

A photograph of two officers from the Danish Prison and Probation Service. In the foreground, a woman with blonde hair tied back in a ponytail, wearing a dark uniform jacket over a light blue shirt and dark tie, looks directly at the camera with a neutral expression. Behind her and to the left, a man with a shaved head, also in a similar uniform, looks off to the side. They are standing in front of a red brick wall. The lighting is dramatic, with strong highlights and shadows.

# The Danish Prison and Probation Service

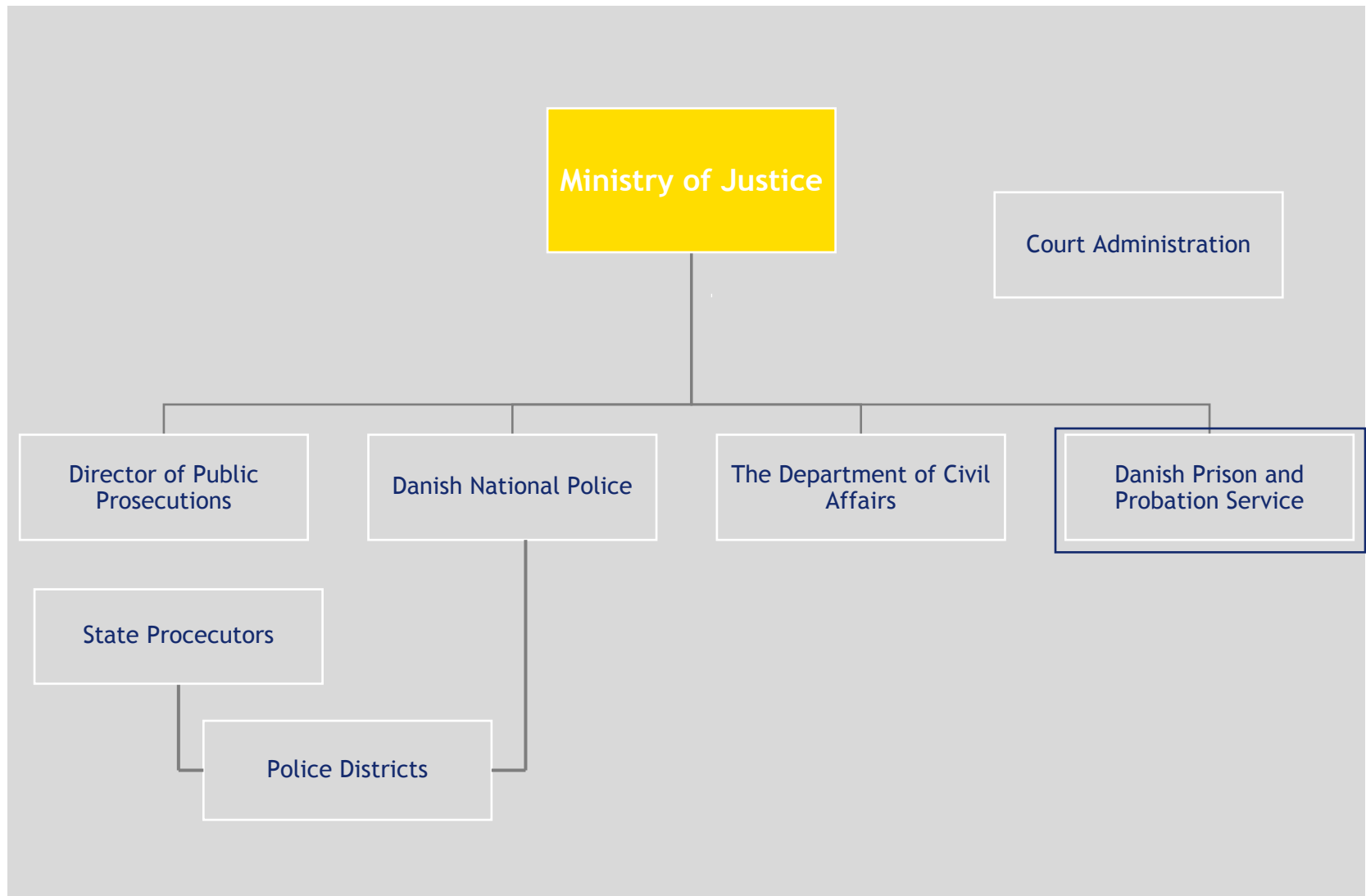
# Content

Organization

Key figures

Challenges

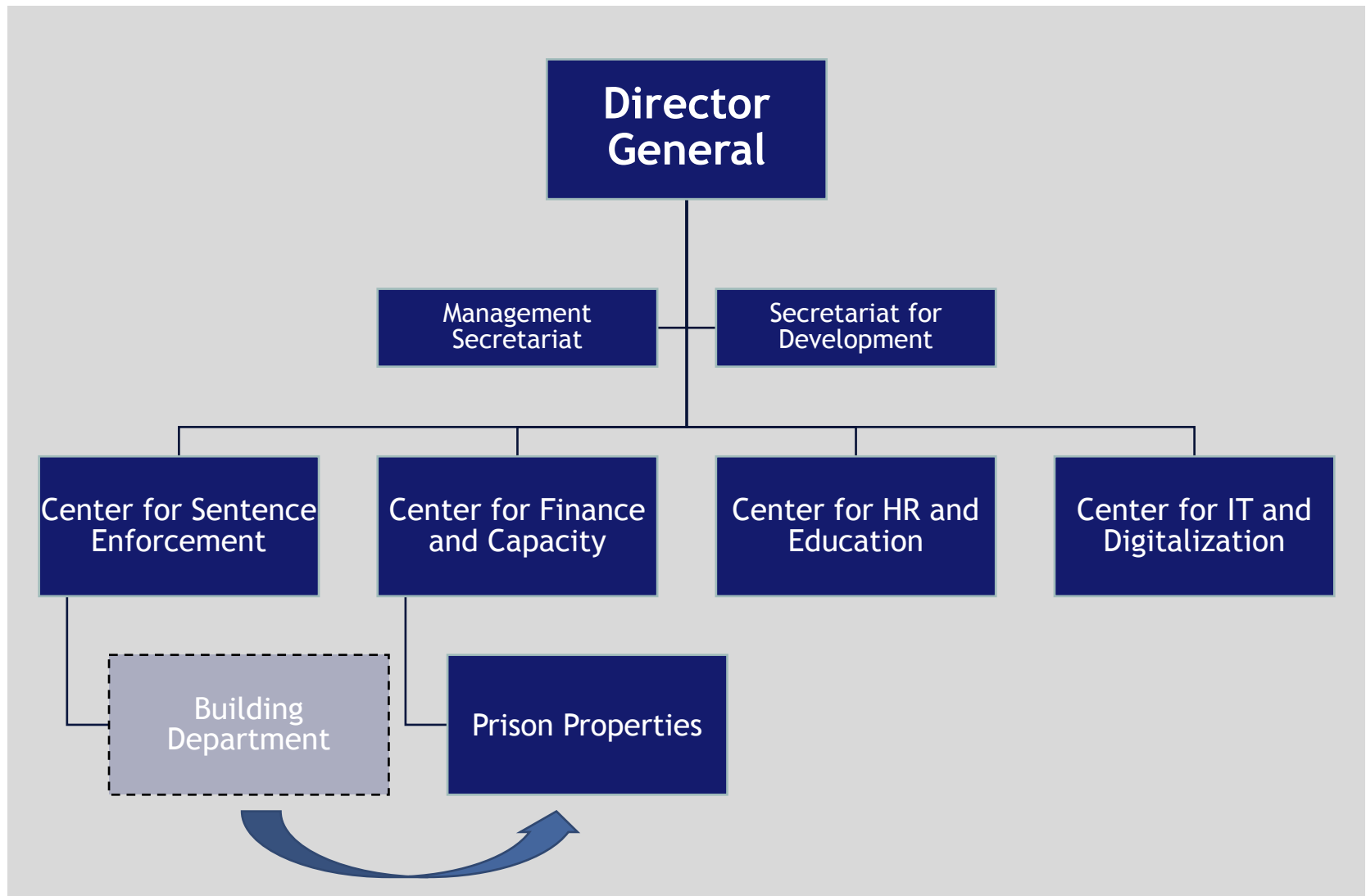
# The Ministry of Justice



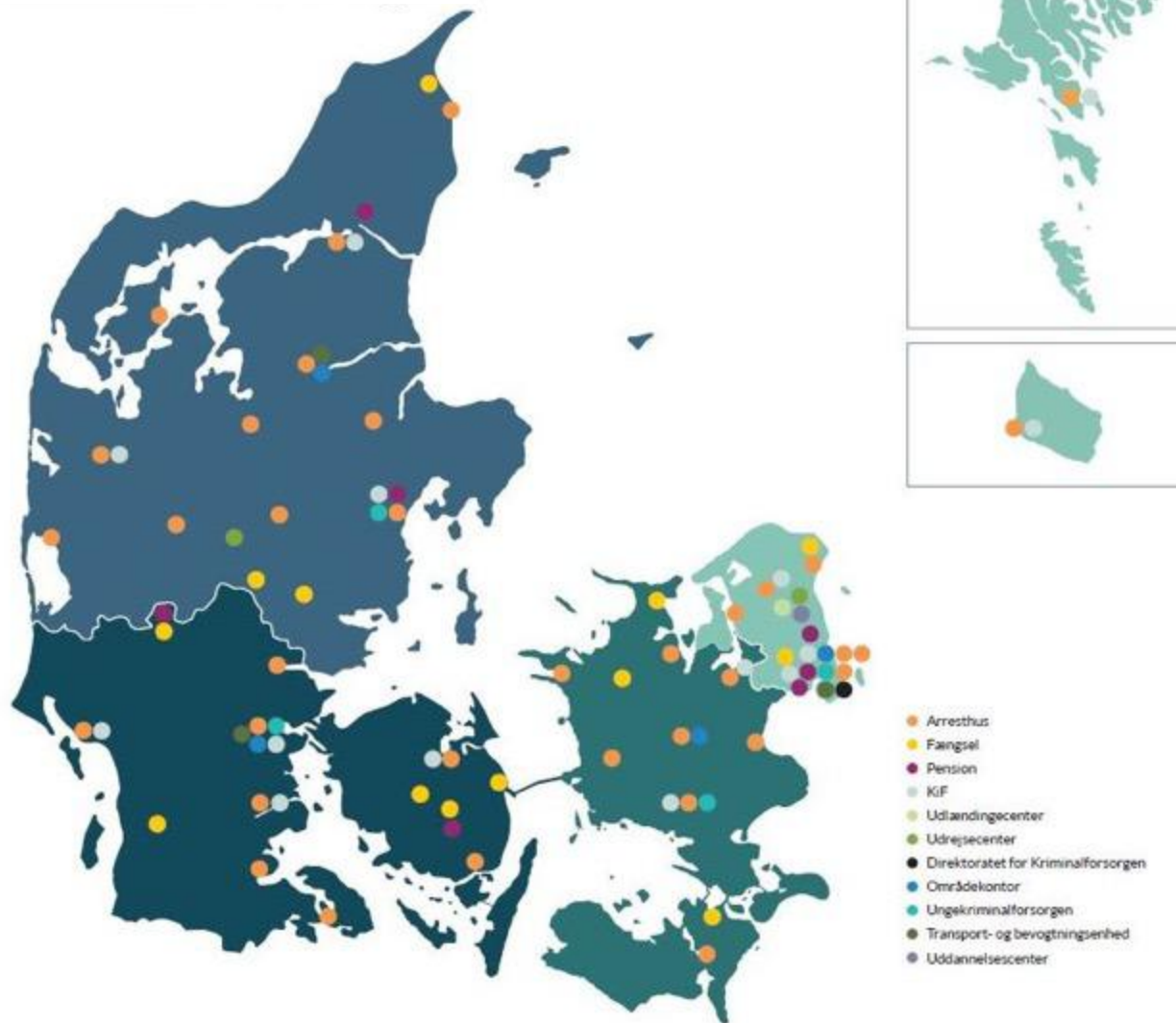
# The Prison and Probation Service



# The Department of Prisons and Probation

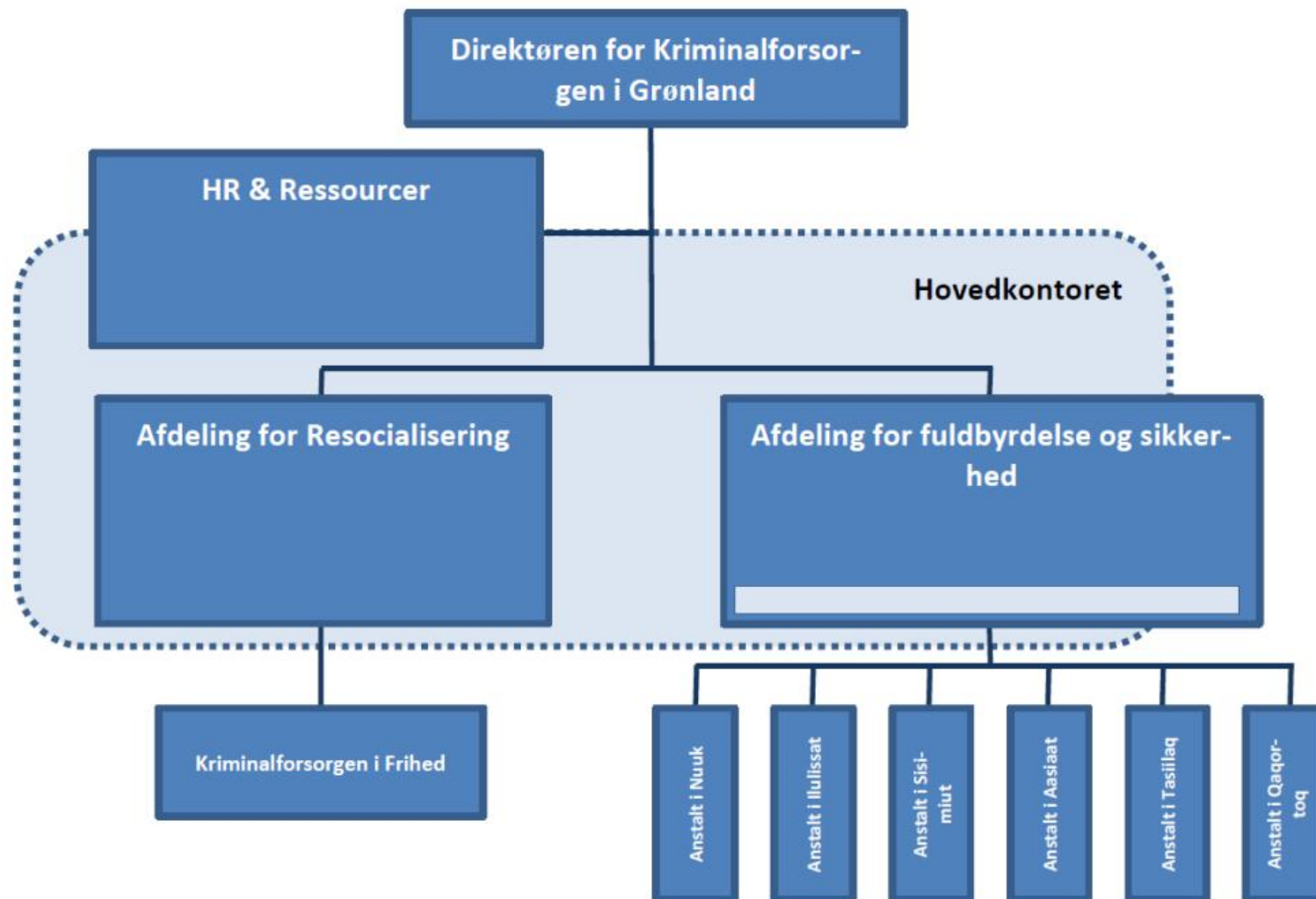


# The Institutions of The Prison and Probation Service



6 prisons  
7 open prisons  
35 detention centers  
7 halfway houses  
14 supervision- and monitoring units (KiF)  
4 supervision units for juveniles  
3 transport units  
2 departure centres (udrejsecentre)  
1 institution for foreigners (Udlæningeinstitution)

# The Institutions of The Prison and Probation Service in Greenland



# Prison and Probation Service

## Megatrends 2015-2019

Number of inmates up from 3500 to 4000+

Number of cells up from 3800 to 4000 (Storstrøm, sleeping prisons, optimized capacity)

Number of prison officers down from 2500 to 2100

Secret strategy



# Prison properties

## Tasks 1 February 2019 -

Collecting, structuring and maintaining property and building data (early phases)

Proposing and implementing governance model for cooperation between central and local entities

Proposing and implementing a procurement model

Administering framework-agreements with technical advisors (designers and engineers) and contractors?

Implementing a new nationwide facility management contract (cleaning, in-house service, handyman, car park services, catering, light maintenance and technical building support; total annual cost - DKK 25M)

## Organization

- The Danish Prison Service owns and operates most of its buildings
- From small unit (5) administering large scale projects to slightly bigger unit (7) administering prison properties in general
- From general project manager competences to project managers with technical competences
- Close cooperation with finance section, security section and rehabilitation section
- Close cooperation with local entities
- Very close cooperation with technical advisors

# Prison properties

## Organizational challenges

Data exists but are very dispersed

Unhomogenous building stock large/small, old/new, purpose build/conversion, owned/leased - makes standardisation difficult

Backlog of projects is very big

Core business projects extincts building maintenance projects

Small project management team - operating long distance

Very small client in the view of the market

# Content

Organization

**Key figures**

Challenges

# State prisons, Local prisons

**Capacity:** approx. 4.000

- Closed: approx. 1.050
- Open: approx. 1.150
- Detention centers: approx. 1.800

**No. of inmates:** approx. 4.000

- Imprisoned: approx. 2.500
- Detainees: approx. 1.500
- Gang members: approx. 300
- Grey zone: approx. 100
- Expelled: approx. 330



# The Departure Centers and Foreigners Deprived of Their Liberty

The departure centers Kærshovedgaard and Sjælsmark:

- Capacity: approx. 800
- Residents: approx. 520

The institution of foreigners Ellebæk:

- Capacity: approx. 140
- Residents: approx. 120



# Key figures in relation to properties and buildings

- The Danish Finance Act of 2019: approx. €455M
- Building area: approx. 400.000 m<sup>2</sup>
- Land area: approx. 100 km<sup>2</sup>
- Property value: approx. DKK 8B
- Ann. Maintenance budget: approx. DKK 50M
- Maintenance backlog: approx. DKK 200M
- Average ann. Investment in new projects: approx. DKK 150M



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# Current larger projects

- **Enner Mark**  
(250 replacement cells, DKK700M, 2000-2007)
- **Storstrøm Prison**  
(250 replacement cells, DKK1100M, 2009-2016)
- **Nuuk Prison**  
(76 replacement cells, DKK435M, 2010-2019)
- **Expansion in Ellebæk Prison for Expelled foreigners**  
(56 new cells, DKK52M, 2018-2020)
- **Expansion in Ringe Prison for Expelled foreigners**  
(50 new cells, DKK75M, 2019-2021)
- **A women's prison in Jyderup**  
(150 converted cells, DKK65M, 2018-2021)
- **A new education center for officers in West Denmark**  
(50 full time students, DKK40M, 2019-2020)
- **A new detention center for 200+ detainees**  
(DKK700M+, 2018-2025)
- **A specially secured court building next to the CPH detention center**  
(DKK100M, 2019-2022)





# Prison Properties

## Project model

Projects are often initiated by Prison and Probation Services. Proposal of key scope to politicians.

Budgets are estimated during negotiations of Finance Act or the 4 year agreement.

Prison Properties drafts specifications together with technical designers and relevant part of the organization

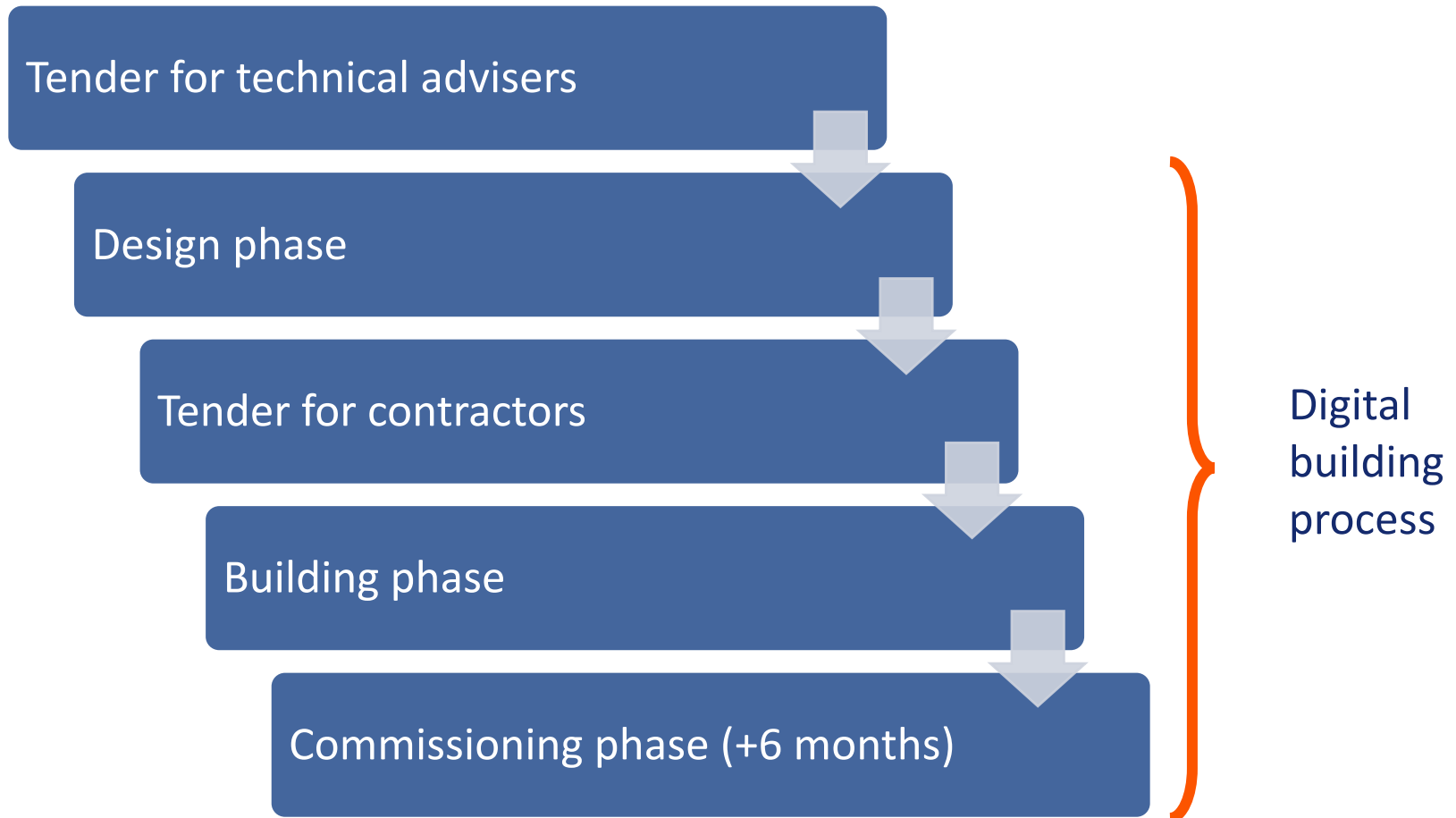
User involvement (Employees, police, lawyers and inmates)

Budget rarely meets specifications

Localisation Proces

# Prison Properties

## Project model



# Prison Properties

## Project lessons learned

Department of Finance always wants to reduce investment and current budgets

Prisons are complex buildings for both designers and contractors

Commissioning phase often too short

Inmates are stress testing solutions

Security vs operation and maintenance are hard to balance

# Prison Properties

## Ideas for the future

- Ambition to create and maintain design guide
- No more design contests!
- Interested in involving contractors in the design phase  
Price, time and better solutions as possible benefits
- Ambition to reduce number of contractors working on a project
- Interested in framework agreements with contractors for maintenance work and smaller projects.



# Prison Properties

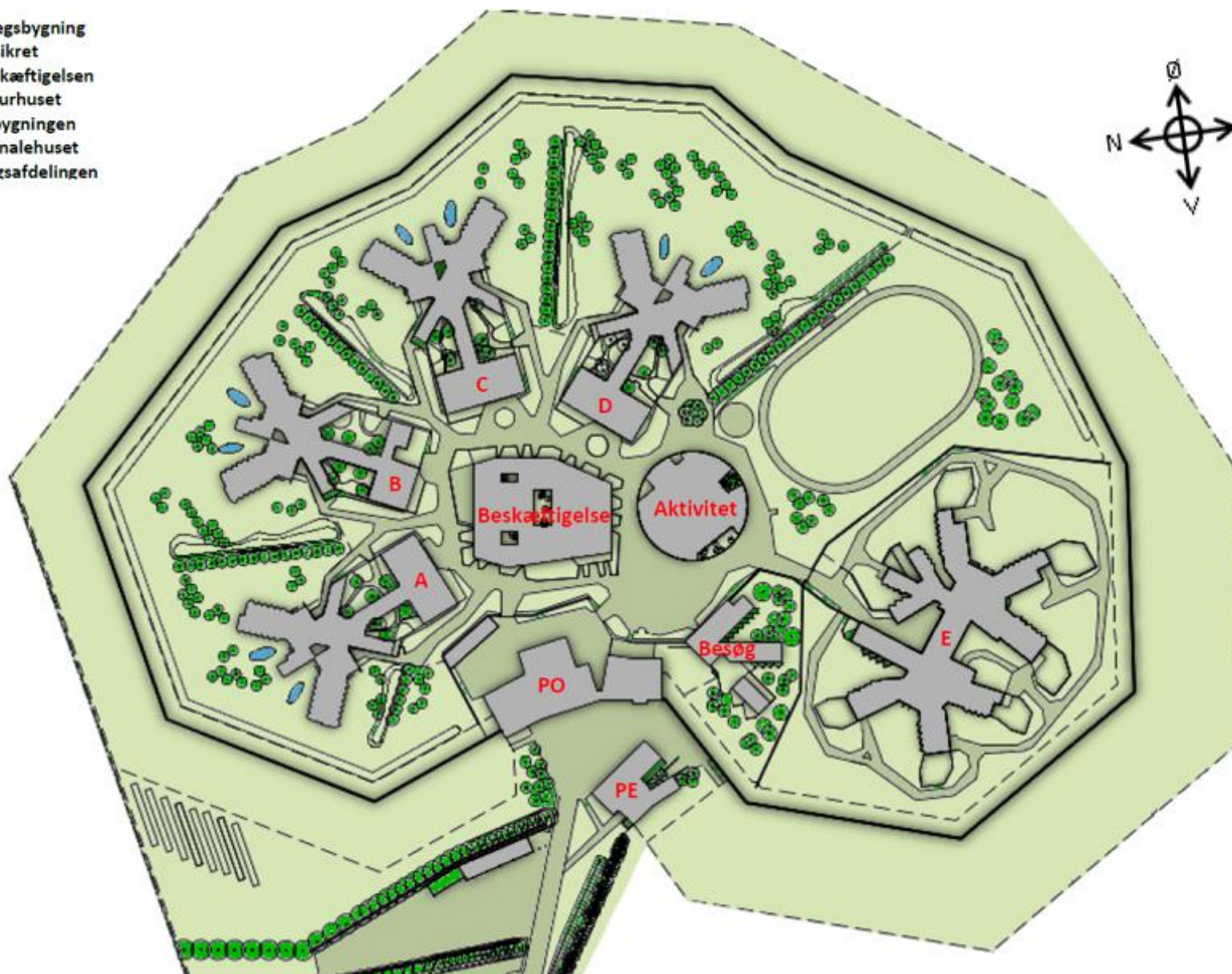
## Topics for discussion

1. Designing prisons to be handled by less prison officers vs. maintaining daily interaction between officers and inmates.
2. Technology and robotics - Aiding or replacing prison officers
3. Preventing communication between detainees - internally and the surroundings
4. Exchanging classified building information and drawings with tenders, technical advisers and contractors





**A-D:** Belægsbygning  
**E:** Særlichsikret  
**Besk:** Beskæftigelsen  
**Kult:** Kulturhuset  
**PO:** Portbygningen  
**PE:** Personalehuset  
**BA:** Besøgsafdelingen

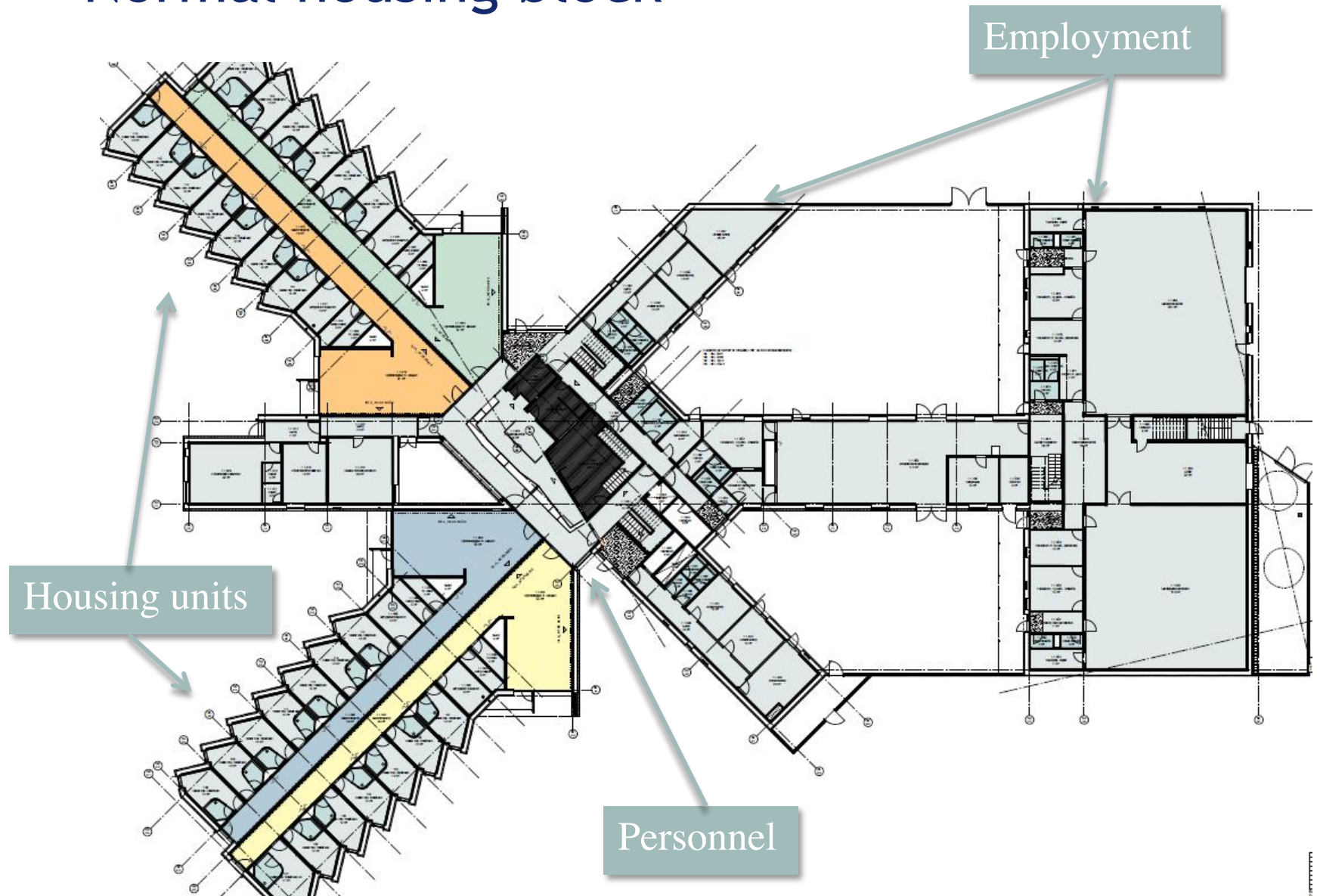


# Storstrøm Prison december 2017



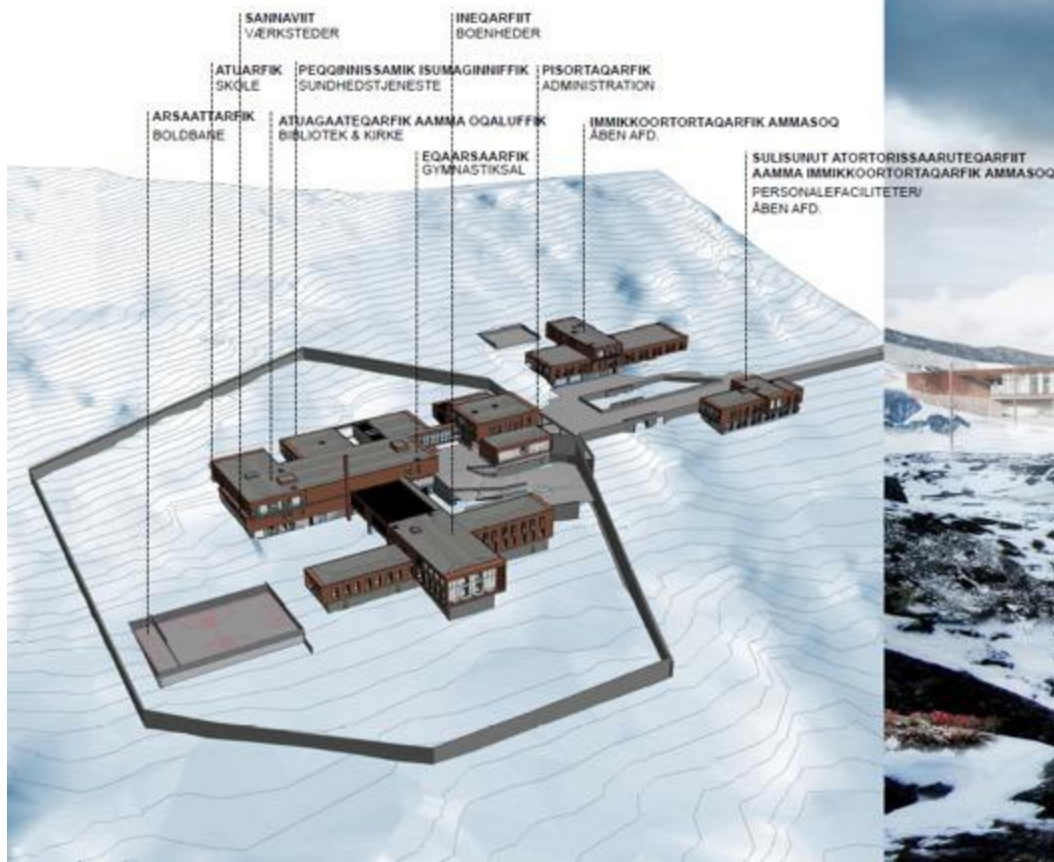


# Normal housing block

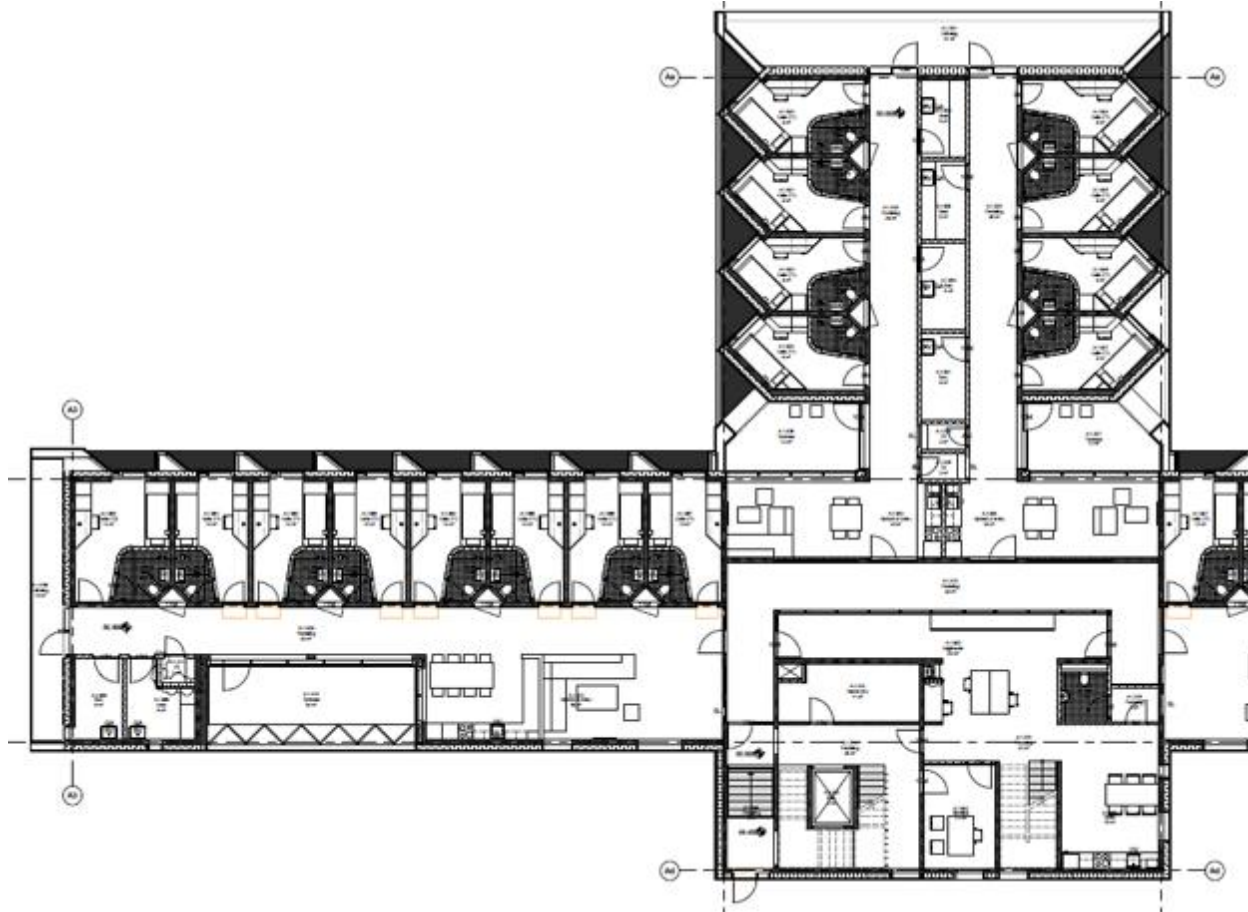




# The project



# Housing sections in closed department





# Questions

