



# **Report**

## **Real Estate and Logistics Workshop**

**14-16 October 2019**

**Ljubljana, Slovenia**

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**PROMOTING  
PROFESSIONAL  
PRISON  
PRACTICE**



EUROPEAN ORGANISATION OF  
PRISON AND CORRECTIONAL  
SERVICES

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## Real Estate & Logistics Workshop 2019

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14<sup>th</sup> – 16<sup>th</sup> October 2019

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## 1. Introduction & Welcome

The first EuroPris Real Estate Workshop took place on **14-16 October 2019** in the historic City of Ljubljana, Slovenia. The Workshop was a full two-day event and was attended by 65 delegates from 23 countries.

The main themes of the workshop included 'Designing for Rehabilitation' and 'Designing for Women' reflecting the recent focus of studies by the EuroPris Real Estate Expert Group as well as the inclusion of discussions on a range of other topics including 'Age Appropriate Solutions'; 'Energy Management' and Modern Methods of Construction. The workshop also included participation from chairs of the Education, ICT and Family Relations expert groups on the future design of their facilities.

The workshop was attended by Real Estate practitioners, Academics and NGO's.

The Workshop commenced with welcome introductions from the Slovenian Prison Service (Acting Director General, Bojan Majcen) and the Ministry of Justice of the Republic of Slovenia (Lucija Remec, Head of Investments and Real Estate).

EuroPris Executive Director Kirsten Hawlitschek explained that the EuroPris Board took the decision that the first Real Estate event will be a 'Workshop' for public sector employees, academics and NGO's. At the request of the EuroPris Board the workshop should also include the participation of the ICT, Education and Family Relations expert groups. The idea is that we knit together the various specialist groups to improve shared learning/ knowledge and ultimately provide better outcomes across the EuroPris community.

## 2. Real Estate Expert Group

Tony McDonnell, Chair of the Real Estate group, began by welcoming everybody to the Workshop and providing an overview of the activities of the expert group. The role of the group is to encourage the sharing and development of specialist knowledge that can be used to improve outcomes for the benefit of the wider prison community. The expansion and dissemination of knowledge is achieved in a number of ways:

- **Reports** – Delivery of published reports. The most recent of which are Designing for Rehabilitation and the soon to be published Designing for Women, both of which were covered in the Workshop.
- **Advice to Membership** – From time to time EuroPris receive questions seeking advice or information from the membership. Those of a Real Estate nature are handled by the expert group and so far this year advice has been offered to a number of members:
  - Albania – estate element of a Masterplan for the reorganisation of the Prison Service
  - Czech Republic – Sourcing expertise for masterplanning of one of their prisons
  - England & Wales – Advice on International Best Practice on Facilities Management
  - Belgium - Benchmarking design standards on custodial doors and windows

- **Workshops** – Delivery of a Real Estate workshop to cover a number of specialist topics encouraging attendance by a range of practitioners, Academics and NGO's
- **Linkages with other groups** – encourage interaction and dissemination of learning between the EuroPris expert groups. This has seen Real Estate input into a recent ICT workshop and also now sees the inclusion of ICT, Education and the Family Relations groups at this workshop

The Real Estate expert group have identified a number of topics that are of interest to the group and the wider prison community:

- Designing for Rehabilitation
- Designing for Women in Prison
- Technology
- Designing Accommodation/ Cells
- Age Appropriate Solutions
- Modern Methods of Construction
- Energy Management / Sustainability
- Facilities Management
- Public Private Partnerships (PPP)
- Challenging Inmates
- Custodial Fixtures & Fittings

Tony McDonnell explained the nature of each topic and the feedback obtained from the EuroPris AGM's which provides helpful insight into areas for future focus by the group.



### 3. Theme 1 - Designing for Rehabilitation

#### a) Report – Designing for Rehabilitation

**Tony McDonnell, Chair, EuroPris Real Estate Expert Group**

The report offers an insight into how some very simple, low cost design considerations can go a long way to improving mood and well-being. The report explores the wider design evidence which can help influence both current and future prison design and examines some of the ongoing research being undertaken by European nations to improve the functioning of their prisons.

Tony indicated some of the design considerations that can positively influence mental and physical well-being (Natural Light; Green Spaces; Colour; Social Interaction; Air Quality; Acoustics; Choice of Materials; Social Density) which should be considered whenever we are adapting or constructing a prison.

Three case studies are examined within the report from countries who are members of the expert group. The research seeks to improve the functioning of their prisons.

- **UK- England & Wales**

A recent research project supported by the 'RIBA Research Trust' and 'Innovate UK' worked alongside the UK Ministry of Justice to gather data to establish a set of design principles to improve the design of the environments within prison. The outworking of this research led to the publication of the 'Well-being in Prison Design' guide which brings evidence from the field of environmental psychology to bear on the design of prisons.

- **Sweden**

At the same time the expert group were looking to develop the Designing for Rehabilitation report the Swedish Prison and Probation Service (SPPS) were considering the expansion of their estate. This led to the commissioning of a Literature Review which would jointly help both causes. The study was undertaken by the Research and Evaluation Unit of SPPS and examined the published information that evidences the influences of design on those within prison. The findings are presented in two themes:

1. Studies within Prisons and Forensic Psychiatric care environments; and
2. Studies within other institutional settings

The details of the examination of the Literature Review were offered by Dr Lina Grip in her subsequent presentation.

- **Dutch Custodial Agency (DCA)**

During 2018 the DCA commenced a number of investigative projects in an attempt to understand whether changes to the environment – colour, sound, light, furniture – and greater levels of autonomy contribute to better living conditions.

In Nieuwegen a study in conjunction with Tilberg University used two identical buildings – one as a ‘control’ the other operated with a range of different features - to observe whether changes in the environment or increased self-autonomy influence the behaviour or outcomes for the inmate population. The research was concluded in 2019 and the data is currently being analysed. Once produced the findings will be shared with EuroPris.

## Conclusion

The report found that the design of the physical environment does impact on the health and well-being of occupants. Evidence based research in the context of prison environments is very limited. Given that prisons retain individuals within their buildings for much longer periods of time than any other area of society it is important that the prison community have a much clearer understanding of how design choices impact on mental and physical well-being.

## Recommendations

For the long-term well-being of those in the care of the prison community the expert group recommends that the design considerations identified within the report should be adopted within Prison policies and deployed whenever opportunity arises in the extension, refurbishment or expansion of each countries prison estate. In addition, there should be a concerted research effort to gather evidential data, obtained from within a prison environment, to better understand the impact of design influences, the aim being to improve the outcomes for all those within prison.

### b) Therapeutic Prisons: What Kind of Environment Fosters Safety and Well-Being Prof Dominique Moran (University of Birmingham, UK)

Prof Dominique Moran is an academic researcher interested in the interaction between people and spaces. In the context of prisons her research seeks to understand the type of spaces which can foster well-being amongst prisoners (and prison staff).

In recent times Prof Moran has been working on whether evidence-based design gained within either a Health or Education setting – which account for the majority of available data - can be applied to custodial environments. She has undertaken research which seeks to establish the effects of access to and views of green spaces (both ‘real’ and ‘vicarious’ via immersive images of nature) on prisoners’ wellbeing.

Specifically, her research shows that contact with nature (both in the form of ‘real’ green spaces and immersive images) has improved prisoners wellbeing. It is argued that using ‘Attention Restoration Theory’, prisoners are able to use these natural resources to support mechanisms that enable them to cope with the highly stressful prison environment, potentially reducing stress and with it the likelihood of violence.

### c) “An Iron fist in a silk glove” Finding Pain in Exceptionally Designed Prisons Prof Yvonne Jewkes (University of Bath, UK)

Prof Jewkes opinions challenge the acceptability of prisons, but she welcomed her invitation to attend the EuroPris Real Estate Workshop and offer her views to a body of international prison practitioners.

She believes Prisons are a 'statement of failure'. Fundamentally Professor Jewkes believes Prisons are damaging institutions taking people who are already damaged and making them worse. It is her opinion that the creation of environments with watch towers, razor wire, swathes of concrete, lack of open spaces, furniture that is bolted down all signals to those inside that 'You are a potential threat you are an animal'. It can therefore be no surprise that they behave as such.

Improvements in design are welcomed but the research questions are all focused around rehabilitation. In reality prisons don't offer a rehabilitative environment. Trying to create an 'Architecture of Hope' within a prison is like 'putting lipstick on a pig'. She argues that there is a need to change the emphasis to look at *Trauma Informed* design the best example of which she believes can be found in the Maggie's Centre in Oldham, UK. The building has been designed for cancer patients and their families. The design seeks to hold qualities of safety and welcome in tension, alongside atmospheric affects that are surprising and thought provoking. Imagine if that was the brief for the design of a prison.

Prof Jewkes believes that the prison design that was the most similar to the Maggie's Centre was the unsuccessful design for Iceland's women's prison. The toxicity of prison buildings needs to be reduced. For example, Storstrom prison in Denmark (opened late 2017), is considered to be the most humane high security prison in the world. However, it creates an urban environment in a natural setting (i.e. it is counter intuitive to the true spirit of rehabilitative design). Catalonia where inmates spend as little time as possible in their cells. There is a paradox. Halden (Norway) is offered as a good example of Nordic prison design and is considered as progressive but is this correct? In Halden you find very little freedom for inmates (difficult visiting system, there is no easy access to telephones, and everything is strictly controlled). A lot of prisoners are housed in the long stay unit and there is a very little opportunity to enhance regimes. Halden is in fact a 'glamorous picture' with a bureaucratic process of classification. Contrary to the perception less people go free from Halden than anywhere else in Norway. Urban myths are repeated about Nordic prisons which do not stand up to scrutiny. In surveys at Halden the colour is described as grey and bleak, comments made by inmates include:

- It is more painful to look at the Woods as you cannot walk in them – it is like having a meal put in front of you which you cannot eat. One prisoner was handcuffed and allowed to hug a tree which he felt was his best day in prison.

In truth the design of these prisons isn't as progressive as claimed. They are not placing to rehabilitate they are environments more geared to encouraging people to be better criminals than rehabilitation. Prisons are expressions of middle-class design and work for nice middle-class people. To be truly rehabilitative prisons should express a social contract between society and the individual, which is far away from the current approach. The design of prisons in England & Wales perpetuate the feel of industrial warehouses. Their design serves only to promote the demonisation of those within them.

Based on survey data one of the more successful environments for prisoners turned out to be Norgerhaven – leased to Norway by the Dutch Custodial Agency – an older low-rise prison with large green spaces directly accessible from the accommodation area. Prisoners were allowed to tend to plants and raise chickens and were trusted and given the freedom to make their own choices. In truth this freedom of movement, the opportunity to determine for yourself what you were going to do and access to large green spaces was much more satisfying and stress reducing.



#### d) How do designers consider Health and Well-being?

**Alberto Urrutia-Moldes – PhD Student (University of Sheffield, UK)**

Alberto's presentation reflects his PhD which seeks to understand whether the approach undertaken in Scandinavia which has resulted in the lowest global recidivism rates can be mirrored and adopted elsewhere.

In order to assess the approach undertaken in different countries he used the Prison Classification System proposed by Adina Moldan in 2012:

- Rehabilitation – designed and operated as a prisoner centred model which shows respect for dignity and needs. These models are seen in Scandinavia and northern Europe
- Safety – a staff and security centred approach based on the submission of prisoners and their isolation from society with strict regimes. The USA is the most prominent example of this.
- Hybrid – Aspire to a moral obligation of human rights and rehabilitation while trying to emulate the operational and design philosophies of the Safety model. Generally seen in cultures which are seeking to transition from a repressive past.
- Repressive – Characterised by detrimental physical and psychological conditions with secrecy about what happens inside the institutions.

Alberto has investigated how health and well-being are considered under each model in the design of prisons (excluding analysis of the Repressive Model). Interviews occurred with 8 countries and he visited prisons in Norway, Finland the USA and Chile. Based on the data, three diagrams were built, representing the Rehabilitation, Safety and Hybrid models which he reviewed at the workshop.

Generally, the cost of staffing and operating the prisons was seen as the most critical constraint within each project, none-the-less the promotion of health and well-being was seen as a goal by both designers and prison authorities. Generally, the study found that the views of designers and prison authorities in each case are consistent with their Prison Model, it also suggested that the evolution towards a Rehabilitation model is possible. Nevertheless, architecture alone is not the answer, in order to be effective, the study identified a number of conditions which need to be fulfilled:

1. The rehabilitation of inmates, the maximisation of desistance and the health and well-being of inmates, must be a strategic goal and should be considered a priority during any design process.
2. The ratio of staff must be at a level which enables a personalised prison experience for each inmate.
3. The prison staff must be educated to enable them to act as role models and behavioural coaches rather than prison guards
4. The operational transparency of prison services must be maximised
5. Services within prisons such as health, education, work or psychological follow-up should be undertaken by local external expert providers
6. The transference of knowledge and technical information must be promoted to facilitate the specialisation of designers in prisons

7. Finally, not least of all, we should promote a strong presence of academics, social scientists and professional groups to produce evidential data for future designs.

### **e) Literature Search on Evidence Based Design - Health and Well-being** **Dr Lina Gripp – Research Analyst (Swedish Prison & Probation Service)**

Lina is a research analyst within SPPS's in-house Research & Evaluation Unit. The prison population within Sweden is approaching 100% capacity. There are also changes in legislation being considered which will create longer sentences. As a result, plans are being considered for the creation of additional prison spaces.

The focus in Sweden is on treatment and dynamic security and a need to create supportive environments. Working methods are based on having positive client-staff relations. It is therefore important to recruit and retain staff.

As part of this exercise, a piece of research was commissioned to examine the extent and nature of evidence-based design information that is available. This research also fed into the EuroPris report Designing for Rehabilitation.

The evidence indicates that being incarcerated is a deteriorating condition. The role of the physical environment should be to reduce the added strain on the inmates and enable constructive activities/ relationships to occur. Inmates seem to be more sensitive to their physical environment than the normal population – continuous long-term exposure, no or minimal control over their physical environment lead to an increased level of stress within their lives.

General themes:

- The evidence from all the groups examined were convinced that rehabilitative design matters.
- Smaller Units and lower social densities appear more important than the size of the prison/ remand facility.
- Previous assumption was that a 'stripped' interior was soothing. Newer research found home-like interiors work better
- Normalisation reduces stress and reduces institutionalism and can be expanded to include activities like cooking/ playing

Enablers

- Windows offer individuals a distraction and can help to reduce a sense of isolation or boredom
- Windows provide an important function when access to the outdoors is limited

In terms of implementing these findings there should be a holistic approach to design including staff, designers, and the prison regime. There is a need to change mindsets and understand that it takes time to do so. It will be difficult, but possible to measure the benefits. It would be interesting to measure the recidivism rate from old compared to new prisons, using the same prison before and after renovation.

## f) Implementing Rehabilitative Design

**Karen Crilly, Architect (Northern Ireland Prison Service, UK)**

Karen's presentation focused on the delivery of a new 360 cell accommodation block within Maghaberry prison. Maghaberry is Northern Ireland's High Security Prison. In May 2015 the Chief Inspector of prisons delivered an inspection report which indicated that Maghaberry was the most dangerous UK prison he had visited. This was partly because of the design legacy of the past (The prison was built as a 450-place remand facility using a design taken from England that uses 'square houses' with narrow corridors the design of which has been widely condemned by the inspectorate). The prison currently operates as a sentenced prison and accommodates up to 1,000 prisoners.

Over the last decade or more investment has been made in new accommodation at the site and this includes the latest structure 'Davis House'. Design improvements have seen wider landings, improved lines of sight, increased use of natural light and the enhancement of in-cell facilities (incorporation of toilets, showers) and the introduction of new technology within each cell (in-cell computers, in-cell phones). The building is designed with sustainability in mind and should achieve a BREEAM excellent rating for its sustainable credentials.

A follow-on inspection undertaken in September 2019 now rates the facility as a high achieving prison. This transformative approach is due to the confidence of the staff and the management team at Maghaberry but it is argued it is also in some part due to the steps taken to transform the estate.

## g) Evaluating Sites for Community Based Step-Down Houses

**Sarah Holbrouck, Rescaled / Houses Project Belgium**

Sarah works for a charity/lobby group on prison reform within Belgium. Her presentation covered her belief that the prison population is best served by moving away from large prisons (currently 35 prisons in Belgium) and relocating the population into 350 community-based detention houses.

The presentation focused on the examination of suitable sites and a need to ensure that the architecture of the detention houses integrates them into the surrounding environment without distinguishing them as custodial facilities. Her philosophy assumes that the detention houses can be either closed, open or a combination of the two.

## h) Towards Humane Prisons – Detention in Decency

**International Committee for the Red Cross (ICRC)**

**Sara Snell and Kevin Bradley (University of Technology, Sydney Australia)**

Sara and Kevin led an interactive workshop based around '*Decency in Detention*' which was a chapter from the ICRC publication *Towards Humane Prisons* – published in 2018. For the purposes of the interactive exercise the definition of decency was defined as *"treatment and conditions in prison that are fair, reasonable, acceptable and ethical. It aims to maintain dignity, humanity and equality of access. It applies to both the human interaction and the services in the prison as well as the character and quality of the facilities themselves."*

Kevin Bradley explored with the delegates whether it is possible to design for decency and discussed how 'decency' can be understood alongside the often-accepted higher order design priorities of safety, functional efficiency and material resilience. He argued that designing for decency relies on the collective experience, knowledge and foresight of groups who recognise and are experienced in penitentiary environments. He typified this type of knowledge and the way it is produced by reference to Aristotle's three kinds of knowledge:

- Episteme – scientific, analytical 'know why'
- Techne – technical 'know how'
- Phronesis – values, practical wisdom, judgement, insight which is good for 'man'

The design of places of detention often responds well to the 'episteme' and 'Techne' aspects of knowledge but struggles with 'phronesis', which is where decency resides.

In order to explore this more fully an interactive session occurred to examine 'decency' collaboratively as part of a design brief. The delegates were separated into four distinct groups and asked to assume the persona of one of four individuals:

- Detainee,
- Custodial Staff,
- Family Member of a Detainee, and
- Visiting non-custodial practitioner (health/ legal/ researcher)

The groups then discussed what 'decency' in prison design might look like from their allocated persona. The conversation looked at how a typical 'decent 24' hours in the prison looks like from each perspective which included examination of daily activities – both personal and programmed – from the various personas. Each group was then asked to provide a statement on 'designing for decency' on behalf of a prison service, taking into account the feedback from the four different personas. The statements were to be included in a design brief for a hypothetical pre-trial (remand) facility located in an urban setting. The statement was envisioned as providing one of the guiding principles for the project design and operation. A demonstrated capability to design for 'decency' being part of the selection criteria.

Based on the statements Kevin Bradley concluded the interactive session by generating a sketch based on the interpretations offered.

### **i) Interactive Discussions – Designing for Rehabilitation**

The workshop participants were sub-divided into groups and asked a series of questions based around the topic of Rehabilitation. Their responses are summarised below:

#### **Does Rehabilitation Work?**

Does offering rehabilitation work as well as punishment? (in moving individuals away from reoffending)

The evidence - gathered mostly from the health and education sectors – demonstrates that there are benefits to be gained from implementing design changes. Particularly around Normalisation of the living conditions/ environment. The consensus is that the

design is only one element and there needs to be a holistic approach which includes a balance of regime alongside staff interaction with inmates.

Role for EuroPris – In reality individual Prison Services have limited control over their own destiny. They are directed by Politicians. Concern was expressed that policy makers are primarily concerned with capacity. Have you got your bangs for your buck? Politicians follow a populist agenda – playing to the public gallery. In this context there is a role for EuroPris to act as the mouthpiece for the Prison Community (imparting views of practitioners to the politicians). It is not necessarily the view of practitioners that more of the same is what is needed (so whilst as practitioners there is support for new thinking like rehabilitation there can be times when it is difficult to engender the same level of political support).

### **How do you Future-proof Rehabilitation?**

Helpful if there was a Toolbox on how to adapt existing premises. Consider using the capital budget in a different way by moving to create smaller ‘Step-Down’ units in the community. Also views that we need to maintain our historical buildings.

To make rehabilitation sustainable you need to consider what will enable inmates to cope outside prison

- Familiarity with new technologies
- Education

Design can be aspirational. The terminology needs to be ‘Humane Design’ – treating people as human beings.

There needs to be positive influencers within the prison. The culture and vibe of the prison needs to promote a brotherly approach by ‘staff’ with a good sense of camaraderie. The staff need to feel valued if they in turn are to treat prisoners positively. The spaces need to be small and intimate otherwise it can be harder to build relationships in large units.

Prison staff are best placed to engage in the debate. Do we want to keep expanding the prison estate?

In Scandinavia – celebrate success – they are using community sanctions to reduce prison numbers.

### **How can Rehabilitation be measured?**

Need to engage with Staff and Inmates – regularly asking questions and recording their responses

- Have you done something good today?
- Have you experienced good treatment today?

Consider using a form of the ‘Smiling Faces’ approach (often seen in Airports) to record how people feel about individual activities/ aspects of their regime or environment

How do we measure the quality of partners outside prison? (Education, Healthcare etc)

Need to get across the narrative that 'rehabilitation' is good for society. Often the popular narrative is that criminals are bad people. Promoting a 'good' narrative is difficult.

## 4. Theme 2 - Designing for Women

### a) Report – Designing for Women (Finland)

**Kauko Niemela, Member, EuroPris Real Estate Expert Group**

**Pia Puolakka and Henrik Linderborg – Criminal Sanctions Agency - Finland**

Finland has a population of 5.5 million, the majority of whom are congregated in the south of the country. Around 7.5% (218) of the prison population (2,910) are women.

Globally, women are often convicted for non-violent offences (mostly drug related). Poverty is a significant driver for women to commit crime – economic deprivation and household disruption. There is a high incidence of mental health issues amongst the female prison population (post-trauma disorders, depression) victims of abuse.

Due to the relatively small numbers of women within prison they are often a group that are marginalised by the prison system. Women only get their basic needs met as the prisons and the regimes that operate within them are mainly designed around the needs of the male population (males account for 92.5% of all prisoners). The concept for the new Women's prison is to decrease reoffending by enabling safe and controlled transition into more open environments, increased rehabilitative interdependence, change the work undertaken by staff to allow them more time to interact with prisoners and coach them (rather than just observing), using space more efficiently.

Finland's new women's prison – Hameenlinna – is the first based on these ideas. The facility will house 100 women and is being built at a cost of 34 million euros (which is less than the cost of renovating an older prison). The facility is designed more like a home with a kitchen in the communal space to allow staff to teach the women food preparation, meal planning and cookery (around 90% of women are not competent in cooking for themselves or others). The aim of the new approach will be for staff to share essential life skills with the women in order to better equip them for independent living upon release. The new facility is designed to have windows without bars and will provide inmates with their own key fobs to encourage their independent movement around the building and to access the outdoor exercise areas.

### SMART Prisons

As part of the original design process the aim has been to encourage the introduction of cultural changes within the design of the new facility in order to normalise conditions. From the outset of the project research was undertaken with the Finnish Institute for Health and Welfare. It was determined that in order to rehabilitate there needs to be more time for face-to-face contact between staff and prisoners. The use of IT needs to be reflective of what is now considered normal in wider society. This 'normality' principle should assist prisoners' reintegration back into society and reflect the use of ICT services beyond the prison wall.

The ICT element is focused on providing a prison internet to allow communication and for accessing daily activities. For the women this will be contact with family members

and childcare services, accessing health care (in a secure way) as well as the use of learning and vocational skills. Women specific interests and recreational services – wellness, literature, spirituality, NGO's, trauma and abuse recovery. The aim is to see the empowerment of learning within the women which should see less vandalism of the devices than in the men's prisons.

## 5. Breakout Session – Designing for Women

### a) Italy – Professor Pisana Posocco, Attore Barletta, Antonella Cambio

#### Pilot Project – Concept Family Space

La Sapienza University and the Ministry of Justice have collaborated to create a prototype wooden structure which can be used to improve interaction between parents and children during family visits. If the prototype proves successful it is proposed to roll it out to other facilities across Italy. The facility includes a small garden and the aim is to locate the buildings close to the entrance of each prison in order to make it more readily accessible for children attending a visit and helping to keep to a minimum their exposure to the insides of the prison or other inmates.

#### Women's Facility – Naples

The prison service has acquired a former military barracks and are converting it for use as a Women's prison. The existing buildings on the site will be used for administration and a rehabilitation centre. Several new structures will be built, and these will consist of small 12 bed units with windows without bars. The scheme will incorporate low levels of security and benefit from a large amount of green spaces.

### b) Ireland – Gov Mark Kennedy, Simon Mezza

An overview of the work on the new women's facility currently under construction at Limerick Prison. The scheme was commissioned using contractors from an existing framework who were asked to prepare design proposals to comply with a client design brief. Questions posed included creating a facility that the designers would be happy to house one of their close family members within. The appointment evaluation panel included Prof Jewkes

The project provides 100 spaces and focuses on the creation of environments which encourage normality, and this can be seen in the design of the rooms. The staff have been involved in the development of the scheme are there are no plans to provide spaces for children within the prison.

### c) Turkey – Ahmet Eren Kasak, Ibrahim Akman

A new mother-and-baby facility is planned for Ankara. The facility will provide 48 places for mothers and their children and has been designed to ensure that it doesn't intentionally appear as a prison for the children. The new facility is situated adjacent to the entrance of the main prison so that the children will not see the inside of the prison or other prisoners.

## d) Slovenia – Uros Rustja

The existing Prison at Ig operates from a former castle whose origins date back 500 years. In order to expand capacity and provide modern fit-for purpose accommodation a new single storey extension is proposed together with renovation of the existing structure.

The design offers new thinking and wants to signify 'freedom' from within the prison. The design features full height glazed walling within each room, bringing the outside in. The intention is that all rooms will be treated in the same way. The higher security inmates having rooms that face onto internal courtyards whilst other lower risk inmates can be placed in rooms on the external facade. The design philosophy is to respect the environment and nature and is reflected in the selection of materials proposed for the development.

## 6. Theme 3 – Other Topics of Interest

### a) Modern Methods of Construction: Delivering Major Prison Construction Projects

**Lynda Rawsthorne (Ministry of Justice, UK)**

Lynda noted the challenges in the UK construction industry and the need to do things differently to reduce costs, address the shortages of skilled on-site labour and speed up construction times. Modern Methods of Construction (MMC) considers the use of off-site fabrication and assembly techniques and the standardisation of components. MMC is used to describe a variety of innovative approaches in construction which result in increased efficiencies and improved productivity. All types of 'industrialisation' are captured within this (precast components, volumetric 3-D modules, pods, panelised systems and sub-assemblies delivered to site). The perceived benefits of MMC include improved levels of Safety, Quality, Cost and Productivity.

There is a move to off-site fabrication which improves the consistency and quality of components reduces construction times and means that there are less deliveries, labour and time spent on site. An analysis of MMC techniques has shown that:

- Costs – On average costs are 28% less than traditional construction methods
- Resources – On average there are 30% fewer working weeks
- Waste & Duplication – On average there is 60% less duplication
- Time – On average projects are delivered 22% faster

The planned scale of investments in new prisons within England and Wales provides an opportunity to increase the use of MMC within the prison environment. In addition to Wellingborough and Glen Parva (both 1680 place new resettlement prisons in construction/design) there are plans to create another 10,000 places by 2025, starting with a new resettlement prison at Full Sutton.

Linda went on to demonstrate examples of how MMC has been or could be used to reduce costs and timescales of construction projects.





## a) Capital Funded Projects

### Bo Kobber Petersen (Department of Prisons & Probation, Denmark)

Denmark has an overall population of 6 million and around 4,000 are in prison (2,000 sentenced and 2,000 on Remand). The Danish Prison Service owns and maintains its own properties (similar to the UK and Ireland).

The prison estate includes 6 closed (high security) prisons, 7 open (low security) prisons and 35 detention centres. Property and building administration is undertaken at local, regional and central levels depending on the scale and complexity of the issues. Centrally there are 7 staff members handling overall issues and the larger projects use a number of technical advisors.

It is deemed beneficial for the Prison Service to administer its own buildings, as this makes it possible to align the development of its estate so that the buildings reflect the strategies (be it security, working environment, building maintenance or operational efficiency). When delivering major projects, the Prison Service does not provide prescriptive information but seeks to take advantage of proven methods of construction as long as they contribute to the overall core focus on security.

In recent years the Prison Service has used Design Competitions to appoint private sector Design Teams to develop prison designs. The design competition has proved a very time consuming and elaborate procurement exercise requiring internal teams to 'Quality Assure' design information and correct design details and layouts so that they meet the requirements of the Prison Service. Going forward the Prison Service will be adopting a much more conventional prescriptive approach to the award of contracts. The strategy moving forward is to reduce the number of sites and standardise components and involve contractors in the design phase. The next development will be to create 3 large regional detention centres (to replace around 30 local detention centres) with the flexibility to cater for the next 50-100 years.

## b) Public Private Partnerships (PPP) / Private Finance

### Els van Herck (Belgian Prison Service)

### Maarten Audenaert (Buildings Agency, Belgium)

Belgium has an ageing prison estate (20 of the country's 36 prisons originate from the 19<sup>th</sup> Century) and with a rising prison population there is a need to create additional capacity. In order to provide this additional capacity and replace some of the older less efficient prisons a programme of PPP projects have commenced. The Prison Service is being assisted in the delivery of this programme by the Belgian Buildings Agency (an organisation which manages around 7 million m<sup>2</sup> of accommodation).

As the construction of each new prison can cost upwards of 150 million euros the strategy has been to deliver the programme of works around a masterplan based on four key pillars:

- Expansion of existing prisons – Capital funding
- Renovation of existing prisons – Capital funding
- Construction of New prisons – PPP/DBFM (Design, Build, Finance & Maintain)
- Replacement of outdated prisons – PPP/DBFM (Design, Build, Finance & Maintain)

### The Advantages of PPP/DBFM were outlined as:

- Single Procurement Process (everything under one roof)
- Transfer of Risk to the private sector partner
- Opportunity to deliver projects that would otherwise not proceed (due to lack of capital funds)
- Rapid implementation (once on site private sector incentivised to complete as soon as practicable e.g. construction occurs at least 6 days a week)
- Solution for 25+ years
- Allows Prison Service to focus on the business – private sector partner covers logistical matters

### The Disadvantages of PPP/DBFM were indicated as:

- Deferral of spending beyond the lifetime of the political parliament (i.e. paying for someone else's decision)
- Limited flexibility to make changes – PPP model proves very expensive if you want changes (i.e. costs to make change that alter the original tender design proposals are adversely high)
- Highly Complex, time consuming and expensive to procure to award (only speeds up once construction phase commences)
- The cost of Finance (interest rates) is always higher than could otherwise be achieved by Governments

### c) Interactive Discussions – Delivering Major Projects

The workshop participants were sub-divided into groups and asked a series of questions. Their responses are summarised below:

#### Is PPP a solution?

Each procurement option offers its own advantages and disadvantages. The major advantage of PPP was seen as delivering projects in the absence of capital funding. Once awarded the construction phase can deliver much quicker than conventional projects (as the private sector are incentivised to complete in as short a time as possible – operating sites for longer days and over weekends - in order to maximise their opportunity for profit and minimise their exposure to financial penalties).

Projects that adopt PPP – particularly those that follow the DBFM approach and are operated by the private sector – can be a trigger for quality and innovation. Decisions on whether to adopt PPP must first apply a public sector comparator to determine if the route offers the best option.

#### Considerations/ Comments:

- Success of PPP linked to Political Stability – the appetite of the private sector to deliver PPP relies on a consistent stable political message. If there is a see-sawing of positions on PPP/ and a lack of credible project pipelines (i.e. false promises around what projects will happen when) this reduces the credibility of the projects in the eyes of the market and can significantly reduce the appetite of private sector investors in bidding for PPP projects

- Change is Expensive – Once a design is signed-off – before commencement of construction – it then becomes disproportionately expensive to make any changes and this reduces opportunity to modify the design
- Lengthy Contracts (25 years +) incentivise likelihood of a more Durable Product – The private sector is incentivised to reduce maintenance costs and install more durable products
- Timeframe – 25 years considered too short to ensure contractors deliver a better quality of prison
- Good Monitoring Required - Once awarded it is essential for the client to have a strong contract management team in place to monitor contract performance
- Challenges with a Building Only approach – There is opportunity for conflict/ co-ordination challenges between PPP provider and Prison staff when only the physical building is being delivered by PPP and the facility is operated by the Public Sector

Generally, the delegates were not in favour of adopting PPP and it now only occurs in a small number of countries. Overall there was a preference that Prisons should be constructed and operated by the public sector and not be used to make profit for private sector companies.

### **How can you implement MMC?**

On projects of sufficient scale construction contractors are increasingly introducing the use of MMC – particularly pre-cast or pre-formed modules - as it offers them the best value solution by increasing efficiency and productivity allowing them to reduce their project delivery times over traditional construction techniques. Consequently, the view was that MMC does not need to be prescribed – within the specification - as it is being adopted by the industry whenever an opportunity is presented:

- MMC is more difficult to implement on conversion/ refurbishment projects.
- The standardisation of components/modules can significantly increase productivity and the speed of construction but can also mean less opportunity to investigate alternative options and reduce the flexibility to make changes
- The adoption of MMC can reduce opportunity for variation in the design and introduces a risk of reduced aesthetic appearance.
- The adoption of MMC is more readily achieved where opportunity exists to supply large volumes of repetitive components

Prefabrication can also be based on carbon friendly wooden solutions (as an alternative to concrete).

The decision to adopt MMC is driven by market forces and the availability of expertise. If labour is relatively inexpensive, and the availability of prefabricated expertise is difficult to access then the adoption of MMC will be limited. It is however starting to become more prevalent in more developed markets.

## 7. Breakout Session A - Age Appropriate Solutions

### a) Age Appropriate Solutions - UK

**Gov Nick Dann (HMPPS, UK)**

In England & Wales those over the age of 50 represent around 16.6% (13,820) of the overall prison population (83,430) and are the fastest growing section of the prison population. Many of those within this age bracket arrive with chronic pre-existing health conditions and are generally perceived as having bodies that are around 10 years older than their birth age would suggest. Statistical analysis indicates that:

- Those over the age of 50 will represent 17.5% (14,600) of the prison population in England & Wales by Summer 2021.
- Those over the age of 70 will rise by 31% (1,600 to 2,100) by Summer 2021
- Changes in sentencing will see longer custodial sentences meaning that more people are growing older within prison
- Approximately 54% of older prisoners have a disability (28% physical; 15% anxiety/depression and 11% a combination of both physical and mental health)

The Ombudsman for Prisons and Probation have determined:

- There is institutional 'thoughtlessness' in configuring the core day
- Lack of availability of age appropriate activities for older prisoners
- Those past retirement age who elect not to work are often confined to their cells and earn less than working prisoners (which means they can afford less toiletries)

At present few cells are adapted to meet the needs of older/ disabled prisoners and institutions sometimes lack resources to meet their care requirements. Many older people have lost contact with their families and do not have a home to return to upon release. The existing estate has suffered from under investment and 72 prisons (May 2019) have operated with populations above those they were designed for. It is difficult to operate an effective modern regime in such conditions.

Investment is planned to create an additional 15,000 prisoner places. The design for the new prison in Wellingborough aims to take some of the lessons learnt from other projects and create smaller communities with a central services hub (Gym, Education, Multi-faith, Reception and Healthcare).

Low mobility cells – increased dimensions to accommodate wheelchairs, built-in wet room with wider doors. In addition, 14 Medical cells are being created which can offer palliative care with medical bed and space for an associated hoist (individuals will have the option to be transferred to a hospital wing, but they can be accommodated on a wing if it is their wish).

### b) Age Appropriate Solutions - France

**Eric Besson (Ministry of Justice, France)**

There are significant numbers of elderly people within the French prison population. Males over the age of 60 represent around 4% (2,690) of the overall prison population (69,130) and women over 60 similarly around 4% (106) of the female prison population (2,580).

As in England the physical condition of prisoners is typically seen as being around 10 years older than their birth age. Prisoners tend to age quicker within prison than in the normal population. This in part is due to the impact of being within prison and the associated stress that that can bring.

Whilst the commonly held view is that old age applies from 60 years of age, within a prison environment the physical and mental impairment on the body are more commonly seen within individuals from 50 years of age. This is partly due to an individual's often precarious living conditions before entering prison, disadvantaged social backgrounds and disability which are often exacerbated once they enter the prison.

The French prison estate includes converted military barracks and abbeys which makes it difficult to provide universal access. Prisons constructed since 2000 meet penitentiary standards and some comply with accessibility standards in force from 2003. Studies in Liancourt Central Prison in 2008 found that of the 99 inmates over 60 years of age:

- 77% were tracked by the medical team
- 19% had impaired motor functions
- 15% had impaired mental functions
- 2% had impaired motor and mental functions

Generally, this group had difficulty with daily life and mobility issues, as a consequence they:

- Increased level of Vulnerability (so in potential danger)
- Were required to live away from other inmates
- Require increased help from Prison officers (who are not equipped to deal with their needs)

The creation of specialist prisons for elderly population isn't seen as the answer as it encourages isolation. The answer is to create specific 'vulnerable' units within the living quarters. Accommodation preferably being single storey with appropriate activity spaces and in close proximity to key support services and an outside courtyard.

An example of this can be found at Bednac where 21 low mobility cells have been created with a private courtyard. The unit is close to the medical unit. Prisoners who require care go to hospital units specifically for prisoners – in France it is accepted that a prison is not a hospital and so if you are very ill then you are transferred to a specialist unit. Three types exist:

1. Secure Hospital Unit (inside public health facilities)
2. Secure Psychiatric Unit (inside public health facilities)
3. Psychiatric Care (generally around 20-25 cells inside prisons)

## 8. Breakout Session B – Energy Management

### a) Effective Energy Management – Energy Monitoring & Targeting (M&T)

**Tony McDonnell (Northern Ireland Prison Service, UK)**

The single most effective solution within the Prison Estate to reducing energy consumption and costs has been through the installation of an Energy Monitoring & Targeting System (M&T).

The system uses smart meters to automatically provide consumption data – read at 30-minute intervals – on the use of Water, Gas and Electricity to a web-based bureau service. Using a web-browser you can track actual energy consumption allowing you to:

- Analyse the amount, timing (are there periods of the day or night when there should be little energy/water being consumed but still the readings are high) and use of energy consumption;
- Help to quickly identify where waste may be occurring;
- Prioritise where improvements can be made – to reduce waste and improve efficiency

The use of sub-meters allows you to monitor consumption within individual buildings. As well as providing energy reports the REAL value of the M&T system has been in the following four areas:

1. Bill Validation – the utility suppliers often use complicated feed-in tariffs (which alter during different times of the day) in the calculation of their bills. So whilst the overall number of units consumed may be correct the amount of units consumed during different times of the day are impossible to check without an M&T system. The M&T system found that most bills were being over-charged. The M&T system enables us to challenge the costs charged by the utility providers and now consistently saves us around 4,000 euros a month (for 3 prisons). That's around 48,000 euros a year saved – that is before we have reduced consumption.
2. Alarms via text message alerts – The system can be set up to automatically issue text alerts if consumption rises – or falls – below stated levels. This is invaluable in allowing you to quickly mobilise to sort out problems (particularly underground water leaks) so that you can identify the location of the problem and have resources targeted to rectifying much sooner – and significantly reduce waste - than someone manually reading a meter a month or so later !
3. Business Case Data – the accuracy and accessibility of historical consumption data means the real costs of existing consumption can be accurately detailed within a business case and the likely savings by introducing a stated improvement can be tabled with a great degree of accuracy. This generates a high degree of confidence that the stated investment will generate a known value of savings.
4. Post Project Review – Following implementation of measures to reduce consumption the data readings from M&T allows you to accurately quantify the benefits and informs whether the continuance of the investment should be rolled out across other areas of the estate.

Examples of the types of energy reports, graphs, dashboards and statistical analysis able to be generated from an M&T system were demonstrated and explained to the attendees.

## **b) Energy Monitoring and Environmental Management**

### **Stein Erik Laeskogen (Norwegian Department of Property Management)**

Statsbygg is a Government agency specialising in property, project management and consultancy across Norway. They have worked within prisons since 2009.

The environmental goals for Statsbygg are that by 2030.

- Deliver Zero emission buildings with reuseable or recyclable materials and products.
- Possess a climate-neutral property portfolio
- Reduce the environmental footprint of the state.

Examples of the environmental initiatives being applied to two new prisons currently under construction at Froland (200 inmates) and Mandal (100 inmates) include:

- Designed as Passive Houses (to reuse free heat generated by the occupants within the building thereby recirculating 'Stale' air through a heat recovery ventilator to transfer that heat to the incoming fresh air)
- Use Ground Source Energy – for heating
- EPD's (Environmental Product Declarations) – collect EPD's for 10 product groups (including Steel, Concrete, Flooring, Tiles, Façade Cladding)
- Building equipped with energy meters to enable energy measurements and control
- Furniture produced by inmates

Alongside the construction element there is also the automatic reading of energy consumption (similar to the approach adopted in Northern Ireland). To date a total of 180 properties are linked to the system which allows the automatic reading of meters. Whenever considering the installation of any system it is best to carefully consider your metering strategy:

- Heating Rooms (underfloor heating/ radiators)
- Warm Ventilation
- Hot Water Tap
- Cooling Fans
- Lighting
- Equipment used for building Operations

Generally, try and log the energy consumption separately for each system. A changed setting in e.g. ventilation heating can be logged directly to see the effect of the change. The automated nature of readings means that there are less errors and less onerous reporting (from sites to the central office). The system is overseen by 'Energy Supervisors' who support the property managers and operations engineers.

## 9. Breakout Session C– Prisons of the Future

To encourage the dissemination of knowledge and best practice the chairs of three other EuroPris expert groups (Education, Family Relations and ICT) were invited to offer the Real Estate audience examples of how the physical buildings/spaces should be designed to improve the future delivery of Education, ICT and Family Relations. The delivery of their presentations was as follows:

### a) Education/ Learning Facilities

**James King, Chair of EuroPris Education Expert Group**

Don't take people on face value – their pre-existing level of educational attainment needs to be carefully assessed because within the prison environment individuals don't want to show signs of vulnerability that could potentially be exploited – prisoners can be very adept at masking their learning difficulties.

Increasingly their needs to be a strong link into technology – older people may struggle with this but to the younger generation swiping on phones is second nature. Whenever considering design we must not forget about human interaction as we primarily learn through relationships and reflection. Group setting learning is very beneficial. Use of arts to raise confidence and self-esteem to try new challenges and those which can provide skills to perceive life differently. It is not just about basic skills and employability you need to think freely, imagine and think critically (if you have deep seated issues you need to have critical faculties to deal with life outside prison – without the prison structure.

A good way to engage is through vocational training. Some prisoners want to do the physical work but not the measurement. It is therefore important to have a separate room near to the workshop so you can offer education – measurements – in a less noisy environment away from the traditional classroom setting. Finally, whenever designing an education space acoustics are always an important consideration.

### b) ICT/ Digital Facilities

**Håkan Klarin, Chair of EuroPris ICT Expert Group**

The rapid advancement of digitisation means that in order to achieve the best outcomes there is an increasing need for closer collaboration between ICT and Real Estate personnel. The focus should be on how ICT can support/ assist Real Estate colleagues to achieve better outcomes.

Prisons are on the cusp of digital transformation. The rapid acceleration and use of IT products in wider society has become the norm and it has stretched IT governance arrangements within prisons which have resisted change – primarily due to security concerns - and the uptake of IT within prisons lags behind other areas of Government. We are playing catch-up. The accessibility of IT within prisons is still seen as posing a security risk.

Generally, it is now seen as more humane to have digital prisons. To begin to make this a reality a handful of prisons have started to pilot access to in-cell PC's/iPads (Belgium and England) to allow individuals to access prisoner services and undertake educational e-learning. Other countries are also planning to pilot this (N Ireland, Finland). In Finland they are introducing in-cell technology within the design of their new women's prison.



These new approaches to the use and accessibility of digital services provides an opportunity to test and refine how this will work for the Prison community before becoming more common place across the prison estate. In the near future Virtual Reality is also likely to be introduced within prisons. For instance, it could help with rehabilitation and communication skills upon release (e.g. how to order a meal at a restaurant – what do you say, how do you interact with the waitress).

### c) Family Relations

#### Pat Dawson, Chair EuroPris Family Relations Expert Group

Visits are a core operation and visitation should consider 5 pillars:

- Visiting facilities and physical structures
- Community Involvement
- Appropriate Communication
- Intervention Programme
- Staff Training

It is estimated that within the European union 800,000 children have an imprisoned parent. Whenever visiting areas are planned, they need to facilitate attendance by children. They therefore need to be child centred – with facilities for different ages of child (not just toddlers) – and preferably incorporate a family room (which mimics traditional domestic residential accommodation) in order to provide as normalised an environment as is possible.

Whenever possible accommodation should be offered to facilitate overnight visits (either insider or outside the perimeter of the prison – depending on the status of the inmate). This helps to reinforce and sustain family bonds in as normal a setting as is possible.

Visits rooms should have café style round tables with access to an outdoor area with activities for different ages of children. Generally, there should be a welcoming reception area – usually operated by an NGO – offering the opportunity of refreshments to families either before or after their visit. Children's visits should be scheduled so that they occur as and when required (only children of school age need to be accommodated early evenings or at weekends)

## 10. Prison Visits

The Slovenian Prison Service provided an opportunity for all Workshop participants to visit one or more local Prisons, both of whom have major real estate development schemes proposed to either extend or replace them.

- **Ig Women's Prison** – The existing prison building is situated on the outskirts of Ljubljana and dates back 500 years. The building was originally the home of a wealthy family and was built on high ground with superb views over the adjoining countryside. Today the facility can accommodate 90 women. Plans have been developed to create a new single storey extension which will provide single room accommodation in a very forward thinking design which seeks to provide a light and welcoming design. During the visit delegates were given a short tour of the existing facility followed by a presentation and interactive discussion from the Architect on the plans for the creation of new accommodation at the prison.

- **Ljubljana Men's Prison** – The building was acquired by the Prison Service in the 1960's and currently accommodates 150 inmates. During the visit delegates were given a short tour of the existing facility followed by a presentation and interactive discussion from the Architect on the plans for a new 300 place sentenced prison. As part of these discussions there was debate around the extent of landscaping within the courtyards. Based on the presentations made at the Real Estate Workshop the Architect was convinced that a decision to include trees within the courtyards was the right decision.

**Tony McDonnell**

**Hans Meurisse**



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