

COMMUNITY IMPACT ASSESSMENT – C.I.A.

Introduction

The Prison Governor Office (PGO) in conjunction with the offices responsible for security, rehabilitation, probation and surveillance should prepare a Community Impact Assessment (CIA) as a tool supporting critical decisions for any pre-planned activity or in planning the response to any spontaneous or unexpected radicalisation event that has been identified through the standard prison observation, classified through the most appropriate evaluation tool (SAM, VERA2 Systems etc.) and properly reported through the institutional channels.

The impact of an individual or group radicalisation event can impact on both the immediate and wider community and on minority or vulnerable groups within the prison or outside. Form of radicalism, associated with wrong decisions taken by the institutional operators or third parties may also produce critical and major events. Completion of a CIA should be seen as adding value and integrity to the decisions for all stakeholders involved to prevent the escalation of tensions.

This document should be the result of a multidisciplinary work involving different parties and competences, on a case to case basis, framed within public-private partnership and Information Sharing Agreements (ISA).

Internal and/ or external consultation and/ or notification will be required to obtain sufficient accurate information so as to successfully manage the decisions and the wider community impact. For this reason a specific office of the prison administration or one of the private partner (local municipality, specialized and vetted NGOs, etc.) should have available and ready all pre-planned contacts of a wide range of influential community-based groups and individuals to assist with the process. The level and degree of consultation and/ or notification will be very much dependant on the nature, sensitivity and risk associated with the operation, with the existence of signed ISA and the justification and rationale for decisions taken will be recorded in the occurrence enquiry log (or corresponding document) and eventually documented to the surveillance judges or to the central departments, when required.

Risks will be categorised into 'Types of Risk – High, Medium or Low' (for individuals, groups or communities potentially affected by the decisions taken) and 'Predictive Events' (to allow for an examination of the risk associated with various options, tactics and actions). Whilst it is appreciated that high/medium/low risk assessments could be somewhat subjective, through consultation/notification and other safeguards written into the CIA process.

Purpose and Benefits

1. The term 'community' identifies all **groups** potentially involved in a decision taken by the prison administration regarding cases of 'radicalisation', like the other prisoners subdivided in different prison groups (religious, ethnic, etc.) but potentially including also prisoners and groups in other prisons, where established contacts/influences with the individual concerned are documented; Groups include also prison staff (volunteers, prison police, chaplaincy, health care, etc.) judiciary and the external communities potentially affected by the decision (families, religious or ethnic local communities, local government, companies and welfare bodies in case of probation or alternative measures, with a special attention to local media, etc.).

The main purpose of a CIA is to integrate the indicator-based assessments by providing a methodology that can measure, prevent and predict potential community tensions that may be generated by decisions taken by prison management regarding the treatment of prisoners for alleged radical ideas or behaviours.

It has to be accepted that the levels will constantly change as local, regional, national and even international events are played out in our communities. Equally it must also be accepted that the levels of tension experienced by communities may be very different from those evidenced by prison administration.

2. A CIA is one means of assessing a state of tension so that information can be fed into the process for the most appropriate decisions concerning deployment of resources to be made.
3. A CIA is a means of recording action taken (or not taken) and decisions made, together with the rationale. This in turn provides the opportunity to demonstrate consistency, accountability and transparency
4. To meet our legal duty to assess the impact of prison activity with regard to ethnic minority communities, disability and gender and to consider the promotion of good relations between people representing diverse groups, in line with the European Standards and Prison Regulations.

How to Use the Template

1. Framed around the acronym SARA, (Scanning, Analysis, Response, Action) the template contains a set of prompts or questions to take you through the process.
2. Notes to Guide completion are written in italics throughout the document.
3. The first 3 sections (SAR) should be completed when planning the policy activity for any event/incident or operation or planning the response to any spontaneous or unexpected event. The final section (A) should be completed at the end of the activity to assess if the community has returned to normality.
4. Templates should be completed electronically and saved. Completed documents, together with relevant intelligence logs must be fed into the standard registration process in use by the prison administration.
5. This form does not need to be completed in isolation, but should draw on the skills and knowledge of any relevant personnel, using a multidisciplinary approach.
6. Additional information regarding intelligence and the risk assessment can be found at the end of the template.

COMMUNITY IMPACT ASSESSMENT

BACKGROUND INFORMATION

1.1 What is the nature of the event / report/ incident / operation etc?

This should set the scene. Provide all relevant information (report, assessment, information, background and current regarding the event and/or activity). This document should be integrated with the indicator-based assessment report or should feed an indicator system

1.2 Location of the event / incident / operation etc?

1.3 What are the main communities in this area?

(Consider both internal and external communities and groups. Consider religious, historical, political, lifestyle and ethnicity)

SECTION 1 – SCANNING

1.4 Which community group(s) is the most likely to be affected by this report/ event / operation / incident etc? Why is this the case?

This is not necessarily the same as the main group, it maybe a minority group that will be most affected, or even none.

1.5 What (if any) religious / cultural / political factors need to be taken into consideration?

(Each different cultural group has different needs and expectations and these and these must be taken into account when planning or executing any police activity. Aspects you may wish to consider are the date, location etc).

1.6 What (if any) specific individuals, organisations or groups are likely to be affected?

Due regard must be given to the concerns and activities of all agencies and interested groups.

1.7 What (if any) previous history of community tensions that has occurred in this area?

Attempt to identify whether there has been any tension (say over a 12 month period) between different groups within the community or between the community and the police in the recent past that maybe relevant to this event / incident or operation.

1.8 Are any other forces or agencies involved in this event / operation?

CONSULTATION

1.9 INTERNAL CONSULTATION		
Who	Details/Comment	When
Local Prison Commander/ Security Staff		Time: Date:
Central bodies (DAP, NIC, Situation Room, etc.)		Time: Date:
Area Rehabilitation		Time: Date:
Specialist resource(s)		Time: Date:
Surveillance Judges		Time: Date:
Chaplaincy or spiritual services		Time: Date:
Other:		Time: Date:

1.10 EXTERNAL CONSULTATION		
Who	Details/Comment	When
Municipalities and Welfare services		Time: Date: Date:
Family / Victim / Community leaders		Time: Date:
MEDIA		Time: Date:
UEPE and bodies involved in alternative measures		Time: Date: Date:
Other organisation/agency/contact		Time: Date:

NB – Details must be provided of the views, concerns and observations of all those consulted particularly any action suggested to minimise the effect of the police activity.

This list is a suggestive guide; it is not exhaustive or prescriptive. It can be amended as required. When consulting external agencies it is recommended that both the individual and the organisation be noted, as the document will generally be disclosure-protected.

SECTION 2 – ANALYSIS

POTENTIAL IMPACT

Based upon the information gathered, what is the impact or potential impact of the event / incident / operation on community tensions?

Examples of impact or potential impact are: - public order, crime, an increase in media attention, etc. You should assess the potential impact of the policy activity using the framework below. Indicate your assessment rating in the space provided at the bottom of the table; please provide the rationale for this choice.

1	IMMINENT	Local, national or international events, taken alone or in combination, expected to lead to radical escalation, recruitment, outbreaks of crime and/or disorder within hours.
2	HIGH	Local, national or international events, taken alone or in combination, expected to lead to radical escalation, recruitment, outbreaks of crime and/or disorder within days.
3	MODERATE	Local, national or international events, taken alone or in combination, expected to raise substantially local experienced and evidenced tension. The expected rise in tension may be localised geographically or within communities.
4	MEDIUM	Local, national or international events, taken alone or in combination, expected to raise local experienced and evidenced tension. The expected rise in tension may be localised geographically or within communities.
5	LOW	Local, national or international events, taken alone or in combination, may lead to limited experienced or evidenced raising of tension. Any expected tension may be localised geographically or within communities.
6	NORMAL	No issues locally, nationally or internationally that would impact on local communities sufficiently to cause abnormal tension levels.
IMPACT ASSESSMENT:		Rationale:

RISK ASSESSMENT (tick as appropriate)

RISK TYPE	Community - Human	Community - Structure	To Witness/ Informants	To Police/Staff	To Specific Group	Of replication to other communities
HIGH						
MEDIUM						
LOW						

PREDICTIVE EVENTS	Disciplinary measures for alleged radicalism	Search	Criminal acts against other prisoners	Specific grievances related to group identities	Lack of information/ communication	Police action / inaction	Protests	Other
HIGH								
MEDIUM								
LOW								

2.3 Are there any additional risk factors?
Enter any additional information not sufficiently covered elsewhere (graffiti, posters, books, speeches, appearance, etc.).

Consider the impact of the event / incident /operation or any proposed action at divisional, force, regional and national level

Consider the context of the assessments in relation to local, force, regional, national and international communities, where relevant. This can provide an early warning for other forces that have similar communities to our own.

Divisional:

Force (if applicable):

Regional / National / International (if applicable):

SECTION 3 – RESPONSE

3.1 If the potential for any negative impact on community tensions has been identified, are there any other options available, if so what are they?

Alternatives should be considered, aiming to minimise or negate negative impact while meeting the objectives

3.2 If the potential for any negative impact on community tension what other control measures (consequence management) have been put in place?

Provide details of any control measures put in place to minimise tension and negative reaction. For example: strategic communications, forming of consequence management cell etc).

3.3 Action Plan

Detail action plan and rationale for such actions, based on risk assessment, in the best interest of the event / incident / operation. It should clearly identify specific objectives and requirements. Primary objectives should include (1) minimise or negate risk (2) provide direction in developing intelligence (3) meet the specific requirements of the incident without creating or heightening tension in the community.

NATURE OF ACTION TO BE TAKEN	REASON FOR ACTION	ACTION TAKEN BY	TIME/DATE ACTION

3.4 What measures have been put in place to monitor the impact of this event / incident / operation etc on the community?

As the event / incident / operation progresses circumstances may change. It will be necessary to monitor this and where necessary conduct additional CIA's to ensure a correct assessment of community tension is developed.

Signed/Completed by:	Time	Date
PGO		
Commander		
Other		
Police log entry:	Book and Page number:	



IMPLEMENTATION PLAN

PERSON RESPONSIBLE FOR THE PLAN – INCLUDE TIMING OF NEXT ASSESSMENT

Empty rectangular box for entering the person responsible for the plan and the timing of the next assessment.

DUTIES ASSIGNED

Empty rectangular box for detailing the duties assigned.

SIGNED:..... DATE:.....

BELOW TO BE COMPLETED POST EVENT / OPERATION / INCIDENT

SECTION 4: ASSESSMENT

<p>4.1 What impact (negative or other) has this event / operation / incident had on the community? <i>Describe the reaction</i></p>
<p>4.2 Did the event result in any media reaction? <i>Describe any media reaction.</i></p>
<p>4.3 What consultation has been undertaken to inform Community representatives of the outcomes of the event / incident / operation? <i>To maintain good relations a two-way channel of communication should be developed that allows for outcomes to be feed back to representatives.</i></p>

EXPERIENCED IMPACT

What has been the overall impact of the event / incident / operation on community tensions?

Assess the impact using the two frameworks below. The first is to assess how the community is feeling, i.e. based on perception and experience. Using the “Experienced” framework, indicate your assessment rating in the space provided at the bottom of the tables providing the rationale for this choice.

1	Imminent	Corroborated evidence of preparation for crime and disorder – e.g. information from informants, prison groups gathering, prison or community protests, revolts, hostages, fire, victims of any kind, etc.
2	High	Substantial evidence of fear of crime and/or disorder along with evidence of preparations to deal with the consequences –e.g. confrontation with prison staff, threats, insubordination, refusal to access the cells, strikes, unexpected request of transfers, collection of unnecessary materials (such as gas canisters), etc..
3	Moderate	Evidence of widespread alarm at current tension levels. Local media reporting that tension is raised with local opinion formers and/or significant local people stating their fears; alarming communications from the prisoners, communication from prison staff, etc..
4	Moderate	Corroborated evidence that a significant number of people in the community in question or across communities fear crime and/or disorder. They expect crime and disorder to happen if no action to prevent it and/or another event serves to increase tension.
5	Raised	Some corroborated evidence of fear of crime or disorder within the community. The crime and disorder feared would be of low intensity and/or experienced by a limited range of people.
6	Normal	Limited community concerns that tension will rise and that, even if it did, the impact will be minor.
ASSESSMENT		Rationale:

EVIDENCED IMPACT

Now assess the situation based on the evidence available to the prison staff. Using the “Evidenced” framework, indicate your assessment rating in the space provided at the bottom of the table and describe the rationale for this choice.

1	Imminent	Tension indicators indicating crime and/or disorder to be expected within hours – e.g. stockpiles of weapons or dual-use materials discovered, groups gathering on open areas or cells, opposing groups planning to demonstrate or to prepare protests. Informants or prison staff suggest disorder is likely to develop within hours.
2	High	Levels of crime and/or disorder raised along with evidence of serious offences having been committed. Tension indicators showing sustained hostility between particular groups or towards police and prison staff. There may be evidence of activity by extremist groups or gangs. Disorder may have happened in the recent past. Informants or prison staff suggest disorder or crime likely to develop within days.
3	Moderate	Substantial rise in crime and/or disorder, combined with substantial corroborative evidence of other tension indicators. Particular communities/groups may be targeted. Informants or prison staff suggest disorder or crime likely to develop unless responses are developed.
4	Moderate	Crime and/or disorder levels clearly raised above normal. Other tension indicators - e.g. strikes, violent graffiti etc. – providing corroboration. Levels may indicate targeting of specific communities/groups. Levels well above normal. Informants or prison staff suggest disorder or crime may develop but that steps can be taken to prevent such development.
5	Raised	Evidence that crime and/or disorder levels are raised when compared to the normal levels. Raised levels may indicate targeting of particular communities/groups. Levels not substantially above the normal. Information sources do not suggest that crime and/or disorder will develop.
6	Normal	No indication in crime and disorder reporting that tension is above normal.
ASSESSMENT		Rationale:

4.6 What is being done to reduce the impact of this event / incident / operation on the community concerned?

4.7 Do additional CIA's need to be completed, if so what frequency?

NB – Remember to submit relevant intelligence for future planning / operations.

Signed/Completed by:		Time	Date
PGO			
Commander			
Other			
Policy log entry:	Book and Page number:		