

## DEPARTMENT OF CORRECTIONS

### HEAD 25

## Found on Pages B284 to B287 of the Estimates of Revenue and Expenditure

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**Mr. Chairman,**

It is my pleasure to present Budget Head 25 for the Department of Corrections.

**Mr. Chairman,**

The Department's mandate is to administer sentences imposed by the courts under conditions of safe custody and well-ordered community life so that convicted persons can lead productive and useful lives back into our community. The main objectives being:-

1. To protect the public by holding inmates securely, reducing the risk of re-offending; providing safe, humane, well ordered and lawful regimes.
2. To provide a humane but demanding regime aimed at reducing re-offending by presenting inmates with a range of opportunities in which reward is linked to effort (incentives and earned privileges), to prepare for life after release.

**Mr. Chairman,**

The Departmental outcomes are as follows:

1. The Government of Bermuda endorses the aim of the Department of Corrections to achieve, and where practicable, to exceed the United Nations Minimum Standards for the treatment of prisoners;
2. The people of Bermuda are satisfied that the Department of Corrections makes an effective contribution to public safety and the rehabilitation of offenders.

**Mr. Chairman,**

The principle functions of the Department of Corrections fall into two categories:

1. Custody  
The Department of Corrections is authorized to accept and detain all persons who are lawfully ordered to be detained by the courts. The main functions under custody include inmate reception, release, security, visits, court escort security, safety and general daily operations.
2. Treatment and Rehabilitation  
The second function is the treatment (intervention) rehabilitation/habilitation of offenders. This function can be challenging as offenders, based on their mindsets, attitudes and irrational thinking, often consider programmes unnecessary and irrelevant. However, this is achievable through the provision of offending behaviour programmes, cognitive interventions, life skills training, educational classes, skills and recreational development which are aimed at addressing offending behaviour and promoting positive change.

**Mr. Chairman,**

The Department is divided into twelve (12) major cost centres which comprise of Corrections Headquarters (35000), Farm Facility (35020), Co-Educational Facility (35030), Westgate Correctional Facility (35060), Therapeutic Community – Right Living House (35090), Psychological Services (35105), Social Services & Case Management (35106), Health

Services (35107), Educational Services (35108), Vocational Services (35109), Recreational Services (35110) and Chaplaincy (35111).

**Mr. Chairman,**

The total current expenditure which is found on page **B-295** is estimated to be twenty-five million, three hundred and thirty-seven thousand dollars (**\$25,337,000**) for 2017 – 2018; there is no change from the budget of 2016 – 2017.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$25,337,000
Estimate 2017/18	\$25,337,000
Increase/Decrease	\$0
% Increase/Decrease	0%

**Mr. Chairman,**

The 2017 – 2018 budget provides funding for two hundred and thirty (230) full time employees as shown on page **B-296**. In addition to full time employees it will fund facilitators and teachers for inmate programmes.

**Mr. Chairman,**

Cost Centre 35000 (Headquarters) represents **four million one hundred and sixty thousand dollars (\$4,160,000)** or seventeen percent (**17%**) of total budget. Corrections Headquarters under the general direction of the Commissioner and Assistant Commissioners provides directives to a decentralized organization. Staff administer and coordinate the training, security strategies, human resources, financial resources and policy direction for the Department. This budget will fund salaries and operating expenses for Corrections Headquarters.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$3,872,000
Estimate 2017/18	\$4,160,000
Increase	\$288,000
% Increase	7%

**Mr. Chairman,**

Cost Centre 35020 (Farm Facility) represents **three million, five hundred and thirty-eight dollars (\$3,538,000)** or fourteen percent (**14%**) of the total budget. The budget will allow for staffing of the Farm Facility, operating expenses and inmate care.

The Farm Facility is an adult male minimum security facility with a capacity to house ninety-three (93) inmates. The prerequisite for inmates housed at this facility is completion of their core sentence plan requirements and classification of minimum (low risk) security.

Treatment continues to be provided focusing on relapse prevention. Inmates are also involved in work release programmes, charity programmes, increased activities and other on-going projects within the facility. The work release programme is structured to enable inmates to work and participate in community programmes to aid in their transition back into society upon release.

This year fifteen (15) inmates were enrolled in the work release programme and twenty-six (26) inmates participated in the Charity Work programme. The plan for the upcoming fiscal year is to increase the number of inmates on work release and charity with the Charity Work programme being geared more to facilitating requests from Government entities.

The Farm Facility garden has supplied all of the facilities with fruits and vegetables (crops included beets, onions, lettuce, corn, carrots, cabbage, bananas and potatoes). In total, the Farm Facility gardens reaped approximately five thousand (5,000) pounds of produce and this has been a significant cost-saving measure.

Initiatives for the upcoming year include expansion of the animal and farming programmes at the facility.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$3,538,000
Estimate 2017/18	\$3,538,000
Increase/Decrease	\$0
% Increase/Decrease	0%

**Mr. Chairman,**

Cost Centre 35020 (Co-Ed Facility) represents **three million, one hundred and twenty-one dollars (\$3,121,000)** or twelve percent (**12%**) of the total budget and will provide funding for thirty-seven (37) staff and operational costs. This facility with a capacity of 56 cells has separate and distinct provisions to house 40 adult females and 16 young male offenders between the ages of 16 – 21. The programmes provided are similar to other facilities based on the assessment of needs and available resources. During the current budget year, Math, English, Social Studies and Science programmes were offered to assist inmates with obtaining the General Education Diploma. Vocational programmes were also available to assist those in custody with gaining a skill. Cognitive programmes such as anger management and substance abuse are provided as needed.

During the 2016/17 budget year two (2) inmates participated in the work release scheme.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$3,254,000
Estimate 2017/18	\$3,121,000
Decrease	(\$133,000)
% Decrease	(4%)

**Mr. Chairman,**

Cost Centre 35060 (Westgate Correctional Facility) represents **nine million, six hundred and eighty thousand dollars (\$9,680,000)** or forty percent (**38%**) of the total budget. Westgate Correctional Facility is an adult male establishment with the design capacity to house 208 prisoners in conditions of Maximum, Medium and Minimum security and represents over 60% of the entire Department of Corrections total inmate population. The majority of inmates fall within the Medium security classification. The majority of assessment and treatment programmes for inmates take place at this facility.

One of the highlights from the last budget year, which has now become embedded on our yearly calendar was the Department's entry in the Bermuda Day parade. Inmates, including those from the Lifeline Group, a support group for inmates serving life sentences, constructed a float using the theme "A Tapestry of Culture" which was made out of recyclables. The float received the Upcycled award and the Best Government Department award. Additionally, the Lifeline Group continued the bike refurbishment programme and presented students from various schools with "new" bikes. An activities day for inmates and their children was held prior to Father's Day to assist in the fostering of strong relationships between inmates and their children.

The Westgate Work Programme continues to thrive with a total of seven (7) inmates participating in 2016/17.

Westgate Correctional Facility will continue the charity programme which allows inmates to give back to the community. The department partners with other government departments and community organizations such as Parks, Works and Engineering, WEDCO and Packwood Home assisting with small projects.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$10,061,000
Estimate 2017/18	\$9,680,000
Decrease	(\$381,000)
% Decrease	(4%)

**Mr. Chairman,**

Cost Centre 35090 (Therapeutic Community Centre – TCC) represents **one million, three hundred and fifty-two thousand dollars (\$1,352,000)** or five percent (5%) of the total budget. The Therapeutic Community also known as “The Right Living House” is located on the northern perimeter of the Farm Facility and is a segregated residential Substance Abuse Programme with a capacity to house eighteen (18) residents. The programme is developed for adult male offenders with a history of substance abuse and associated criminality. The mission of the (TC) is to provide a drug-free, safe and structured environment characterized by two (2) central qualities – mutual peer support and mutual peer accountability. The treatment environment is one where residents live and work together within a supportive and rehabilitative framework of mutual self help. Residents move through three phases; Orientation, Primary Treatment and Re-entry which transitions the offender through an intensive 9 – 12 month treatment wholly dependent upon their demonstrated clinical progress. Aftercare treatment is provided to residents once they leave the structured TC and while fulfilling the conditions of their sentence or parole.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$1,284,000
Estimate 2017/18	\$1,352,000
Increase	\$68,000
% Increase	5%

**Mr. Chairman,**

Inmate Services and Programmes are designed to meet the needs of inmates that are identified in their individual case plans. The programme team is multi-disciplinary and provides various services/programmes including psychological, social and case management, health, educational, vocational, recreational and chaplaincy. Funding for inmate services is necessary as the programmes provide tools and resources for offenders to assist them in returning to society as positive, productive and contributing citizens.

**Mr. Chairman,**

Cost Centre 35105 (Psychological Services) represents **four hundred and twenty-nine thousand hundred dollars (\$429,000)** or two percent (2%) of the total budget. This funding provides for salaries for three (3) psychologists (includes one (1) temporary additional) who provide psychological services to offenders at each of the three (3) facilities: Westgate Correctional Facility, Farm Facility (including Therapeutic Community Centre) and Co-Educational Facility. It must be noted that currently the Department only has two (2) psychologists; however we will be recruiting to fill the other post.

The Sycamore Tree project continued during 2016 – 2017; the programme is a restorative justice programme that brings together convicted offenders and unrelated victims from the community together. The programme is facilitated by Prison Fellowship Bermuda and comprises of eight (8) sessions delivered once per week. Four (4) inmates completed the Sycamore Tree programme. In addition to individual assessments and therapy session, a total of ten (10) inmates participated in offending behaviour programmes. It should be noted that for approx. one (1) year, there was only one (1) psychologist providing services for all facilities hence some of the offending programmes were suspended.

The intent for the 2017 – 2018 fiscal year is to deliver a variety of offending behaviour programmes/services to our inmates which include:-

- Drug and Alcohol Treatment Programme
- Relapse Prevention Programme
- Cognitive Behaviour Psychotherapy

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$429,000
Estimate 2017/18	\$429,000
Increase/Decrease	\$0
% Increase/Decrease	0%)

**Mr. Chairman,**

Cost Centre 35106 (Social Services and Case Management) represents seven hundred and twelve thousand dollars (**\$712,000**) or three percent (**3%**) of the total budget. Funding provides for staffing of two (2) Social Workers and five (5) Case Managers/Assessment Officers and inmate programmes.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$705,000
Estimate 2017/18	\$712,000
Increase	\$7,000
% Increase	1%

**Mr. Chairman,**

**Cost Centre 35107 (Health Services)** represents **one million, six hundred and fifty-six thousand dollars (\$1,656,000)** or seven percent (**7%**) of the total budget. This funding will provide for staffing and health care services for inmates.

Health services is staffed by a Senior Nurse and five (5) registered nurses responsible for providing services to the inmate population at all facilities.

The Correctional Medical Officer usually sees the inmate within three (3) to seven (7) days after his/her arrival and the psychiatrist sees those persons assessed by the nurse or doctor within one (1) week.

Some of the goals/targets for Health Services in 2017/18 are as follows:

- HIP Health Insurance provided to a select population of inmates; it is intended that this will reduce the risks and costs of unpredictable health care expenses and the overall healthcare budget.
- Implement inmate health service handbook.
- Increase inmate health education sessions by 50%. This was not achieved last year due to staffing shortage.
- Implementation of an electronic medical records system (long-term project).
- Certification of up to twenty-five percent (25%) of inmates in Basic Life Support including CPR, AED and first-aid. Two (2) nurses have now been certified as CPR instructors.
- Continuation of the Annual Summer Oral Hygiene Programme which is a joint initiative between Department of Corrections and the Department of Health.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$1,505,000
Estimate 2017/18	\$1,656,000
Increase	\$151,000
% Increase	10%

**Mr. Chairman,**

Cost Centre 35108 (Educational Services) represents **three hundred thousand dollars (\$300,000)** or one percent (**1%**) of the total budget. This allocation provides for salaries and educational supplies. Educational Services provide

educational programmes at all Correctional Facilities to those inmates who wish to pursue their General Education Development Certificate as well as to those who wish to strengthen basic numeracy and literacy skills.

During the year 2016/17:-

- Approximately sixty-five (65) inmates have been actively engaged in educational classes. This enrollment shows an increased as compared to 2016/17 and takes into consideration that some inmates are involved in more than one (1) class.
- The Black Studies programme, under the programme of Social Studies, is a new initiative at Westgate Correctional Facility for 2016/17 and eight (8) inmates have been enrolled.
- A personal development class was taught to nine (9) inmates at the Co-Ed Facility to help develop skills in the areas of self-esteem and self-presentation.
- Eight (8) soon to be released inmates participated in the Fresh Start class which is designed to provide them with coping skills.
- Despite the unanticipated technological challenges with the online GED testing format which was introduced in January 2015, a total of four (4) inmates received their GED certificates during a graduation ceremony held in November, 2016.

The Education Department will continue to work on setting up secured internet in order for inmates to engage in technological learning in preparation for those who require an alternative style of educational learning. The initiative is to set up a general knowledge class to utilize a DVD series continues to be a work in progress. Classes that were held in 2016/17 budget year will continue in the 2017/18 budget year.

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$300,000
Estimate 2017/18	\$300,000
Increase/Decrease	\$0
% Increase/Decrease	0%

**Mr. Chairman,**

Cost Centre 35109 (Vocational Services) represents **two hundred and ninety-nine thousand dollars (\$299,000)** or one percent (1%) of the total budget.

Vocational Services functions as an integral part of the programmes and services afforded to inmates and trainees. These services are designed to assist inmates/trainees in pursuing vocational interests with a view to increasing their employability upon release. Persons enrolled in such programmes may develop new or enhance old skills. Additionally, persons may engage in vocational classes for therapeutic or personal interest purposes. Funding allocated for this cost centre provides for staffing and vocational programmes (including some materials and supplies).

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$299,000
Estimate 2017/18	\$299,000
Increase/Decrease	\$0
% Increase/Decrease	0%

**Mr. Chairman,**

Cost Centre 35110 (Recreational Services) represents **forty-nine thousand dollars (\$49,000)** of the total budget.

The role of recreation services is to provide structured leisure time activities in sports, hobbies and cultural events at Westgate, Co-Ed and Farm facilities to promote constructive leisure time activities for offenders. Allocation of funds will provide for activities such as: Art, Ceramics, Wood Sculpture and Sports. This also includes the organizing of annual Arts and Crafts shows to display inmate/trainee artwork to the public

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$49,000
Estimate 2017/18	\$49,000
Increase/Decrease	\$0
% Increase/Decrease	0%

**Mr. Chairman,**

*Cost Centre 35111 (Chaplaincy Services)* represents **forty-one thousand dollars (\$41,000)** of the total budget. Funding provides for two (2) part-time chaplains who continue to offer spiritual enrichment and guidance for inmates. The chaplains coordinate services and religious instruction from the various denominations and also provide counseling to inmates. Prison Fellowship whose focus is on restorative justice and religious programming continues to partner with the Department of Corrections in providing programmes for inmates. Some of these programmes during the 2016/17 budget year included:

- Angel Tree – a programme which provides Christmas gifts for children of inmates.
- Back to School Programme – supports children of inmates to acquire necessary resources and tools for school
- Christmas programmes at all facilities
- Regular services through Prison Ministry and other religious providers

**2016/17 vs. 2017/18**

Original Estimate 2016/17	\$41,000
Estimate 2017/18	\$41,000
Increase/Decrease	\$0
% Increase/Decrease	0%

**Mr. Chairman,**

In regards to recruitment, training and development, the Department of Correction's strategy for the fiscal year will be to ensure that all staff are trained to industry best practices and are confident in their ability to achieve the Department's mission. Training will include management training to prepare staff for senior level positions and re-certification of those staff that require annual recertification.

Additionally, the Training Team will participate in community engagement to highlight the department in a positive manner. This will include participation in school career fairs.

**Mr. Chairman,**

The Department's performance measures forecasted for 2017/18 are outlined on page B-297 and B-298 and include:-

1. The average daily inmate population for the fiscal year 2015 - 2016 was one hundred and ninety-five (195).
2. There were seven (7) assaults (major/minor inmate/inmate, inmate/officer or trainee/trainee) reported for the 2015 – 2016 fiscal year. It must be noted that staff are challenged constantly by inmates' negative behaviour and the Department has a zero tolerance to any assault of any category.
3. The Department of Corrections calculates its recidivism rates according to internationally accepted practices. Based on these standards, the rates include persons who have a conviction for a new offence within one, two and three years of their release. The actual outcome for 2015/16:-  
Year 3 – 13%  
Year 2 – 10%  
Year 1 – 5%

**N.B. THE PERCENTAGES LISTED IN THE BUDGET BOOK ARE INCORRECT.**

**Mr. Chairman,**

I would like to highlight some of the Department's achievement for 2016/17.

- Continued use of the video conferencing at Westgate Correctional Facility has not only assisted in reducing the number of staff required for external court escorts during monthly arraignments, but it allows more efficient management of inmates with gang affiliations during their court appearance via video conference.
- In April 2016, the Department held its third (3<sup>rd</sup>) annual Corrections Week (2016). A number of activities took place during the week to better educate the public on Corrections in Bermuda, celebrate all Corrections staff and showcase and celebrate the vital role we play in the community.
- Security is a major focus of our operations and we constantly endeavour to improve security measures to combat breaches.
  - The final upgrades to the CCTV system were completed.
  - Repairs to sections of fencing at Westgate Correctional Facility were completed.
  - New radios were added to the Department's inventory to replace old ones.
  - Upgrades to the Duress alarm system were completed.

**Mr. Chairman,**

Despite the many challenges faced by the Department of Corrections, staff remain dedicated and seek ways to address them including working with union representatives and other stakeholders and partners in order to achieve our mission and mandate.

**Thank you Mr. Chairman**