

Small vs big prison

Estonia's experience

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Vanglateenistus 

Brief look at the recent history

	Number of prisoners	Number of employees	Number of prisons
Year 2002	4352	2277	9
Year 2018	2707	1497	3

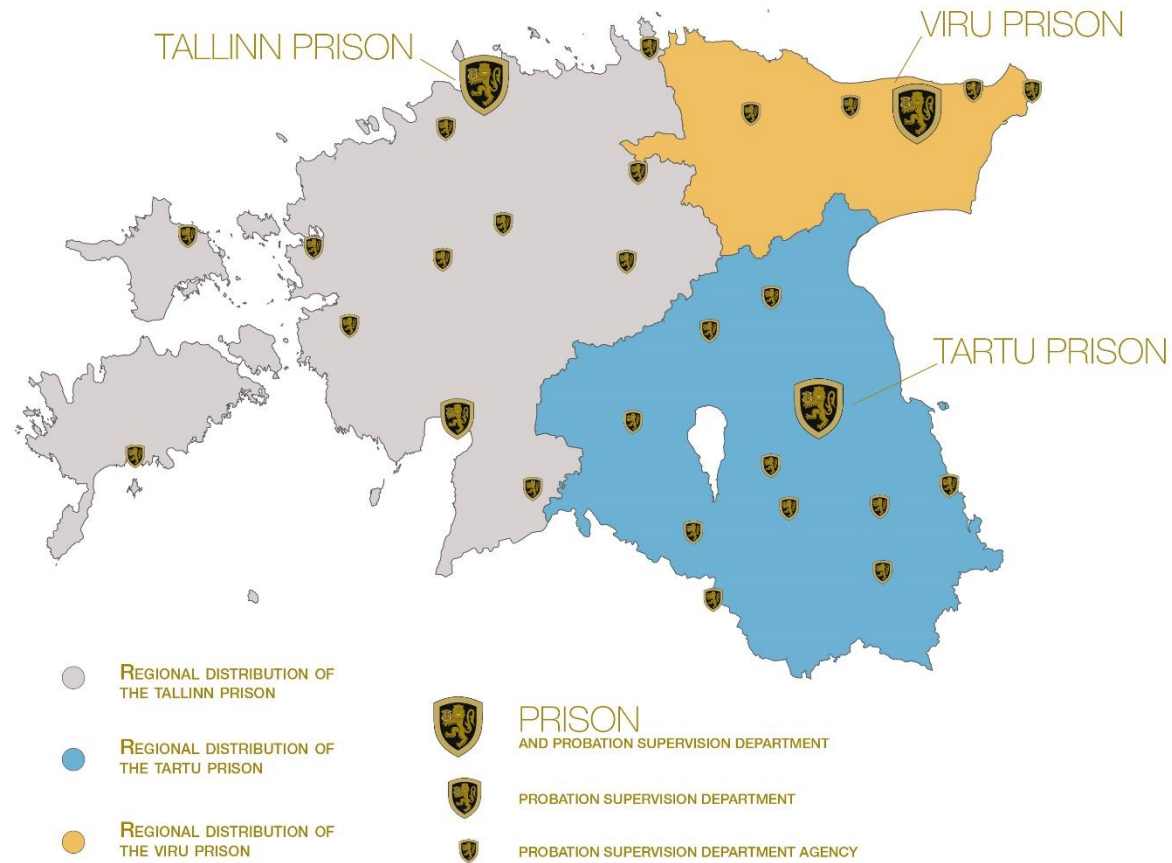
Our challenges

- How to get the best results with optimal costs?
 - Whether to build small prisons or regional big prisons?
 - How to find and train professional staff?
 - How to decentralize the management of prisons?
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Work done and still to do

- 3 regional big prisons
- Estonian Academy of Security Sciences is responsible for training prison officers on applied higher educational (EQFM level 6) and vocational level (EQFM level 4)
- Unit management model in prisons
- Case manager (contact person) positions in prisons

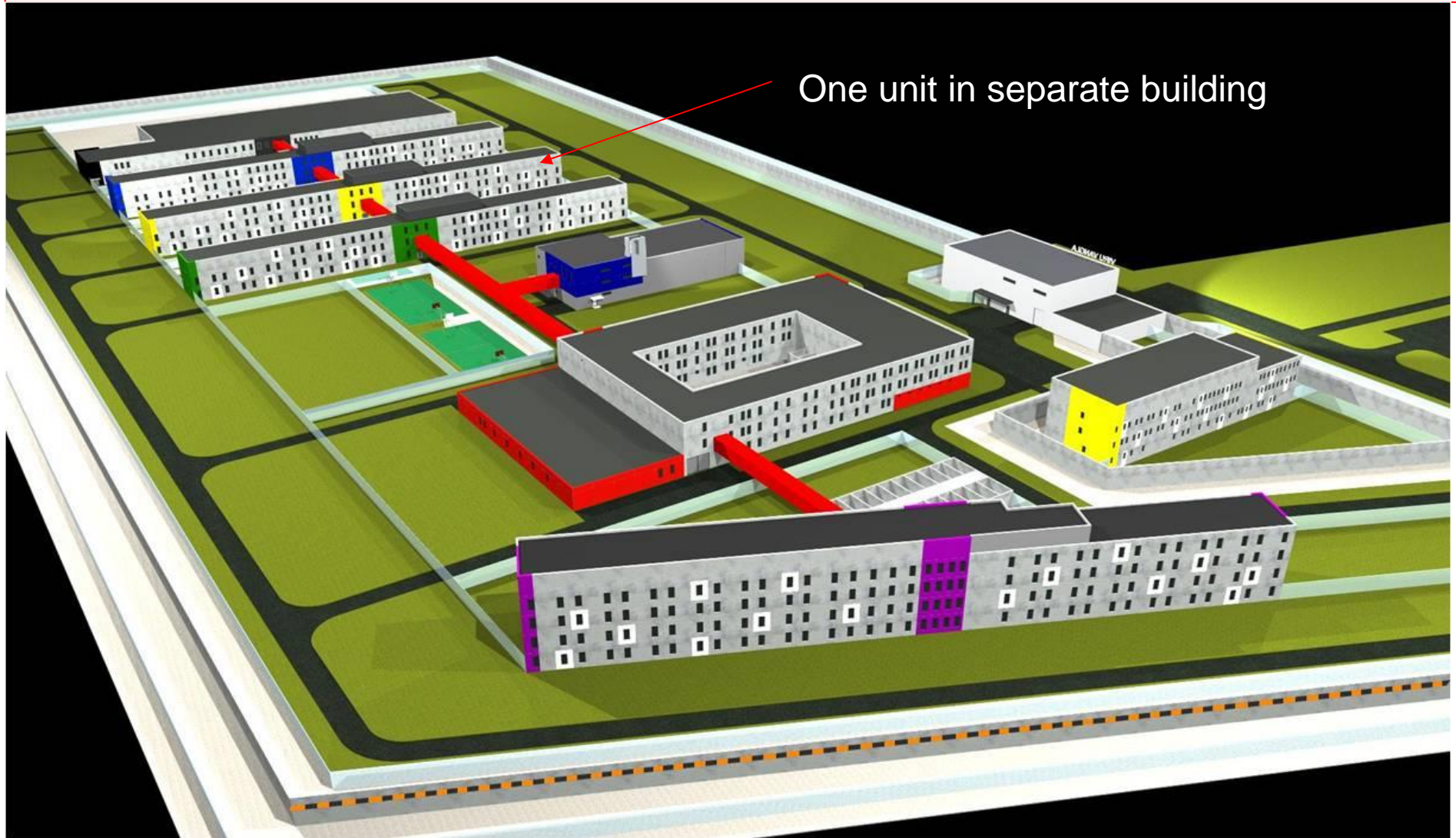
Estonian prisons and probation units



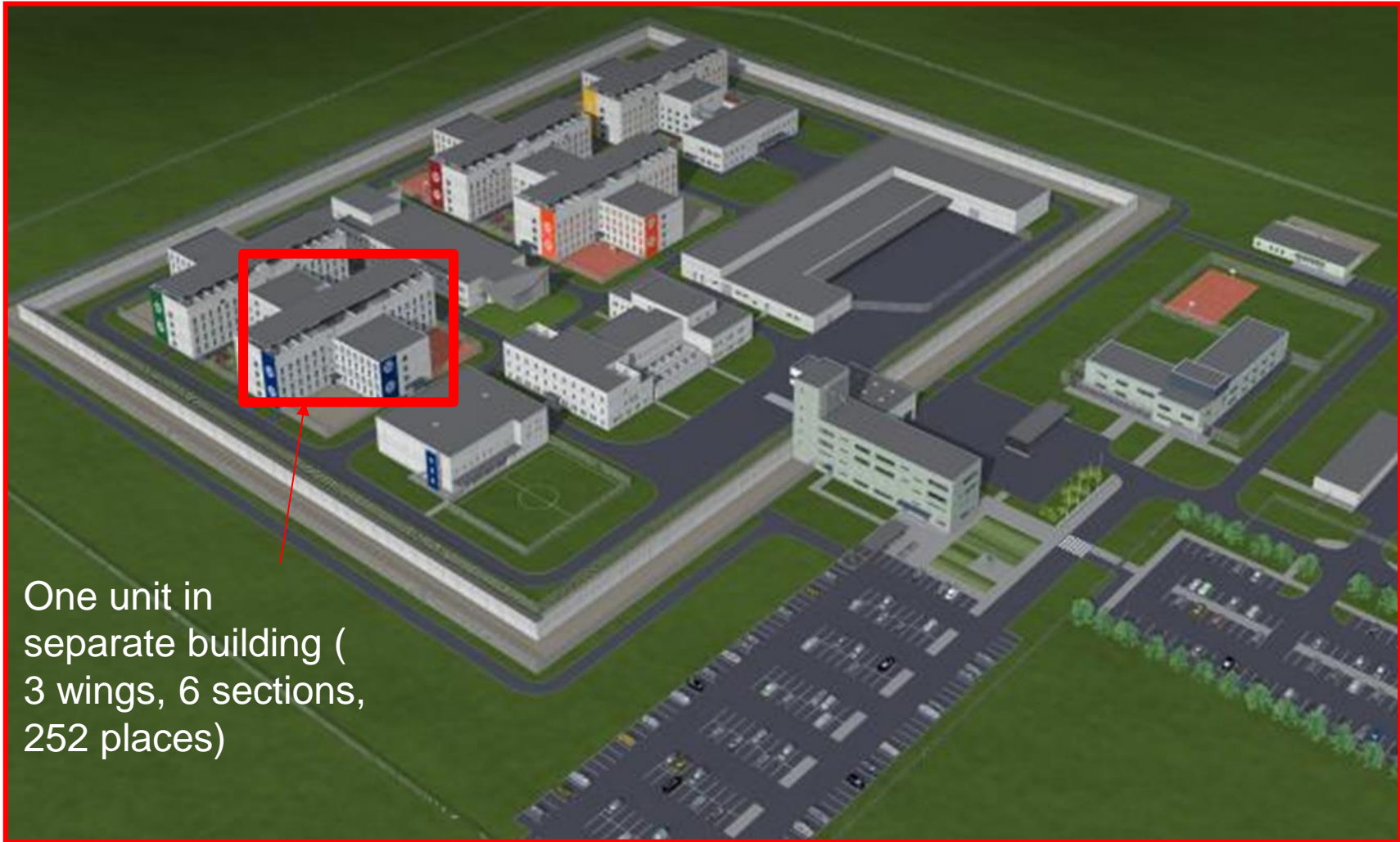
Comparison with Finland

	Estonia	Finland
Prisoners	2707	3174
Prisons	3	26
Biggest prison (places for prisoner)	1075	255
GDP (in market prices per inhabitant)	17500 €	40600 €
Prison service year budget	49,5 million	210 million
Employees	1497	2500

Viru Prison



New Tallinn Prison



Unit management model

- Unit as a small prison in the territory of a big prison
- Each big prison has 6 separate units
- Prisoner serves his/her sentence in a particular unit
- Unit has its own permanent staff

Unit management model (1)

Unit manager authority (e.g) :

- decision of prisoner's home leave
- Lock-up of unit cells (restriction of movement outside the cells)
- extra security remedies (use of handcuffs, limitation of personal belongings...)

Unit manager is a direct subordinate to the prison governor

Unit staff

- Unit contains up to 200 prisoners
- Unit has ca 35 employee (guards, contact persons, psychologist, social worker)
- Medical service, administrative support, recruitment and other services are delivered by big prison
- Case manager (contact person) is the key person in the unit responsible for prisoner's resocialisation

Case manager (contact person) duties

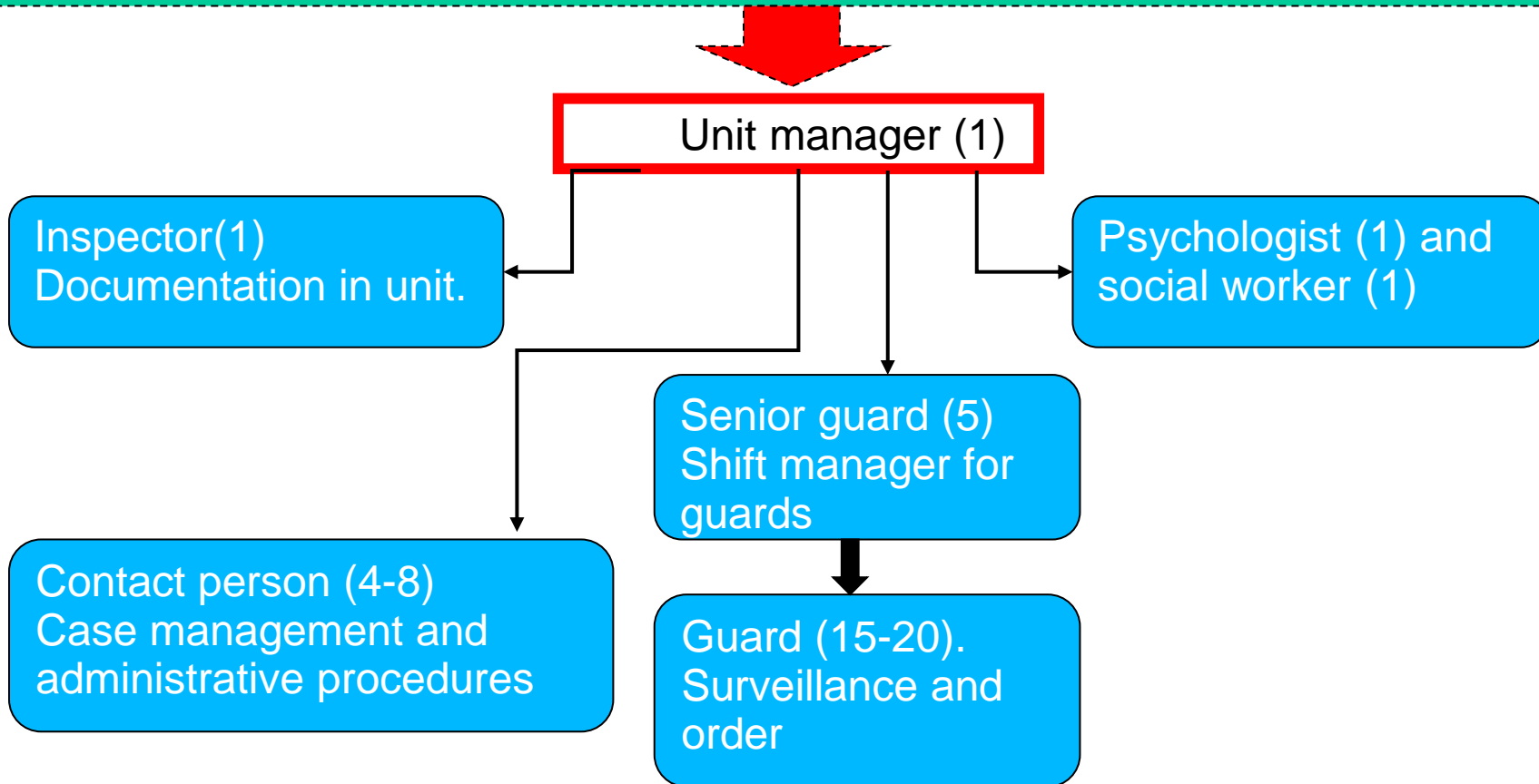
Contact person:

- 1) decides short and long term meetings of prisoner
- 2) decides disciplinary sanctions to prisoner
- 3) gives permission to buy individual TV, radio
- 4) makes a risk assessment
- 5) makes a sentence plan
- 6) solves different daily questions

One contact person has approx 30 prisoners

Officials and departments on the general prison (i.e big prison) level who are supporting and serving the units and ensure general security, methodology:

- | | | | |
|--------------------------|-------------|------------------------------|---------------------|
| 1) Intelligence officers | 4) Medicine | 7) Main security centre | 10) Employment |
| 2) Human resources | 5) Lawyers | 8) Entrance service | 11) State language |
| 3) Education | 6) Catering | 9) Budget and transportation | 12) Social programs |



Unit with specialization

- Unit management allows to specialize in specific treatment and surveillance activities
- Unit staff gets specific training for this purpose

	Tartu Prison	Viru Prison	Tallinn Prison
Minor and young (18-21) male prisoners		Unit III	
Sexual offenders	Unit IV		
Higher risk prisoners		Unit II	
Drug addict prisoners	Unit I		
Female prisoners			Unit V

Conclusion

- Unit management is the compromise between a small and a big prison and allows to decentralize the management
- Every unit and general prison get from prison service HQ certain aims to be fulfilled during the year
- This is the way to move towards the aims with limited resources

Thank you for your
attention!

Questions?