



# **Report**

**Real Estate & Logistics  
Expert Group Meeting  
7 - 9 May 2019  
Istanbul, Turkey**

**Tony McDonnell &  
Hans Meurisse**

**December 2019**

**PROMOTING  
PROFESSIONAL  
PRISON  
PRACTICE**



EUROPEAN ORGANISATION OF  
PRISON AND CORRECTIONAL  
SERVICES

EuroPris  
PO Box 13635  
2501 EP The Hague  
Netherlands

## Expert Meeting Real Estate and Logistics Istanbul 7 – 9 May 2019

**Participants:** Tony McDonnell, Chair (N-Ireland), Els Van Herck, Previous Chair (Belgium), Lynda Rawsthorne (England/Wales), Kauko Niemela (Finland), Rune Trahaug (Norway), Miran Candellari (Slovenia), Tahsin Mutlu (Turkey), Berfu Altay (Turkey / translator), Yilmaz Cifti (Turkey / Deputy General Director), Fatih Gungor (Turkey / Foreign Relations), Hans Meurisse, Moderator (EuroPris)

**Apologies:** Diederik Leusink (Netherlands), Maria Hillthorp (Sweden)



### Summary

This year's Real Estate EuroPris Expert Group was hosted by the Turkish Prison Service. Berfu Altay was responsible for co-ordinating the logistics for this well-organized event in Hakimevi Istanbul Judge's house.



## TABLE OF CONTENTS

<b>1. DAY 1 OF EXPERT MEETING.....</b>	<b>3</b>
INTRODUCTION .....	3
BACKGROUND/ ROLE OF THE EXPERT GROUP .....	3
REVIEW OF PREVIOUS MEETING IN STOCKHOLM 2018 .....	3
REPORTS .....	4
REAL ESTATE RELATED QUESTIONS FROM THE EUROPRIS MEMBERSHIP .....	4
WORKSHOP LJUBLJANA 14-16 OCTOBER 2019.....	5
WORKSHOP TOPICS.....	5
<b>2. PRESENTATION OF THE DIFFERENT MEMBERS / COUNTRIES.....</b>	<b>7</b>
TURKEY.....	7
UK - ENGLAND/WALES.....	8
FINLAND.....	8
BELGIUM .....	8
NORWAY .....	9
NORTHERN IRELAND.....	9
AN UPDATE AFTER THE STOCKHOLM REPORT .....	9
SLOVENIA.....	9
<b>3. DAY 2 - VISITS.....</b>	<b>10</b>
MALTEPE CAMPUS .....	10
ISTANBUL JUVENILE EDUCATION CENTRE .....	10

## 1. Day 1 of Expert Meeting

### Introduction

Tony McDonnell, Chair of the group, began by welcoming everybody to the expert meeting and thanking Berfu and the Turkish authorities for hosting the event.

The meeting was attended by 2 new expert members, Linda Rawsthorne and Tahsin Mutlu (both of whom were attending for the first time as replacements for colleagues who have since left their prison services). The chair commenced by 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 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. He also explained the forthcoming agenda for the meeting in Istanbul.

### Background/ Role of the Expert Group

For the benefit of those who have not previously attended an expert meeting the chair provided an explanation of the background, role and purpose of EuroPris. He explained that the organisation now has 32 member countries and supports the membership by offering a range of advice and support during the year:

- EuroPris organises events to support the exchange of knowledge
- EuroPris facilitates Expert Meetings
- EuroPris produces Reports (via expert groups)
- EuroPris answers questions from the membership

As chair Tony McDonnell is required to present the work of the group at the annual EuroPris AGM, seek the views and opinions of the membership on topics that they wish the group to examine and answer questions on the activities of the group from members. The next AGM is being held in Cyprus later in the month. Turkey also explained that due to political sensitivities they will regrettably be unable to attend the AGM this year.

### Review of previous meeting in Stockholm 2018

The previous Real estate expert meeting took place in Stockholm. The meeting was used to agree and co-ordinate the aims and objectives of the group, the delivery of the expert reports and to commence planning for the inaugural Real Estate Workshop in late 2019.

The meeting also provided an opportunity to be briefed by the Swedish Prison & Probation Services Research Unit on the nature of their work and to discuss the role they undertook on behalf of the expert group to support the delivery of the 'Designing for Rehabilitation' report. The meeting also provided an opportunity to visit 'Helix', a Forensic Psychiatric Facility built on the outskirts of Stockholm operated by the Department of Health. The facility incorporates a design whose aim is to support/promote a therapeutic environment. The meeting included discussions with the private sector operator and the Architect who built the facility. Design themes included the provision of space (high ceilings, wide corridors) and visual perspectives of the outdoors – plenty of dual aspect windows - as well as encouraging the use of outdoor spaces through wander trails. The design approach was welcomed by the group which was in contrast to some PPP schemes which have reduced room dimensions, corridor widths and ceiling heights creating long lasting physical limitations in order to reduce construction costs.

## Reports

The expert group has agreed to produce two reports.

- **Designing for Rehabilitation** – An examination of the design considerations that should be considered to improve the well-being of individuals within the prison system and to aid their normalisation on release. The aim of the report being to promote the design of effective rehabilitative environments. A final draft was circulated prior to the meeting (positive comments were voiced by members at the meeting and support was given for its publication). EuroPris are delighted with the report and following final feedback from the group it will be published on the website.
- **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. A draft report has now been prepared by Kauko Niemela for review.

## Real Estate Related Questions from the EuroPris Membership

Tony provided an overview of the recent activities of the group in answering questions on Real Estate issues raised by the member countries in the last couple of months, these included:

- **Albania** – Advice and support on the delivery of a review of older infrastructure to feed into a wider masterplan for the reorganistaion of the Prison Service.
- **Czech Republic** - Advice and support on the review of proposals for the redesign of a prison in the Czech republic.
- **UK HMPPS** - Advice on the use, reorganisation and procurement of Facilities Management models across Europe.

All three were quickly provided with clear advice to allow them to progress their respective investigations. The difficulties faced by EuroPris is that the expectations of some members exceed pure advice and seeks the provision of physical and financial resources. It was agreed that providing advice is fine but there is a limit in terms of EuroPris's capacity to offer the delivery and funding of work. In discussion it was agreed that this is possibly an area that needs to be formalised by EuroPris.

Tony McDonnell also gave a short summary about the meeting of the Expert group chairs in The Hague. It was agreed that there is a great 'added' value to linking the expert groups. He is also convinced that EuroPris is in the centre of international contacts.

## Workshop Ljubljana 14-16 October 2019

The EuroPris Board took the decision that in order to focus on issues important to a European audience the first Real Estate event will be a 'Workshop' for public sector employees, academics and NGO's. At the specific 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.

Following discussion, the meeting agreed that the emphasis of the other groups input into the Real Estate Workshop must be of relevance to the Real Estate participants / audience:

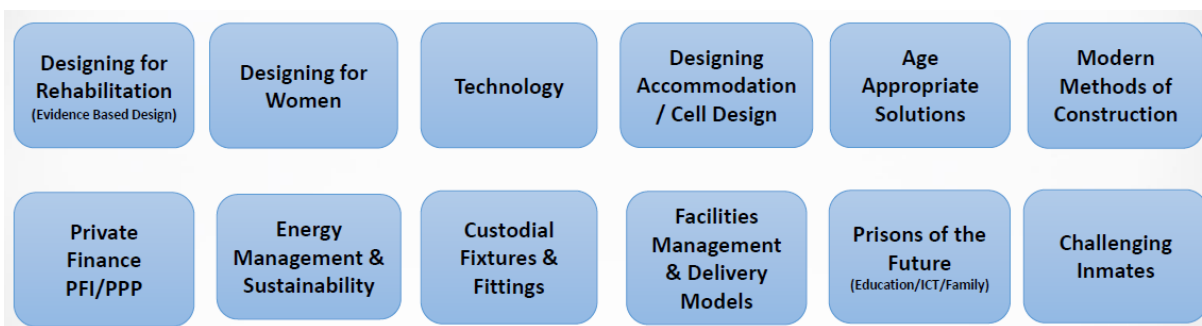
- Education / Family Relations – the focus should be on providing examples of how the physical buildings/spaces should be designed to improve the future delivery of Education/ Family Relations. This could include information (images/ examples) on what does work and what doesn't work. Things to always include in the design and things to avoid doing.
- ICT - 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 provide better outcomes.

Tony McDonnell and Hans Meurisse circulated a first draft of a possible structure for the delivery of the workshop. This was discussed and it was agreed it was a helpful planning template for the forthcoming Workshop. The draft structure/format and will now be taken forward to be validated by the Executive Director (dates, interventions, program, special theme, prioritization, call for papers, contribution of the ICRC and others)

## Workshop Topics

Tony facilitated an open discussion on the topics that have already been identified by the Real Estate expert group, including those which had been enquired about by the membership (prior to the meeting Tony had circulated a matrix to all expert members and sought each members feedback on areas their country could contribute towards).

The views/feedback of each expert was then sought to prioritize/ identify which of the following topics should be included in the forthcoming workshop:



Following discussion, it was agreed that the topics short-listed for inclusion at the workshop would be:

<b>Real Estate Expert Group - Workshop Topics</b>	
Topic	Comment
<p><b>Designing for Rehabilitation</b></p> <p>The role of Prisons should be to help prisoners reform. The expert group shares a common aim to reduce reoffending and improve the well-being and rehabilitation of the individuals in our care. To understand the factors that create a calm environment for learning and reflection, prevent institutionalism and promote opportunities for self-autonomy and independence.</p> <p>The above theme includes <b>Evidence Based Design</b> - Scientifically proven research undertaken within the Healthcare and Education sectors has identified how light, colour, materials, air quality, acoustics and access to nature affect mental health and physical well-being. Lessons learnt should be adopted to influence design decisions within Prisons. To provide examples of how these design considerations have or could be deployed within a prison environment to improve the experience and behaviour of both staff and prisoners.</p>	<p><b>Designing for Rehabilitation Report</b></p> <p>Theme which has been covered within a report issued by the EuroPris Real Estate Expert Group in May 2019</p>
<p><b>Designing for Women in Prison</b></p> <p>To understand the gender specific needs of women in prison and how they can be supported with a sympathetic design response within a custodial setting. Provide shared learning which will contribute to the design of both existing and future planned facilities for women.</p>	<p><b>Designing for Women in Prison Report</b></p> <p>Theme which is to be covered within a report by the EuroPris Real Estate Expert Expert Group for publication later in 2019</p>
<p><b>Age Appropriate Solutions within a Custodial Environment</b></p> <p>An examination of how the built environment can be designed to improve the detention and care of the very young and the very old within our prisons.</p>	<p>Topic that was raised – at different interactive seminars – by both Germany and Portugal (both Board member nations) at the EuroPris AGM 2018</p>
<p><b>Modern Methods of Construction (MMC)</b></p> <p>The use of off-site manufacture and assembly techniques and standardization of components (volumetric 3-D units, Pods, panelised systems, sub-assemblies and site based MMC). How they have been or could be deployed to reduce costs and timescales of construction projects.</p>	<p>Topic that was of interest to France at the EuroPris AGM 2018 given their proposals to construct new prisons.</p>
<p><b>Energy Management / Sustainability</b></p> <p>The approach to energy management (use of BMS and Monitoring &amp; Targeting (M&amp;T) systems to monitor and track and better control energy and water use) quickly identifying unusual patterns of consumption to allow prompt intervention and reduce waste.</p> <p>Sustainability – How to meet the needs of the present without compromising the ability of future generations to meet their own needs. An examination of the Environmental aspects of development (Sustainability has three main pillars Environmental, Social and Economic) that have or could be used within our Prisons and the learning points around their use.</p>	<p>Topic that is of interest to the EuroPris Real Estate expert Group.</p>
<p><b>Prisons of the Future</b></p> <p>An examination of the requirements for Educational and Family Relations and other areas in order to develop a suitable design response (includes input from other Expert Groups)</p>	<p>Topic requested by the EuroPris Board in October 2018 for delivery at the Real Estate Workshop</p>

Discussions took place on the options that existed for plenary and breakout sessions within the workshop. Following discussion, it was agreed that Tony McDonnell and Hans Meurisse will see how a first program can be planned.

### Practical approach

Link between legislation issues to decide how and what prisons are constructed

How can the use of ratio's, quota, educational services effect the design?

Do we have a plenary in the Workshop with a moderator to challenge?

Prisons of the Future: much more focus on Technology, Open Prisons

Can Technology allow us to monitor better

How to optimize family visits

Can we use EM inside prisons, open prisons, EM for conditional release?

Special initiatives in our MS: ex: Finland has a plan to put people in Open Prisons with 50 % by 2035

### Suggestions

Practical: World café tour after plenary, Y/N

Designing for Rehabilitation must have a prominent place

Links with other Expert Groups

POTF (Prisons of the Future): Do we plan Break Out sessions (contributions? )

POTF: Education \* physical building must be connected

POTF: Family Relations => concern: are designers capable to think out of the box? how to contribute on a clever way to cultural changes

Age appropriate solutions (young / elderly)

MMC (France) explanation about what the topic (Tony / Break Out session should do)

Related to the type of housing: quality of the building goes down fast / less in-house skilled persons

Energy Management / Sustainability

ex: heating with natural gas, renewable resources, wind energy; drilling in Norway (reducing cost of energy); Finland: how will our inmates contribute to energy savings / staff / How organized / centralized or not...

PPP: How far you go with outsourcing of services? Communication / Kiosk devices in the living units / Laundry / Service Delivery Contract ...

## **2. Presentation of the different Members / Countries**

During the meeting each member was provided with an opportunity to update colleagues on developments within their own jurisdictions and to raise questions for help/advice from other experts within the group (as the previous expert meeting took place in Stockholm in October 2018, some of the information was an update of activities/issues in those countries)

### **Turkey**

- There are 396 turkish prisons, categorized in different types ( T, L, S )
- The designs are based around a number of standardised design templates led by Turkeys previous expert Mr Burhattin Eser.
- The country has recently developed a campus approach, co-locating several prisons onto a single campus. The largest of these is at 'Silviri' which houses up to 20,000 inmates.
- 187 big ones opened / 312 gesloten ( nog eens 100 op komt )
- Classification system with different regimes, oriented towards rehabilitation ( with vocational training ) and stimulating social life
- A lot of units mother / child



- Prison model takes into account the gap between rural and city population, proximity of families
- Judges decide on conditional release; No figures on recidivism
- A lot of attention for outdoor activities; a system with balconies => inmate is often outside
- Prisoner cost / day = 15 € / => of which 1,2 € for food & drinks ( without external security costs such as police, transport
- Global ration of 1 staff / 4,5 prisoners

## UK - England/Wales

Introduction: there are a lot of on-going initiatives:

- 2 new prisons of 250 million pounds planned
- New houseblock in HMP Stocken; block with Solar panels ; in-cell misting service against fire; all BREEM excellent; in cell phones; small units with tea points
- Absence of bars for an improved view out and a more normalised feel
- Non-opneable windows will reduce noise, stop waste being thrown away but with good inside control of ventilation
- Some delay for the delivery to operate the new initiatives
- New buildings – options were considered including moving to keyless entry into cells and having individual in-cell temperature controls (not adopted at present due to competing cost priorities)
- Our two newest prisons will be privately run through a new operator framework, subject to demonstration of value for money against a public sector comparator
- Challenges of sourcing construction sector labour due to lengthy security checks (CTC)
- Use of own property
- More and more shower in every cell with ventilation ; but paints falling down
- Due to facilities/technology finding the Cost of Maintenance is higher in newer prisons

## Finland

- 2910 prisoners ( 8 % women / 5546 entries from freedom in 2018 / 51:100.000 rate )
- Transition to more open enforcement
- Short time prisoners ; 50 % < 3 months ; actual length of prison term is 11 months
- More severe sentences but also more risk assessments
- Tougher conditional release ; road to freedom through Work
- Conversion sentence for unpaid fines => back to the legislation level
- Strategy Map: social impact targets, operative performance with balanced input from resources
- Decrease of re-offending
- New prisons must be futureproof, with a lot of space, but also more cost efficiency; more interaction between staff and inmates and a clear vision of the use of the strategic map
- Cornerstones are research based knowledge of the needs of the prisoners, individual sentence plans, special needs for special categories, technology based with responsibility for inmates (order food, buy consumer goods, daily program, taking contact with the staff, criminal record can be consulted ... )

## Belgium

There is still a continuity in the successive Masterplans I, II and III

- Haren ( tender 2012 / new Brussel Prison ) is on going ( future proof of tender specifications / replacement of 3 old Brussel Prisons ) / should be finished in 2022
- On going project: New Antwerp Remand Prison ( 440 inmates ), PPP ( 3 candidates )

- New Dendermonde : probably start end 2019, early 2020
- 2 pilots for transition houses
- New PPP tenders in progress for 3 prisons
- New plans for a big prison in Liège
- 3 Health Care facilities / 3 DBFMO Projects
- Extension plans on existing sites

## Norway

Some further general information of the “Crime development“ in Norway where there is – 32 % registered crime by the Police in a period 2004 – 2017 !

- An average prison sentence is 10 – 11 months with a median from 3 – 6 months
- Average daily number of prisoners = 3.900 ( 74 / 100.000 ) / 500 million €
- Key words = Security + rehabilitation!
- Values still are : Openess, Respect, Professionalism, Commitment
- 42 prisons, largest = 346 prisoners, smallest 15 prisoners
- High security 66.4%, low security 30.5 %, open 3.1 % in the real estate
- Central principles are still normality, progression towards release, import of services, reduce the use of prisons, rehabilitation
- The Norwegian prison service is still in a reorganization modus ( new DG )
- Some older blocks are in a further renovating modus
- New female prison was openend, Evje prison
- 2 new prisons under construction ( 100 places / 200 places )
- Closed down 5 open prisons
- New projects will be started ( new Oslo prison , ... )
- There is more standardization to reduce costs and to offer more activities to inmates

## Northern Ireland

An update after the Stockholm report

- Specific situation in N Ireland related to the suspension of a power-sharing government
- Prison 2020: to drive continuous improvement
- Focus on deliver rehabilitation
- Review of the NIPS Strategy, how to identify delivery models
- Opening of new accomodation block in Autumn 2019
- Evolution towards independent living units,
- New Welcome/ Visits Centre, separate female facilities, cost effective solutions

## Slovenia

Slovenia gave a verbal update:

- 6 prisons + 14 locations
- Actual capacity = 1292 capacity, occupation rate = 105 %

- New prison in Lubjinana with a lot of open spaces
- Planning for a new Women's prison

### 3. Day 2 - Visits

The Turkish Prison Service arranged a full day of visits to view a range of prison/complimentary prison facilities in and around Istanbul. The trip was arranged to provide examples of Juvenile, men's and women's prisons.

#### Maltepe Campus

To manage increases in the prison population the Turkish authorities have constructed prison campuses. This is where several prisons are co-located adjacent to each other, benefitting from economies of scale and typically sharing food and laundry services. The Maltepe campus opened in 2008 and is located approximately 40km east of Istanbul and houses a population of around 10,000 inmates distributed between several prisons. The visit included viewing examples of three types of prison on the campus:

Maltepe Closed Juvenile Prison	The facility can accommodate up to 324 juveniles. The facility included education classrooms, workshops, healthcare, indoor sports hall and outside sports pitch.
Maltepe Male Open Prison	The facility can accommodate up to 844 inmates and houses the central kitchens, laundry and bakery facilities for the entire Maltepe campus. The kitchen serves around 11,000 meals per sitting (both inmates and staff). They also have a horticulture area and have a small restaurant serving meals for staff and visitors.
Maltepe Type L Closed Prison	At the time of the visit the facility housed around 2,300 foreign national inmates. The prison is built on a grid system and each individual cell/housing unit was spread over two storeys (typically having 6-bedroom rooms) with two shared toilet/shower rooms, a communal space/kitchenette and small external exercise yard.
	The visit included a visit to the sewing workshops where inmates make shirts and other garments for the textile industry.

#### Istanbul Juvenile Education Centre

The low security centre accommodates up to 144 children between the ages of 12-18. The children can attend education and training programmes both inside the institution as well as attending mainstream education facilities in the community (at the time of the visit there were around 35 children who travelled to attend lessons within their original schools during the day and who returned to the institution following school).

The facility included education, library, workshops, healthcare, an indoor sports hall and individual bedrooms.

On the final day the meeting was held in **Bakirkoy Women's Closed Prison**. The prison houses foreign nationals and has a capacity of 950 inmates. It has a cosmopolitan population from 51 different countries (speaking 27 different languages). During the meeting there was an opportunity to have a

brief tour to view some of the facilities prison of some of the facilities within the prison. The textile workshop was a hive of activity and inmates are employed to produce garments, tablecloths and bedsheets for external sale.

At the end of the tour there was an opportunity to visit the prisons kindergarten situated outside the entrance to the prison. The kindergarten provides nursery provision for the children of inmates and (if room) of staff outside the walls of the adjacent prison. Children attend the nursery from the ages of 2-6.

**Hans Meurisse**

**Tony McDonnell**

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EuroPris P.O. Box 13635  
2501 The Hague, Netherlands