

An Intelligence-guided and Risk-based Approach to Investigations

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Discussion Points

1. Intelligence and Risk – The Common Goal
2. What is Intelligence
3. The concept of “intelligence-guided” investigations
4. A Risk-based Approach
5. Incorporating the Approach in Investigations



Intelligence and Risk – The Common Goal

- Should we use “intelligence” and “risk” in one sentence?
 - Separate, but equal
- "Risk management must guide our decision-making as we examine how we can best organize to prevent, respond, and recover from an attack Our strategy is, in essence, to manage risk in terms of these three variables – threat, vulnerability, consequence. We seek to prioritize according to these variables, to fashion a series of preventive and protective steps that increase security at multiple levels."

(DHS Secretary Michael Chertoff, Prepared Remarks at George Washington University Homeland Security Policy Institute (Mar. 16, 2005))



Intelligence and Risk – The Common Goal

- Biggest risk is not understanding “intelligence”
 - What information is available in my organisation
 - How do I make the information *work for me*?
 - “alarm fatigue” and “analysis paralysis”
 - What are my sources of intelligence?
 - IT/Information security
 - Industry/sector information and intelligence
 - Public Private Partnerships (PPPs)
 - Non-competitive
- Cannot effectively do what you did not plan for – make informed decisions



What is Intelligence

Intelligence: Data, information and knowledge that have been evaluated, analysed and presented in a decision-making format for action-oriented purposes. Product only “intelligence” if it provides a *relevant* and *actionability* assessment of *probabilities*. The three components must collectively be true to be considered as intelligence.

Knowledge: Information that has been given an interpretation and understanding. When a person has added his/her wisdom to information, it becomes knowledge

Information: Data put in context and empowered with meaning, which gives it greater relevance and purpose

Data: Raw and uninterpreted observations and measurements e.g. crime reports

The Concept of “Intelligence-guided” Investigations

- Intelligence-led Policing (ILP)
 - “a management framework for criminal intelligence and planned operational police work, in which intelligence is the foundation for defining priorities, strategic and operational objectives in the prevention and suppression of crime and other security threats. It also includes making the appropriate decisions on operational police work and actions, the rational engagement of available human resources and allocation of material and technical resources” (OSCE, 2017)
 - Relies heavily on inter-agency cooperation and intelligence sharing to enhance proactive law enforcement operations
 - Leads, tips, and other information related to serious offenders, as well as criminal organisations are all part of the intelligence gathering and sharing in this model

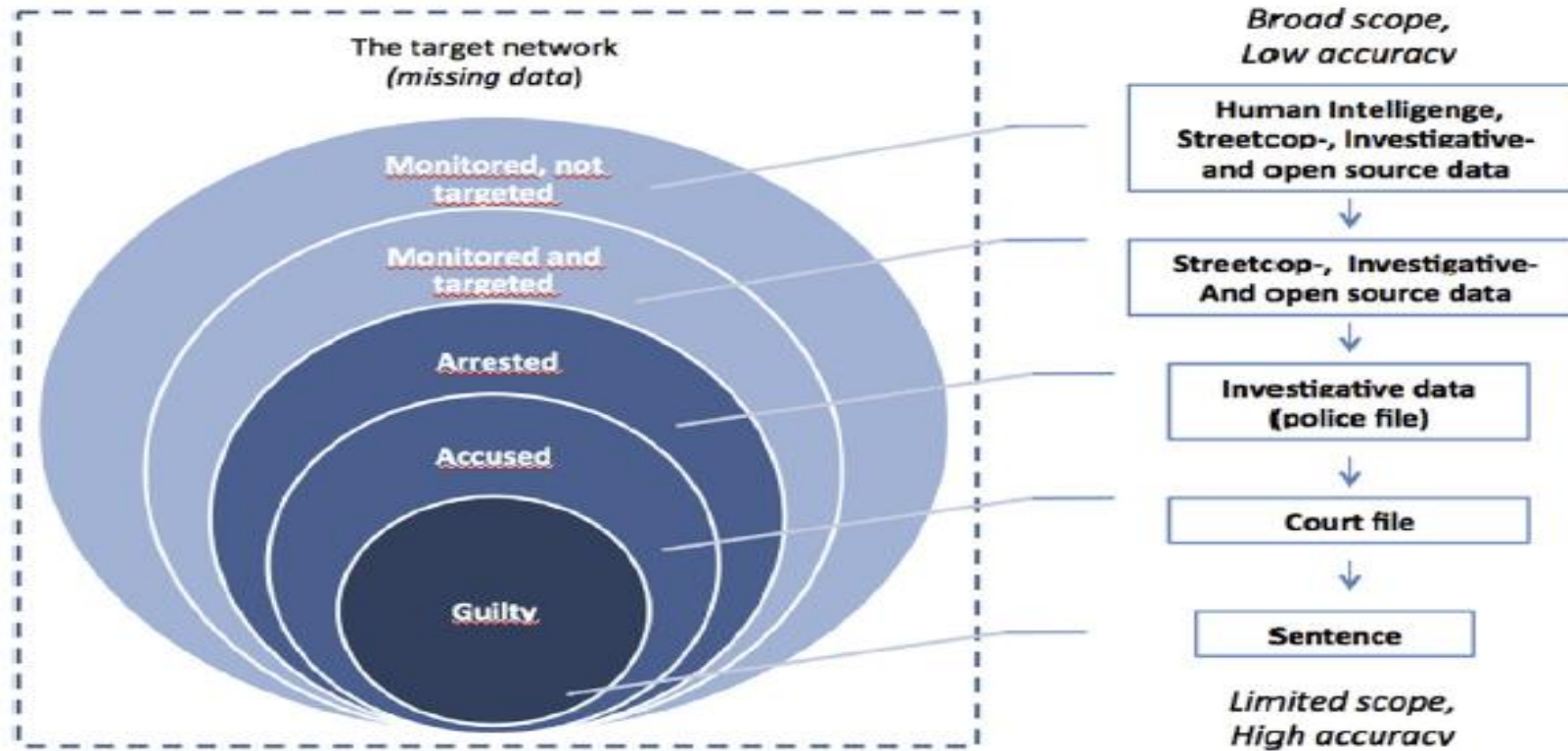
The Concept of “Intelligence-guided” Investigations

- Intelligence-led vs Intelligence-guided
 - Intelligence guides decision making related to criminal threats, and the executive/management leads the efforts
 - Importance of governance and executive buy-in
 - Intelligence remains key in a successful pro-active strategy to address fraud incidents
 - Stresses importance of analysis in a pro-active approach to fraud incidents:
 - Need for closer cooperation between analysts, law enforcement officials, investigators and security professionals
 - Calls for a multi-disciplinary approach

The Concept of “Intelligence-guided” Investigations

- On an operational level, an intelligence-guided approach requires:
 - Knowing your possible attacker – motive, resources, capabilities
 - Value of public private partnerships and sharing (both locally and internationally) of intelligence relating to cyber threats remains key
 - Allows for deconstruction of the threat environment and to develop and customise defensive programmes to guard against specific criminal threats
 - Collection should be rigorous, innovative, pro-active and offensive
 - Analysis should be independent, objective and centred around humans

The Concept of “Intelligence-guided” Investigations



Framework for understanding the accuracy and scope of law enforcement network data (Duijn and Klerks, 2014a, 2014b; Morselli, 2009).

The Concept of “Intelligence-guided” Investigations

- Do I forget the *old basics* of investigation?
- Forms of intelligence that are useful in intelligence-guided approach
- Prosecution/litigation driven investigations
- Prevent vs Disrupt vs Prosecute – categorising events
- Intelligence is only of value if it is shared and actioned



A Risk-based Approach

- Governance Frameworks
 - Do I have a fraud risk management framework in place?
 - Tone from the top: strategic/executive buy in and sponsorship
 - Common understanding of terms



A Risk-based Approach

- Common success factors for an intelligence-guided and risk-based approach:
 - Cooperation and integration
 - Risk rating and plan of action
 - Effective use of organisational data and conversion to intelligence products
 - Effective industry and other public private partnerships
 - Classification of investigation – preliminary vs full forensic investigations



A Risk-based Approach

- Common success factors for an intelligence-guided and risk-based approach (continued)
 - Effective fraud risk assessments
 - Informing emerging risks
 - Early detection/disruption to minimise losses – just because we prevented huge losses does not minimise the risk!
 - Adequate resources and training
 - Perception of detection
 - Taking the fight to the criminals



Incorporating the Approach in Investigations

- Creating a supportive and informed command structure – executive buy-in and sponsorship
- The executive is guided by intelligence in its strategy and intelligence informs investigative actions
- An intelligence-guided approach to investigations has organisation-wide application and impact
- Communicate the approach and plan to the whole of the organisation
- Integrated crime and criminal analysis – internal and external sources
- Intelligence products allow for effective fraud risk assessments and guides the organisation in identifying its main areas of fraud risk

Incorporating the Approach in Investigations

- fraud risk assessments and guides the organisation in identifying its main areas of fraud risk
- Analytical, investigative and executive training is essential
- Much routine investigation is screened out (preliminary vs full forensic investigations)
- For successful implementation data must be sufficiently complete, reliable and available to support quality products that influence decision-making
- Appropriate use of prevention, disruption and enforcement efforts



Thank you for the opportunity to share my knowledge with you!

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