



EUROPEAN ORGANISATION OF  
PRISON AND CORRECTIONAL SERVICES

## Expert Meeting Real Estate and Logistics

Stockholm  
1 & 2 October 2019

### Participants

Tony McDonnell, Chair (N-Ireland ), Els Van Herck, Previous Chair (Belgium), Maria Hilltorp (Sweden) , Kauko Niemela (Finland), Diederik Leusink (Netherlands), Rune Trahaug (Norway), Miran Candellari (Slovenia), Burhanettin Eser (Turkey) , Pinar Candemir (Turkey / translator), Hans Meurisse, Moderator (EuroPris)

Apologies: Anna Evans (England & Wales)



### Summary

This year's Real Estate EuroPris Expert Group was hosted by the Swedish Prison and Probation Service. Maria Hilltorp was responsible for hosting this well organized event.



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CORRECTIONAL SERVICES  
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## **1 October, Day 1**

### **Introduction**

Tony McDonnell, Chair of the group, began by welcoming everyone to the meeting and thanking Maria for her help in facilitating the event. The meeting commenced with Tony reminding everyone of the role and purpose of the group which is to develop and share specialist knowledge and best practice in the field of Real Estate and Logistics. Having the expert group allows us to drive forward shared learning for the benefit of the wider prison community. One of the key benefits of the meeting is having the opportunity to share and discuss common challenges and the initiatives and learning points we have each implemented to meet those challenges.

### **Review of the Activities of the Group in 2017/18**

Tony gave a review of the activities of the group over the past twelve months.

In 2017 EuroPris constituted a new Real Estate and Logistics expert group. The first meeting of the reconstituted expert group took place in Ghent, Belgium during September 2017. The meeting provided an opportunity for members to introduce themselves to each other together with providing an overview of the work going on in their particular regions. The meeting was facilitated by Kirsten Hawlitschek (EuroPris, Executive Director) who explained EuroPris's expectations for the group. Terms of reference for the group were agreed (including collaboration with other EuroPris expert groups and the delivery of a Real Estate and Logistics Workshop) during their term of office.

There was time to discuss themes of interest and both Tony and Anna gave short presentations around individual learning points, Tony on the use of IP Technology within Prisons and Anna on the development of a design toolkit for prisons. The meeting also included a visit to Ghent Remand Prison and a new Forensic Psychiatric Facility in Ghent.

There was also discussions around technology and how the rapid advancement of digitization meant that there is an increasing need for estate professionals to upskill their knowledge of technology together with an increasing need for closer collaboration between ICT and Estate professionals in order to achieve the best outcomes.

### **Real Estate & Logistics Expert Group – Agreed Outputs**

At the conclusion of the meeting in Ghent the Real Estate & Logistics expert group agreed the following outcomes:

#### **1. Identified Common Areas of Interest**

The following topics had been identified for Shared Learning and those which could be considered within the Real Estate & Logistics Workshop in 2019:

1. Designing for Rehabilitation,
2. Evidence Based Design
3. Designing for Women
4. Use of Technology
5. Energy & Sustainability
6. Facilities Management Delivery Models
7. Design of Accommodation/ Cells
8. Modern Methods of Construction

- 9. Custodial Fittings
- 10. Designing for Challenging Inmates
- 11. PPP Policy and Funding Models

## 2. Agreement to Produce 2 Reports

The group agreed to produce two reports during their term of office:

- Designing for Rehabilitation – An examination of the human factors that should be considered in design to improve the well-being of individuals within the prison system and their normalization on release. The aim of the report being to promote the design of effective rehabilitative environments. The report is being led by Maria Hilltorp will be finished end of December 2018.
- Designing for Women – To examine the gender specific needs of women and how they can be supported with sympathetic and complimentary design response within a custodial setting. The report is being led by Kauko Niemela and will be finished end of January 2019.

## 3. Link the expert group with those of ICT, Education and Family Relations

## 4. Organize a Real Estate & Logistics Workshop in 2019

### **ICT Workshop – Stockholm, Sweden 23-24 May 2018**

On the back of discussions in Ghent, EuroPris invited the Real Estate expert group to contribute to the ICT Workshop in Stockholm. The event provided a useful opportunity to integrate with ICT colleagues and provided an opportunity to demonstrate how people in Real Estate encounter technology. Tony and Els Van Herck each led breakout sessions on IP Technology, Biometrics and the use of technology within Prisons.

### **EuroPris AGM – Johvi, Estonia 18 June 2018**

Tony gave a summary of the 7th Annual General meeting. As well as the formalities of the AGM there was also an opportunity for each of the Expert Groups to present their work to the Board. This was followed by two 30 minute breakout seminars which allowed delegates to discuss in more detail the work of the group and provide feedback to the group.

### **Discussion - Future Direction of the Expert Groups**

At the request of Hans Meurisse (EuroPris) and Tony McDonnell (Chair)

*“What should the future direction of the different expert groups be?”*

There was discussion around the role of the groups and the synergies/complimentary topics that they cover. There was a broad agreement on the benefits of having a more cohesive and joined-up strategy moving forward in relation to the expert groups and the themes they cover.

In order to achieve this it was proposed that it would be useful to organize a meeting with the current and previous chairs of the respective expert groups to better understand the needs of each group in order to provide a more complimentary and joined-up strategy for the out workings of each group.

The purpose is to meet, to integrate activities and knowledge, to create synergy for the Business, to enhance outputs & outcomes.

- Everybody is in favor for the benefit of the practitioners;; we must move towards more interactive, result oriented meetings, to keep the knowledge together in platforms and to stimulate more expertise and support to MS; a more integrated and broader perspective is a good initiative

## **Discussion - Real Estate Workshop 2019**

At the request of EuroPris, Hans Meurisse

*“What is the scope, opinion of the Members of the Real Estate Expert Group on a possible future organization of a co-organized Conference with ICPA, with the participation of Private Sector Partners (Construction, Architects, Logistic Service Providers, ... ) rather than a classic EuroPris Workshop only; Example is given of the TIC Conference for ICT (Technology in Corrections)*

A lot of what occurs within Real Estate & Logistics requires input, support and delivery from the private sector. There was discussion around the pros and cons of having a ‘public sector’ only ‘workshop’ or the merits of having a broader ‘conference’ which would include the private sector. Hans explained how this could work and the timely need for a decision as the EuroPris Board were meeting in Riga the following day and he wanted a paper for a decision on this topic before the Board.

- Real Estate & Logistics is a specialised area and there was concern that there may not be enough participants (quantity, limited number of Public Sector attendees) but also not enough variety of participants
- Opportunity for more dynamics, challenges, solutions with private sector
- Possibility of a greater variety of different perspectives / directors, engineering people, sociologists
- All members agree with the specification that our Expert Group could give an impulse to such an event, and there should also be an input from education, health & care, architects and it was felt the use of technology/ digitalization is for the moment better suited to engagement with the private sector

The EuroPris Board met in Riga the following day and after consideration indicated that as this will be the first Real Estate & Logistics event it should be a Workshop (independent of ICPA) but should provide opportunity for the other expert groups – ICT, Education, Family Relations - to participate.

### *Short Presentation on the work of the Research & Design Unit of Sweden SPPS*

The use of Evidence Based Design has been developed in the Health and Education sectors and there is the opportunity for it to have a major positive influence in our Prisons. Unfortunately to date there has been limited research in this area in the context of prisons. In order to assist with the wider understanding of the how research could be used the SPPS Research unit were invited to explain the nature of the work to the expert group.

- Supported by the DG and the top management
- 16 staff members available ( senior researchers )
- Result driven service
- External scientific board
- Sometimes there are a few issues with Politics & Budget issues
- They receive many proposals and they follow a Road Map (Plan, Publication, Execution, Publication on the result, Follow Up of the publications, implementation of guidelines, etc.)
- Topics: gender equality, honor related crime, solitary confinement, violent extremism, etc.
- It was noted that Norway and Finland also have Research Units

## **Presentation of the different Member/Countries Discussions**

### **Turkey**

There is a major investment plan for new facilities in Turkey

- Closed, open and juvenile institutions with enough space and ventilation, and even adapted rooms for disabled prisoners
- Variety of regimes possible, oriented towards rehabilitation and stimulating social life ( even for the special terror sections a common exercise yard available )
- Construction of ateliers, class rooms, closed and open sport saloons, fitness
- Adapted from rural to city population; regional needs are taken into account
- Special attention for regimes, differentiation, life quality in the new prisons ,for women ( principle of positive discrimination )
- Capacity for women with children ( 0 – 6 j ) close to home comfort; next to the facility there are also independent kindergartens, playgrounds, green area's
- Education, training and social activities for children are possible
- Outdoor activity is stimulated; Balcony => inmate is often outside
- Adapted cell capacity => people want to stay with 2 or 3
- Classic buildings
- Cost of construction is relatively low at around €750 per square meter (in Finland it is €5,000)

### **Finland**

Finland is divided in 3 regions and the aim is to place prisoners as near as possible to their place of residence; each region has nearly 1000 places.

The prison population increased from 2000-2005 to nearly 3,900 prisoners. Since then there has been a gradual decrease to 3,000 prisoners but since 2016 it began to rise towards 3,200 prisoners.

#### **Practical issues**

- A new prison for women is under construction, with a women friendly environment and a 1/1 staff-prisoner rate ( good staff rate is important and this principle is integrated in a budgetary policy )
- The methodology is focused on decreasing the risk of re-offending, new working skills, new leadership; The concept is based on the principle of coaching, balanced with control

- More technology but complimentary to “ Regime “ development, activities first
- More digital skills are introduced
- Learning digital environments are stimulated (many women have a bad social and educational background)
- 7 Services offered ( Drugs abuse, vocational training, learning ...)
- Renovation 60 M€ versus 34 M€ for 100 women
- Need for more open prisons

## Netherlands

Period of 2013 – 2017

- 19 closed institutions
- Reduction of Staff: 2,000 staff less!
- Reduction of capacity: 3,000 places less
- 3500+ Single cells transformed into double cells

July 2018

- Reduction of another 1500 places
- Evidence based on long term capacity forecasts
- Closing of 4 more institutions
- Decision not made from a real estate point of view
- Political concerns: regional employment
- Political decision making has included other factors than ‘the buildings quality’. So recent political choice includes closing some of the better prisons, constructed in the 90’)
- Overcapacity in youth & women places
- Increase in prisoners with psychiatric disorders (at this moment there are 4 prisons with special units and care teams)

Practical issues

- Concentration of grocery-logistics ( 5 locations of which all institutions are provisioned)
- Real Estate Investment program: reinvestment 400 M€ in DJI-real Estate, some of which in the ‘historic sites’: Veenhuizen, Scheveningen)
- Technology: normalization, sustainability, ICT infrastructure
- Nieuwegein: scientific experiment where 1 modern wing is compared with a very classic wing
  - Staff without uniform
  - self-cooking area
  - telephone in cell
  - new furniture
  - special family visiting rooms

## 2 October, Day 2

Day two took place at Kronoberg Remand Prison in Stockholm. It allowed opportunity for the continuation of discussions on developments and issues from member countries:

### Norway

General information of the “Crime development” -19 % registered crime with the Police

- Age of criminal responsibility = 15 years
- Length of sentences: average is 10-11 months, median is 3-6 months
- Values are oriented towards openness, respect, professionalism, commitment
- Normality, reduce the use of prison, rehabilitation
- High security 66.4 %; low security 30.5 %; open 3.1 % in the real estate
- The Norwegian Prison Service is in reorganization
- The use of Norgerhaven Prison in NL has ceased
- Renovating some older blocks
- Other projects: Agder new prison
- Investments in small capacity; contact with the nature

### Sweden

General remarks or issues

- need for a strategic plan to compose the strategic puzzle
  - increased capacity for Remand accommodation and for executing sentences
  - Significant requirement for renovation
- Primarily looking to expand capacity through expansion of existing sites but new sites will probably be needed
- Investment in low security as well as high security
- Standardization required
- Initial focus on living quarters – Scaled towards small person 48 units

### Slovenia

General information

- Prison Service is an authority of the Ministry
- Capacity = 1292 / Population 1385 inmates
- Overcrowding rate of 5 % in the closed area's
- In 2015, with 1511 inmates , the highest number ever yet was reached
- 6 prisons + 14 locations + 1 Correctional Home

### Projects

In Slovenia there still is a lot of old infrastructure + Buildings initially not constructed as a prison

After an Architectural tender, a new prison in Ljubljana (with a lot of open spaces) and also a Renovation-project for upgrading a Women Prison in Ig, will be constructed. As a result the quality of life will be increased and extra capacity will be created

#### Women Prison in Ig (Ready in 2022)

In the old part of the building, the management and administration of the institution remains. There is also an open section of the prison. Besides this area a new part of the prison will be built. In the new building, detention will be operated as well as a closed prison unit

#### New Ljubljana Prison (Ready in 2022)

The total capacity of the prison will be 388 places for men (150 places for pre-trial detainees, 178 places for prisoners and 60 places for the open section of prison).

Upon construction, the old location of Ljubljana prison will be abandoned.

### Belgium

There is a continuity in the successive master plans I, II and III

- Tender specifications from 2009, outdated => difficult to execute now anno 2018, but the budget doesn't allow to make big changes any more (future proof of projects...)
- 2012, specification and planification of Haren (new Bxl Prison ); at the limit of executing conform new technological evolution ( future proof of tender specifications ... )
- Security level for the next years, different levels : “ Medium “ must be the standard, “ High Security “ the exception
- Assessments first of the population first, adapt security installations
- FPC's Ghent/Antwerp were financed by the Buildings agency + “ Tender “ to operate the FPC by Justice
- Next 3 FPC will be tendered in a DBFMO
- Competitive Dialogue ( cf NL ) => procedure of tendering is brought into the market; innovative procedure

### Northern Ireland

Currently reviewing the capital strategy in the context of a challenging financial environment. Due to political disagreement N Ireland has been without a government (local assembly) since January 2017. This has created a vacuum where no significant policy decisions or new major capital approvals can proceed. Legislation is currently being progressed to allow Civil Servants to take decisions in lieu of Ministers. In the meantime, we continue to progress the existing major scheme and have access to annual capital expenditure for minor works and early design work on other Major projects.

- Prisons 2020, new strategy which seeks continuous improvement in the Prison Service.
- Major themes are delivery of Rehabilitation through our Staff, our Services, our Infrastructure and our Partnerships
- Review of the Prison Service Estate Strategy
- Examination of other delivery models (scope and scale)
- 2019: 360 new cells, modernization of Energy Supply
- New Visits/ Welcome Facility,
- New separate Female Facility



- Redevelopment of Magilligan Prison
- An overview of a visit to Tallinn Prison in Estonia
- Issues:
  - Use of solid surface 'corian' anti-ligature WC's and WHB's in cells has led to a 90% reduction in cell damage
  - Aspirating Smoke Detection Systems – Systems annoy prisoners which leads to them blocking vents
  - Move to using Resin flooring in cells
  - Legionella: weekly treatment of unused outlets for 3 minutes

## England & Wales

Anna Evans was unable to attend due to family reasons. However she did send through a presentation and this included:

- 6 new Prisons being planned, 2 of which are currently being procured
- Examined international evidence of what makes a good prison environment
- Developed physical designs and operating specifications
- Want visitors to feel comfortable and welcome when attending prison
- Designs include greater consideration of Natural Light and Noise reduction
- Designs include use of Wider corridors

## Visits

During the meeting the Swedish Prison Service organized 2 visits.

1<sup>st</sup> October 2018 - On day 1 the group went to Helix, a Forensic Clinic for the Mentally Ill who are under a measure of a Court. The facility is not operated by SPPS. It is a Service Provider from the Swedish Health Care Department. It allowed the group to see how design, architecture & security are oriented towards programs for this category of patients to guarantee a safe environment for staff, patients and society.

2<sup>nd</sup> October 2018 - Kronoberg is a Remand House in the City Center of Stockholm. The building is newly renovated. The Prison staff showed the Group how life is organized in a maximum security environment according to court regulations. The impact of the dynamic security was explained. There is an aim to have a maximum interaction with the staff. The visit focus was on living quarters (room design, furniture and installations) and exercise yards on top of the roof.

Hans Meurisse  
EuroPris