



ANNUAL REPORT 2024

His Majesty's Virgin Islands Prison Service

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Executive Summary by the Superintendent of Prisons

Upon my appointment in late 2023, I took decisive action to stabilise HM Virgin Islands Prison Service (HMVIPs) following a period of serious violence and security breaches. Restoring safety and security became the top priority—achieved through reinforced command and control, stricter oversight, and the strategic reallocation of resources to mitigate risks. Over 3,000 hours of targeted training were delivered, alongside key upgrades to uniforms, personal protective equipment, and radios—enhancing both security and communication across the service.

We successfully fulfilled our core mission to hold prisoners securely, with zero escapes recorded in 2024. While serious prisoner-on-prisoner assaults increased by 14%, this is attributed primarily to tensions rising with overcrowding, challenges with mental health prisoners and also improved incident reporting and data accuracy, allowing for clearer trend analysis and targeted interventions.

Encouragingly, we made significant progress on rehabilitation outcomes. Formal offending behaviour programmes were delivered to over 30 prisoners, and the recidivism rate dropped to 6.6%—a 29% reduction from 2023, signaling improved post-release reintegration and support.

Following the intensive inspection by HM Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS) in December 2023, urgent reforms were implemented. By mid-2024, the first phase of inspection findings informed the broader Commission of Inquiry (COI) Law Enforcement Review. HMVIPs received eighteen new formal recommendations, and we await the second volume of the report, expected to outline additional areas for improvement.

Workforce challenges persisted, including prolonged disciplinary cases and the late rejection of critical CURT requests such as the proposed increase in frontline staffing. To maintain operational safety and support rehabilitation, the Prison Officer I complement must increase from 55 to 86. Although the removal of funded posts late in 2024 disrupted recruitment, recalibrated 2025 budget estimates are now in place to restore continuity. Meanwhile, a new Workforce Development Strategy and proactive HR measures helped reduce staff sickness by 26% and improved overall morale. The Government's 2024 compensation review, delivering a fair cost-of-living adjustment, further supported recruitment and retention.

Persistent overcrowding remains a challenge, with the facility designed for 80 inmates operating significantly above capacity. The wider criminal justice system must either expand HMP Balsam Ghut or adopt greater use of non-custodial sentencing. Despite these constraints, rehabilitation opportunities expanded through structured offending behaviour programmes, woodworking training, general education achievements, and day-release placements. Governance and prisoner engagement strengthened with the return of the Parole Board, Prison Visiting Committee, and prisoner council. Residential renovations, cleaning competitions, and external work crews helped enhance decency, engagement, and living conditions.

The support of our parent Ministry (Health & Social Development), the Governor's Office, and the UK Ministry of Justice Overseas Justice Programme was pivotal in progressing reforms. This included deploying a seasoned Deputy Superintendent, funding new radios, and endorsing key succession planning proposals.

Infrastructure remained a strategic focus, with capital funding secured to renovate and relocate the prison kitchen. However, urgent projects remain for 2025, including fire safety system repairs, hurricane-damaged roofing, and upgrades to the key and locking systems. Progress also continued on expanding the gatehouse and introducing secure lockers to limit contraband infiltration.

Looking ahead, our goal is sustained stability and long-term transformation. A ten-year strategic development plan—rooted in performance data, inspection outcomes, and rehabilitation best practices—will guide our journey. HMVIPS is committed to delivering a secure, rehabilitative, and professional correctional service that meets the territory's evolving needs.

I extend my sincere thanks to our staff, prisoners, and stakeholders. Their resilience and dedication have laid a stronger foundation for continued progress, ensuring HMVIPS remains secure, responsive, and future-ready.



Jay Kendall
Superintendent of Prisons
His Majesty's Virgin Islands Prison Service

Statement of Purpose

His Majesty's Virgin Islands Prison Service (HMVIPS) 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 offender's 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 Virgin Islands Prison Service (HMVIPS) 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

HMVIPS 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 HMVIPS

Parent Ministry: Ministry of Health & Social Development

- Honourable Minister Vincent Wheatley
- Permanent Secretary Ms. Tasha Bertie

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

Prison Capacity: HMP Balsam Ghut is the sole prison facility on-island and has been overcrowded for a number of years. Our prison cells were built and intended for single occupancy, however, due to rising imprisonment rates, most cells are now double occupancy.

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
- G,H & J Wings Male low risk dormitories & Juvenile wing



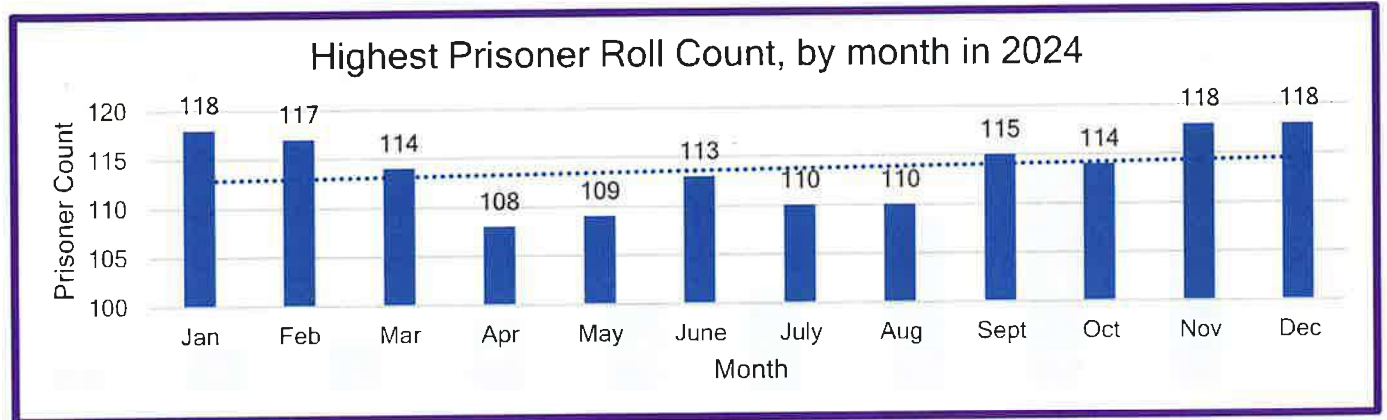
Prison Regime

All prisoners are unlocked for recreation in the morning and afternoons. In addition, prisoners can access prison education, work and rehabilitation programmes. We offer offending behaviour programmes in anger management, skills for life, supporting my success, youth at risk and restorative justice. Prisoners can also work outside the prison at the prison farm or in the wood-workshop, as part of the maintenance team or wing cleaners.

Our prison regime (timetable):

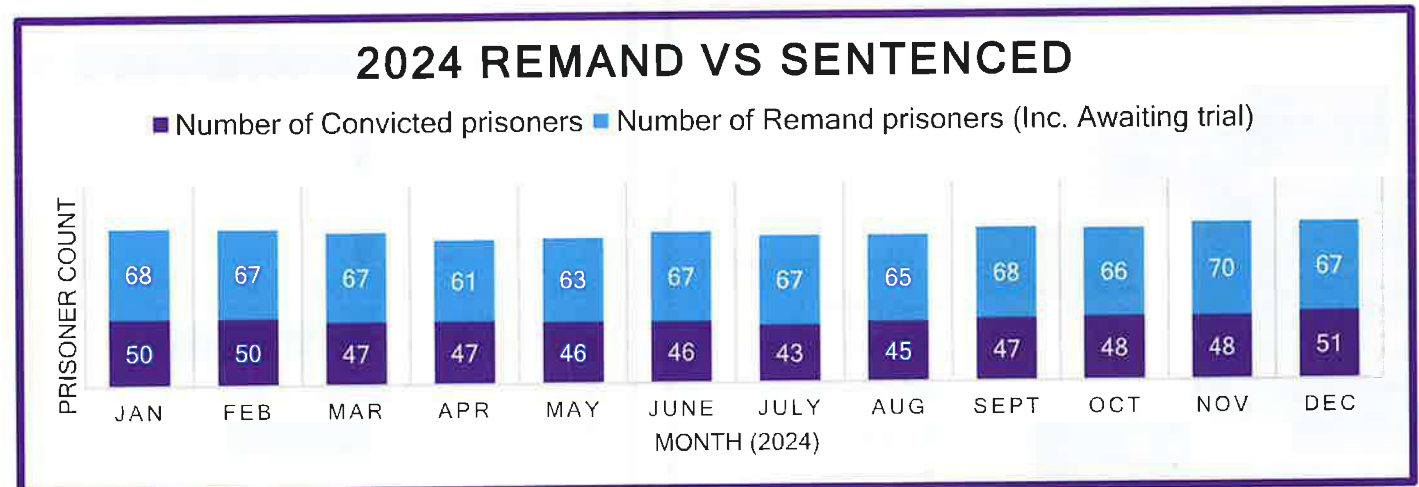
Time	Activity
06:00-6:15	Kitchen/Farm Workers Unlocked
06:30-6:45	Court/Medical Appointment Unlocked
06:45-7:00	Handover/Roll Check Shift Change
07:45-8:00	General Unlock & Breakfast
08:00-12:00	Prisoner Work/Education/Rehab Appts & On-Wing Association
08:00-09:00	Bravo Unit Outside Exercise/Recreation
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
12:00-12:15	Lunch
12:15-14:00	Lock-Up, Roll check & Patrol State
14:00-16:00	Prisoner Work/Education/Rehab Appts & On-Wing Association
15:45	Dinner
17:30	Lock-Up, Roll check & Patrol State (except cleaners)
18:00-18:15	Final Lock-up (cleaners) / Roll Check & Patrol state
18:45-19:00	Handover/Roll Check Shift Change

Prison Demographics

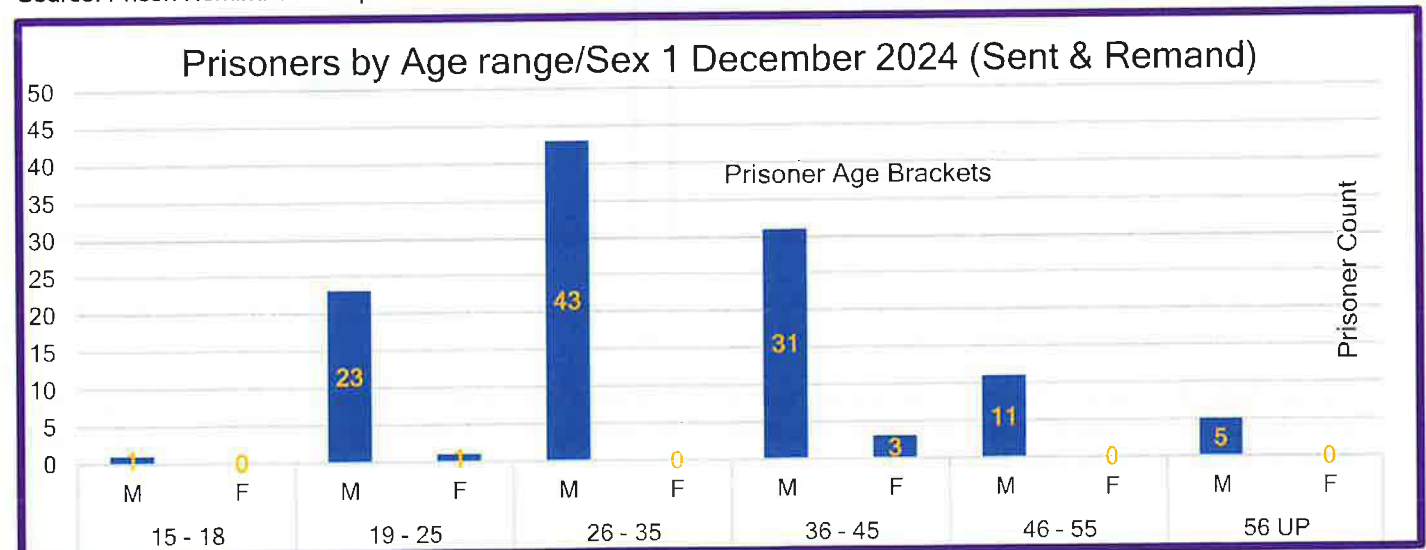


Above: Chart showing prisoner numbers through each month of 2024, starting with 118, releasing some prisoners mid-year (additional courts sitting) and ending the year with an increased trend, back at 118. Source: Prison Nominal Roll Report.

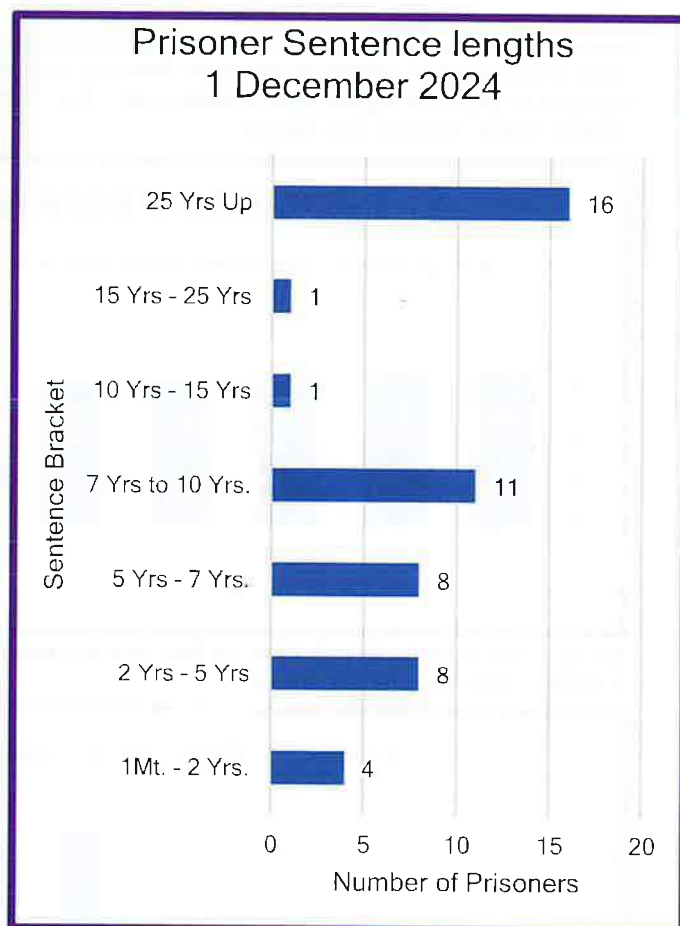
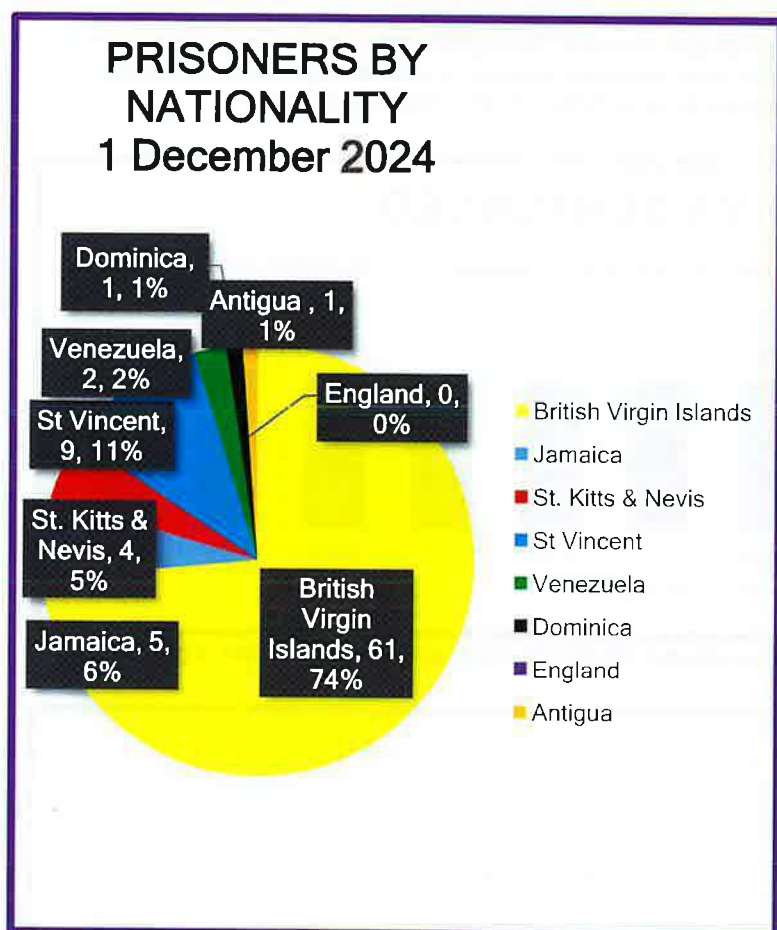
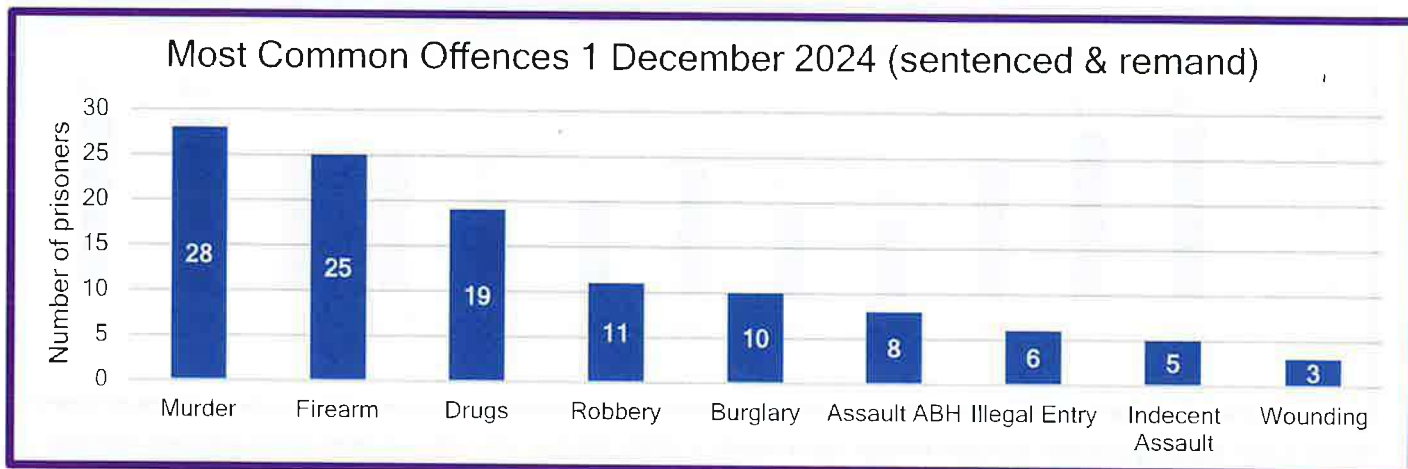
Below: Chart showing the number of remanded prisoner's vs sentenced prisoners. Throughout 2024, HMP Balsam Ghut held more remanded than sentenced prisoners. Remand prisoners are more resource intensive, i.e. different rights and staffing and transport to and from regular court appearances. The Courts appear to be working through a back-log of cases. Source: Prison Nominal Roll Report.



Below: Chart showing all prisoners, by their age and sex. Males between 26 and 45 make up the majority of the population. Source: Prison Nominal Roll Report.

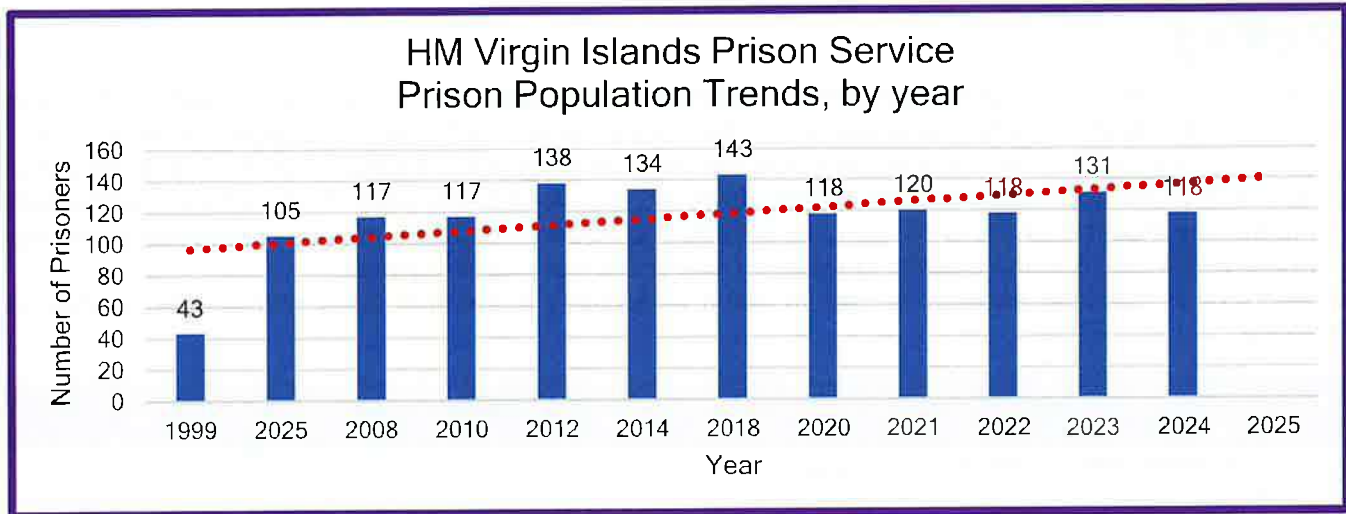


Below: Chart showing the most common nine offences being very serious offences, (murder, firearms and drugs), being the highest. Source: Prison Nominal Roll Report.



Above Left: Pie Chart showing prisoners by nationality, indicating that BVI landers made up the majority (74%) of the prison population. Source: Prison Nominal Roll Report.

Above Right: Bar Graph showing prisoners by their sentence lengths awarded by the courts. The most commonly awarded sentence was 25 years and over, this reflects the seriousness of offences (murder, firearms & drugs). Source: Prison Nominal Roll Report.



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 Report.

Prison Population Trends: Addressing Overcrowding and Future Resilience

Our Virgin Islands Prison Service has experienced significant changes in its prison population over the past 25 years. Starting with just 43 inmates in 1999, the prison population steadily increased, reaching 117 in 2008 and peaking at 143 in 2018. In recent years, the numbers have stabilised, with 118 prisoners recorded in 2024 and a projected population of circa 120 for 2025.

The prison, originally designed to accommodate 80 prisoners, has been operating above capacity for an extended period. While short-term overcrowding is common in many prison systems in response to fluctuations in imprisonment rates, it is not a sustainable long-term solution. Persistent overcrowding places undue strain on the prison infrastructure, staff, and prisoners, leading to heightened tensions and pressures.

To address these challenges and build resilience, several strategies should be considered:

- Alternative Sentencing Options, i.e., probation supervision, electronic monitoring
- Early Release Schemes
- Prison Expansion

In line with population increases, it is essential to expand amenities proportionally. Facilities such as showers, toilets, recreation spaces, classrooms, and educational programs must grow to ensure prisoners' basic needs are met and that rehabilitative efforts continue.

Furthermore, overcrowding requires additional staffing to maintain a safe, secure, decent, and rehabilitative environment. Based on the risk assessment and staff profile calculator, the current Prison Officer group size of 55 must increase to 86 to ensure operations meet the required standards. Adequate staffing will allow for better supervision, reduced tensions, and a greater focus on rehabilitation.

Investing in these measures will not only future-proof the Virgin Islands Prison Service but also ensure it continues to serve the courts and the public effectively, with a focus on safety, decency, and rehabilitation.

Staffing

By end-2024, we faced ongoing recruitment challenges, with many senior roles—particularly at Principal Officer level—filled via acting arrangements. Key posts remain unfunded or delayed pending CURT decisions, including critical frontline roles. Recruitment campaigns advanced for several vacancies, and some permanent appointments were made. However, the need to increase Prison Officer I posts from 54 to 86, and POII's from 10 to 15, remains urgent. A phased introduction of newly approved posts was agreed as the best option however to-date, no new posts have been agreed.

A succession planning strategy is now in place to address leadership gaps and support workforce stability.

	Post(s)	Comment(s)
1	Superintendent of Prisons	In post
1	Deputy Superintendent	Vacancy: covered by 6 month deployment from Turks & Caicos. Recruitment campaign and recommendation submitted 17 September 2024
1	Assistant Superintendent	Vacancy due to retirement, covered by Acting arrangements & recruitment campaign underway
6	Principal Officers	Majority Acting appointments. Recruitment campaign and recommendations submitted 16 October 2024. Requested 8 posts in 2025
1	Chaplain	In post
1	Matron	In post
55	Prison Officer I (POI)	We must increase the number of basic grade Prison Officers to 86 , as per the risk assessment. A number of POIs remain interdicted.
10	Prison Officer II (POII)	We must increase the number of POII's to 15. Changes to role profile and post title requested under CURT 2024 – no update.
1	Rehabilitation Officer	Covered via Acting arrangements & permanent appointment made September 2024
1	Accounts Officer III	In post
1	Office Generalist III	In post
UF	Registered Nurse	Nursing post supplied by BVI HSA
1	Teacher	Funded Vacancy: Recruitment campaign and recommendation for employment submitted 25 September 2024.
1	Restorative Justice Officer	Funded Vacancy: RJ Officer promoted to Rehab Officer, RJ post to be advertised.
1	Prison Counsellor	Funded Vacancy: Recruitment campaign and recommendation for employment submitted 16 August 2024.
UF	Addiction Counsellor	De-prioritised due to budget constraints: consider for CURT 25+
1	Administrative Officer	Recruitment campaign and recommendation for employment submitted 1 August 2024.
1	Maintenance Officer	Recruitment requisition submitted 30 July 2024.
U/F	Maintenance Supervisor	Workforce Planning: Post to be included for CURT 2025+
U/F	Intelligence Officer	Workforce Planning: Post to be included for CURT 2025+
U/F	Executive Officer	Workforce Planning: Post to be included for CURT 2025+
5	Cooks	Successful recruitment campaign concluded July 2024
1	Kitchen Supervisor	Post requested under CURT 2024, but process abandoned
91	U/F = Unfunded	

Staff Attendance

In 2024, the total working days lost to sickness across the department decreased significantly to 804 days, compared to 1,098 days in 2023. This represents a 26.78% reduction in sickness-related absences.

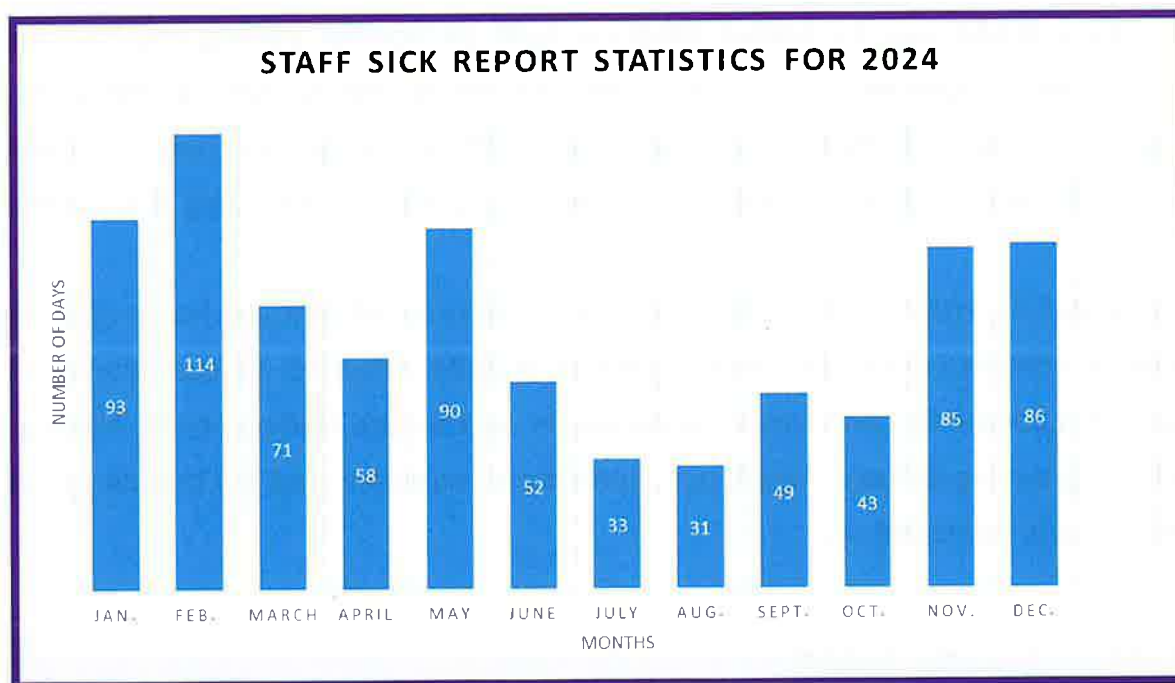
This improvement reflects the concerted efforts to address the organizational culture within HM Prison Service, enhance support for staff, promote professionalism, and prioritize staff welfare. Additionally, the implementation of more robust return-to-work interviews has contributed to this positive trend by fostering accountability and early intervention.

Eighteen (18) members of staff received reward and recognition for obtaining 100% attendance throughout 2024, in testament to their dedication.

The Superintendent secured a bespoke Employee Assistance Programme (EAP) for prison staff through the UK Ministry of Justice, complementing the existing Virgin Islands EAP. This tailored support was introduced to better address the unique demands of custodial work, particularly following incidents and traumatic events, and to promote staff wellbeing, attendance, and resilience.

Absence Data

Below: Chart showing staff absence data through 2024, by month. Source: Internal attendance records.



Separately, five staff members remained on long-term interdiction throughout 2024 due to disciplinary matters under review by either the Police, Courts or Public Service Commission.

Workforce Development & Training

HMVIPS now has a comprehensive Workforce Planning Strategy 2024-2029, as approved by the Deputy Governor's Office. This was a Commission of Inquiry recommendation and the document can be requested from HMVIPS@gov.vg for more information.

In summary, training and development remain critical for HMVIPS, particularly given the anticipated high staff turnover among supervisors, managers, and leaders. Operational challenges often delay or underfund training due to the necessity of maintaining daily prison routines, such as unlocking prisoners, meal distribution, medication administration, and sanitation.

We applaud the 60 learning hour's directive led by the Deputy Governor's Office, acknowledging its intent to enhance professional development. However, despite our best efforts, achieving 60 hours per staff member has proven ambitious and, in many cases, unrealistic. We are concerned about the potential for disciplinary actions against staff who cannot meet this target. Forced learning raises important questions, especially given our significant staffing challenges and the 24/7, dynamic nature of prison operations. We hope this feedback helps shape future learning requirements and ensures the experience remains positive and achievable.

To address ongoing challenges, innovative solutions, such as modular training and half-day workshops, have been implemented to balance training needs with operational demands. However, staffing shortages further complicate delivery. While the service has 54 prison officers, risk assessments indicate a need for 86, with suspensions impacting the current workforce.

Despite these obstacles, HMVIPS initiated a process to capture staff learning hours and the headline is that we achieved **over 3,000 training hours in 2024**, reflecting our commitment to staff development. Leadership continues to advocate for appropriate staffing levels, training, and staff well-being, aiming to foster excellence, operational resilience, and the broader goals of safety, security, and rehabilitation.

3,123 learning hours achieved in 2024

Table detailing training topics, number of officers and hours achieved through 2024:

Topic	Number of Officers Trained	Total Hours
1st Aid	7	35
Supervisory Management	4	320
Prison Officer Entry Level	10	480
C&R Instructor	2	240
C&R Initial	20	1027
HR for Professionals	2	4
Emergency Preparedness / Response / Hurricane Contingency	4	13
Disaster Liaison Officer	3	15
Chaplaincy Deployment	1	94
Public Service 101	1	16
Budget Awareness	2	6
Health & Safety Training (VILI)	2	3
Teambuilding VILI	1	4.5
Personal Branding & Professional Image Training	1	1.75
Improving Public Policy and Performance (VILI)	3	4.5
Staff Interviews	2	18
Emergency Care and Treatment (ECAT)	4	520
Public Speaking	1	2
Governor's Office Catering Training	1	20
How to Navigate Your Career Path In the Public Service	2	4
Creativity & Innovation	5	20
Communication for Results	3	4.5
Online School Pursuing a Degree	1	16
Networking and Relationship Building Training	2	4
How to Address a Toxic Work Environment	4	6
Customer Service Training	2	46
Motivation is an Inside Job Training	1	1.5
Career Planning: Navigating Success in the Public Service	3	4.5
Deployment to UK for Principal Officer	1	120
Diversity and Inclusion Training	1	2
Artificial Intelligence Tools at Work Training	2	3
Indoor Air Quality & Mold Training	1	2.5
Seasons of Change (Psychological Check-Up) Training	1	2
RDA's Leak Detection Training	2	64
Totals	102	3123.75



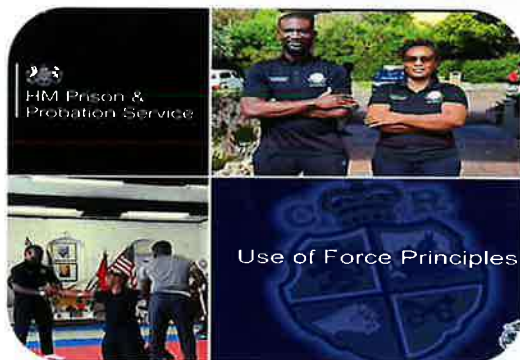
Female Prison Staff engage with FCDO Women in Law Enforcement Gender Equality Forum.



Prison staff receive refresher training in Use of Force (UoF) and Control & Restraint (C&R) to improve safety.



Our new Prison Officers receiving their Prison Officer Entry Level Training (POELT), including Officer Safety Training.



Ag. Principal Officers Okoro & Jackson deploy overseas to Bermuda to become qualified Use of Force (UoF) Instructors.



Deployment of Deputy Superintendent Grant From Turks & Caicos to HMVIPS, leading on training & development.



Mr Barrett, Crabbe, Williams and Mrs Ogunsakin completing the two week intensive Supervisory Management course with fellow law enforcement colleagues.

New Arrivals

Welcome to the following new members of staff:

- Prison Officer Calvin Scott, January 2024
- Prison Officer Frankie Scotland, March 2024
- Prison Officer Tyrese Steves, June 2024
- Prison Officer Charles Ibechem, June 2024
- Prison Officer Romero Nelson, July 2024
- Cook Kimberly Huggins, July 2024



The addition of these five officers fills vacancies created by retirements, a resignation, and the unfortunate passing of a colleague. The Cook position is a newly approved role established through pre 2024 CURT processes.

Leavers

- Ag Deputy Superintendent Raymond Grant, March – September 2025 (6 month deployment)
- Prison Officer Colette Arthur, resignation January 2024
- Prison Officer Rudolph Jackson, retirement February 2024
- Prison Officer Pereira, retired August 2024
- Prison Officer II Ava Donovan, retired November 2024
- Assistant Superintendent Royston Percival, retired December 2024

Promotions and Acting Appointments

- Mrs. Evena Simmons-Ogunsakin was substantively promoted to Principal Officer.
- Mr. Barrett was substantively appointed to Rehabilitation Officer in September 2024.
- The following staff continued to act as Principal Officers through 2024 to ensure the effective operational management of the service: Kesena Okoro, Jazelle Forde-Johnny, Sonia Musgrave and Alan Jackson.
- Prison Officers Shawn Williams, Kevin Letteen, Irvin Trumpet and James Seaman acted to Prison Officer II (Supervisor) for 6 months June – December 2024 to ensure effective wing supervision in light of experienced staff retiring.
- Principal Officer McMillian acted as Superintendent of Prisons, Nov 24 – Jan 25
- Mrs. Lake-Bell acted as Deputy Superintendent, for three weeks in November
- Mrs. Evena Ogunsakin acted as Assistant Superintendent, Nov 24 - Jan 25
- Mr. Irvin Trumpet acted as Principal Officer, Nov 24- Jan 25
- Mr. Marlon Mullings acted as Prison Officer II, Nov 24 – Jan 25



Rotations & Deployments

- Deputy Supt. Raymond Grant deployed to HMVIPs for a period of six (6) months.
- Prison Officer Durrant continued his rotation to the Department of Labour.
- Prison Officer Janice Fahie permanently transferred to Department of Facilities

Stakeholder Communication & Engagement

Through 2024, we have worked to improve the public image and perception of HMVIPS through release of positive press releases, summarised below. Readers can click the links for the full articles.

Prison Visiting Committee Engage In Training and Orientation

<https://www.bvi.gov.vg/media-centre/prison-visiting-committee-engage-training-and-orientation>



His Majesty's Prison Celebrates Learning Achievements

<https://bvi.gov.vg/media-centre/his-majestys-prison-celebrates-learning-achievements>

Prison Inmates Complete Life Skills Reintegration Programme

<https://bvi.gov.vg/media-centre/prison-inmates-complete-life-skills-reintegration-programme>



His Majesty's Prison Officers Complete Training In Bermuda [His Majesty's Prison Officers Complete Training In Bermuda | Government of the Virgin Islands](#)

Women win first debate at prison

[Women win first debate at prison - The BVI Beacon](#)



Inmates trained in 'life skills'

[Inmates trained in 'life skills' - The BVI Beacon](#)

Office of Gender Affairs and HM Prison Discuss Gender-Focused Initiatives

[Office Of Gender Affairs And HM Prison Discuss Gender-Focused Initiatives | Government of the Virgin Islands](#)



HM Prison receives donation for inmate rehabilitation efforts

[HM Prison receives donation for inmate rehabilitation efforts | Virgin Islands News Online](#)

Prison gets boost from UK support

<https://www.bvibeacon.com/prison-gets-boost-from-uk-support/>



Prison staff managing overcrowding well — Governor <https://bvineews.com/prison-staff-managing-overcrowding-well-governor/>

Reward & Recognition: 2024 Staff Awards



Prison Officer of the Year 2024 Prison Officer I Mr. Yebel Rodriguez

Prison Officer I Yebel Rodriguez joined HM Prison Service in December 2012. Over the years, he has worked diligently across all units within the Prison Department, earning several commendations for his outstanding contributions.

In 2019, following the departure of the Maintenance Officer, Officer Rodriguez stepped up to the challenge and assumed the role. Committed to enhancing his skills and serving the Department more effectively, he successfully completed the Class C Electrician Licensing course at H. Lavity Stouff Community College. He has also pursued various short courses in the maintenance field to broaden his expertise.

As Maintenance Officer, Mr. Rodriguez consistently goes above and beyond, making himself available at any time to address maintenance issues within the Prison. Additionally, he trains and supervises inmates, playing a key role in their rehabilitation and reintegration into society.

Superintendent of Prisons, Mr. Jay Kendall, commented: "Officer Rodriguez has been recognised by his peers, the selection panel, and His Excellency the Governor because he exemplifies our core values of teamwork, integrity, potential, safety, and support. His dedication, skill, and leadership make him a truly deserving recipient of the Prison Officer of the Year title."

Sub Categories	Winners
Change & Innovation	Prison Officer I, Yebel Rodriguez
Changing Lives	Principal Officer, Evena Simmons - Ogunsakin
Fairness, Decency & Respect	Principal Officer, Anselm McMillian
Partnership Working	Rehabilitation Officer, Walter Barrett
Proving Staff Support	Prison Officer II, Iko Crabbe
Enhancing Security	Prison Officer I, Keith Williams
Enhancing Safety	Ag. Principal Officer, Kesena Okoro
Enhancing Rehabilitation	Prison Officer I, Dawn Herbert-Dunkley
Team of the Year	HMP Admissions Team
Lifetime Achievement	Assistant Superintendent, Royston Percival
100% Attendance	18 Members of Staff
Special Support	Royal Virgin Islands Police Force: Intelligence and Task Force Senior Immigration Officer Collins



**20 | HMPVIPS
24 | Staff Awards**

**Over 100
Nomination
Received!!**

Commission of Inquiry (COI) Justice Review

Recommendations relevant to HMVIPS from COI Report Chapter 12: Law Enforcement and Justice

- **Recommendation B38:** A comprehensive review of the law enforcement and justice systems is recommended, encompassing key agencies such as....{the Prison Service.... This review, should address structure (including leadership and government oversight), resources and funding, conduct and standards, and terms and conditions..
- **Recommendation B39:** It is recommended that all HM Customs and Immigration Department officers undergo full vetting by an independent agency. If similar vetting processes are not currently in place for officers in the Royal Virgin Islands Police Force and the Prison Service, these groups should also be included.



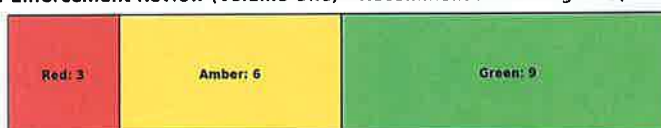
In June 2024, following a four-week on-site inspection of HMVIPS by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services, Volume One of A Review of Law Enforcement and Criminal Justice Bodies in the British Virgin Islands was published.

The full Law Enforcement Review, volume one can be accessed here:

https://bvi.gov.vg/sites/default/files/british-virgin-islands-review-law-enforcement-and-criminal-justice-bodies_to_be_published_1.pdf

HMVIPS received 18 recommendations, which have been summarised and RAG-rated based on progress as of 05 January 2025, as outlined below.

Law Enforcement Review (Volume One) - Recommendation Progress (Total: 18)

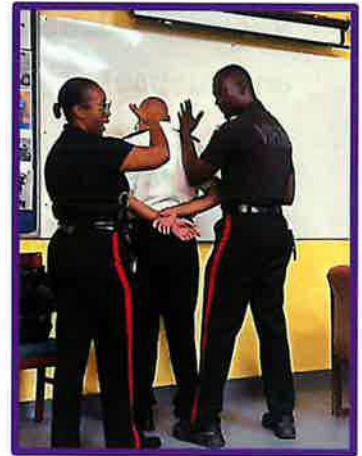


Recommendation	RAG
Update prison ordinance and rules	Red
Create maintenance and repair plan	Red
Implement fire safety audit actions	Red
Develop vocational training for prisoners	Amber
Install compliant lock system	Amber
Security intelligence reporting system	Amber
Approved suppliers list	Amber
Categorisation system for prisoners	Amber
Assess and fix electrical systems	Amber
C&R training for staff and instructors	Green
Introduce devolved prison budget	Green
Appoint Deputy Superintendent	Green
Enable external scrutiny visits	Green
Install radio communication system	Green
Supply PPE and uniforms to inmates	Green
Appoint conduct and standards lead	Green
Train adjudication officers	Green
Review taser use by staff	Green

Support from our key stakeholders

Ministry of Health & Social Development

- ✓ Part funding for transfer of prisoner from BVI to TCI
- ✓ One officer sponsored to attend Control & Restraint Instructor Training overseas
- ✓ Reinstatement of the Prison Visiting Committee & Parole Board
- ✓ Kitchen Renovation project (capital project)
- ✓ Part funding for Superintendent of Prisons annual conference
- ✓ Hon Minister Wheatley support of 2024 HMP Staff Awards
- ✓ Approval for staff acting appointments to ensure safety, security and promote succession planning
- ✓ Ministry planning day in February for Heads of Departments



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



- ✓ Roll out of new staff ID cards to enhance security protocols
- ✓ Roll out of new radio system to improve communications and safety
- ✓ Part funding to Overseas Territories Prison Superintendents Conference
- ✓ One officer funded to attend Control & Restraint Instructor Training
- ✓ Sponsoring 2024 Staff Reward & Recognition Programme
- ✓ Deployment of Head of Locking Section to improve key & lock security
- ✓ Deployment of Principal Officer to UK for training deployment
- ✓ Six month deployment of Deputy Superintendent from Turks & Caicos
- ✓ Purchase of new welding machine to enhance prisoner skills & security

Office of the Deputy Governor

- ✓ Staff at HMP receiving a briefing regarding the new vetting proposals by the Deputy Governor's Office.
- ✓ Workforce Planning Strategy sign-off
- ✓ Invitation to participate in community/Kings Parades
- ✓ Invitation to celebrate public officer's years of service



Criminal Justice Advisory Group (CJAG)



- ✓ Monthly attendance at Justice Advisory Group (CJAG)
- ✓ Discussions regarding prison overcrowding and conditions
- ✓ Discussions regarding high number of remanded prisoners
- ✓ Closer working with CJ partners
- ✓ Progress updates regarding COI recommendations

Prison Work Plan – Summary of recommendations

Category	Summary Objective	Status
Security	COI 103: Introduce prisoner categorization to assess and manage risks.	
Security	COI 120: Ensure confidential security information reporting; formalize RVIPF MOU.	
Security	COI 113: Secure locks with sufficient keys	
Safety	COI 112: Implement 2022 fire safety audit recommendations with sufficient funding.	
Safety	COI 111: Assess and address electrical system safety risks immediately.	
Safety	COI 110: Install a peer-to-peer radio system for effective communication.	
Safety	COI 118: Ensure trainers are requalified for use of force; provide annual C&R training.	
Safety	COI 119: Review use of energy devices and explore safer alternatives for officers.	
Safety	Develop and fund a maintenance plan prioritizing security and safety.	
Safety	Increase Prison Officer I grade staffing levels to 86	
Safety	Increase Prison Officer II grade staffing levels to 15	
Safety	Provide uniforms and Personal Protective Equipment to Officers	
Safety	Ensure reliable water supply with contingency plans for outages.	
Decency	COI 114: Provide sufficient prisoner clothing and PPE for prisoners	
Decency	Replace mattresses, provide pillows, and ensure decent living standards.	
Decency	Restore prisoner regime and improve access to work, education, and library.	
Decency	Provide prison rules to new prisoners or display them on noticeboards.	
Good Governance	COI 107: Introduce a devolved budget for efficient prison management.	
Good Governance	COI 108: Develop an approved suppliers list for goods and services.	
Good Governance	COI 109: Develop a prioritized maintenance plan addressing security and safety risks, to be approved and funded by the Ministry of Health and Social Development.	
Good Governance	COI 105: Update prison ordinance to reflect UK custodial law	
Good Governance	COI 104: Facilitate regular independent scrutiny of the prison	
Good Governance	Develop a ten-year strategic plan to align with future funding needs.	
People Development	COI 106: Appoint a suitably qualified deputy superintendent immediately.	
People Development	COI 116: Appoint a senior officer as conduct and standards lead immediately.	
People Development	COI 117: Ensure officers conducting hearings are trained and certified	
People Development	Recruit officers urgently to improve safe operations.	
People Development	Align training with UK standards; provide facilities for staff development.	
People Development	Develop succession planning and provide senior officer training.	
Rehabilitation	COI 115: Identify work and vocational training opportunities for prisoners	
Rehabilitation	Expand use of farm facilities and provide qualifications to reduce reoffending.	

Category	Summary Objective	Status
Health	Develop protocol for timely reception health assessments and regular audits.	
Health	Develop an induction programme with information on health services and other essential support.	
Health	Revise application and triage process for infirmary visits to ensure equal access.	
Health	Provide first aid training to staff and install first aid kits in key areas	
Health	Install emergency call buttons in all cells and conduct regular maintenance.	
Health	Equip infirmary with necessary resources, including IT and medical supplies.	
Health	Establish formal arrangements with mental health services for more frequent and timely support.	
Health	Coordinate addiction and mental health support with rehabilitation services.	
Health	Provide addiction support supplies, including drug testing kits for screenings.	
Health	Review COVID-19 protocols with guidance from the CMO and adjust as needed.	
Health	Improve international phone call systems for foreign nationals.	
Health	Ensure equal access to education, work, and programmes for women prisoners.	
Health	Fill the vacant teacher post and reinstate educational programmes, including GED and language classes.	
Health	Improve rehabilitation services and implement a pre-release plan for all prisoners.	
Various	COI Law Enforcement Review – Part Two report & Recommendations to follow	

Key: Red = No/Limited progress, Amber = Work in progress, Green = action complete

Key Performance Indicators (KPIs)

KEY PERFORMANCE INDICATORS	2024	Trend from 2023
No of Escapes	0	
No. of Serious Assaults	8	*14% ↓
Percentage of Inmates Enrolled in Education and Employment Opportunities.	49%	15% ↓
Females	5%	
Males	44%	15% ↓
Average Percentage of Inmate Enrolled and Employment Opportunities that attend.	45%	13% ↓
Females	5%	1% ↓
Males	40%	12% ↓
No. of inmates participating in purposeful activity (employment, education, offending behavior programmes)	75	4.2% ↓
Females	6	100% ↓
Males	69	
No. of course completions	52	No data 2023
Females	6	No data 2023
Males	46	No data 2023
Recidivism Rate (% of receptions that have previously been held in custody in the previous 12 months)	6.6%	29% ↓
Females	0	
Males	1%	25% ↓
Average No. of Hours Employment per inmate (per month)	120	20% ↓
Cost per Prisoner Place (per day & annum) \$44,500	\$122	44% ↓

*A serious assault is defined as an assault whereby the injured party requires outside hospital treatment. In 2023 we recorded 7 serious assaults, in 2024 this increased by 1, to a total of 8. Our record keeping/data collection has also vastly improved year on year. Prisoner attendance figures based on prisoner population of 118.

Residence



We launched Superintendent Wing Cleaning Inspections to ensure all areas of the facility are kept clean and tidy. This initiative was designed as an inter-wing competition, with awards given for the cleanest wing and the cleanest cell. Maintaining cleanliness is vital in a prison environment, not only for hygiene and well-being but also as a key factor in enhancing security and order throughout the facility.



We welcomed new Prison Officers who successfully completed the Prison Officer Entry Level Training, which included comprehensive Officer Safety Training to prepare them for their roles. Additionally, ongoing professional development opportunities were offered to ensure all staff continue to enhance their skills and maintain the highest standards of performance and safety.

Mr. and Mrs. Stemler, members of the community, generously donated two industrial washing machines, which has greatly improved our laundry operations. However, challenges with water supply and a broken dryers are still being addressed. Plans are in place to further enhance the laundry area in 2025, ensuring a more efficient and reliable system for the future.



The Superintendent initiated a uniform review and launched a new uniform project throughout 2024. As a result, we now have a well-stocked uniform store, ensuring all staff have the correct uniforms, entitlements, and personal protective equipment (PPE) required to carry out their roles effectively and professionally.

Prisoner Rehabilitation



Inmates participating in the woodwork program supported by local community volunteer Master Carpenter Mr Koffi Modest. Prisoners recently renovated the prison officers' workstation, greatly enhancing its functionality and appearance.

Mr. Simon Potter, a dedicated member of the BVI Chess Federation, teaches chess to seven inmates every Wednesday, providing them with an opportunity to learn and develop through the game. Competitions were also held, helping prisoners enhance their logical thinking, strategy, and problem-solving skills.



Inmates from the maintenance team assisted with the capital-funded project to relocate and renovate the prison kitchen by building a support structure for the new gas system, which is part of the kitchen's state-of-the-art upgrade.

Inmates from various units were invited to participate in creating a logo for the products that would be distributed in the future from HMP. The successful logo embodies what the Rehabilitation Unit is aiming to achieve.



Despite the absence of a Prison Counsellor, Prison Teacher, and Restorative Justice Officer, the remaining Rehabilitation staff successfully managed to deliver several key programs. These included:

- Skills for Life (March - April) - 10 enrolled, 9 attended
- Anger Management (March - April) - 10 inmates enrolled, 8 attended
- Skills for Life (July - September) - 14 inmates enrolled, 8 attended
- Woodwork (Ongoing) - 13 inmates enrolled, 13 attended
- Chess (Ongoing) - 8 inmates enrolled, 6 attended
- Supporting My Success - 6 inmates enrolled and attended

These programs continue to provide valuable skills and support for inmates, contributing to their personal development and rehabilitation.



Rehabilitation: Input from our prisoners

On the 24 February 2024 the prison hosted its first ever debate between male and female inmates regarding ideas for reducing reoffending.

News article: [HM Prison Hosts First Ever Inmates Debate | Government of the Virgin Islands](#)



Female & Juvenile Prisoners



Work continued renovating a storage area beneath the female wing to transform it into a recreation and multi-purpose space, providing additional room for the female prisoners.

This project was generously sponsored by our Prison Ministry partnerships and carried out by our skilled prisoners under the supervision of the Maintenance Officer, showcasing their talents and dedication to improving the facility.

Our Rehabilitation Officer developed alternative-to-custodial-sentence programs and presented them to the Court as potential options. These proposals outlined ways juvenile offenders could serve their sentences within the community rather than in custody, focusing on rehabilitation, accountability, and reintegration. The suggested programs aim to reduce reoffending by addressing the underlying causes of criminal behavior while allowing young offenders to remain connected to positive community influences.

DIVERSION



Several volunteers from various financial institutions across the territory collaborated to deliver a three-week certified financial literacy course to all female inmates. Professionals from banking and financial firms provided insights on investment strategies, the advantages and risks of investing, and recent changes in the financial landscape. Upon completing the program, all participants were awarded certificates of achievement.

To enhance security on the female wing, we introduced a 'shadow board' system to ensure the proper storage and accountability of items such as scissors and kitchen knives. This initiative, completed by our skilled prisoners, promotes safety and organization within the facility.



Security, Intelligence & Operations



As a result of additional staff training, enhanced support from the police, and the introduction of new prison radios, communication has significantly improved, making it even more challenging for those attempting to break the law. Despite these efforts, individuals continue to try and throw contraband over the prison wall. However, we remain vigilant and continue to successfully intercept these attempts. In 2024 alone, we recorded 18 illegal contraband 'throw-overs', and conducted 50 cell searches. Items such as electronics, phones, and drugs were confiscated and handed over to the police for investigation and potential prosecution. Let this serve as a clear warning: those attempting to break the law will be caught, and we will continue to work relentlessly to ensure security within the prison.

A total of eight (8) security casing operations were conducted to assess the safety and security of locations for inmate escorts.

Seventy-nine (79) Security Intelligence Reports were received, a 68% increase from 2023 which is encouraging.

The 128% increase in prisoner disciplinary adjudications from 2023 to 2024, rising from 110 to 251, reflects the strengthened security protocols and more robust enforcement of the rules and laws within the prison.



The introduction of a new ID card machine has significantly enhanced our security processes and protocols. Funded by the UK Ministry of Justice, Prison Officers and Prison Civilian Staff are now outfitted with identification cards, a crucial development that strengthens our operational security.

The UK Ministry of Justice funded the purchase of new prison radios, which have had a significant impact on prison operations, effectiveness, safety, and security. We extend our thanks to DDM and their colleagues for their support in getting this system up and running.

This has greatly improved communication within the prison, enabling quicker responses to incidents and aiding in the interception and retrieval of contraband throw-overs.



A recent review of prison locks and keys at HMP Balsam Ghut, supported by the UK Ministry of Justice, has led to improvements in the security schedule and maintenance processes. This review identified key areas for enhancing the efficiency and reliability of lock systems, ensuring tighter control and reducing vulnerabilities. The updated schedule for inspections and servicing will help maintain high standards of safety, with a focus on proactive security measures to better protect staff, inmates, and the facility as a whole.

Chaplaincy: Faith & Well-being



Duty travel, funded by the UK Ministry of Justice, was undertaken to enhance the chaplaincy program. The first phase involved visiting the United Kingdom, including stops at the prison training center and various categories of prisons. In the last quarter of the year, a conference was held in the Cayman Islands, bringing together British Overseas Territories Prison Chaplains to establish a support network aimed at their development and ongoing support.

Support was provided to prison officers and the family following the passing of Prison Officer Brenda-Ann Abraham in December 2023. Her funeral took place in January 2024, with two officers and the Chaplain representing the prison at the service held in her homeland, Dominica.



Working with the stakeholders, we were able to deliver to the inmates' access to religious worship in association with their religious traditions. Providing a variety of sessions for participation in and expressing their faith, and other programs which have challenged attitudes, behaviors and thinking.

Throughout the year active engagements with various community groups are designed around the various areas regarding reducing re-offending and resettlement and were planned to give opportunities for the greatest possible participation of inmates.

We thank the Prison Visiting Committee (PVC) for carrying out regular visits to the prison, meeting with the Superintendent Team and supporting our rehabilitative efforts, including this years prisoner/staff Christmas Luncheon.



Financial Performance

2024 Approved Budget
\$4,363,100.00

2024 Actual Spend
\$5,254,085.49

2024 Performance & Value for Money Summary

Throughout 2024, HMVIPS delivered strong operational outcomes, despite overcrowding, while ensuring prudent use of public funds. Key investments—such as the cost-of-living pay uplift and National Security Allowance inclusion—supported staff retention and morale. Strategic use of acting appointments promoted internal development, while 3,123 hours of staff training and a reduction in sickness absence improved frontline capability and attendance.

We delivered a major capital project—the kitchen renovation and completion of the New Uniform Project. Enhancements to residential conditions, health access, and contingency planning further improved service delivery. Additionally, Prison Farm operations generated revenue for the Virgin Islands Government, underscoring our commitment to sustainability and value.

The Superintendent also successfully negotiated over \$100,000 in funding from the Safety, Stability and Conflict Fund (SSCF) via colleagues in the UK Ministry of Justice Overseas Territories Justice Programme. This funding enabled the purchase of new prison radios, the swift deployment of an experienced Deputy Superintendent, and the delivery of officer safety training, strengthening both operational resilience and frontline preparedness.

Summary Budget Review:

His Majesty's Prison 2024: Summary Budget Review (Re-current spending)				
Account Description	Account Number	Budget Amount Balance	General Ledger Balance	Budget Amount Remaining
Residential Services				
Personal Emoluments	25514045-511000	3,853,688.77	3,913,747.42	60,058.65
Social Contributions	25514045-512000	595,300.79	586,501.06	8,799.73
Rent	25514045-521000	9,160.00	8,970.30	189.70
Utilities	25514045-522000	240,402.76	237,163.87	3,238.89
Supplies	25514045-523000	444,173.05	442,577.05	1,596.00
Repairs/Maintenance (Minor)	25514045-524000	28,950.00	28,875.33	74.67
Travel (<i>centrally-funded</i>)	25514045-525000			
Training (<i>centrally-funded</i>)	25514045-526000			
Services	25514045-528000	55,787.12	55,662.50	124.62
Social Assistance Benefits	25514045-561000	5,000.00	4,400.00	600.00
Employer Social Benefits	25514045-562000	21,623.00	21,200.84	422.16
Totals Residential Services		\$5,254,085.49	\$5,299,098.37	\$75,104.42
Supplementary Appropriation (out)	SAP 1 of 2024	\$45,415.00-		
Supplementary Appropriation (In)	SAP 1 of 2024	\$936,400.48*		
Capital Investment (Kitchen)	SAP 1 of 2024	158,100.00		

*For context, this highlights only the larger SAP payments, including the 2024 government compensation review (\$334,996.20 for salary uplifts), National Security Allowance (\$335,200.00), Payroll Tax (\$60,401.84), and Full-Time Wages (\$96,974.93), while smaller SAP figures are not itemized in this summary section.

A look to the future, 2025 and beyond

