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*ARC Centre of Excellence  
in Policing and Security*

# National Policing Research Symposium: Economics of Policing

**Professor Lorraine Mazerolle**  
University of Queensland

*Canada, March 2014*

# Background

- ❖ In late 90s/early 2000s, the Australian Research Council (ARC) funded “**Key Centres**” – focused on partnerships with industry to provide trained personnel, raise the level of applied research skills, and undertake some fundamental research on which requests of industry for specific problem-solving could be based.
- ❖ In early 2000s to mid 2000s, the ARC funded “**Research Networks**” – designed to encourage collaborative approaches to research in interdisciplinary settings. Networks linked researchers, research groups and others involved in innovation; nationally and internationally.
- ❖ Since mid 2000s, the ARC has funded “**Centres of Excellence**” - established on the basis of the excellence of the proposed research program and the excellence of the participating researchers. There must be high potential for both these factors to contribute to the economic, social and cultural development of Australia.

# What is CEPS?

- ❖ Funded through the Australian Research Council (ARC) Special Initiative in the “**Centre of Excellence**” program.
- ❖ Centres of Excellence are created to bring research scale and focus to problems of national significance.
- ❖ Established after a lengthy peer review, competitive bid process during 2006.
- ❖ Awarded in May 2007 to Griffith University (lead node), with University of Queensland, Australian National University and Charles Sturt University.
- ❖ Launched in February 2008, with funding through mid 2014.



# CEPS Vision

**Achieve excellence in policing and security  
research to shape local and global policy  
and practice reform strengthening the  
security and wellbeing of Australia.**





# CEPS Goals

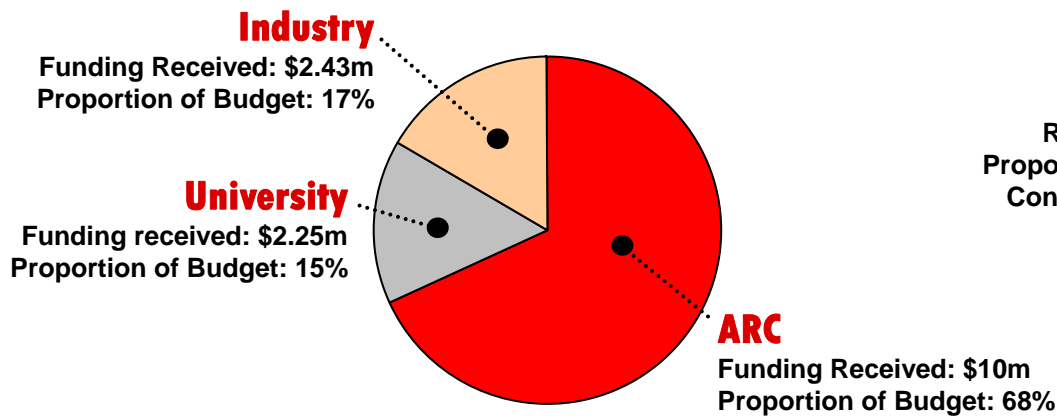
- ❖ **Research:** Build a high quality, integrated program of research.
- ❖ **Education:** Provide high quality post-graduate and post-doctoral education and training environments.
- ❖ **Engagement:** Establish CEPS as a point of interaction for policing and security matters.
- ❖ **Growth:** Stimulate increased research and policy interest in national and international policing and security issues.
- ❖ **Distinction:** Achieve national and international recognition.



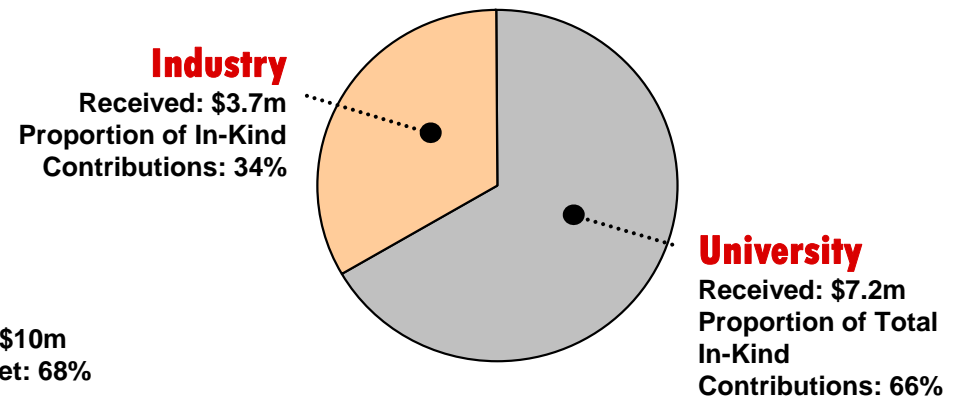
# Foundation Cash & In-kind Funding

CEPS is a \$27.3 million partnership between the ARC, 4 Australian universities and 9 industry partners.

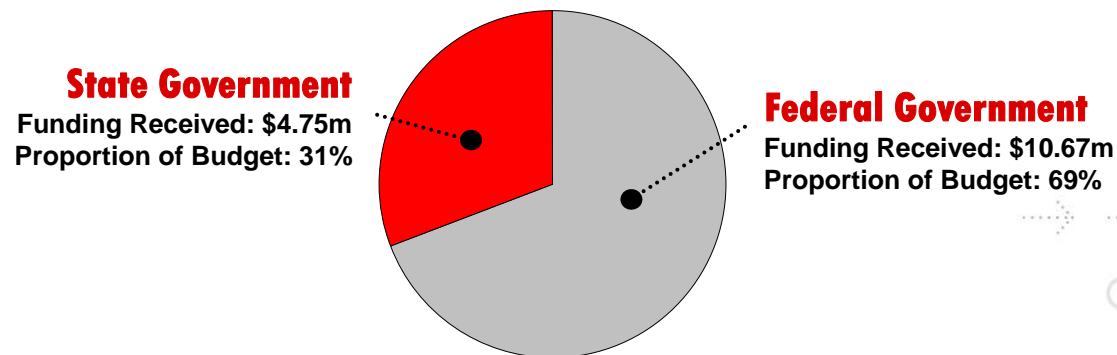
## Cash Contributions



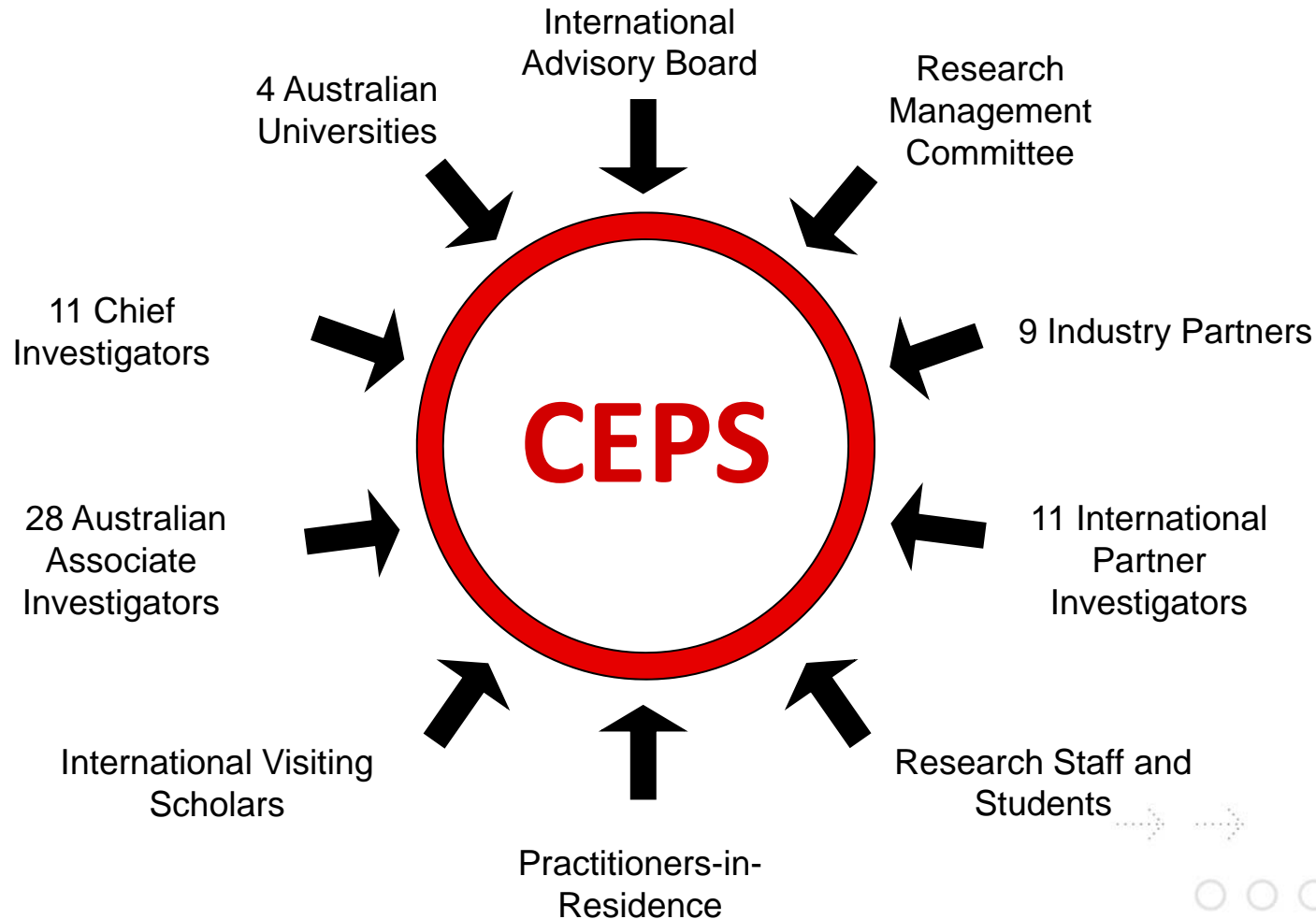
## In-Kind Contributions



## State-Federal Government Cash Contributions



# Foundation CEPS Members





# Foundation Australian Partners



Australian Government  
Australian Research Council

## Industry Partners

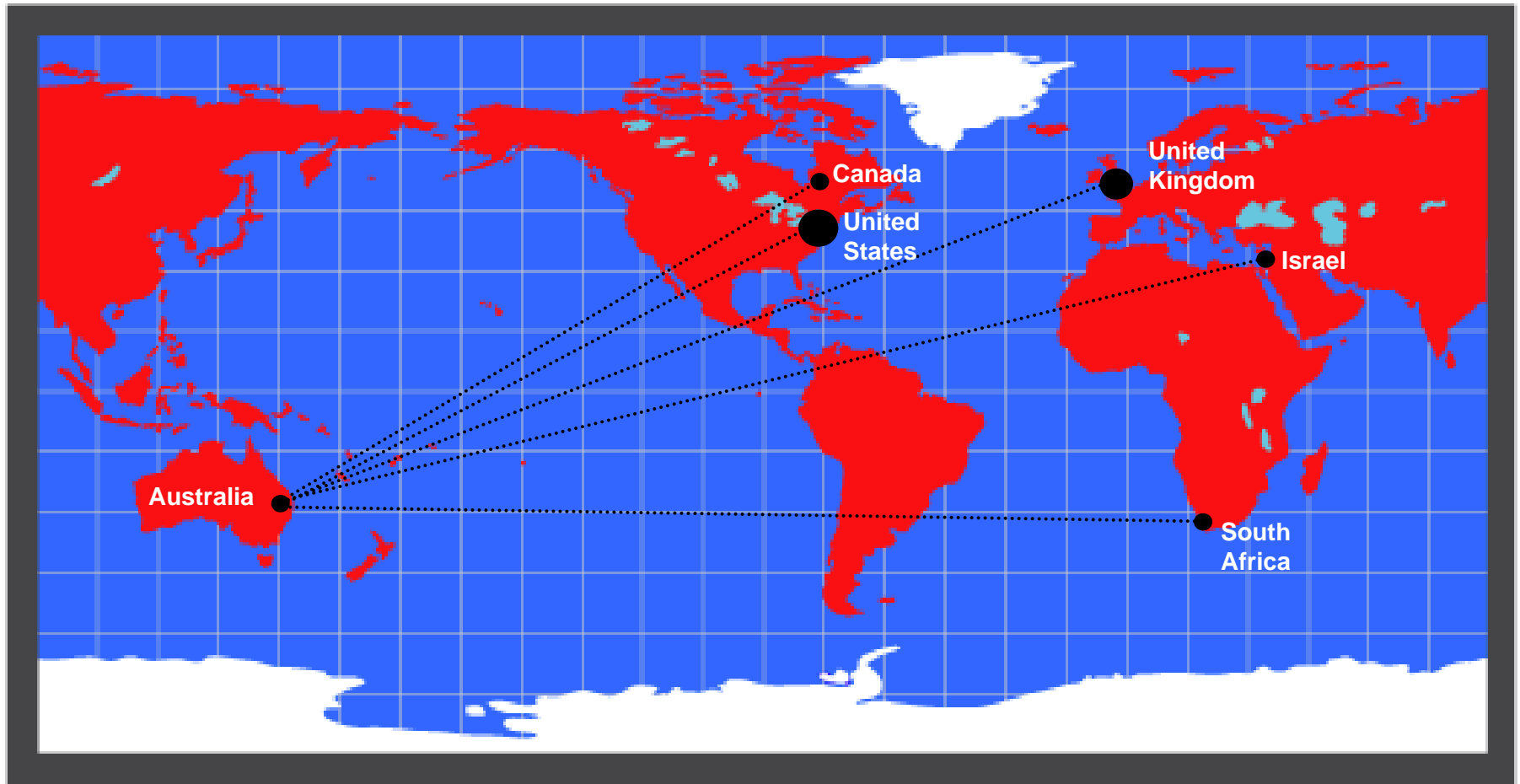
Australian Federal Police  
Victoria Police  
Queensland Government  
Queensland Police Service  
Australian Institute of  
Criminology  
NSW Police Force Forensic  
Services Group  
South Australian Attorney-  
General's Department  
Tasmania Police  
NICTA



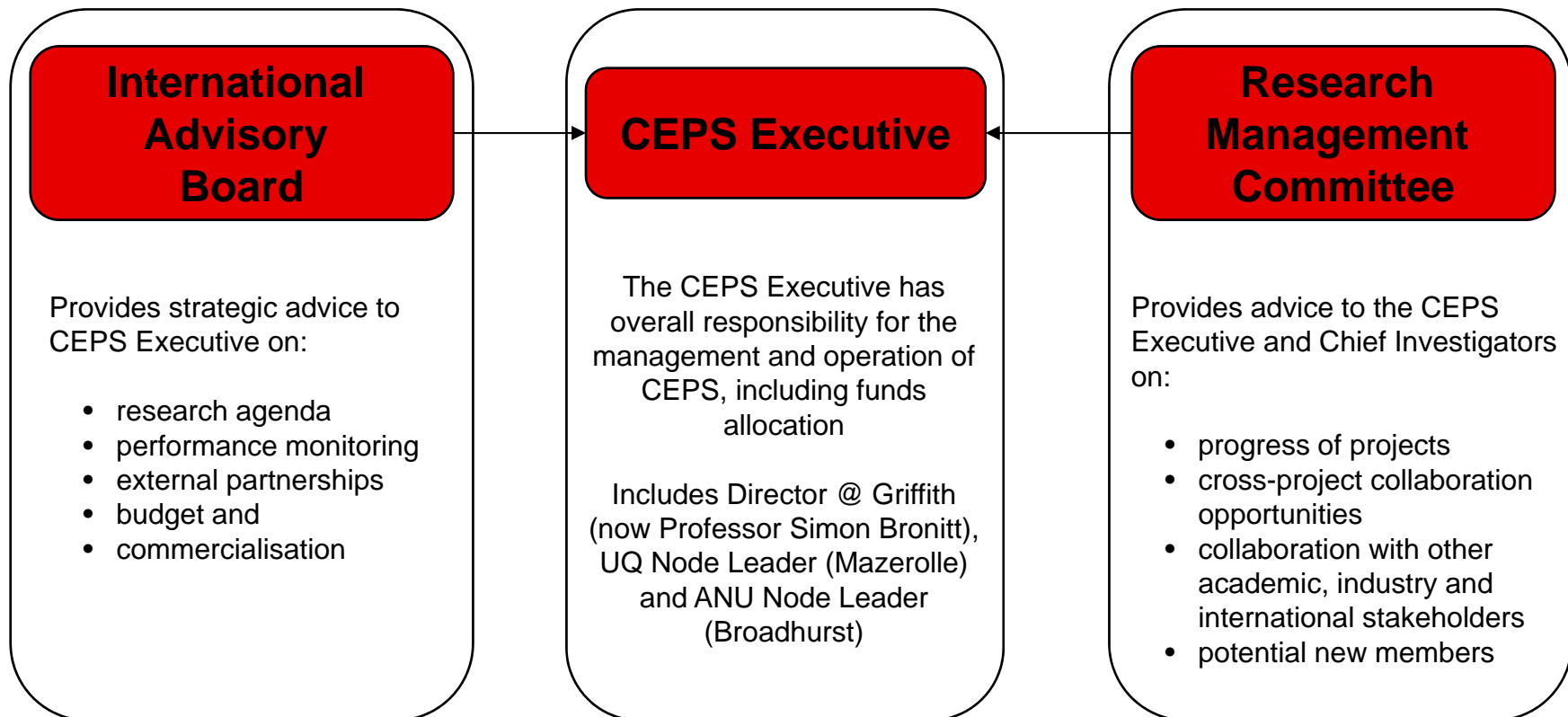
## University Partners



# Foundation International Partners



# CEPS Governance



# Legal Establishment Matters

- ❖ Funding Agreement between Griffith University and the Australian Research Council – Annual KPIs and funding allocations.
- ❖ Collaborating Organization Agreement (COA) that was signed by ALL partner organizations, including the 4 University Partners (UQ, ANU and Charles Sturt), all government/industry partners and all international university partners – IP, Governance, Financial Distributions.
- ❖ Project Agreements for each CEPS project, signed by all partners to the different projects – IP, Scope, Financials.



# CEPS Central Activities

- ❖ Newsletters and Research Briefs
- ❖ Media and Stakeholder Briefings
- ❖ Integrated Library Network
- ❖ Conferences
- ❖ Seminars, workshops & events
- ❖ Website, Facebook, Twitter and other forums
- ❖ Student placements
- ❖ Practitioner-in-Residence program
- ❖ Executive-in-Residence program





# Original Programs of Research



## **Generate Insights**

Illicit Organisations  
Vulnerable Communities  
Risky People  
Vulnerable Infrastructures  
Transnational Actors  
Fragile States  
Extending Frontiers  
Historical Threats  
Social Wellbeing

## **Assess & Evaluate**

Investigative Practices  
Integrity Systems  
Government Coordination  
Intelligence Methods  
International Responses  
Frontline Policing  
Legal Frameworks  
Performance Models

## **Innovate & Test**

Reduce Crime  
Minimise Threats  
Harness Technologies  
Enhance Wellbeing

## **Integrate & Implement**

Fresh Ideas  
Knowledge Integration  
Ignorance & Uncertainty  
Decision Support



# Original KPIs and CEPS Outputs

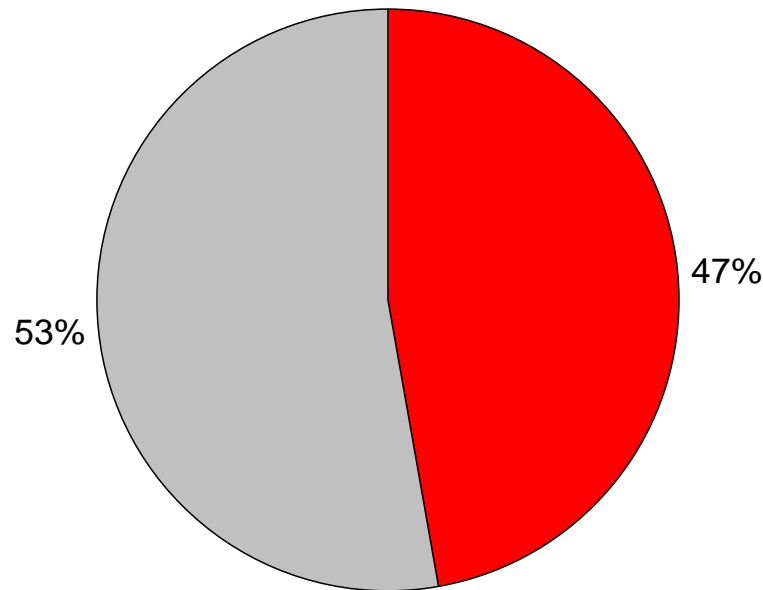
CEPS outputs were designed to meet both academic and stakeholder needs.

## Industry

- Reports
- Newsletters
- Verbal briefings
- Op-ed pieces
- Short courses
- Conferences
- Committee memberships

## Academic

- Books
- Journal articles
- Conferences
- PhD completions
- Honours completions
- Research workshops



*CEPS is committed to meeting the needs of its industry partners.*

*Industry outputs are jargon-free, succinct and timely.*

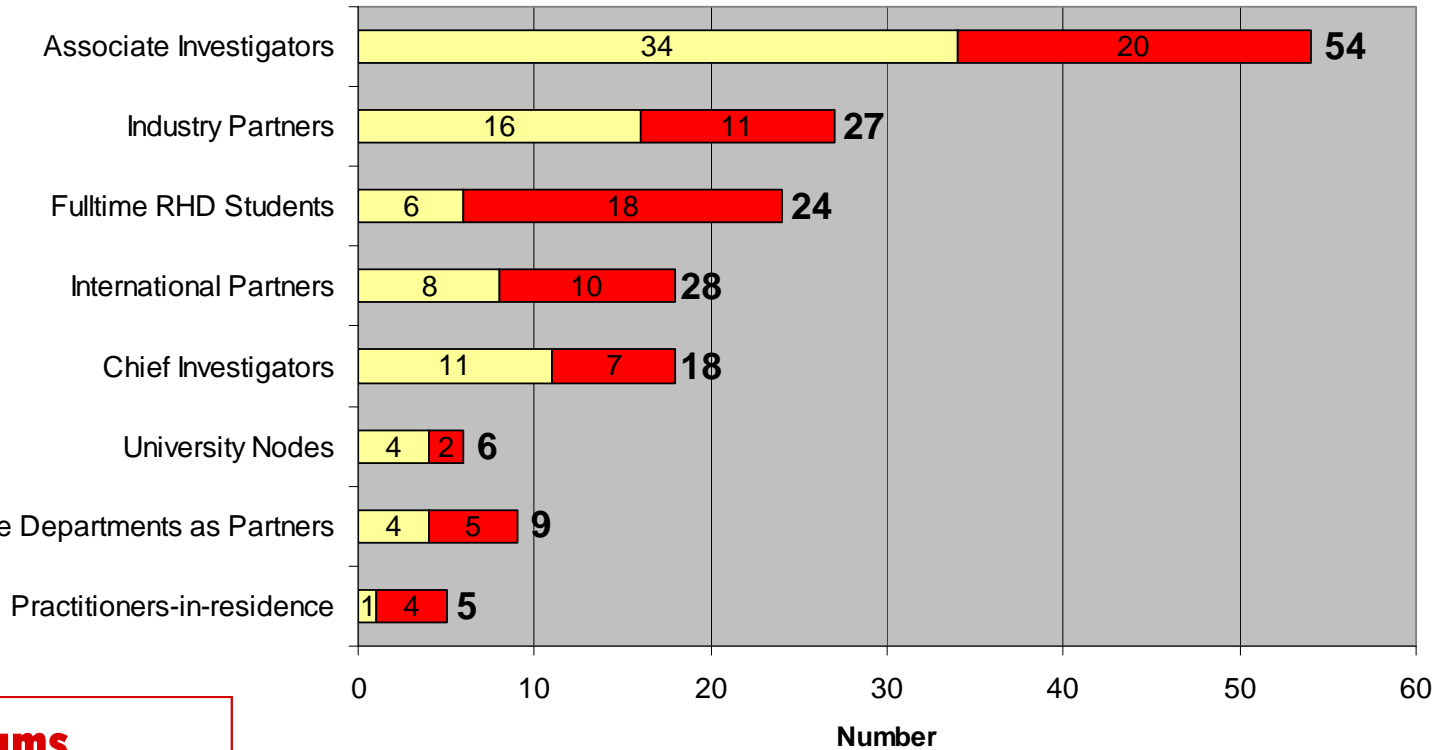
*CEPS is reviewed regularly by the ARC - three times in 7 years: 18 months, 4<sup>th</sup> year and 6<sup>th</sup> year*

# CEPS Industry Engagement



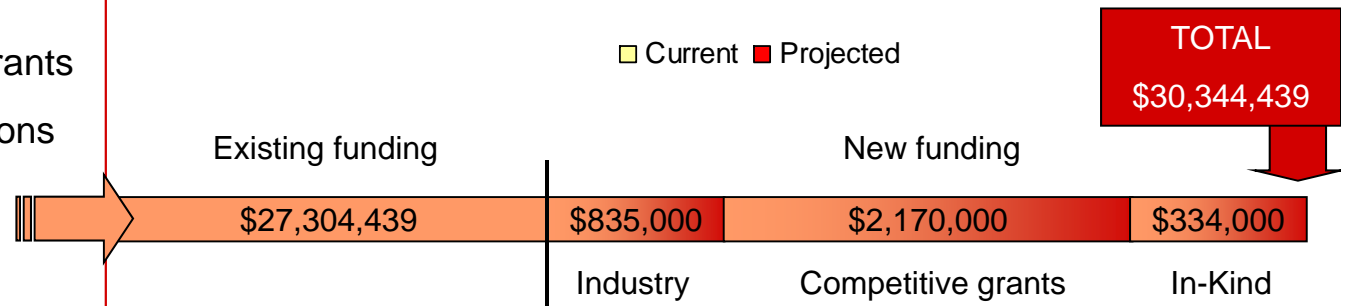
# Summary of CEPS Growth Plan Over 5 Years

**Refer to CEPS Strategic Plan 2008 - 2012**



## New funding streams

- ❖ National Competitive Grants
- ❖ Philanthropic organisations
- ❖ Industry sources
- ❖ Private companies
- ❖ Contracts



# Now, to the nitty gritty....

- ❖ What worked well in the centre?
- ❖ What were 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 CEPS maintains academic independence and police relevance?
- ❖ What advice do you have for Canada as it establishes a national policing research network?





# Challenges in set up?

- ❖ Getting sign-on from International University members -> never really worked well, no \$ to internationals.
- ❖ Getting buy-in from all police agencies in Australia -> came at the same time that ANZPAA was established, muddying the waters as to what agency responsible for what - confusing time for many police agencies.
- ❖ Police agencies struggling to appreciate the fact it was an ARC Centre of Excellence that was required to engage in world-leading research -> police often saw it as a go-to place for contract research.
- ❖ Defining meaningful roles for the IAB and Research Management Committee.
- ❖ Getting Project Agreements signed.



# What worked well?

- ❖ Annual Conferences and Events
- ❖ Practitioner-in Residence Program +++++++
- ❖ Executive-in-Residence Program
- ❖ Visiting Fellows Program
- ❖ PhD Student Awards
- ❖ Having 3 or 4 large, expensive, but enduring data collection efforts - “Honey-Pots” including....
  - ✓ Queensland Community Engagement Trial (QCET)
  - ✓ Australian Community Capacity Study (ACCS)
  - ✓ National Integrity Audit
  - ✓ National Threat & Preparedness Survey



# Academic independence

- ❖ Primary funding from the ARC.
- ❖ Government agencies provided cash and in-kind funds, but at a level that was far less than the ARC and University cash contributions.
- ❖ Enabled scholars the freedom to lead the intellectual focus of the centre -> both a plus and a negative.
- ❖ COA stipulated academic freedom to publish -> special conditions could be put around release of government data within the Project Agreements.

# Police Relevance

- ❖ CEPS was created in the aftermath of the London bombings in 2005 -> bringing together national security and domestic policing scholars- it was never a happy marriage.
- ❖ National versus State versus Local interests never came together in a cohesive way.
- ❖ Practitioner-in-Residence program helped bridge the gap between academic and police priorities and translation.
- ❖ Relevance greatest for Queensland police – HQ of CEPS -> other jurisdictions got nowhere near the same return.
- ❖ CEPS struggled to get the “right” mix between industry relevant projects and scholar-led projects.



# How is CEPS evaluated?

- ❖ Formal evaluations include....
  - ❖ ARC KPI reporting (both on financials and a range of indicators) on an annual basis.
  - ❖ Three extensive site visit reviews that include outside scholarly experts and ARC personnel, interviews with police, stakeholders and members of CEPS.
- ❖ Informal evaluations include....
  - ❖ Feedback from IAB, RMC and Executive and Practitioners-in-Residence.
  - ❖ Via project roll outs.





# Current status of CEPS?

- ❖ Tensions between IR and policing led to me leaving the Directorship in 2009 – I stayed on as a Chief Investigator there after.
- ❖ CEPS II re-bid in 2013 took on an IR/Human Rights focus, at which time the policing scholars (including me) opted not to be part of the rebid, yet we still remain a member of CEPS I.
- ❖ CEPS II bid failed -> 2014 will be a period of re-jigging the focus of CEPS I to regain the primary focus on policing, not IR and Human Rights.
- ❖ CEPS I will continue with Griffith University funding, ultimately positioning itself for a re-bid of ARC funding in 2016.

# General advice to Canada

- ❖ ARC type funding – important to have primary funding from an independent source to ensure academic integrity and academic leadership....but only works if the academics are prepared to work closely (& productively) with police.
- ❖ Sufficient central administrative funding bringing the centre together around conferences, prizes, financials, legals.
- ❖ Your Director? Needs to be a policing, not cognate, scholar.
- ❖ Multiple university nodes helps to bring expertise into the Centre from the best & brightest scholars in Canada.
- ❖ Get buy-in from key agencies throughout Canada – police, AGs, Justice etc.
- ❖ Focus on just 3, 4 “honey-pot,” large, transformative projects – less is more. Lots of little projects lead to “not much”.