Designing Prisons
as Learning Environments
for a Life without Crime

Client:
The Criminal Sanctions Agency
Public sector partner:
Senate Properties
Private sector partners:
Workspace Oy, Delfoi Oy, Melkior Oy, Kopla Helsinki Oy

Outline

1. **Background and context**

2. **Process/dynamics**

3. **Results/outcome**

4. **Lessons learned & key recommendations**
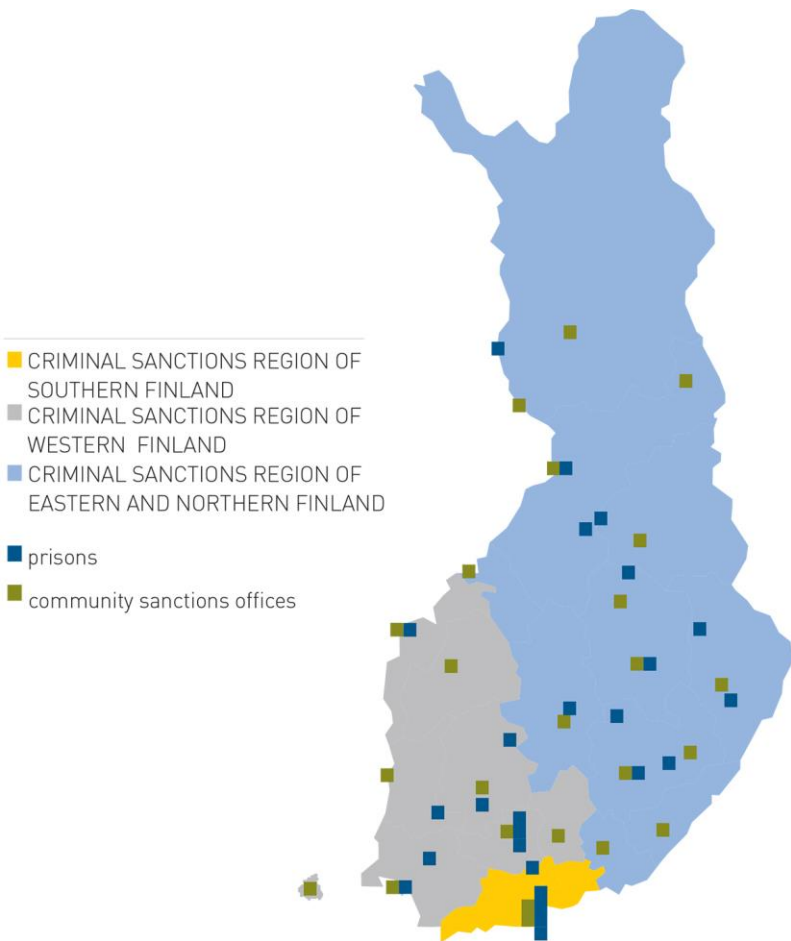
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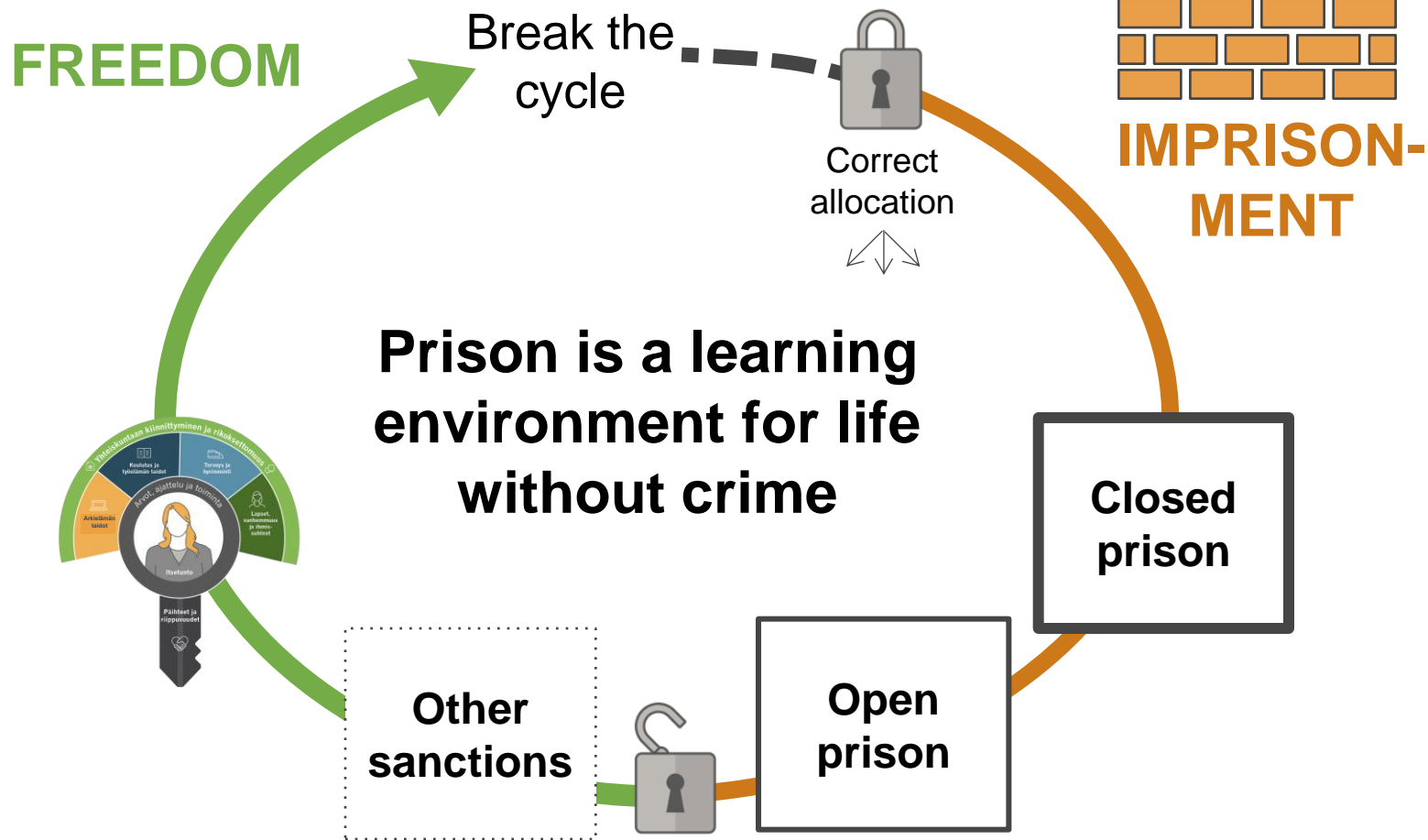3. **Results/outcome**

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The Criminal Sanctions Agency in Finland
Key figures

CRIMINAL SANCTIONS REGION OF SOUTHERN FINLAND

CRIMINAL SANCTIONS REGION OF WESTERN FINLAND

CRIMINAL SANCTIONS REGION OF EASTERN AND NORTHERN FINLAND

prisons

community sanctions offices

- **One of the lowest prison populations in Europe, 57 prisoners per 100,000 of national population. (USA: 666/100,000).**

- **Prison terms are exceptionally short in the international context. The average length of actualized prison term is about 11 months and about half of the prison terms are less than 3 months.**

- **Average daily number of prisoners 3 120 (8% women)**

- **Average daily number of community sanction clients 3 061**

- **The Criminal Sanctions Agency employs approx. 2700 officials**

- **The most common principal offence is violent offence among sentenced prisoners (38%) and aggravated drunken driving among community sanctions clients**

- **The overall costs of the criminal sanctions field were about 245,4 million USD**
  - Costs per prisoner per year about 72 000 USD
  - Cost of one prison day 235 USD in closed prisons, 136 USD in open prisons

It's all about breaking the cycle

FREEDOM

Break the cycle

IMPRISON-MENT

Correct allocation

Prison is a learning environment for life without crime

Closed prison

Other sanctions

Open prison

Where do we need to go to reach this?

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The aspects of development

Development viewpoints

① Future requirements

② Arguments based on research

③ Prisoners perspective

④ Personnel perspective

EFFECTIVENESS
What do we aim for?

SERVICES
How does it show for the prisoners?

PROCESSES
What needs to be done to make it all work?

WHY: effective areas

WHAT: service map

FOR WHOM: customer segments

HOW: process descriptions

HOW: Customer journey
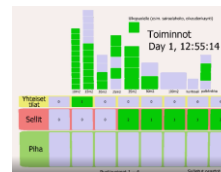
HOW: Simulation of operations

WHERE: Testing layouts via simulation

WHY: Economical benefits & argumentaion

FUTURE
The key to participation and a life without crime

PROCESSES AND RESOURCES

Effectiveness & needs
What should we focus on?
What does research say?

Need-based segments
What are the needs?
Matching services to convicts' needs

Processes and factors of production
How does the prison function now? What will change?
What do the new services and functions require?

Benefit assessment
Why should we develop?

Map of services
What services do we offer?
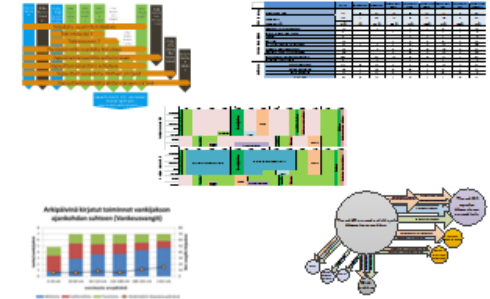
Pilot: prison for women in Hämeenlinna
What kind of spaces support our activities?
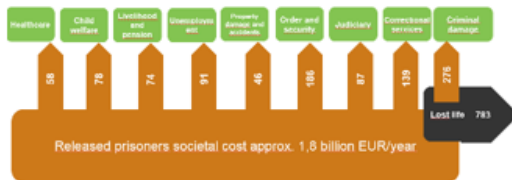
Partners in design & development
"Together we can reach higher"

- **Client:**

- **Public partner in design & development:**

- **Private partners in design & development:**

http://www.rikosseuraamus.fi/en/index.html
https://www.senaatti.fi/en/
http://www.workspace.fi/
https://www.delfoi.com/web/solutions/Tuotanto/en_GB/lean_1/
www.melkior.fi/english/
http://www.kopla.fi/en

Criminal sanctions agency's expertise was central in the development

Functional planning workshop   1/2017

Workshop with Hämeenlinna personnel

2/2017

Workshop with Hämeenlinna inmates

2/2017

caf® Resource Centre
European Institute of Public Administration
COMMON ASSESSMENT FRAMEWORK

3D-modeling is a cheap way to time travel: *this is how it could look*

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Framework fo effectiveness

GROUNDS BENEFITS
- Social and health care costs
- Costs of unemployment
- etc.
- Costs caused by crime
- Costs of prison services

EFFECTIVENESS
- Improving the possibilities of the sentenced people to live without crime
- Reducing the risk of recidivism

SECTORS THAT IMPROVE EFFECTIVENESS
- SUBSTANCE ABUSE AND ADDICTIONS
- HEALTH AND WELL-BEING
- VALUES, ATTITUDES AND ACTIONS
- CHILDREN, PARENTING AND SOCIAL RELATIONS
- EVERYDAY LIFE SKILLS
- EDUCATION AND PROFESSIONAL SKILLS
- INTEGRATION INTO SOCIETY AND LIVING WITHOUT CRIME

Safe and rehabilitative environment. Professional interaction with respect for human dignity.
= HIGH-QUALITY ACTIVITIES, SERVICES AND MANAGEMENT

ACTIVITIES SERVICES

Prison activities and services implement the goals of effectiveness based on individual needs

Ex-inmates annual cost to society 1 Billion €

Social & Healtcare 300 M€

Damages & tax losses 320 M€

Cost of upkeeping safety and justice 270 M€

Cost of Re-offending 140 M€

➔ Payback time of the new prison estimated based on effectiveness

Time in prison is just one period in a persons life…

LIFE

Time in prison

How does the culture of a prison affect the person
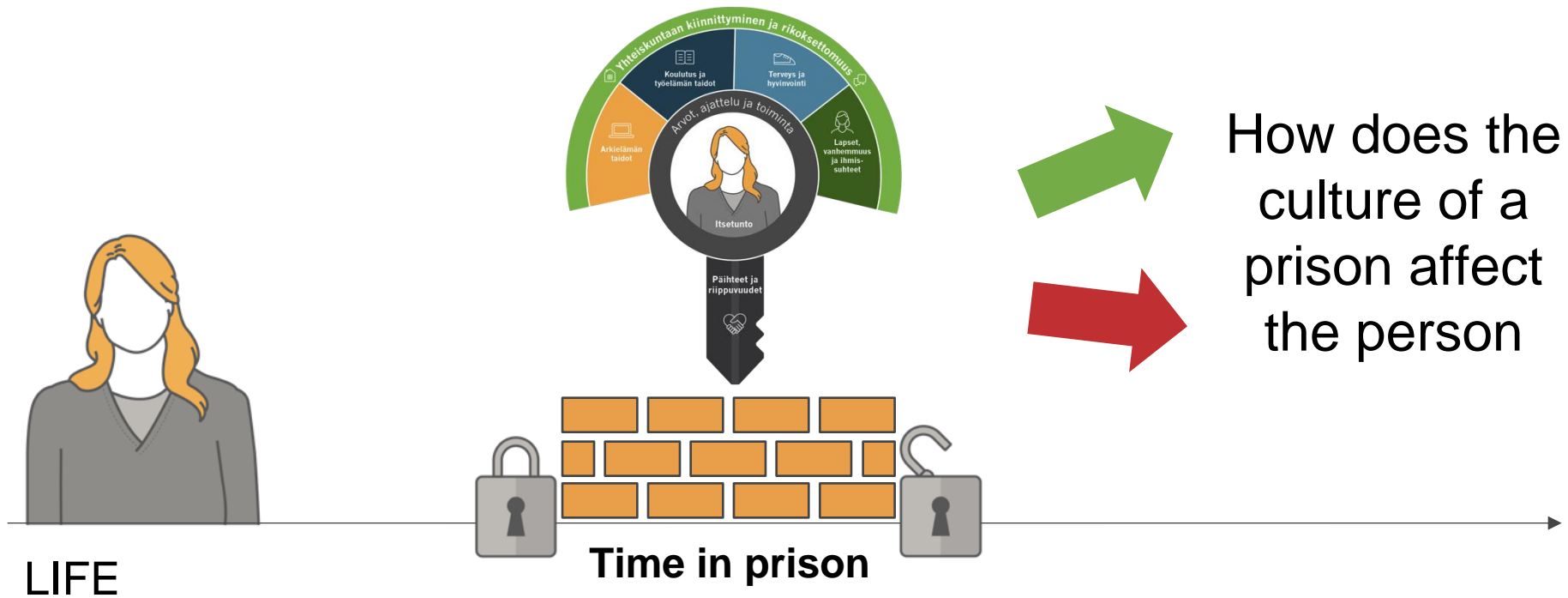
…so how do we affect the direction of ones life?

Inmates own attitude & level of activeness

Services & activities offered

Interaction between people

Physical environment

Develop the Culture as a whole
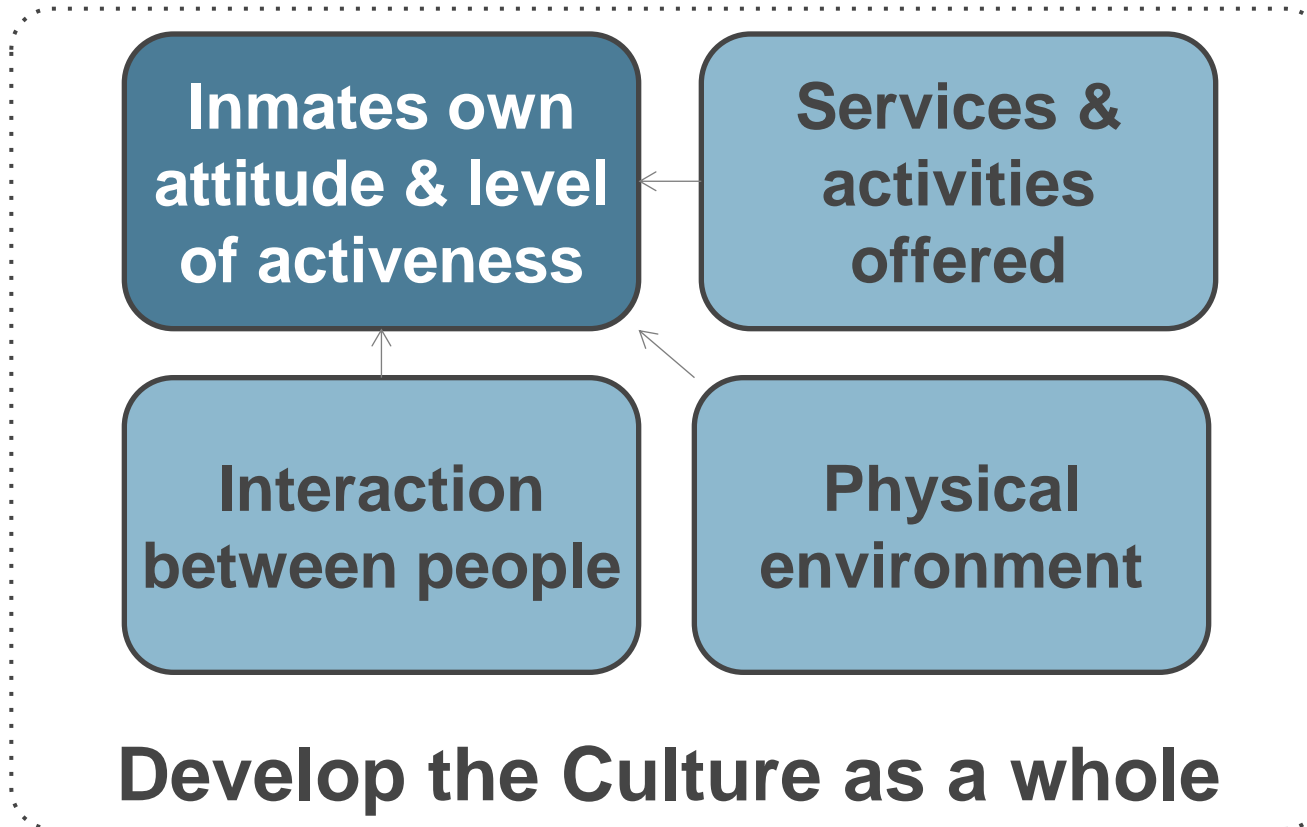
The Rehabilitative Prison Concept in a Nutshell

GOAL
To improve the prisoners' ability to live without crime → To decrease the risk of repeated offending

FOR WHOM?
The concepts' beneficiaries include the society, the personnel of the prison as well as the prisoners.

HOW?
Effecting the probability of repeated offending is the foundation of everything. Effects are produced through…

WHY?
The prison concept is based on Finnish Imprisonment act, which states that the goal of the enforcement of imprisonment is to increase the readiness of the prisoner to live a life without crime, by promoting the prisoner's ability to manage his or her life and by promoting his or her adjustment to society as well as to prevent the commission of offences during the term of sentence.

The concept is also informed by the four core values of Criminal Sanctions Agency:

Respect for humanity

Justice

Belief in the ability of a person to change and grow

Security

Actice support and motivation

Humane and respectful interactions

Coaching for change

CULTURE

LEADERSHIP

A prison is
LEARNING ENVIRONMENT FOR A LIFE WITHOUT CRIME
* safe * encouraging
* supports integration to society

Supporting Convicts' Independence and initiative

Matching services to convicts' needs

Building partnerships outside the prison

SERVICE PROVISION

FOR THE PRISONERS
Improved chances of participation in the society and of living without crime during and after the sentence.

FOR THE PERSONNEL
Sense of meaningfulness in work and opportunities for professional growth.

FOR THE SOCIETY
Safety and resource effectivity that is measurable.

RISE

https://drive.google.com/file/d/1yp9gDvCYNqod_DNb23Js2brhfMZobxuM/view

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Customer journey

Simulation of operations: Input data and decision variables

1. Preliminary service map and ja service descriptions

2. Operational processes and parameters

3. Number of inmates and time spent in closed prison

4. Preliminary space programme

5. Service production processes

6. Case-management and service co-ordination principles for different inmate segments

7. Resource calendars and daily schedules

8. Other restrictions and control rules

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Lessons learned

- **Holistic development of culture is the key**

- **Use visual tools to imagine the future**

- **Use hard work and data to evaluate true effects**

- **Get the all the right people involved**

Questions

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