The concept of ‘resilience’ in crime risk management

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Resilience – what’s in a name

• Use of concept ‘resilience’ has grown to deal with complex world
• Trendy buzzword?
• Concept not new, just expanding among disciplines
• Diverse use of the concept, depending on disciplines
  • Oxford dictionary: ‘ability of substance or object to spring back into shape’; ISO guide 73:2009: ‘adaptive capacity of an organization in a complex and changing environment’
• An approach within risk management
• Not ‘one-size-fits-all’ approach in security risk management
• Frame not clear cut:
  • Process (building resilience)
  • Outcome (being resilient)
• Shift away from strict security mindset to more dynamism
### From ‘bouncing back’ to ‘adaptation’

<table>
<thead>
<tr>
<th>Resilience: Bounce back</th>
<th>Resilience: Adaptation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results in:</strong></td>
<td><strong>Results in:</strong></td>
</tr>
<tr>
<td>Static outcome, where the objective is to return to existing function.</td>
<td>Dynamic process that results in an adaptive response to disturbance.</td>
</tr>
<tr>
<td><strong>Temporal span:</strong></td>
<td><strong>Temporal span:</strong></td>
</tr>
<tr>
<td>Resilience is attributed if normal function is returned quickly.</td>
<td>Longer; characterized by social learning and reflection.</td>
</tr>
<tr>
<td><strong>Applicable to:</strong></td>
<td><strong>Applicable to:</strong></td>
</tr>
<tr>
<td>Entities or system components whose value (or service) lies in a specific function.</td>
<td>Entities or system components whose value lies in the management and proper functioning of systems or system components.</td>
</tr>
</tbody>
</table>

Giroux & Prior, 2012
Resilience in the dimensions of social systems

- Engineering/physical
  - Returning to equilibrium (material)
  - Robustness and redundancy (technical systems)
- Psychological (individual)
  - Operate normally in the face of trauma of adversity, coping strategies
  - Intrinsic/’within-person’ characteristics
- Business/Economic
  - Business continuity management
  - Returning to previous state & adjustment to a new business state or environment
- Ecological
  - Small scale: absorb disturbance and maintain function (‘balance of nature’)
  - Complex systems: adaptive process characterised by systemic re-organisation, renewal and development (sustainability)
- Community
  - Disasters: community vulnerability to emergency response/preparedness (dynamic)
  - Community attributes: social capital, shared learning, leadership, trust, sense of community and attachment to place influenced by community structures, geographies, demographics, institutions and infrastructures
Resilience typology

Resilience type (dipline)
- Engineering/physical
- Psychological/individual
- Economic
- Ecological
- Community

Resilience expression
- Bounce back: recovery to pre-event function, characterised by stability
- Adaptation: application of social/experimental learning

Giroux & Prior, 2012
Research into vulnerability to crime in economic sectors

- **Central question:** What makes economic sectors vulnerable to (organised) crime?
- **Under research:** Belgian goods transport sector and hotel and catering industry
- **Empirical basis:** international literature, 75 in-depth interviews and conversations with sector professionals, public servants, law enforcement agents, NGOs, academics and convicted criminals and a study of 48 police and customs case files
Temporal dimensions of vulnerability

- Pre-crime
- Post-crime

Criminal event (harm)

$T_0$ to $T_{0+n}$

$T$: time
# Vulnerability to crime framework

## Vulnerability to (organised) crime

<table>
<thead>
<tr>
<th>Pre-crime conditions</th>
<th>Post-crime conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td>Inadequate control</td>
</tr>
<tr>
<td></td>
<td>Lack of recovery</td>
</tr>
<tr>
<td></td>
<td>Lack of adaptation</td>
</tr>
<tr>
<td>Weak financial situation of the enterprise</td>
<td>Inadequate sector entrance checks</td>
</tr>
<tr>
<td></td>
<td>No financial back-ups</td>
</tr>
<tr>
<td></td>
<td>Lack of communication on crime risks</td>
</tr>
<tr>
<td>Lack of crime prevention measures</td>
<td>Lack of key positions checks</td>
</tr>
<tr>
<td></td>
<td>No redundancy/ back-up in business systems</td>
</tr>
<tr>
<td></td>
<td>Lack of employee awareness</td>
</tr>
<tr>
<td>Inadequate legislation</td>
<td>Lack of business partnership checks</td>
</tr>
<tr>
<td></td>
<td>No contingency/ continuity planning</td>
</tr>
<tr>
<td></td>
<td>No flexibility in enterprise structures</td>
</tr>
</tbody>
</table>
Crime risk management dynamic

opportunity

no control

Crime event

no adaptation

no recovery
Resilience in crime risk management

- Resilience expression: Adaptation is central in crime risk management
- Dynamic learning process
- Less about bouncing back to initial state
Crime risk management in resilience typology

**Resilience type (discipline)**
- Engineering/physical
- Psychological/individual
- Economic
- Ecological
- Community

**Resilience expression**
- **Bounce back**: recovery to pre-event function, characterised by stability
- **Adaptation**: application of social/experimental learning

*Giroux & Prior, 2012*
Discussion

• Is there resilience in crime risk management in your sector?
• How is the concept of resilience being implemented in practice?
• What are the limitations/opportunities in working with resilience?
The concept of ‘resilience’ in crime risk management

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