

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

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**DESIGN  
AGAINST  
CRIME**



# Failure mode analysis

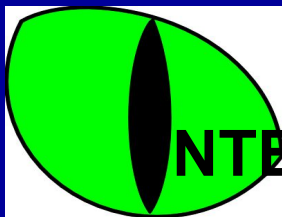
- Rosenbaum 1986 – negative or inconclusive results? Could be:
  - Theory failure
  - Programme/ Implementation failure
  - Measurement/ Evaluation failure

# 20 years on...

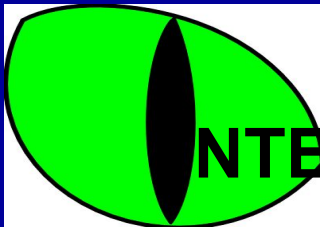
and many failures (and successes) later...

- *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

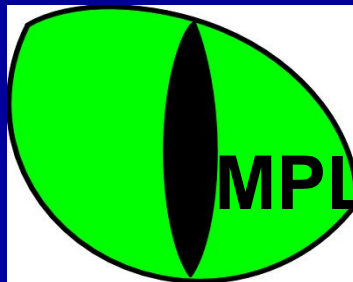
# **Building on Rosenbaum**



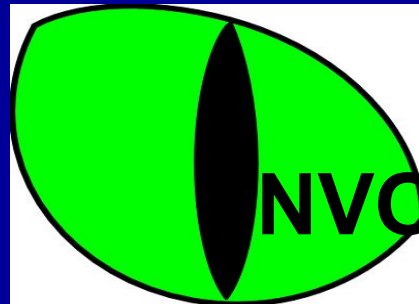
**INTELLIGENCE**



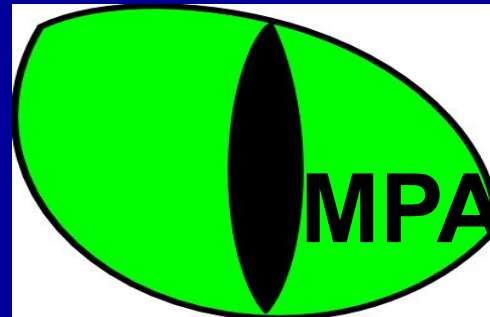
**INTERVENTION**



**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

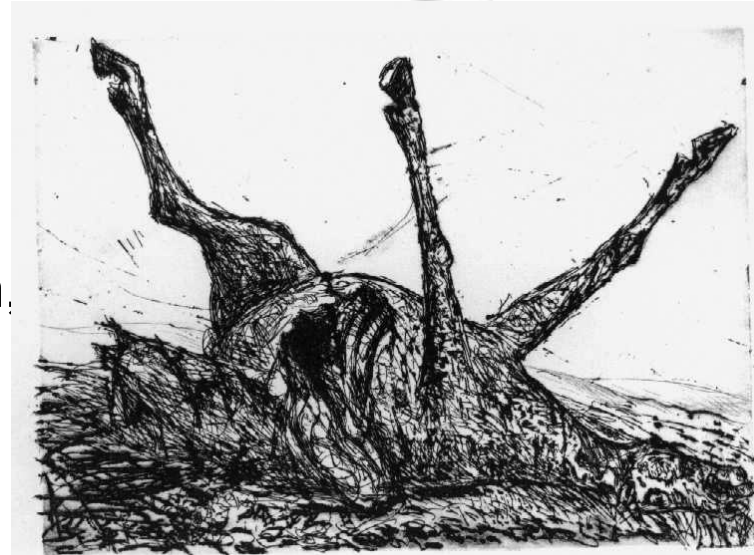
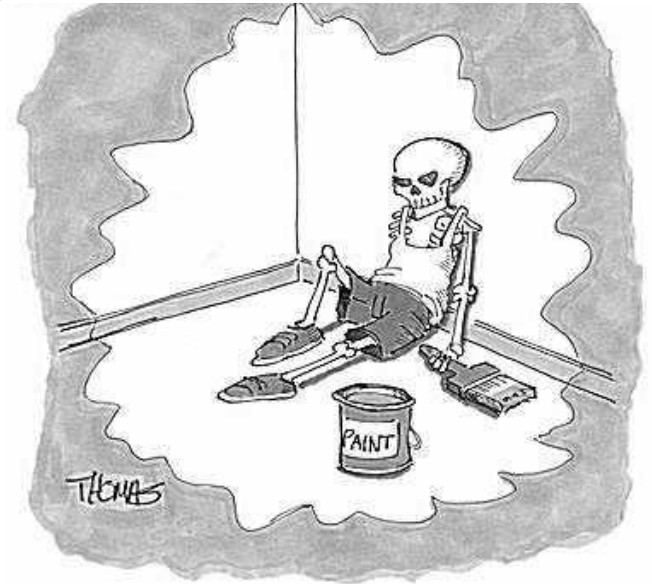
# What a load of failures ... surgically dissected

- 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	<b>Stage</b>	<b>Threat/consequence</b>	<b>Prevention</b>
6			
7		I> denotes consequence for Implementation of project	
8		E> denotes consequence for impact Evaluation of project	
9			
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	Involve	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](http://www.designagainstcrime.com/web/crimeframeworks)

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