance support, historic underinvestment, and lingering hurricane-related damage. Despite these pressures, staff continue to maintain safe, secure, and decent operations while delivering rehabilitation programmes to support successful reintegration.

Short description of our wings:

- | | |
|---------------|-----------------------------------|
| • A Wing | Male Reintegration wing |
| • B Wing | Male Remand prisoners |
| • C Wing | Male (Split) Convicted & Remand |
| • D Wing | Male Segregation |
| • E Wing | Male Enhanced |
| • F Wing | Female Wing (old IDC) |
| • G & H Wings | Male low risk dormitory (old IDC) |
| • I Wing | New Induction Wing (2025) |
| • J Wing | Temporary Juvenile Wing |



Prison Departments:

The Prison Service is structured across several key functional departments that collectively support the safe, secure, and effective operation of His Majesty's Prison.

These include Admissions and Discharge, responsible for managing prisoner receptions, releases, and court movements; Residential, overseeing daily prisoner supervision and living conditions; Maintenance, ensuring essential repairs and upkeep of infrastructure; and Facilities and Projects, delivering capital works, estate improvements, and strategic infrastructure development.

The Rehabilitation department focuses on reducing reoffending through education, employment, and behavioural programmes, supported by Chaplaincy, which provides faith, pastoral care, and wellbeing services.

Leadership and Administration provide strategic direction, governance, finance, and human resource management, while Healthcare delivers essential medical and wellbeing services. Finally, Security and Intelligence leads on dynamic, procedural, and physical security, intelligence gathering, and risk management to protect the public, staff, and those in custody.

Prison Regime

A prison regime is the daily timetable that sets out how the prison operates, including unlocks, lock-ups, meals, work, education, rehabilitation, exercise, and association.

It is essential that all staff and prisoners adhere strictly to the prison regime. The regime ensures that:

- Everyone receives their meals, exercise, education, work, rehabilitation and welfare access
- The prison operates in a safe, secure and orderly manner
- Staff can supervise prisoners effectively and fairly
- Activities are delivered consistently and lawfully

Failure to comply with the prison regime disrupts the safe running of the prison and impacts others' access to services and activities.

Prisoners who do not comply with the regime may:

- Be placed on report
- Have privileges withdrawn
- Placed on Basic Regime (unlock AM only), PM lock-up
- Be removed from work, education, or association
- In serious or persistent cases, be removed from the normal regime and segregated, in line with prison rules

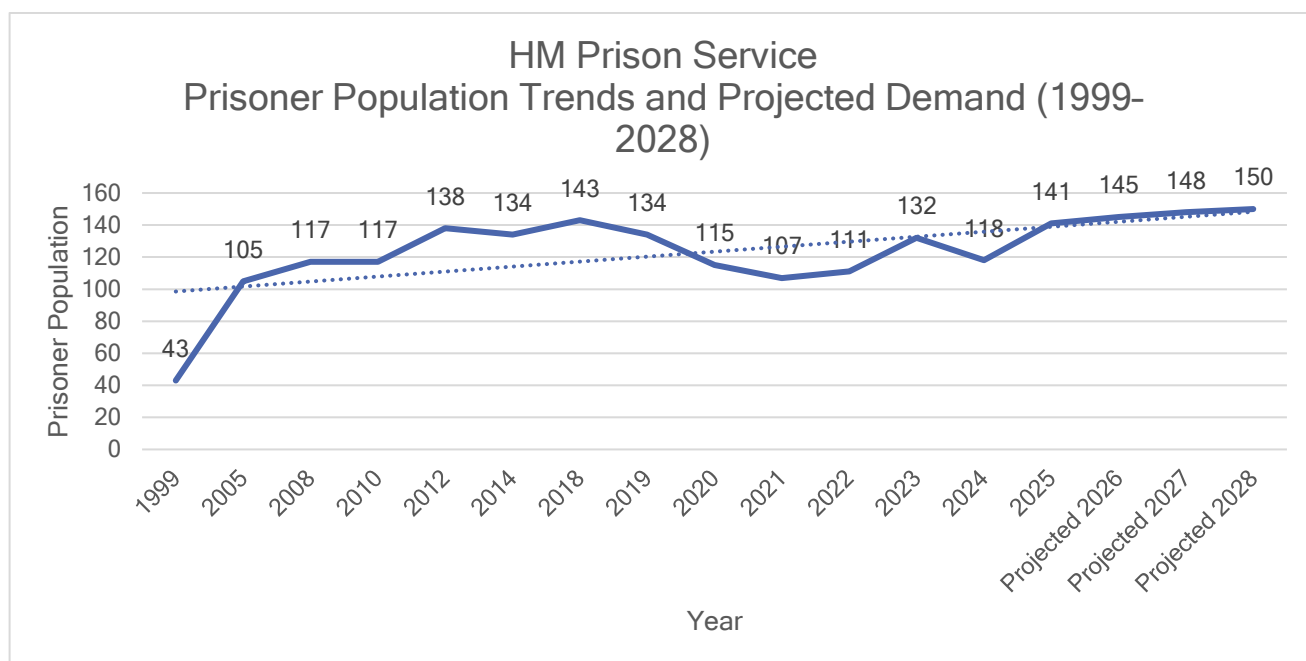
Staff are required to enforce and support the regime consistently, ensuring fairness, safety, and security for all.

Adherence to the prison regime is fundamental to good order, discipline, and rehabilitation.

	Time	Activity
	06:30-6:45	Court/Medical Appointment Unlocked
	06:45-07:00	Handover/Roll Check, Proof Doors & Shift Change once Roll is Correct
	07:00	Kitchen & Farm Workers get ready for work
Basic Regime Unlock	07:45-08:00	General Unlock & Breakfast
	08:00-12:00	Prisoner Work/Education/Rehab Appts & On-Wing Association
	08:00-09:00	Bravo Unit Outside Exercise/Recreation
	09:00-10:00	Charlie Unit Outside Exercise/Recreation
	10:00-11:00	Charlie Remand Unit Outside Exercise/Recreation
	11:00-12:00	Echo Unit Outside Exercise/Recreation
	12:00-12:30	Lunch
Basic Regime Lock-Up	12:30-14:15	ALL PRISONERS Lock-Up IN CELL, Roll check & Patrol State
	14:15-16:00	Unlock: Prisoner Work/Education/Rehab Appts & On-Wing Association
	15:45	Dinner
	17:30	All prisoners Lock-Up, Roll check, Proof Doors & Patrol State (except cleaners)
	17:30-18:30	Cleaning (authorised prisoners only) – see approved list
	18:30	Final Lock-up inc. (cleaners) / Roll Check, Proof Doors, & Patrol state
	18:45-19:15	Night Staff conduct Handover/Roll Check, Proof Doors, Shift Change once Roll is Correct & Patrol State

The regime is subject to operational needs, staffing, security requirements, and risk assessments. Adjustments may be made to ensure safety, security, and the effective running of the prison.

Prison Population Trends



Above: Chart showing number of prisoners held in HMP Balsam Ghut, since 1999 has steadily increased.

Source: <https://www.prisonstudies.org/country/virgin-islands-united-kingdom> & Prison Nominal Roll.

Prisoner Population Trends and Projected Demand

The long-term prisoner population trend demonstrates sustained growth in demand for custodial capacity across the Territory, with periods of fluctuation linked to operational, judicial, and external factors.

In 1999, the prisoner population stood at 43. By 2005 this had more than doubled to 105, reflecting increased enforcement activity and sentencing demand. Between 2008 and 2012, the population continued to rise steadily, reaching 138 prisoners, before stabilising in the mid-130 range between 2012 and 2014.

A further increase was recorded in 2018, with the population reaching 143, followed by a reduction to 134 in 2019. The period 2020 to 2022 saw a notable decline, with the population falling to 115 in 2020 and reaching a low of 107 in 2021, before beginning to rise again to 111 in 2022. This period likely reflects the combined impacts of COVID-19 related court delays, reduced police activity during restrictions, and adjusted operational practices.

From 2023 onwards, the population trend has returned to an upward trajectory. The population increased to 132 in 2023, followed by a temporary dip to 118 in 2024, before rising significantly to **141 in 2025**.

Forward projections indicate continued growth pressure on custodial capacity, with the population expected to reach approximately 145 in 2026, 148 in 2027, and 150 by 2028. The overall trendline indicates a steady upward demand profile over the medium to long term.

2025 Case Study: *Justice Delayed*

The Real Impact of Prolonged Pre trial Detention

Author Insight: Based on research and operational observations by the Prison Counsellor, HM Prison Balsam Ghut (2025).

Why This Matters

Timely justice is fundamental to public confidence, victim recovery, and fair legal process. When criminal cases are significantly delayed, the impact is felt not only in the courtroom, but across victims, accused persons, prison operations, and the wider community.

Recent local analysis shows that remand prisoners have at times represented **over 50% of the total prison population**, placing sustained pressure on custodial capacity, staffing, and rehabilitation delivery.

The Human Impact

Victims:

Victims waiting months or years for case resolution can experience prolonged trauma, anxiety, and emotional distress. Repeated court adjournments can prevent closure and undermine confidence in the justice system.

Accused Persons on Remand:

Individuals held on remand often experience significant psychological strain due to uncertainty about their future. Extended remand periods can disrupt employment, family stability, and mental wellbeing. In some cases, individuals may spend longer on remand than any eventual custodial sentence imposed.

The Operational Impact on the Prison

Remand prisoners require increased operational management, including:

- Frequent court escorts
- Legal consultations and movements
- Increased administrative processing
- Complex population management

This places additional demand on staffing resources and contributes to overcrowding pressures, which in turn can impact rehabilitation delivery and overall prison safety.

The Wider System Impact

When justice processes are delayed:

- Public confidence in the justice system can reduce
- Government costs increase due to extended custodial remand
- Prison capacity is used for un-convicted individuals
- Rehabilitation opportunities may be delayed

Supporting a Whole-System Response

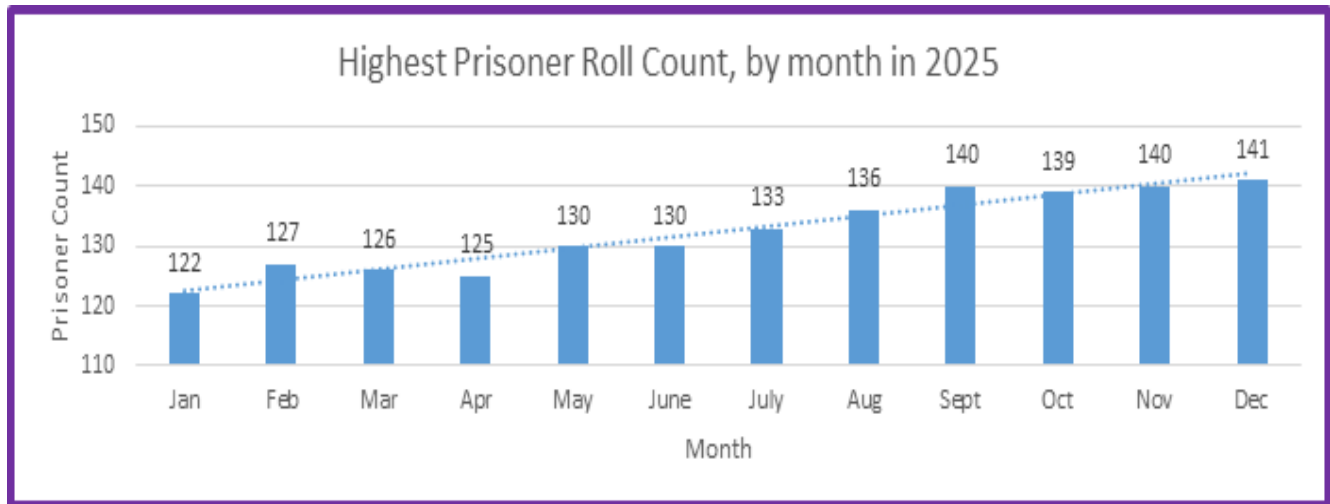
Addressing remand delays requires coordinated action across the criminal justice system, including:

- Improved court scheduling and case management
- Exploration of statutory remand time limits
- Greater use of alternative measures for suitable non-violent offenders
- Enhanced cross-agency coordination between courts, police, prosecution, and corrections

Looking Forward

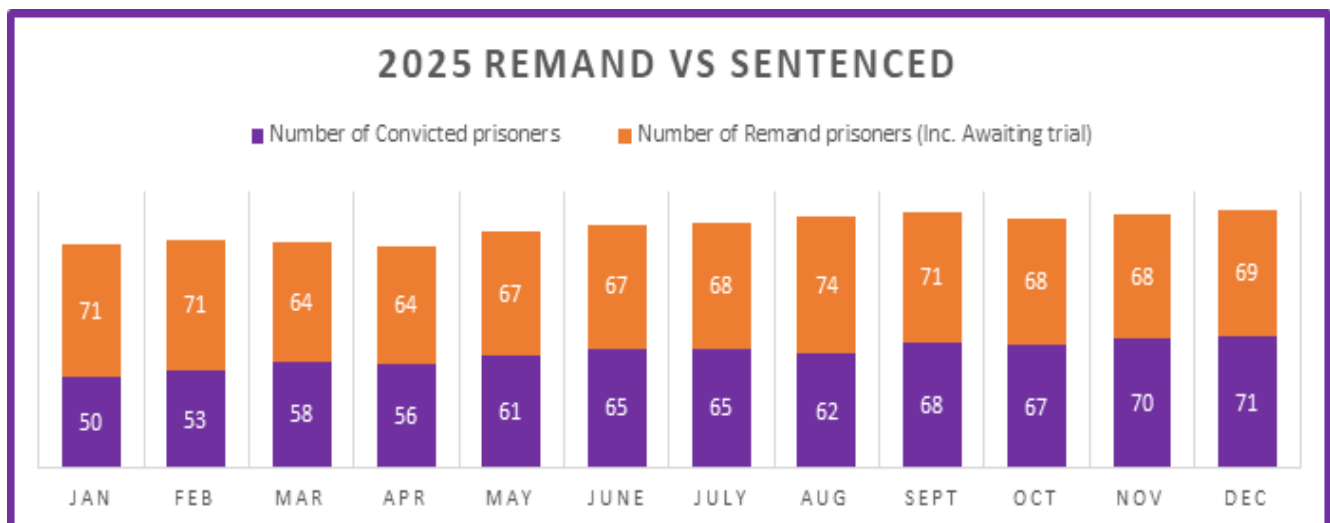
- Reducing delays in criminal case progression will support:
- Better outcomes for victims
- Fairer and more timely justice for accused persons
- Reduced pressure on prison capacity
- Stronger public confidence in the justice system

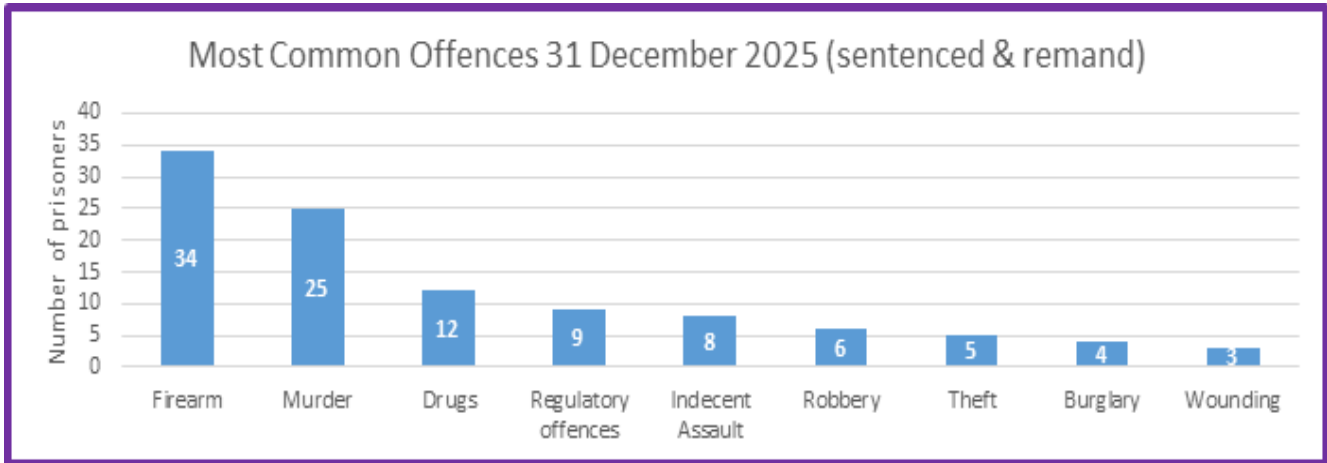
Prison Demographics



Above: Chart showing prisoner numbers through each month of 2025. The highest monthly prisoner roll in 2025 shows a clear upward trend, increasing from 122 in January to 141 by December, with steady rises through the second half of the year. This sustained increase highlights growing pressure on custodial capacity and reinforces the need for continued workforce, infrastructure, and resourcing. Source: HMP 2025 Nominal Roll Report

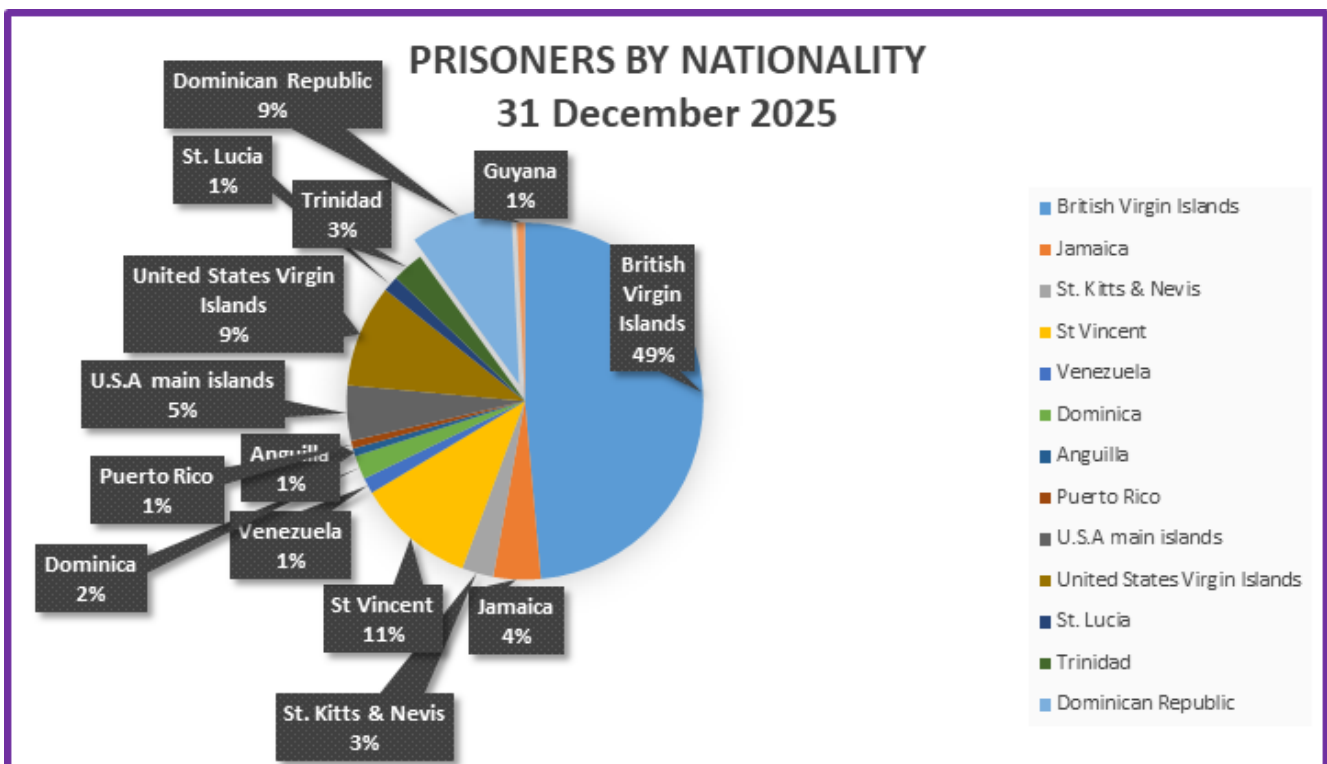
Below: Chart showing the number of remanded prisoners vs sentenced prisoners. In 2025, the custody population showed a shifting balance between remand and sentenced prisoners, with remand numbers higher at the start of the year before a mid-year shift toward increased sentencing outcomes. Remand prisoners remained a significant proportion throughout the year, reinforcing the need for continued criminal justice system coordination to manage population flow, court demand, and operational pressures. Source: HMP 2025 Nominal Roll Report

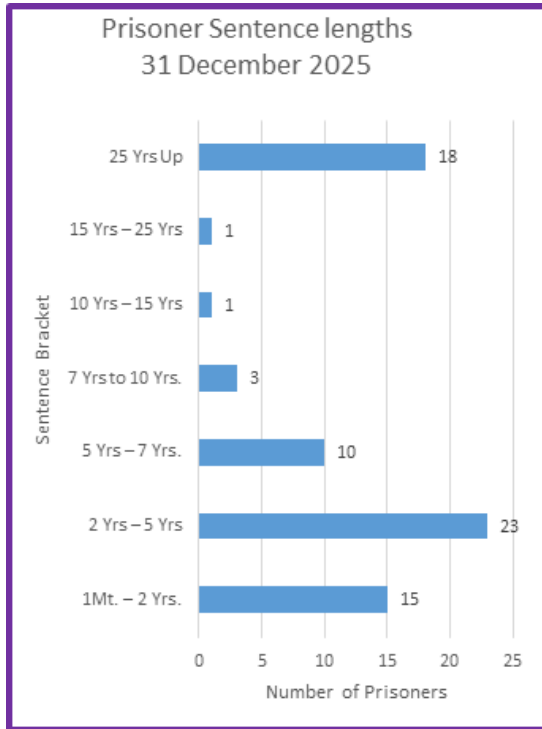




Above: Chart showing most common offences. Firearm offences (34) and murder (25) make up the largest proportion of the prison population as at 31 December 2025, indicating a concentration of serious violent and weapons-related offending. Lower volumes across drugs, regulatory (illegal entry, overstaying, default on payments, breach of trust, etc.), and acquisitive crimes show a broader offence mix but at significantly smaller scale compared to serious violence and firearm-related offending. Source: HMP 2025 Nominal Roll Report

Below: Chart showing prisoners by nationality. The prisoner population as at 31 December 2025 is predominantly British Virgin Islands nationals (49%), with the remaining population made up of a diverse mix of regional and international nationalities. The largest non-BVI groups are St. Vincent (11%), United States Virgin Islands (9%), Dominican Republic (9%), and Jamaica (4%), with smaller proportions from other Caribbean territories and the United States mainland, reflecting the Territory's regional connectivity and cross-border offending patterns. Source: HMP 2025 Nominal Roll Report





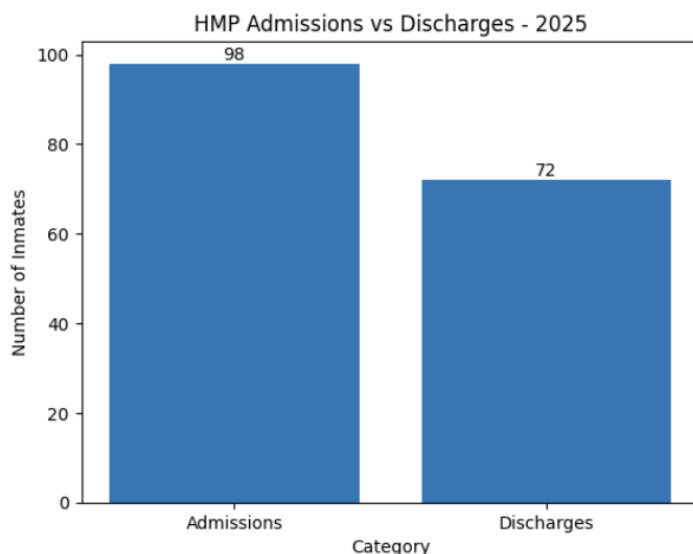
Left: Chart showing prisoner length of sentence, by year band. The sentence profile as at 31 December 2025 shows the largest groups serving 2–5 years (23 prisoners) and 25 years and above (18 prisoners), indicating a mix of medium-term and very long-term custodial demand.

Smaller numbers are serving shorter sentences and mid-range sentences, reflecting a broad sentencing spread but with a clear concentration in moderate and very serious offence categories requiring sustained custodial management.

Source: HMP 2025 Nominal Roll Report

Between **1 January 2025 and 31 December 2025**, His Majesty's Prison facilitated a total of **248 external prisoner escorts to court** to support judicial proceedings and ensure prisoners attended scheduled hearings.

This level of escort activity represents a significant operational and resource demand on the Service, requiring dedicated staffing, vehicle use, security planning, and coordination with external criminal justice partners. Sustained high escort volumes continue to impact staffing availability for internal prison operations and reinforce the need for adequate resourcing, workforce planning, and escort capability to safely meet court and public protection requirements.



Left: Chart showing admissions (new prisoners) and discharges (releases) through 2025.

During 2025, His Majesty's Prison recorded 98 admissions and 72 discharges, resulting in a net increase in the custody population over the reporting period. The higher number of admissions compared to discharges reflects continued pressure on custodial capacity and aligns with the overall upward trend in prisoner numbers observed throughout the year.

Workforce Development

His Majesty's Prison (HMP) has implemented a comprehensive Workforce Planning Strategy (2024–2029), approved by the Deputy Governor's Office in response to the Commission of Inquiry Law Enforcement Review recommendations. This strategic framework sets a clear direction for workforce growth, professional development, and structured succession planning across all grades within the Service.

Training and continuous professional development remain critical priorities, particularly in light of anticipated turnover among supervisors, managers, and senior leaders. However, the operational realities of running a 24/7 custodial environment—including regime delivery, unlocking, meal provision, medication administration, and sanitation—naturally restrict the time available for structured learning activities.

The Service fully supports the Government's 60 learning hours initiative, recognising its value in driving professional standards and capability. However, achieving this target consistently within a live operational prison environment remains challenging. To address this, the Service has adopted flexible and innovative learning models, including modular training delivery, half-day workshops, and structured on-the-job development programmes. Despite resource limitations, HMP delivered over 3,929 staff learning hours in 2025, demonstrating continued commitment to professionalism, competence, and operational excellence.

Following unsuccessful submissions in previous years, the Service was pleased that all 2025/26 HR-led CURT (Creation, Upgrade, Reclassification and Transfer) requests were approved and funded. This enabled the timely approval of an additional 10 Prison Officer posts, improvements to role grading structures, enhanced role profiles, and strengthened resilience around the single Accounts Officer function within the Service.

The Prison Service continues to forecast workforce needs and submit requirements to ensure that, despite sustained operational pressure, the organisation can continue to deliver for the Territory. A key component of this approach is the structured use of acting appointments, providing development opportunities over 3, 6, and 12-month periods before decisions are made regarding substantive promotion, supporting both succession planning and operational stability.

In June 2025, the Superintendent established a dedicated Facilities, Maintenance and Projects Department, led by a newly promoted Principal Officer (Manager – Grade 10). This, alongside the development of a new 10-Year Estates Recovery and Development Plan, demonstrates the Service's transition to a more strategic, business-focused, and professional approach to communicating organisational risks, infrastructure needs, and long-term solutions.

Looking ahead, HMP remains committed to developing a skilled, motivated, and resilient workforce capable of meeting increasing operational, judicial, and public protection demands. Sustained investment in people, training, and infrastructure remains essential to delivering the Service's core objectives of safety, security, rehabilitation, and decency.

Workforce Learning

During this reporting period, His Majesty's Prison Service continued to invest in building a highly professional, capable, and modern workforce aligned to international custodial standards and Overseas Territories best practice.



A total of **690 training completions** were delivered, representing **3,926.9 learning hours** across operational training, leadership development, academic study, technical skills, and staff wellbeing.

Operational Capability and Safer Custody: Training delivery maintained strong focus on core custodial professionalism, including Use of Force, Control and Restraint, cell searching, supervision, emergency response, and lawful decision-making.

Major operational programmes included Prison Officer Entry Level Training (POELT 2025) – 760.5 hours, Joint Law Enforcement Supervisory Management Training – 560 hours, and Principal Officer Operational Deployment Training – 320 hours. These programmes strengthen front-line capability, command confidence, and incident response readiness.

Leadership and Professional Development: Leadership training supported organisational resilience and succession planning through coaching and mentoring, emotional intelligence, performance management, strategic planning, and public service leadership programmes.

Academic and Professional Qualifications: Staff continued to pursue higher education and professional certifications across criminal justice, law enforcement, health-related disciplines, and technical fields, supporting long-term workforce professionalisation.

Wellbeing and People Skills: Recognising the complexity of the custodial environment, staff undertook training in mental health awareness, stress management, managing vulnerable individuals, and workplace communication. This supports safer staff-prisoner relationships and a more professional custodial culture.

Technology and Future Skills: Training also strengthened capability in digital government and emerging technology areas, including artificial intelligence awareness, cyber security, and modern information management practices.

Partnership Delivery: Training was delivered through partnership with the Virgin Islands Public Service Learning Institute, UK and Overseas Territories learning networks, and local public service and health partners.

Strategic Impact: This investment directly supports safer prison operations, stronger security outcomes, improved decision-making, enhanced rehabilitation delivery, and development of future prison leaders.

Forward Focus: The Service will continue to expand officer and supervisory training pathways, specialist operational training, academic development opportunities, and blended digital learning delivery.

Workforce Establishment – Strategic View

Post	Status	Strategic Risk Context
Operational Critical Posts (Directly Linked to Safe & Secure Operation)		
Superintendent of Prisons	In post	Strategic leadership and statutory accountability
Deputy Superintendent	In post	Operational command resilience
Assistant Superintendent	Acting cover	Succession risk if vacancy continues
Principal Officers (Managers)	4 Permanent, 2 Acting, 2 Vacant	Unit Managers, Operational command, on-call, Bronze Command & capacity risk
Prison Officer II (Senior Officers)	11 funded vs 15 required	Supervisor gap impacts dynamic security & oversight
Prison Officer I (Prison Officer)	63 funded vs 86 required	Primary operational risk – safe staffing model shortfall
Matron – Female Prison	In post	Gender-specific supervision & safeguarding
Accounts Officer	In post	Financial governance single point risk
Rehabilitation, Wellbeing & Regime Support Posts		
Prison Counsellor	In post	Critical to violence reduction & wellbeing
Chaplain	In post	Pastoral care & stability
Teacher	Vacant (Advertising)	Education delivery risk
Rehabilitation Officer	Vacant (Promotion transfer)	Programme continuity risk
Registered Nurse	Post defunded	Healthcare resilience risk
Restorative Justice Officer	Post defunded	Alternative sentencing pathway loss
Addiction Counsellor	Post defunded	Substance misuse risk
Maintenance Officer	Funding reallocated	Estate failure / decency risk
Kitchen Supervisor	Acting / CURT requested	Food safety & regime stability
Workforce Planning – Future Critical Capability (CURT Pipeline)		
Additional Prison Officers	2026/28	Close gap to safe operating model 53 → 63 → 73 → 86
Additional Senior Officer (Supervisors)	2026/28	Command, supervision and incident management risk 11 → 13 → 15
Administrative Officer	2026/27	Governance, reporting and compliance risk
Intelligence Officer	2026/27	Threat detection and security intelligence risk
Maintenance Supervisor	2026/27	Estate failure and maintenance oversight risk
Fire Officer / Mechanic II	2027/28	Fire safety and critical systems resilience risk
Senior Stores Clerk	2027/28	Supply chain and stock control risk
Electrician II	2027/28	Electrical infrastructure single-point failure risk
Programme Director	2028/29 (Upgrade Rehab Officer post)	Rehabilitation delivery and outcomes risk
Human Resources Assistant	2028/29	Recruitment, casework and workforce planning risk
Agricultural / Livestock Assistant II	2028/29	Prison work programme sustainability risk
Carpenter II	2028/29	Estate works delay and contractor dependency risk
Addiction Counsellor	2028/29	Substance misuse treatment and safety risk

Staff Attendance & Absences



In 2025, staff attendance remained strong across the Service. A total of 80 officers recorded sickness absence below the Government trigger threshold of 14 days per annum, demonstrating consistent attendance performance within a demanding custodial environment.

In addition, 18 officers recorded zero sickness absence, achieving 100% attendance across the reporting period. This represents an excellent standard of professionalism, reliability, and commitment to public service.

Overall, the data reflects a positive and resilient attendance culture within His Majesty's Prison Service, supported by continued focus on staff welfare, early intervention through return-to-work processes, and access to support mechanisms such as the Employee Assistance Programme and leadership-led wellbeing initiatives.

It is important to note that a proportion of sickness absence recorded during 2025 relates to a small number of staff on protracted absences. In particular, one officer recorded 97 days absence following a serious assault by a prisoner while on duty.

Additionally, three officers recorded 134 days, 67 days, and 351 days absence respectively, each requiring surgical intervention and post-operative recovery. The majority of these officers have since returned to duty.

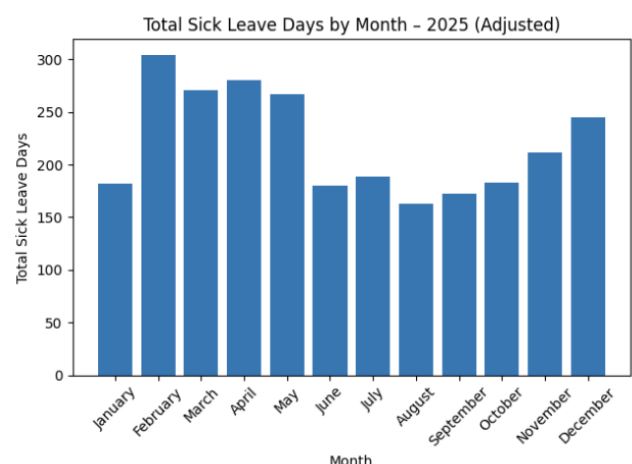
During 2025, the Service also piloted structured restricted and adjusted duties plans to support officers recovering from illness or injury. This supports staff wellbeing, reduces long-term absence risk, and ensures a safe, managed return to full operational capability while maintaining service resilience.

When analysing absence trends, it is important to recognise that the Prison Service operates 24 hours a day, 7 days a week. As a result, absence levels must be considered within the context of shift working, night duties, weekends, public holidays, and the inherent physical and operational risks associated with custodial environments.

When compared with the 2024 reporting period, which highlighted improving attendance levels and recognised 18 officers achieving 100% attendance, the 2025 data demonstrates continued stability in attendance performance. Overall workforce attendance culture remains strong.

The Service operates in accordance with the Public Service Management Code, with formal written communication issued to officers upon reaching sickness absence trigger thresholds. Where required, referrals are made to appropriate support mechanisms, including Employee Support Services, counselling, Health and Safety, medical assessment processes including Medical Boards, and the Department of Human Resources, to ensure staff receive appropriate support while maintaining organisational standards.

The Service remains committed to supporting staff wellbeing while maintaining the highest standards of operational readiness and public protection.



New Arrivals

Following fair and open competition and appointment, we welcomed the following new members of staff:

- Deputy Superintendent of Prisons Mr. Raymond Grant, February 2025
- Prison Officer Ian Wheatle, February 2025
- Prison Officer Francis Iwaro, February 2025
- Prison Counsellor, Dr. Paul Ricketts, March 2025
- Administrative Officer, Ms. Meloney Hendricks, March 2025
- Prison Officer Kervin Carter, March 2025
- Prison Teacher, Mr. Bryan Dennis, April 2025
- Prison Officer Jayden Carnegie, June 2025
- Prison Officer Josanne Benjamin, June 2025
- Prison Officer Elda Davis, July 2025
- Prison Officer Aldane Denton, June 2025
- Prison Officer Jason Banton, July 2025
- Prison Officer Anngenie Ramkaran, November 2025
- Cook Nadine Marshall, December 2025



The new Prison Officers replace retirements and resignations, they were not additional, funded posts.

Leavers

- Prison Officer Clynton Garrick, retirement effective January 2025
- Prison Cook Rawle Reyes, retirement effective February 2025
- Prison Officer Malo Auguste, retirement effective March 2025.
- Principal Officer Kemrill Daniel, retirement effective July 2025
- Principal Officer Lenford Gregg, retirement effective August 2025
- Prison Teacher Bryan Dennis, resigned from post in September 2025
- Rehabilitation Officer Walter Barrett, transferred on promotion, November 2025.
- Principal Officer Anselm McMillan, retirement effective December 2025

Promotions and Acting Appointments

- Mrs. Evena Simmons-Ogunsakin acting to Assistant Superintendent of Prisons
- Mrs. Forde-Johnny to Principal Officer substantive.
- Mrs. Musgrave-Robinson to Principal Officer substantive.
- Mr. Kesena Okoro to Principal Officer substantive.
- Mr. Iko Crabbe to Principal Officer substantive
- Prison Officer II Irvin Trumpet to act as Principal Officer
- Prison Officer II Rohan Peters to act as Principal Officer
- The following Prison Officers acted to Prison Officer II (Supervisor): Marlon Mullings, James Seaman, Keston Orosco, Aisha Chiddick-Joseph, Jean Avril and Keith Williams.



Rotations & Deployments

- Prison Officer Durrant continued his rotation to the Department of Labour.
- Prison Officer Richards rotated to the Department of Government Information Services.

Interdictions

- Three Prison Officers and one Principal Officer remain on interdiction leave.

Stakeholder Communication & Engagement

Through 2025, we have worked to improve the public image and perception of HMP through release of positive press releases, summarised below. Readers can click the links for the full articles.

[HM Prisons Hosts Second Annual Inmate Debate on 'Rehabilitation and Change' | Government of the Virgin Islands](#)

Inmates at His Majesty's Prison hosted their second annual Inmate Debate on "Rehabilitation and Change", in partnership with the New Life Baptist Church, promoting personal growth and positive mindset shifts. The event reinforced the Prison Service's commitment to rehabilitation, education, and constructive dialogue, helping inmates develop the skills and confidence needed for successful reintegration into society.



[Echo Crowned Champions as Prison Basketball League Concludes at His Majesty's Prison | Government of the Virgin Islands](#)

Team Echo was crowned champions of the Prison Basketball League at His Majesty's Prison, defeating Team Charlie 52–39 in the final. The league, held in partnership with the BVI Amateur Basketball Association, promoted rehabilitation through sport, teamwork, and discipline, reinforcing the Prison Service's commitment to positive change and community engagement.

Eleven Inmates Graduate from His Majesty's Prison Reintegration Program | Government of the Virgin Islands

Eleven inmates at His Majesty's Prison graduated from a six-week Reintegration Programme focused on life skills, financial management, family, and mental health. Delivered in partnership with the Correctional Fellowship Ministry and community volunteers, the initiative supports rehabilitation and successful reintegration through education and personal development.



HM Prison and Waste Management Team Up to Boost Sustainability | Government of the Virgin Islands

His Majesty's Prison has partnered with the Department of Waste Management to improve waste disposal and promote sustainability through recycling and cleaner operations. The collaboration also links environmental responsibility with inmate rehabilitation, fostering skills development and a greener prison environment.

His Majesty's Prison Helps Build Sensory Garden for Special-Needs Students | GOV.VG

His Majesty's Prison partnered with the Association of Reef Keepers (ARK) to build a rain and sensory garden at the Eslyn Henley Richez Learning Centre, providing benches and signage made by inmates. The project showcased rehabilitation in action—helping inmates apply their skills for community benefit while supporting special-needs education and environmental awareness.



Nine Inmates Earn High School Certification | GOV.VG

Nine inmates at His Majesty's Prison earned their high school certificates through the Alternative Secondary Education Programme (ASEP), demonstrating the power of education in rehabilitation. The achievement highlights the Prison Service's and community partners' commitment to second chances, personal growth, and lifelong learning.

Support from our key stakeholders and Donors

Ministry of Health & Social Development

- ✓ Continued excellent working relationship with the Parole Board and Secretariat
- ✓ Progression of Kitchen Renovation and Water Supply Contingency projects (capital project)
- ✓ Part funding for Superintendent of Prisons annual conference
- ✓ Approval for staff acting and permanent appointments to ensure safety, security and promote succession planning
- ✓ Ministry planning day for Heads of Departments
- ✓ 911 Control Centre for technical support and guidance

Ministry of Justice (MoJ) Overseas Territories Justice Programme Team,

- ✓ Part funding to Overseas Territories Prison Superintendents Conference
- ✓ Deployment of staff to improve prison key and lock security
- ✓ Deployment of Four Principal Officers to UK for training opportunity/job shadow
- ✓ Sponsoring of the Assistant Superintendent to attend Future Leaders Programme, overseas
- ✓ Facilitating one week inspection of Turks & Caicos under new standards framework
- ✓ Purchase of five additional staff radios and hand-held metal detectors
- ✓ Purchase of Prisoner PIN Phone secure communication system

Office of the Governor, Deputy Governor, Budget & Treasury Departments

- ✓ Continued excellent working relationship with the Prison Visiting Committee (PVC)
- ✓ HR support to implement approved Prison Workforce Development Strategy
- ✓ HR & Financial approval to implement 2025/26 CURT recommendations
- ✓ Invitation to participate in community/King Birthday Parades
- ✓ Invitation to celebrate public officer's years of service
- ✓ Budget challenge discussions resulting in budget increase
- ✓ Monthly engagement with the Criminal Justice Advisory Group (CJAG)
- ✓ Briefings regarding prison overcrowding, conditions, resourcing and contingencies
- ✓ Briefings to the National Security Council (NSC)
- ✓ Progress updates regarding Law Enforcement Review recommendations

Community Stakeholders and Donors

- ✓ Funds to install a mini basketball court outside J Wing for the Juveniles by the Guana Fund
- ✓ 10 computers and 1 laptop for prisoner education by Apostle Elect Elcon Robbers, Mission with You in Mind Ministries
- ✓ Solar Lights from Mr. Gary Simmons, Simmons Property Man. Ltd.
- ✓ Plastic Drums from Tortola Concrete Ltd.
- ✓ Two dinner vouchers from Brandywine bay Restaurant for our staff awards
- ✓ Lunch for two from Tortola Sports Club
- ✓ Loan of chairs for prisoner graduation ceremony by Apostle Sandra George, Devine Ministries
- ✓ \$250 to buy tents for rehabilitation events by Rev. Martin, Deeper Life Ministries USVI
- ✓ Loan of church bus to transport Faith volunteers to and from HMP by Bishop Cohen, Deliverance Centre
- ✓ Soft drinks for Wing Basketball games and Christmas gathering by Caribbean Cellars, Lower Estate
- ✓ Facilitation of Air Conduction (A/C) and Carpentry Fundamentals to prisoners by Bishop Phillips, United Worship Church, Queens New York
- ✓ \$75 gift voucher for our staff awards by Riteway Supermarket
- ✓ 12 sports balls for prisoner rehabilitation by The Best Sport, BVI
- ✓ Learning/classroom materials for prisoners by Mr. Gary Simmons, Property Man. Ltd.
- ✓ Classroom materials for rehabilitation by Rev. Gregory Smith, Baptist Church
- ✓ 3 sports balls for prisoner competitions by Mr. Trevor 'West' Stevens, VG
- ✓ Several donations of food to all prisoners by Mr. Jacob Adolphus, Public Affairs Religious coordinator
- ✓ Several donations of food/luncheon to all prisoners and officers by Mr. Koufi Modeste, Prestige Woodwork

Prison Work Plan – Summary of recommendations

This table provides a consolidated summary of recommendations arising from recent prison inspection reports, audits, and the Commission of Inquiry / Law Enforcement Review.



The original 99 individual recommendations have been rationalised into 39 strategic delivery actions, grouped by theme to support effective planning, governance, and long-term delivery within the 10-Year Development Plan.

Each action retains traceability to the original recommendation numbers and will be monitored through a RAG-rated delivery framework.

Item	Rec No.	Summary Recommendation	RAG
1	103	Introduce formal prisoner categorisation and manage very high-risk prisoners through transfer where required	Yellow
2	104, 2.196	Establish regular independent scrutiny, including Prison Visiting Committee oversight	Yellow
3	105	Update Prison Ordinance and Rules to align with UK custodial law and practice	Red
4	106	Appoint a suitably qualified and experienced Deputy Superintendent	Green
5	107	Implement a devolved prison budget with local approval authority	Green
6	108	Establish an approved suppliers framework for timely procurement	Yellow
7	109	Deliver a risk-based maintenance and planned preventative maintenance programme	Green
8	110, 2.280	Replace and integrate radio communications for safe prison and inter-agency operations	Green
9	111	Complete electrical safety assessment and remediate critical risks; improve cell call systems	Yellow
10	112	Implement fire safety audit recommendations and staff training	Yellow
11	113	Replace locks and keys; strengthen perimeter and gate security	Green
12	114	Ensure sufficient prisoner clothing and PPE for work activities	Green
13	115	Expand prisoner work, vocational training and farm activity	Green
14	116	Appoint conduct and standards lead; strengthen reporting of wrongdoing	Green
15	117, 2.209	Train and quality-assure adjudication and disciplinary processes	Green
16	118	Requalify use-of-force instructors and refresh staff C&R training	Green
17	119	Review use of conducted energy devices and alternative safety controls	Green
18	120, 2.225-2.226	Strengthen prison intelligence reporting and police intelligence sharing	Yellow

19	2.193-2.195	Develop and govern prison strategy, performance framework and NSC reporting	
20	2.197-2.199	Deliver comprehensive training, leadership development and management oversight	
21	2.200-2.205	Improve first-night reception, induction, dignity and early safeguarding	
22	2.206-2.208	Reintroduce resettlement assessment, incentives and authority-based regimes	
23	2.210-2.213	Renovate and govern segregation with enhanced medical and managerial oversight	
24	2.214	Strengthen governance, reporting and analysis of use-of-force	
25	2.216-2.224	Implement a prison security strategy, intelligence function and testing regime	
26	2.227-2.229	Increase staffing levels and strengthen self-harm prevention capability	
27	2.230	Provide secure escort vehicles for prisoner movements	
28	2.231-2.234	Deliver estate improvement, wing refurbishment and capacity recovery	
29	2.233	Develop options to reduce overcrowding and manage population pressures	
30	2.235-2.237	Improve kitchen hygiene, capacity and food provision	
31	2.238-2.251	Upgrade healthcare, medication management and substance misuse treatment	
32	2.252	Establish a compliant juvenile detention facility	
33	2.253-2.254	Implement foreign national prisoner policy and early removal options	
34	2.255-2.257	Introduce electronic prisoner records and data-led performance management	
35	2.258-2.260	Implement sentence planning, personal officer scheme and purposeful activity	
36	2.261-2.263	Strengthen complaints handling and independent escalation routes	
37	2.264-2.266	Expand visits provision and introduce reliable prison telephony	
38	2.268	Introduce structured temporary release and external work arrangements	
39	2.269-2.273, 2.374	Establish counter-corruption capability, intelligence leadership and staff rotation	

Completed = **Green: 20**In Progress = **Amber: 17**No Progress = **Red: 2**

HMP 2025 KPI Traffic Light Dashboard

● Safety & Security — Needs Improvement				
KPI	2024	2025	Status	Key Message
Escapes	0	2	●	Linked to legacy perimeter risks now being addressed through security upgrades
Serious Assaults	8	37	●	Reflects complex population, overcrowding pressure and improved reporting culture
● Regime Delivery — Stable but Under Pressure				
KPI	2024	2025	Status	Key Message
Education & Employment Enrolment	49%	44%	●	Slight reduction during operational disruption periods
Attendance of Enrolled Prisoners	45%	39%	●	Impacted by regime restrictions during security recovery periods
Prisoner Employment Hours	120	120	●	Work activity delivery remained stable
● Rehabilitation & Purposeful Activity — Strong Progress				
KPI	2024	2025	Status	Key Message
Purposeful Activity Participation	75	148	●	Activity access nearly doubled through programme expansion
Chaplaincy Participation	332	352	●	Continued strong wellbeing engagement
Counselling Sessions	—	1,272	●	Major new rehabilitation capability introduced
Course Completions	52	52	●	Stable delivery despite operational pressures
● Reoffending — Small System Volatility				
KPI	2024	2025	Status	Key Message
Recidivism Rate	6.6%	12.5%	●	Increase driven by small number of repeat male receptions
● Financial Performance — Controlled Increase				
KPI	2024	2025	Status	Key Message
Cost Per Prisoner Per Day	\$122	\$127	●	Modest increase due to inflation and security investment

Population Context (Critical Interpretation Note)

Female Population Numbers

- Start 2025: 6 prisoners
- Later 2025: 2 prisoners

Small cohort = large % swings / Not indicative of reduced service access

Overall 2025 Position

- Security pressures increased during estate and population transition period
- Regime delivery remained stable but under operational strain
- Rehabilitation and purposeful activity expanded significantly
- Financial performance remained controlled despite inflation and investment

Residence (Wings)



The Prison Regime (timetable) was comprehensively reviewed and revised during 2025 to maximise the delivery of purposeful activity, rehabilitation services, and prisoner engagement opportunities. The updated regime was designed to make better use of available staff resources and physical spaces, allowing increased access to education, work, programmes, visits, and welfare support, while maintaining safe and secure operational requirements. This change has supported improved prisoner engagement, reduced periods of inactivity, and strengthened the Service's focus on rehabilitation, decency, and good order.

Under the Service's Decency agenda, each residential wing introduced a designated Wing Representative role to strengthen communication and prisoner engagement. Wing Representatives act as a structured point of contact to support the flow of information on improvements and regime changes, while also providing a constructive channel for raising concerns and suggestions for discussion. The initiative supports partnership working between prisoners, officers, supervisors, and management, helping to improve living conditions, resolve issues early, and promote a more respectful and orderly custodial environment.



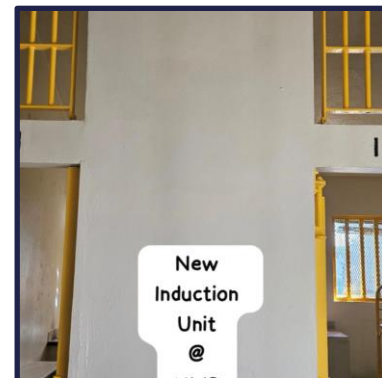
Hosted by the Deputy Superintendent, attended by Hon Minister Vincent Wheatley, in May, Team Echo won the His Majesty's Prison Basketball League, delivered in partnership with the BVI Amateur Basketball Association and supported by community sponsors.

The programme promoted rehabilitation through teamwork, discipline, and personal development. Individual honours included Most Valuable Player and Top Scorer.

To improve our prisoner admission and safer custody processes, we introduced 'I Wing', our dedicated Induction Wing for new prisoners.

Prisoners will live on I Wing and receive a induction programme to familiarise themselves with rules, regulations and expectations.

This was a key inspection recommendation.



Prisoner Rehabilitation



The farm recently received 25 new chicks from a generous donor in an effort to reintroduce and boost egg production. The chicks are being raised in a specially prepared brooding area to ensure their health and growth. Farm staff are monitoring their progress daily, providing proper feed, clean water, and a warm environment. So far, the chicks are adapting well to their new home, and their development is on track. We anticipate collecting our first batch of eggs by January 2026, which will help restore the farm's egg supply.

The Release on Temporary Licence (ROTL) program has been reintroduced in the prison after several years of inactivity. Many inmates expressed interest and applied; after rigorous assessment and approval from the Visiting Committee, Governors & Superintendent's Office, one female inmate was selected and started the work-release program.

We are currently risk assessing further community release programmes, including collaboration with GREEN VI.



HMP partnered with Unit BVI to successfully reintroduce the art and drama program. The initiative provides inmates with valuable opportunities for creative expression, teamwork, and personal development. Inmates have enthusiastically enrolled and are currently participating in a series of workshops, rehearsals, and skill-building sessions led by experienced facilitators. The program has already fostered a sense of community and accomplishment among participants, who are now preparing for an exciting upcoming production in early 2026.

Several inmates completed short educational/vocational courses in Air Conditioning Repair and Carpentry, facilitated by the counsellor and international partners.

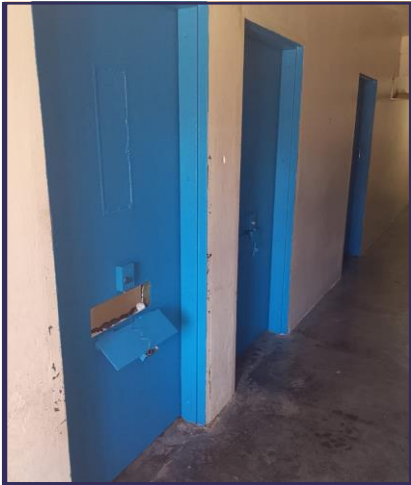
This initiative equipped participants with valuable skills for the workplace and renewed their confidence, making it a notable success within the facility.

A total of seventeen inmates graduated.



This year, HM Prison achieved notable success by participating in two major community events: World Food Day and the Annual Agricultural Fair. These events provided a valuable platform to proudly showcase high-quality prison-grown products, including plants, fruits, vegetables and bakes. Inmate involvement in these initiatives not only highlighted their hard work and skills but also strengthened community connections and demonstrated the positive outcomes of our rehabilitation programs.

Female & Juvenile Prisoners



We improved the living conditions on the J Wing by repainting the walls, ceilings and cell doors.

We also ensured that there were more activities, recreation, counselling, education, sports and support for juveniles.

We increased officer support and supervision and advocated with senior government stakeholders for the need for a dedicated separate Juvenile facility.

We partnered with external stakeholders to pilot a prison-based therapeutic arts and drama programme, designed to support emotional expression, confidence building, and positive behavioural change among participating prisoners. The course provided structured creative engagement aligned to our rehabilitation objectives, while operating within a robust security and risk management framework to ensure safe delivery within the custodial environment. Early outcomes indicate strong prisoner engagement and the potential for creative arts to support rehabilitation, reduce negative behaviour, and strengthen family and community connections through structured showcase events.



We partnered with external stakeholders to secure grant funding to enhance the small outdoor recreation space used by J Wing, which temporarily accommodates our juvenile prisoners. The project, scheduled to commence in late 2025 / early 2026, will improve opportunities for structured physical activity, wellbeing, and positive engagement for young persons in custody.

We extend sincere thanks to Mr. Mather and Honourable Vincent Wheatley for their support in conceptualising this initiative following a site visit.

Enhanced family visits were offered to the small number of female prisoners who were imprisoned over the christmas/holiday period.

In addition one female prisoner was risk assessed, approved and completed the Release on Temporary Licence (RoTL) working out-scheme as a key resettlement & rehabilitation programme.



Security, Intelligence & Operations



In 2025, the Security and Intelligence Unit successfully captured a full year of performance data, improving how security risks, incidents, and trends are tracked and reported. This work supported the decision to hire an Administrative Officer to focus on data collection and analysis, strengthening oversight and reporting across the department.

Contraband recovery remained a major operational pressure in 2025. The contraband register records **69 cell phones** seized and **51 weapons** (knives/shanks/makeshift weapons) recovered across the year. Drug finds were also significant: **653.1g of suspected cannabis** and **739.8g of tobacco** were recorded, along with high volumes of supporting items linked to smuggling and use (e.g., 189 lighters, 120 packs of rolling papers, and 53 chargers/power banks).

These figures support continued focus on targeted searches, perimeter control, and intelligence-led interventions, especially after the October 25 escapes, which prompted tighter search routines and added controls (including the weekly random cell search selector).



Throughout the year, over 200 searches (routine and intelligence-led) were carried out, leading to the recovery of contraband including drugs, weapons, cell-phones.

We also introduced enhanced cell-search protocols including frequency, standards and record keeping to improve safety and security.

Unfortunately, we had to ban a number of members of the public for suspected trafficking into HMP.

Prisoners were placed on report (adjudicated) for a range of offences over 213 times, including:

59 x Possession of prohibited article

42 x Fights / Assaults

26 x Threatening or abusive behaviour

25 x Disobeys a lawful order

23 x Offends against Good Order & Discipline



Work commenced for the rollout of the MobileTec Jail Management System.

This is an online prisoner-jail management system which is expected to improve record keeping, intelligence sharing, reduce manual processes, and strengthen overall security management.

Chaplaincy: Faith & Well-being



Prisoners are provided with on average four different church services each weekend to choose their participation. There occasionally would be a special religious service offered at different points throughout the year

To assist with meeting the mandatory training hours the Chaplain have participated in the delivery of training for officers both new to the team and refresher courses.



Apart from the weekly church services other activities for engaging the community into the activities of the prison are conducted. Special prayer services. Meetings and social engaging activities have been provided by the chaplaincy. With Bible distribution sponsored by the Gideons International.

Key components of addressing offending behaviour is the connecting of impact of criminal actions with quality of life choices. Offender Management and cognitive thinking skills are shared through programs like Supporting my Success and the story of the Bible were used to address thinking skills.



Financial Performance



Summary of our achievements through 2025:

- ✓ Completion of the Prison Kitchen renovation, including final search, handover, snagging, and full operational launch.
- ✓ Delivery of strategic briefings and negotiations to secure increased 2026+ Prison operating and capital budget allocations.
- ✓ Strengthened succession planning and development pathways for Principal Officers and Prison Officer II grades.
- ✓ Successful onboarding of fourteen (14) new staff and delivery of 3,926 staff learning and development hours.
- ✓ Approval of all submitted CURT bids, including funding for ten (10) additional Prison Officers in 2026
- ✓ Completion of the Prison Chapel renovation and establishment of a new prisoner induction (admissions) wing.
- ✓ Improvements to decency standards across residential areas, including targeted remedial repairs.
- ✓ Commencement of Water and Sewer contingency capital improvement projects.
- ✓ Completion of the Front Gate House renovation, enhancing security and professional standards.
- ✓ Strengthened estates and facilities management arrangements and oversight.
- ✓ Increased revenue generation for the VI Government through Prison Farm outputs, including produce, plants, and baked goods.

Summary Budget Review:

His Majesty's Prison 2025: Summary Budget Review				
Account Description	Account Number	Budget Amount Balance	General Ledger Balance	Budget Amount Remaining
Residential Services				
Personal Emoluments	25514045-511000	4,413,572.14	4,153,489.98	260,082.16
Social Contributions	25514045-512000	662,039.53	631,757.13	30,282.40
Rent	25514045-521000	5,863.00	3,859.25	2,003.75
Utilities	25514045-522000	293,262.92	285,193.12	8,069.80
Supplies	25514045-523000	571,566.30	559,018.22	12,548.08
Repairs/Maintenance (Minor)	25514045-524000	35,409.47	34,054.23	1,355.24
Travel	25514045-525000	4,971.00	0	4,971.00
Training (<i>removed & held centrally</i>)	25514045-526000			
Services	25514045-528000	44,795.00	32,593.38	12,201.62
Entertainment	25514045-529000	2,483.65	0	2,483.65
Social Assistance Benefits	25514045-561000	13,000.00	8,640.00	4,360.00
Employer Social Benefits	25514045-562000	48,637.00	48,636.45	.55
Totals Residential Services		\$6,095,600.01	\$5,757,241.76	\$338,358.25
Capital Investment(s)	Controlled and reported on at Ministry Level			

Underspend Rationale:

- Processing and submission of Q4 2025 overtime claims extended into Q1 2026 due to verification and approval timelines.
- Ongoing challenges recruiting to hard-to-fill specialist posts (e.g. Prison Teacher), which also reduced associated Social Security expenditure.
- Use of acting allowances to support staff development and operational resilience, in place of immediate permanent appointments.
- Some delays in processing quotes, invoices, and purchases during Q4 2025 due to resourcing and workflow capacity constraints within the accounts processing function.

HMP Inside the Walls: The Work You Don't See

The below Infographic details some of the work, often 'hidden' from public view for the first nine months of 2025, offering a 'snap-shot' between 1 January - 31 October 2025.

