

Managing the risks of evaluating crime prevention interventions using the 5Is framework

Paul Ekblom

Design Against Crime Research Centre
Central Saint Martins College of Art & Design

University of the
Arts London * *
Central * *
Saint Martins * *

**DESIGN
AGAINST
CRIME**



Failure mode analysis

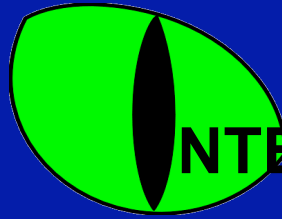
- Rosenbaum 1986 – negative or inconclusive results? Could be:
 - Theory failure
 - Programme/ Implementation failure
 - Measurement/ Evaluation failure

20 years on...

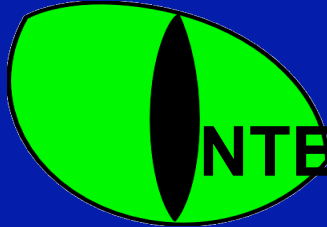
and many failures (and successes) later...

- *Can we improve upon Rosenbaum to learn better from failures and feed back the lessons?*
- *Can we turn feed **back** into feed **forward** – turn a post-mortem perspective into prospective risk-management perspective?*
- *Can we combine analysis of risks with analysis of (research and evaluation) opportunities?*
- Chance arose with my arrival at CSM – just received JDI's evaluation of the pilot Grippa project, and trying to understand both **measurement** failure and **implementation** failure issues

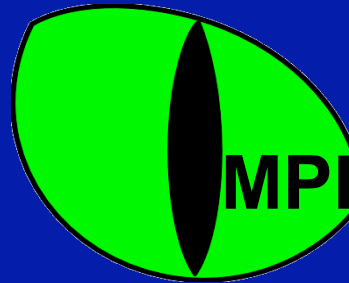
Building on Rosenbaum



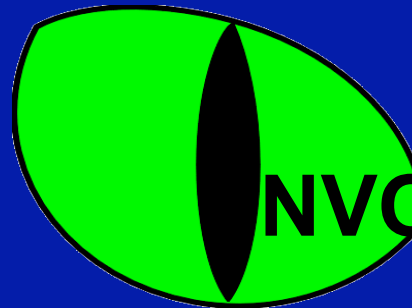
INTELLIGENCE



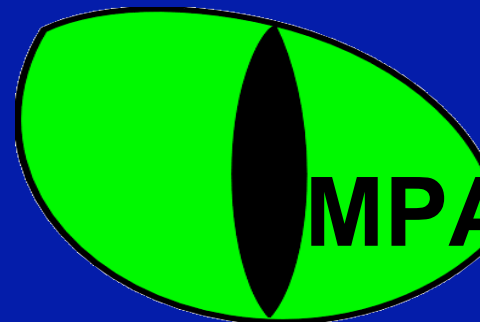
INTERVENTION



IMPLEMENTATION



INVOLVEMENT



IMPACT

Introducing 5 Is

The tasks of the
Preventive Process

5Is – designed to capture knowledge of good practice in crime prevention

- Reflects understanding of nature of knowledge in crime prevention, and concern to avoid implementation failure particularly
 - Preventive action is complex
 - Structure of preventive action is multi-level – practical methods work by several causal mechanisms/ generic intervention principles
 - Preventive action involves several distinct kinds of activity
 - Replication is challenging
 - Context dependent – replication more like innovation
 - Needs practitioners to follow intelligent process not cookbook copying

5Is Builds on SARA

- **Scanning** and
- **Analysis** for **Intelligence**
- **Response** through **Intervention**,
Implementation and **Involvement**
- **Assessment** of **Impact**

But is more detailed, more structured

If no structure...



5Is and SARA

SARA

- Scanning
- Analysis
- Response
- Assessment

5Is

- Intelligence
- Intervention
- Implementation
- Involvement
- Impact

5Is detailed structure

5Is

- Intelligence

- Intervention

- Implementation

- **Involvement**

- Impact

Involvement

- Partnership

- **Mobilisation**

- Climate setting

CLAIMED

- **Clarify** CP task/role to perform

- **Locate** agent/institution to take responsibility for implementing or supporting intervention

- **Alert & Inform** them of crime problem and their part in causation/prevention

- **Motivate**

- **Empower**

- **Direct**

Applications for 5Is framework

- Capturing good practice information
- Synthesis of *principles and theories*
- Framework and source for *toolkits and training*
- Supporting *gap analyses* for research, and strategic overviews for policy and delivery
- *Prospective* business-planning/appraising tool, for project development and implementation - 'playback' beside 'record'
- *Then why not try: Failure-mode analysis* at each 'I'... and each subsidiary task of each I?

5Is – failure mode analysis

It's simple really...

- What went wrong at each of the steps of 5Is?
- At each of the subheads?
- With each detailed process?
- How can it be fixed next time?
 - Process
 - Infrastructure – training, guidance, info, support, £££

All Bar One – failure mode analysis 1

- **Intelligence**
 - ✓ Selected plentiful crime problem to tackle
 - ✓ Selected right bars to trial in terms of crime rates etc
- **Intervention**
 - ✓ Clear principles/mechanisms and practical methods
- **Implementation**
 - ✗ Compromises meant Grippas not always fitted to furniture in best way
 - ✗ Grippas not always located where risk highest in bar
 - ✗ Grippas not always right size/shape for bags
 - ✗ Chairs with anti-theft features not produced or installed
 - ✗ Publicity downgraded at management insistence – customers failed to notice Grippas [vital intermediate outcome]

All Bar One – failure mode analysis 2

- **Involvement**

- ✓ Secured collaboration of top management
- ✓ Branch bar and management supportive and motivated.....but
- ✗ Difficulty securing complete collaboration of middle management to carry out/permit all planned CP tasks, including site selection, intensity and timing of intervention
- ✗ Failure to communicate costings
- ✗ High staff turnover reduced degree they were alerted, motivated, empowered to act as preventers and to collaborate on evaluation measures

All Bar One – failure mode analysis 3

- **Impact**

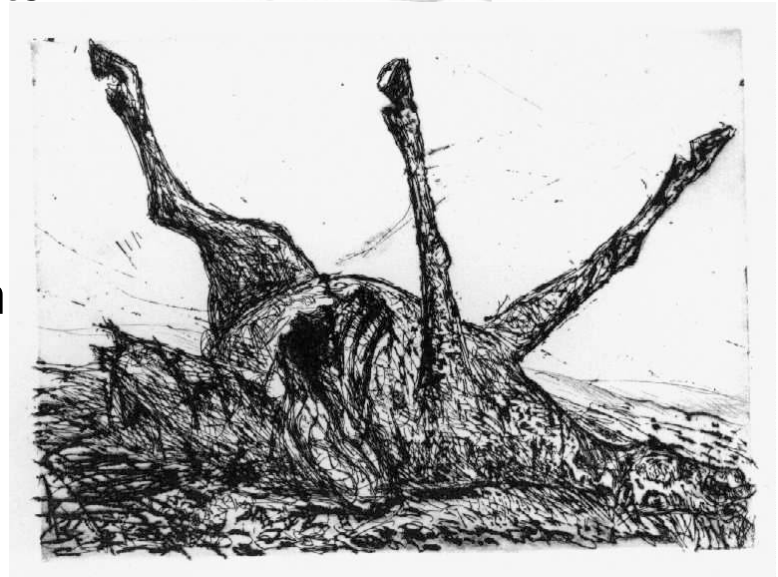
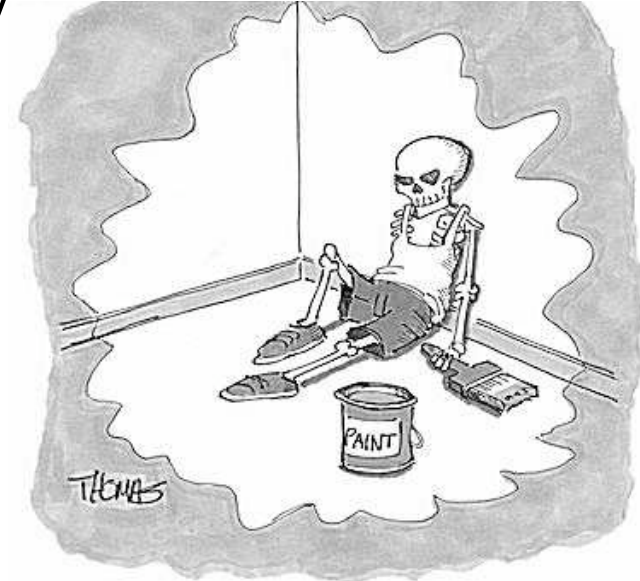
- × Delay in implementation led to short after-period of measurement, reducing stats power
- × Too few evaluation sites from start – vulnerable to attrition, and to local history/random fluctuation
- × And events did prove unkind – one action site did drop out, timing driven by blip in other action site – confounded measurement with Reg to Mean

What a load of failures ... surgically dissected

- Mitigating circumstances
 - Testing products for crime impact = unfamiliar area
 - Possibility of evaluation only arose late in day - opportunistic, low-cost, little scope for planning

Strategic lessons

- Don't paint into corner of limited manoeuvrability
- Establish firm agreements with commercial partners
- Ensure decisions and actions are in sensible sequence and in step
- Build in resilience eg through redundancy
- Consider break points – if action fails at implementation stage, is it worth proceeding to full impact measurement – flogging a dead horse?
- Devise procedures for managing risks – including CRITICS – actively face up to them share decisions with partners
- Use them also to assess, then seize **opportunities!**



Risk assessment

- Identify event with possible implications for...
 - Implementation
 - Evaluation
- Break down Implications for Implementation and evaluation by each of the 5Is
 - Positive as well as negative considered
- Suggest and consider preventive and mitigative actions
- Take risk decision (ignore, monitor, avoid, mitigate, embrace) and set in motion any actions

Risk assessment protocol

Event: *What if Clips marketed independently of evaluation, at some point before evaluation after-period is complete?*

Risk assessment Grippa #1 for ECCA			
	A	B	C
1	Risk assessment for Grippa evaluation #1 6/10/06		
2			
3	Event (details below): Clips marketed independently of evaluation, at some point before evaluation after-period is complete.		
4			
5	Stage	Threat/consequence	Prevention
6			
7		I> denotes consequence for Implementation of project	
8			
9		E> denotes consequence for impact Evaluation of project	
10			
11	Intelligence	Might commercial considerations restrict info retailers are willing to supply?	
12		I> Poorer design	
13		E> less efficient selection of sites, info for design requirements capture	
14	Intervention		
15	Implementation	IPR issues?	
16		>I designers unwilling to participate?	
17		>E ?	
18	Involvement	Alerting of retailers (senior mgt, local mgt, staff) to grips	
		I> boost involvement hence level/quality of	

Where to find information on 5Is and CCO

www.designagainstcrime.com/web/crimeframeworks

p.ekblom@csm.arts.ac.uk

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