

## SERIOUS AND ORGANISED CRIME IMPACT ASSESSMENT - ANNEX A

### Aim

The aim of this document is to highlight known threats or risks associated with Serious and Organised Crime (SOC) and the current impact on good order and security within prisons. In the light of these threats, the EuroPris Prison Security Expert Group formulates also recommendations and focuses on its research into the best practices linked to these recommendations, which the group considers as standards to be expected in each country.

### Issues

Those involved in Serious and Organised Crime groups (SOCG) often try to maintain their criminal networks while in custody to continue to run their illegitimate businesses within the community. This affects the safety and working climate inside the prisons. What happens on the outside has an impact on the inside. Some of the key tools used by SOCG's include:

- (Leading) members maintain their ties to the organisation;
- Recruiting new members in prisons;
- Use their position/knowledge to direct further offences;
- Bribing lawyers, witnesses, officials, staff, visitors;
- Threats (intimidation and coercion), violence/use of force and similar crimes against staff, visitors, other prisoners or prisoners' families;
- Smuggling (by drones or physical external drugs provider: visitors, external staff, families) and distribution of illegal substances/drugs and illegal articles (mobile phones, weapons etc.);
- Staff corruption and infiltration;
- Escapes/Attempt at liberation with outside support/hostage-taking;
- Illicit communication;
- Indirect security vulnerabilities (social media, demotivation of staff, trade union pressures);
- Data leak.

However, these security risks cannot always be linked to SOC. The main group of prisoners who generate security challenges are people with violent profiles, with mental health problems, addiction problems, cultural problems, etc. but not always associated with an organised crime group. In some cases, there is also an overlap between organised crime and terrorism. This is why we will make a distinction in our table between the general measures to be taken in relation to the risk invoked and the specific measures linked to organised crime.

## Identification

How do we measure SOC? How many individuals are linked to SOCGs? Have we internal lists or lists imposed by other security partners? How do we define this category of prisoners?

## The Monitoring Process

Once identified, the monitoring process of SOCG's begins. This phase may include:

- a penitentiary management of these people in specialised units;
- internal and external instructions/procedures/guidelines;
- the application of various measures such as communications monitoring, control of visitors, separation of members of criminal organisations, dynamic surveillance, specific regimes;
- a multi-disciplinary approach. Working with other security services helps to better understand the SOC landscape within the community and to take pro-active steps to reduce the potential escalation in violence within custody. The collaboration works both ways and the prisons organisations are a big contributor to the joint situation overview.

The following table provides a summary of key areas of risks, current assessment, impact and mitigations currently in place to manage these risks.

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Staff	<b>VIOLENCE</b>		
	<p>The rise in violence can be attributed to various factors, including the presence of organised crime networks within the prison system. There is not always a directly link with organised crime. Nevertheless, incidents are increasing and the respect for the staff is decreasing.</p> <p>The violence of SOCG's is expressed through:</p> <ul style="list-style-type: none"> <li>• incidents of physical assault both on and off duty;</li> <li>• verbal abuse;</li> <li>• harassment;</li> <li>• threats to staff and their families both on and off duty;</li> <li>• targeted staff vehicles parked within prison car parks;</li> <li>• following staff members outside the prison and trying to find out home addresses etc.;</li> <li>• applying pressure to secure the passing of information to contacts outside or to do other activities;</li> <li>• retaliation.</li> </ul>	<p>Continuous exposure to violence can have a detrimental impact on the morale and psychological well-being of prison personnel. It can lead to increased stress, burnout, and a sense of insecurity in the workplace. This can result in disengagement and disbelief in the institution and a feeling of impunity. An increase of injuries, sick leave and trade union pressure are the symptoms of this problem. This has a financial cost for the organisation. The surge in violence has made it increasingly challenging to recruit and retain qualified individuals in the prison service. High turnover rates can further strain the system and compromise overall security.</p> <p>The risk of physical harm to staff and their families by SOC (especially decision makers, employees in charge of security measures &amp; intelligence) can make staff become apprehensive about challenging those involved in SOC. Staff can be reluctant to report issues with SOC, work in wings where SOC are allocated and report threats to police and hierarchy for fear of repercussions and to report issues.</p> <p>This has an immediate impact on the prisoners' options for action. This also has a direct impact on safety within prisons. Access to crucial information can lead to serious operational security situations.</p>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>• education to stress enduring and self-defence;</li> <li>• improve medical care;</li> <li>• financial, social or legal support;</li> <li>• training (self-defence, weapons and tactical training);</li> <li>• protective equipment and weapons;</li> <li>• intervention teams in all prisons;</li> <li>• update security protocols;</li> <li>• technology;</li> <li>• victim support.</li> </ul> <p><b>Specific measures:</b></p> <ul style="list-style-type: none"> <li>• information and support for the staffs about anonymous testimony and protection due to witnesses in justice system;</li> <li>• separate parking from the visitors;</li> <li>• exhibition of names not visible or identifying numbers;</li> <li>• training about procedures with threats;</li> <li>• emotional and psychological support to deal with pressures or threats;</li> <li>• penitentiary intelligence;</li> <li>• moving away prisoners from their area of residence based on the risk of their local possible connections.</li> </ul>

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Staff	<b>CORRUPTION</b>		
	<p>Corruption is not always directly related with SOC. It is difficult to objectify cases of corruption, since it normally does not end in an arrest. They are assumptions and information but with difficulty in contrasting information. The main cause is not threats or coercion by SOC, but one's own lucrative interest, staff addiction problems, and inadequate staff/prisoner relationships.</p> <p>Nevertheless, reported incidents of corruption are increasing. We can assume that OC has a role in this development. Members of SOCG's have significant resources available to them and offer staff financial rewards for becoming involved in corrupt activities. They also use intimidation, coercion and blackmail to pressure staff into becoming involved in corrupt activities related to drugs, mobile phones, information and special privileges for prisoners.</p> <p>Infiltration of criminal networks must also be considered. Members of criminal organisations will consciously want to work at our organisations to have access to information, prisoners and/or crucial operational processes. Attempts are made to recruit vulnerable people (financial constraints, precarious living conditions, e.g. end of a relationship, etc.), same cultural group/origin, religious affiliation. The continued need for staff recruitment increases risk of infiltration.</p>	<p>Corruption can have severe consequences, compromising the integrity of the entire system. It can erode public trust, undermine security, and lead to unequal treatment of prisoners, ultimately affecting the effectiveness of rehabilitation and prisoner reintegration programs. It can result in an increase in illicit items being introduced into prisons. It causes reputational damage and problems between staff.</p> <p>Corruption by SOC impact our staff. There is a risk of physical harm to staff and family if they refuse to engage in corrupt activities. Corrupted staff can lead to data leak from staff to prisoners or from staff to outside members of SOC. It can also lead to provide help for smuggling, escape etc.</p>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>• control of bank accounts and their movements (prisoners);</li> <li>• inventory of goods (officers and prisoners);</li> <li>• organisational measures, such as internal control and surveillance;</li> <li>• scan detectors at the main entrance for all staff members;</li> <li>• police screening of new entrants to the profession;</li> <li>• enhanced training on ethics and integrity;</li> <li>• cooperation with law enforcement agencies to investigate and prosecute corrupt practices;</li> <li>• anonymous whistleblowing system for employees;</li> <li>• strict vetting and monitoring of prison staff;</li> <li>• strengthening internal security and surveillance systems;</li> <li>• Security screening of all members of prisons staff, external partners, furnishers and visitors who enter prisons;</li> <li>• robust Anti-Corruption Policy.</li> </ul>

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Staff	<b>CORRUPTION</b> (continued)		
			<p><b>Specific measures:</b></p> <ul style="list-style-type: none"> <li>• information and support for the staffs about anonymous testimony and protection due to witnesses in justice system;</li> <li>• separate parking from the visitors;</li> <li>• exhibition of names not visible or identifying numbers;</li> <li>• training about procedures with threats;</li> <li>• emotional and psychological support to deal with pressures or threats;</li> <li>• penitentiary intelligence;</li> <li>• moving away prisoners from their area of residence based on the risk of their local possible connections.</li> </ul>

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Prisoners	<b>VIOLENCE</b>		
	<p>Increased violence among prisoners poses a significant safety and security concern for both prisoners and staff. Overcrowding and insufficient staff-to-prisoner ratios in prisons can heighten the risk of violence between prisoners.</p> <p>The presence of organised crime networks and gang-related affiliations among prisoners can exacerbate the risk of inter-prisoner violence, with rivalries and power struggles contributing to physical altercations and conflicts.</p> <p>Among reported prisoner violent incidents, some country's identified a link to SOC and an increase in reported incidents. Individuals related to SOCG's use violence against other prisoners (rival groups, illegal debt collection, controlling illegal business, suspected informers etc.). Those linked to SOC feel the need to protect themselves and often arm themselves with bladed weapons. Those who want to collaborate with courts feel afraid and want to protect themselves, either by themselves, by arming themselves, or asking for protection from the prison itself (or from the police).</p>	<p>This violence affects the safety and reintegration of prisoners. For example, prisoners who are put under pressure refuse to go on leave. On the other hand, they are also in physical danger. Another element is that detention also provides conditions for criminal networks to expand.</p> <p>Other consequences are:</p> <ul style="list-style-type: none"> <li>• an increase in the number of weapons in circulation;</li> <li>• physical harm, injuries to prisoners;</li> <li>• increased risk to staff who need to intervene in violent incidents;</li> <li>• a tense atmosphere;</li> <li>• damage to prison facilities;</li> <li>• an overall deterioration of the prison environment.</li> </ul>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>• metal detector arches;</li> <li>• extraordinary searches;</li> <li>• control of dangerous material in prisons;</li> <li>• intervention programmes for violent behaviour;</li> <li>• control systems between accommodation and employment and visiting areas;</li> <li>• "Joint action days";</li> <li>• procedures to maintain the physical integrity of prisoners;</li> <li>• classification of prisoners according to the risk they pose and ongoing monitoring.</li> </ul> <p><b>Specific measures:</b></p> <ul style="list-style-type: none"> <li>• Monitoring procedures (penitentiary intelligence).</li> </ul>

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Prisoners	<b>VIOLENCE</b> (continued)		
	<p>Some identified characteristics of these types of incidents:</p> <ul style="list-style-type: none"> <li>• violence that is more serious;</li> <li>• the violence is planned and happens in areas where the staff don't have immediate sight;</li> <li>• monetary contracts issued to cause significant harm to individuals. These contracts are either issued by or against members of SOCG's;</li> <li>• distraction manoeuvres, causing fights, incidents or riots;</li> <li>• pressure to do business for prisoners linked to criminal organisations. This includes storing contraband and passing on messages.</li> <li>• retaliation.</li> </ul>		

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Prisoners	<b>EXPLOITATION OF THE VULNERABLE</b>		
	<p>Vulnerable prisoners, such as those with substance abuse issues or those experiencing social isolation, may be targeted, pressured or paid by more manipulative and organised prisoners or criminal networks to become involved in subversive activities such as:</p> <ul style="list-style-type: none"> <li>• participating in drug smuggling within the prison environment, for instance receiving drugs at visits or smuggle them from outside-prison jobs;</li> <li>• carry out acts of violence on their behalf;</li> <li>• 'test' new drugs being introduced into prisons to assess the likely impact/strength of the drugs.</li> </ul>	<ul style="list-style-type: none"> <li>• increase in self-harm incidents;</li> <li>• increase in number of prisoners requests for replacement.</li> </ul>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>• drug addiction programmes;</li> <li>• vulnerable prisoners' assessment;</li> </ul> <p><b>Specific measures:</b></p> <ul style="list-style-type: none"> <li>• intervention programmes for SOC;</li> <li>• procedures for the protection of prisoners.</li> </ul>

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Security	<b>DRUGS</b>		
	<p>One of the emerging threats within prisons is the use of psychoactive substances. There is a progressive increase in the number of drugs seized.</p> <p>Individuals related to SOCG's may be at the root of the problem. Prisoner property, visits, perimeter throw overs and staff are identified as key risk areas. There is also a new emerging risk identified in the form of drones which are used to deliver drugs direct to cell windows.</p> <p>SOCG's use intimidation, coercion and blackmail to pressure convicted individuals to smuggle drugs into prisons on arrival. They can also circumvent the legal mail process to introduce illicit substances.</p>	<ul style="list-style-type: none"> <li>• prisoners presenting as non-responsive after using illicit substances and require hospitalisation;</li> <li>• increase in the number of emergency ambulances (and escorts) and deaths in custody linked to suspected overdose;</li> <li>• individuals presenting as under the influence with no idea what substance they have taken or the impact on their health;</li> <li>• surveillance of prisoners in hospitals for medical treatment;</li> <li>• acts of violence due to individuals being under the influence and to drugs traffic control;</li> <li>• those using drugs typically end up in debt resulting in threats/violence;</li> <li>• impact on the health and wellbeing of those in prison;</li> <li>• drain on resources of NHS (national health services) internally and externally (paramedics);</li> <li>• concerns over the safety of family members and other visitors.</li> </ul>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>• drug detection by dogs or devices (packages, visitors, staff, traces detection);</li> <li>• counter drones systems;</li> <li>• internal control and surveillance (searches, monitoring, penitentiary intelligence);</li> <li>• tech measures (body scan);</li> <li>• communications control;</li> <li>• homogeneous response to drug seizures: disciplinary response (limitation of communications, isolation regime, inform to the court, change of prison, etc.);</li> <li>• analysis and police investigation of prisoners who are introducing drugs;</li> <li>• staff training security personnel must stay informed about new drugs and methods of distribution within the prison population;</li> <li>• cooperation/trainings with police special-forces;</li> <li>• watertight wings.</li> </ul> <p><b>Specific measures:</b></p> <ul style="list-style-type: none"> <li>• penitentiary intelligence</li> </ul>

AREA OF VULNERABILITY	CURRENT ANALYSIS	IMPACT	COUNTERMEASURES/CONTINGENCIES
Security	<b>ESCAPES</b>		
	<p>Individuals linked to SOCG's have the capability and resources to plan a successful escape from custody and from transports (and from hospitals, court hearings etc.).</p>	<ul style="list-style-type: none"> <li>• risk to public protection within the community;</li> <li>• risk to staff who may attempt to intervene in any escape attempt;</li> <li>• reputational damage and eroding public trust in the criminal justice system;</li> <li>• assault on the prisons with vehicle (for example: a helicopter).</li> </ul>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>• tech measures (drone surveillance)</li> <li>• staff training;</li> <li>• cooperation with other security services;</li> <li>• increased need to strengthen the physical component of prison security (for example: wall, no man's land, intelligent cameras, etc).</li> </ul> <p><b>Specific measures:</b></p> <ul style="list-style-type: none"> <li>• penitentiary intelligence</li> </ul>

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Security	<b>POPULATION MANAGEMENT</b>		
	<p>The number of different and opposing SOCG's within custody make it difficult to place individuals whilst ensuring both their safety and the safety of others.</p>	<ul style="list-style-type: none"> <li>members of the same SOCG are located within the same prison making it easy for them to maintain their criminal networks.</li> </ul>	<ul style="list-style-type: none"> <li>increased use of segregation for difficult to place individuals.</li> </ul>
	<b>SOCIAL MEDIA</b>		
	<p>Prisoners and staff publication, dissemination and immediacy of incidents that happen in prison.</p>	<ul style="list-style-type: none"> <li>vulnerability of the institution;</li> <li>staff security;</li> <li>security protocols.</li> </ul>	<p><b>General measures:</b></p> <ul style="list-style-type: none"> <li>Social Media Policy</li> <li>Awareness sessions for staff regarding the risks associated with social media and expectations of behaviour.</li> </ul>