



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

# **International Experiences in Police Research: United Kingdom**

Gloria Laycock

Professor of Crime Science

University College London

## About me:

- Headed a government police research group (PRG).
- Headed a university based research Institute (JDI).
- Now head a university consortium from UCL to support the UK 'What Works Centre for Crime Reduction' based in the College of Policing.
- Drawing on this experience in what I say.

## About my talk:

- Answer the set questions.
- Talk about the new 'what works' agenda in the UK.
- Say something about police, research and political cultures.
- Discuss some possible models for delivery based on what has been said.

# Set questions...

- The structure of the policing and academic/university communities in your country?
- How your centre was created?
- The mandate of your centre?
- The process by which research decisions are made
- The role of governments, academics and police in making decisions within the centre.
- How the centre and research are funded?
- What works well in the centres/network?
- What were/are the challenges to the set up and are they ongoing?
- How is progress of the centre evaluated?
- What improvements could be made to the centre?
- How your network/centre maintains academic independence and police relevance?
- What advice do you have for Canada as it establishes a national policing research network?

# What Works Centre for Crime Reduction

- What Works Centre for Crime Reduction is one of six. Announced in March 2013. It will:
- review research on practices and interventions to reduce crime;
- label the evidence base in terms of quality, cost and impact; and
- provide Police and Crime Commissioners (PCCs) and other crime reduction stakeholders with the knowledge, tools and guidance to help them target their resources more effectively.

## What Works Centre

- Led by a core team from the College of Policing formed largely of government researchers.
- Supported by a "commissioned partnership programme" which has been jointly funded by the College and the Economic and Social Research Council.

# Commissioned Partnership Program

- Consortium of 8 universities to support this Centre.
- Nine work packages costing £3.2m from ESRC/College of Policing.
- Three year program.
- PLUS:
  - Extra money (£50k) to other university groups to fund specific projects.
  - Encouragement of local engagement between police and universities.



## Work packages:

WP	DESCRIPTION
1	A comprehensive listing of existing systematic reviews on crime reduction topics, mapped by topic area.
2	12 new reviews on key topics (to be identified) carried out over 3 years.
3	A comprehensive labelling scheme, using a consistent evaluation standard, to rate and rank the effectiveness of interventions incl. costs.
4	Application of the criteria in WP3 to each systematic review.
5	Developing guidance for practitioners on costing interventions.
6	Design a development program on evidence appraisal for the police.
7	Deliver a pilot of WP6.
8	Primary research in light of key gaps and evidence needs.
9	Independent assessment of the impact of the What Works Centre and supporting research.

# Set questions...

- The structure of the policing and academic/university communities in your country?
- How your centre was created?
- The mandate of your centre?
- The process by which research decisions are made
- The role of governments, academics and police in making decisions within the centre.
- How the centre and research are funded?
- What works well in the centres/network?
- What were/are the challenges to the set up and are they ongoing?
- How is progress of the centre evaluated?
- What improvements could be made to the centre?
- How your network/centre maintains academic independence and police relevance?
- What advice do you have for Canada as it establishes a national policing research network?

# **Police, research and political cultures**

# The police

- Police disliked research – why?
- Their culture is action oriented rather than analytic.
- They are rooted in a militaristic and hierarchical organisation.
- Risk averse.
- They are used to decisiveness rather than caveats.
- Apply rules rather than argue about them.
- They are rewarded for arrests, activities, obedience to ‘the boss’.

## The academics

- Analysis before action.
- Question everything.
- Don't go beyond the data – which leads to complex and caveated conclusions.
- Write long papers full of detail.
- Research can take time – possibly years.
- Aim to publish in academic journals and only funded to do so.
- Their rewards are culturally inward looking.

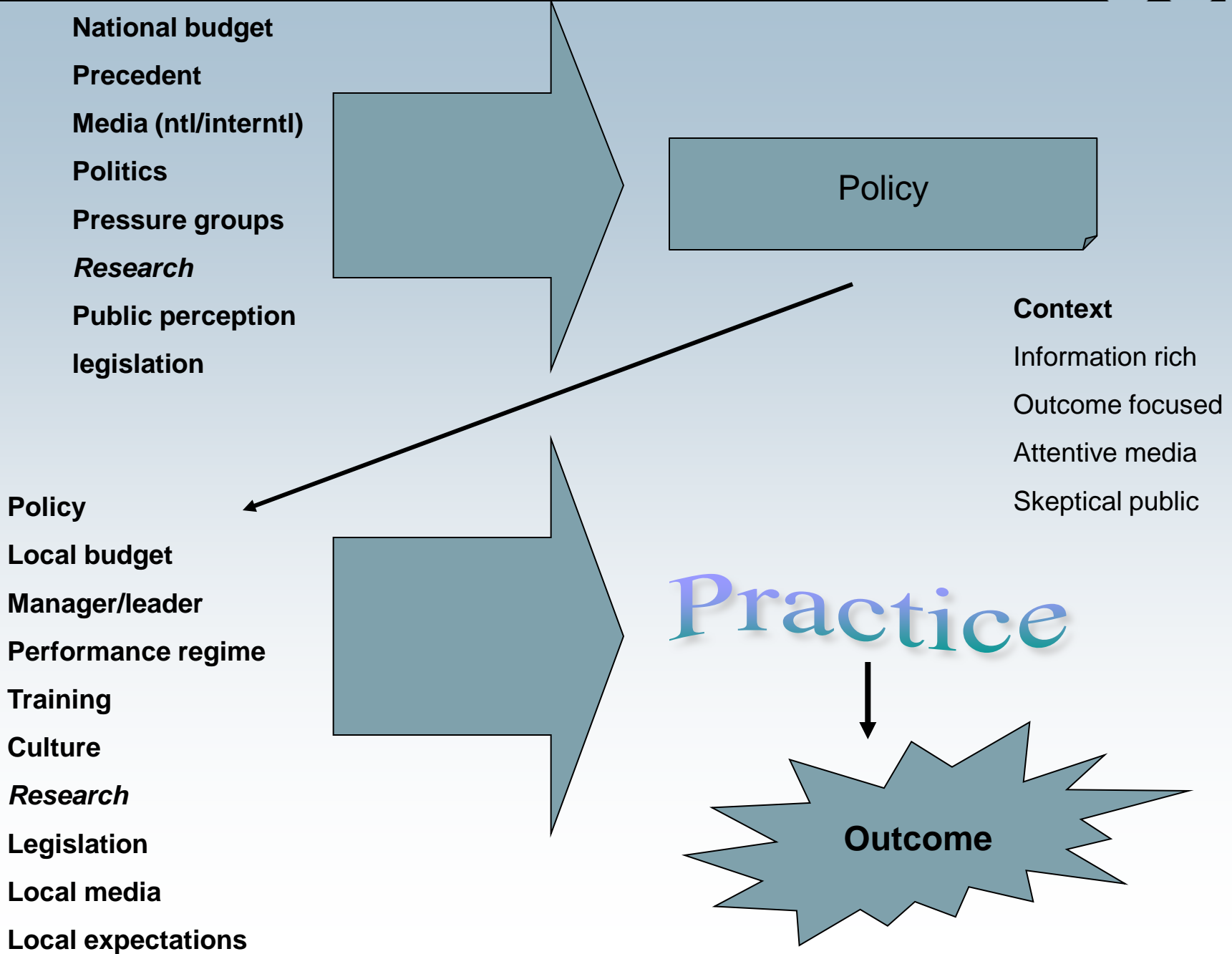
## The politicians (Government)

- Care about being re-elected (this is not irrational):
  - Like positive media coverage – announcements.
  - Want a constant stream of new ideas.
  - Want simple messages.
- See research as a potential embarrassment.
- Think it takes too long.
- Won't wait for the results of a pilot study .
- Are subject to all sorts of pressures to implement different policies.

## But remember!

- Ministers are human too.
- If you don't know then say so - but find out.
- Tell the truth, not necessarily what they want to hear – ‘Speak truth to power’.
- Senior policy advisers are not called mandarins for nothing.
- They want crime to go down (so they can take credit for it?).

# Academics need to understand the political context





## Possible models for delivery

- Central government funded body (like PRG) with Ministers/policy advisers/police as ‘customers’.
- University consortium based facility with representation from police (and others) on boards (see the Scottish Institute for Policing Research or CEPS).
- Independent Centre with funding for university support closely aligned with the police (WWCCR).
- Others? E.g. PERF.

# Whatever model you go for.....remember

- It is a fundamental feature of research that when you start out you don't know what the answer will be.
- You cannot predict *ab initio* which research will prove relevant to policy or practice.
- Fund clever people as research team leaders and leave them to get on with it.
- Good research takes time.

## Remember.....

- Do not fund evaluations of existing policy and practices.
- Involve the researchers at the beginning of a new policy development and let them work with implementation teams.
- Pilot projects are a good idea.
- Think long term – fund strategic programs of work.
- ALWAYS allow the research to be published after peer review.

## Researchers aide memoire:

- Test hypotheses, don't just describe problems.
- Write your results up clearly.
- Keep it concise.
- Spell out the practical or policy implications on one side of paper.
- Put complex methodology or stats in an appendix.
- Guard against modifying the results or conclusions of your work to 'please' the funders.
- Publish in journals but also in other user friendly formats.

## A final word on research programs

- A list of topics is not a program of research. Research programs are going somewhere – they are strategic.
- They build on earlier hypotheses – think about hypothesis based research – act like a scientist.
- Aim to build a body of knowledge as a foundation for future policing.

## Advice to Canada!

- I'm not sure it matters what the structure is.
- What *really* matters is the principles upon which you work.
- These need to give thought to:
  - Stable funding systems
  - Length of time staff are in posts (constant change is a bad thing)
  - Programs not projects
  - Links to police training arrangements
  - Trust

Jill Dando Institute 

EXAMINING EVIDENCE

CHALLENGING BELIEFS

CUTTING CRIME

*of* Crime Science

THANK YOU