A Risk Based Outline for Intelligence-Led Policing

Leslie W. Kennedy
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We have proposed a framework to guide the steps that police involved in intelligence led policing would use to incorporate risk in their decision making. This would include assessment, accountability and governance issues that provided clear guidelines in the application of risk concepts to operational policing issues. As is often the case in developing these kinds of frameworks, the task is made easier if we are able to summarize the elements in a simple statement or in an easy to remember acronym.

Sometimes, acronyms are far removed from the meaning that they are meant to convey or they are silly, with the letters pieced together simply to ensure that a word of some sort, however inane, emerges from the underlying text. We attempted to avoid both problems and came up with the idea of a framework referred to as the ACTION model, with the word itself providing an impetus for police leaders to see themselves as proactive in addition to actively seeking out risk-based solutions to their problems[1].

We first defined each of the six elements of the ACTION Risk Analysis Model for the readers to understand what their actual meanings are and what we are really saying by using these six elements. By doing this, we precisely aimed to answer each of the research questions that are definitely addresses by the interview questions.

Preparing a Risk Assessment for ACTION

Assessing Vulnerabilities, Exposure and Threats

Making **C**onnections

Setting **T**asks to Respond and Prevent

Collecting **I**nformation about Event

Refining the **O**rganization

Notifying Others

Assessing Vulnerabilities, Exposure and Threats

Drawing from the assessment of risk, we focused on the elements of uncertainty, exposure, vulnerability, and threat. These four elements are defined to make clear the below explanations based upon the statements of the interviewees.

1. Uncertainty

What groups are involved?
What can we learn from surveillance?
What proactive steps are needed to supplement the information provided by surveillance?
What types of environments are we working with and what would we expect here?

Product:

Narrative explaining what is known and what may be unknown based on what others have found
Description of populations and environments with predictions about likely outcomes

2. Exposure

Identify major groups that are operating and their general practices .
Identify major groups that are impacted by the offending groups.
Assess the costs of the crime both in terms of community but also police resources.

Product:

Careful analysis of active groups and their actions.
Description of past events.
Inventory of policy steps taken to manage exposure to these crimes.

3. Vulnerability

Target identification.
Assessment of likelihood of success.
Damage.

Product:

Tactical assessment of target protection strategy.
Resources needed to mitigate damage.

4. Threat

Identify specific threats.
Conduct behavioral assessments.
Mine data for specific threats.
Canvass police agents on current threats.

Product:

Threat bulletins.
Resource decisions.

Making *C*onnections

Using the assessment tools, we searched for connections between risks and the ways in which these risks are addressed. This can also serve as a way of identifying the types of data that are needed and the underlying theoretical causal explanations related to crime emergence. It is here that we searched the analytical process of making connections between risks and the ways in which these risks are addressed. Here is the element of analytical process and its indicated denotations.

Analytical Process
Analyzing data for trends and patterns.
Making connections between vulnerabilities and consequences.
Creating explanations for crime outcomes.

Product:
Developing theories about crime occurrence.
Intelligence reports on crime problems.
Analytical studies on crime patterns.
Audits of success of intervention programs.

Setting *T*asks to Respond and Prevent

At this stage we searched for the collateral aspects of the risk problem and different forms of preparedness and prevention to these risks. Drawing from the assessment of risk, we focused on the elements of prevention, preparedness, and response strategies of the three departments in this section. Here are the phrases and their indicated denotations.

Prevention, Preparedness, and Response
Identify ways of mitigating risk through prevention.
Develop general and specific intervention programs that confront the underlying problems, as well as, prescribe specific responses.

Product:
Prevention programs specifically tied to vulnerabilities and threats.
Ongoing target hardening.
Recovery plans.

Collecting *I*nformation about Event

Next we consider the ways of collecting information about events either occurred in the past or events that might be occurring in the future. In this section, drawing from the assessment of risk, we give our main concentration on the elements of collecting information

and intelligence about the events. Like the other elements mentioned above, this element has also been defined to make clear the below explanations. Here is the phrase and indicated denotations of it.

Intelligence and Information
Define what intelligence and information might be for the department.
Who do you provide the useful intelligence and information?

Product:
Evaluation of risk management strategies.
Intelligence feedback in event analysis.

Refining the *O*rganization

Drawing from the assessment of risk, we concentrate on the elements of refining the organization in the risk analysis approach.

Response and Planning
Developing a monitoring capacity within the organization.
Setting out guidelines for reporting relations.
Developing accountability schemes.

Product:
Organizational restructuring.
Lines of authority.
Strategic and tactical decision-making.
Education and training in risk management.

*N*otifying Others

In this section, we search for the ways of notifying others in creating risk awareness and communication within and outside of the departments.

Creating Risk Awareness and Communication
Creating awareness within and outside of the agency.
Notifying the superiors, other agencies, and their own members.

Product:
Risk manuals.
Community awareness programs.
Current organizational status.

This tool provides an organizing device for police to incorporate strategic planning, data, and analytics into decision-making.

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[1] See Kennedy and Van Brunschot, 2009 The Risk in Crime. Delaware: Rowman and Littlefield.