‘Research co-production and knowledge-mobilisation in policing’

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Aims

• To consider the opportunities and challenges presented by models of research co-production in policing.

• To reflect on the lessons from the first two years of implementation of the N8 Policing Research Partnership Catalyst Fund project.

• To argue for a transformation in both the way researchers engage with policing partners and the place and value of knowledge, data and evidence within policing.
A Hub for Research & Innovation
A dynamic Northern Powerhouse in policing research and knowledge exchange

The Power of 8: mobilise research excellence & critical mass

Built upon the N8 Research Partnership

Founded in 2013 as a platform for collaborations between universities, PCCs, police forces and partner organisations across the north of England.
Building solid foundations

Develop purpose/rationale and principles/values.

Purpose:
• “to enable and foster high quality, independent research and to facilitate research-based contributions to public debate, policing policy, governance and practice.”
• Rationale – scope, scale and multi-disciplinary reach.
• In the north not exclusively of the north – with (inter)-national significance.

Principles:
• Plurality of methods, epistemologies and approaches;
• Non-exclusivity – open to non-N8 researchers;
• values of inclusiveness, integrity and professionalism.

People:
• A coalition of people committed to change and who believe in the purpose, values and principles.
HEFCE Catalyst Grant 2015-2020

Harnessing:
• Skills, capabilities and resources across the North of England.
• Multi-disciplinary expertise in problem-solving
• Delivering at a scale with real impact by fostering cross-force collaborations.

Priorities:
• Building research co-production capacity;
• Testing mechanisms for exploiting knowledge and expertise to strengthen the evidence-base on which policy, practice and training are developed;
• Supporting innovation and the professionalisation of policing.
Our Partners

Police forces/PCCs across the north of England:

Cheshire
Cumbria
Durham
Greater Manchester
Humberside
Lancashire
Merseyside
Northumbria
North Yorkshire
South Yorkshire
West Yorkshire
Your Home Newcastle

@N8PRP

www.n8prp.org.uk
A multi-pronged (interconnected) platform to foster sustainable relationships that deliver organisational change through research co-production knowledge exchange and data / asset mobilisation.
Objective
To constitute a dynamic ‘engine’ of innovation at the heart of the overall programme, that will spawn new synergies, identify novel research co-production opportunities, stimulate knowledge exchange and drive innovation.

Approach
An annual ‘Policing Innovation Forum’, acting as a catalyst for open innovation around priority themes and issues.
• Cyber-crime 2015
• Domestic Abuse 2016
• Early Intervention 2017

‘Pop-up dialogues’ between policing and academic partners.
Research Co-production
Newcastle University - Dr Jill Clark & Dr Gavin Oxburgh

Objective
To build excellent and sustainable research capacity and capability to tackle new and emerging fields of enquiry and policing challenges.

Approach
Small Grants Programme
- Pump-priming for co-production research projects (<£25k)
- Link to Innovation Forum

Collaborative studentships (PhDs) x 9.
http://n8prp.org.uk/research/phd-studentships/
Additional studentships – i.e. Nikki D’Souza (Durham Constabulary)
During 2016/17 three projects were funded, all of which tackle new and emerging fields of enquiry and policing challenges:

- **Policing Bitcoin: Investigating, Evidencing and Prosecuting Crimes Involving Cryptocurrency**  
  (Greater Manchester Police, University of Birmingham, University of Leeds, University of Liverpool)

- **Mapping the Contours of Human Trafficking**  
  (Greater Manchester Police, University of Leeds, University of Manchester)

- **Exploring Novel Psychoactive Substance (NPS) Use: and its Consequences for Police Practitioners and Substance Users in the North East of England**  
  (University of Newcastle, Northumbria Constabulary)

*Final reports now online: [https://n8prp.org.uk/small_grants/](https://n8prp.org.uk/small_grants/)*
Active co-production and building evidence

During 2016/17 a further five projects are being funded, evidencing increased collaboration and new relationships:

- **The Manipulative Presentation Techniques of Control and Coercive Offenders** *(Cheshire Constabulary, Lancaster University, University of Liverpool)*

- **Policing Drugs in North Yorkshire** *(North Yorkshire Police, University of York, University of Leeds)*

- **Police Officer Responses to Coercive Control** *(Merseyside Police, Lancaster University, University of Liverpool, University of Central Lancashire, Women’s Aid)*

- **Exploring the impacts of Body Worn Video in Incidents of Domestic Abuse** *(Cumbria Constabulary, West Yorkshire Police, University of Leeds)*

- **Innovation in Policing Domestic Violence: Understanding Success** *(North Yorkshire Police, Northumbria Police, West Yorkshire Police, Durham University, Northumbria University)*

Final reports due June 2018, **next round of application opens November 2017**
Data Analytics
University of Leeds - Professor David Allen, Dr Nick Malleson & Fiona McLaughlin

Objective
To provide access to data that are otherwise inaccessible and poorly utilised, and to open up new avenues for data analysis, visualisation and data exploitation.

Approach
- Create a single point to support data access
- Support development opportunities to optimise existing datasets
- Support police in ensuring data quality and integrity
- Support linking of datasets across police forces and beyond police
- Enable secure storage of combined datasets
- Facilitate exploitation, synthesis, analysis and communication of data
- Provide data to inform policing strategies, policies and practices
- Develop data sharing agreements and legal frameworks
Public Engagement
University of Liverpool - Dr Liz Turner

Objective
To embed citizen engagement and public understanding of policing into the programme of research and knowledge exchange.

It will enable the testing of public reception of new technologies, policing practices and innovation at early stages of development and after implementation to shape and influence strategies and inform future research priorities.

To overview the different practices already in place in different force areas concerned with citizen engagement, particularly in the use of social media.

Approach
Public surveys
Citizen panels – a remote panel, that will
(a) explore how members of the public feel about specific policing issues and
(b) serve as a sounding board for emerging technologies, future policies and decisions

Thematic focus groups/citizen juries – around specific research themes, questions, pressing policing issues.
People & Knowledge Exchange
Durham University - Professor Nicole Westmarland & Dr Donna Marie Brown

Objective
To provide significant staff mobility between police/partners agencies and academics to foster greater mutual understanding and trust and facilitate research into priority policing issues.

Approach
Develop research skills of police officers/staff, and deepen knowledge in specific aspects of policing.
Assist academics/ECRs in developing research of direct relevance to policing and practice.

• Police fellowships/Academic secondments
• Placements/internships for ECRs
• Coaching, peer support and challenge
• Networking events, workshops, horizon scanning forums and annual conference.
  o ‘Workforce of the Future’, June 2016
  o ‘Policing Domestic Abuse as a Coordinated Community Response’, June 2017
International Programme
University of Sheffield - Professor Joanna Shapland, Dr Matthew Bacon, Dr Layla Skinns & Dr Adam White

Objective
To develop international research and knowledge exchange collaborations, exploit the international impact of policing research and extend the reputation and impact of English HE.

Approach
Map and explore international developments in police-academic partnerships and collaborations.

Investigate different models and lessons that can be drawn from international experiences.

Develop international network relations and collaborations.

○ ‘Working with the Police on Policing’ International conference, 12-14 October 2016
Training & Learning
Lancaster University - Professor Corrine May-Chahal, Dr Sarah Kingston, Dr Jude Towers & Dr Cheryl Simmill-Binning

Objective
To enhance research training and learning among police and partner organisations to secure research impact and maximise the practical benefits to policing innovation and the exploitation of data.

Approach
Review police training and development

Develop and deliver training days and summer schools

Develop and launch PGT programme

Needs analysis, closing the circle and so filling the requirement highlighted by oversight agencies
  o Dedicated training with data analysts to identify and develop skills.
Evaluation

University of York – Charlie Lloyd & Dr Geoff Page

Objective
To evaluate the impact, value and effectiveness of the different activity strands as they develop and to monitor the implementation and effectiveness of the plans and delivery structure.

Approach

Process evaluation:
Interviews with key participants focusing on co-production and its challenges.
Interviews / focus groups with front-line policing partners.
Exploring the evaluation of co-production:
  - ‘Evaluating Research Co-Production and Impact’, March 2017

External impact evaluation (commissioned):
Governance & Management
University of Leeds - Professor Adam Crawford, Stephanie Abraham & Lauren Gale

Objective
To provide the project with structures that both deliver clear accountability and oversight, and which incorporate key stakeholders into decision-making processes.

Approach
Project Management Team – Annual Report

Steering Group (Senior representation from policing and academic partners, plus other key individuals) – planning, governance, use of resources, implementation, performance, dissemination.
- Eight Universities
- Twelve policing partners
- College of Policing + N8 Research Partnership

‘the decision-making forum’

Advisory Board (Key national and international figures) – raise profile of the programme, dissemination and impact.
# Advisory Board

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<th>Name</th>
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<tr>
<td>Professor Nick Fyfe (Chair)</td>
<td>Scottish Institute for Policing Research</td>
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<td>Sara Thornton</td>
<td>National Police Chiefs’ Council</td>
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<td>Michael Cunningham QPM</td>
<td>Her Majesty’s Inspectorate of Constabulary (HMIC)</td>
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<td>Andy Feist</td>
<td>Home Office</td>
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<td>Ian Readhead</td>
<td>ACRO Criminal Records Office</td>
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<td>Professor Gloria Laycock</td>
<td>WWCCR’s Commissioned Partnership Programme</td>
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<td>Professor Betsy Stanko</td>
<td>Mayor’s Office for Policing and Crime</td>
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<td>Janine Green (MD)</td>
<td>Resolve ASB</td>
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<td>Steve de Burgh</td>
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<td>Scott Chilton (Ch Supt Hampshire Police)</td>
<td>Society for Evidence Based Policing</td>
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<td>Geoff Elvey (University of Chester)</td>
<td>Higher Education Forum for Learning and Development in Policing</td>
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<td>Professor Mike Rowe</td>
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<td>Professor Stuart Kirby</td>
<td>University of Central Lancashire</td>
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<td>Professor Lorraine Mazerolle</td>
<td>Institute for Social Science Research, University of Queensland, Australia</td>
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<td>Professor Christian Mouhanna</td>
<td>CESDIP, France</td>
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<td>Professor Wesley Skogan</td>
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<td>Professor Sirpa Virta</td>
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<td>Professor Johannes Knutsson</td>
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<td>Dr Ferenc Bánfa</td>
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<td>Magnus Lindgren</td>
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<td>Amanda Wilcox</td>
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Models of Research

• A customer-contractor principle: as set out in the Rothschild Report (1971) on The Organisation and Management of Government Research and Development, whereby:
  – the customer says what they want; the contractor does it (if they can); and the customer pays.

• A donor-recipient model: the benevolent knowledge producer – scientist - has a hypothesis which is tested by a prescribed methodology (i.e. RCT), the findings are subsequently disseminated to an external organisation or policy community (that are left to interpret and apply the knowledge).
Research Co-production

• Involves bringing together parties that have an interest and stake in solving a problem, with the aim of working together towards a mutually-agreed knowledge ‘production’.

• Parties may have markedly different values, priorities and preoccupations.

• Advantage derives not simply in the combination of perspectives but in framing and shaping questions, methodologies and impacts differently.

• Co-production implies a reformed conception of what constitutes knowledge, how it is mobilised and used.

• It assumes those who are going to use research and apply the knowledge base should be actively involved in building it.
Challenging some prevailing assumptions of Evidence-Based Policing

• Narrow understanding of ‘evidence’ (and science) - ‘Instrumental knowledge’ v. ‘practical reasoning’.

• An ‘elite science’ (Sparrow 2011: 18) methodological blinkered and impracticable or ‘unrealistic’.

• Uncritically embraces a particular rose-tinted caricature of the ‘healthcare’ model of science in medicine – flaws + differences/specificities: ‘policing is not a treatment’ (Thacher 2001).

• Proffers the vision of ‘integration’ - research with practice and ‘embedded researchers’ - whereby research is ‘an organic part of the police mission’ (W&N 2011: 11).

• Evidence is conceived as a means for promoting legitimation rather than as foundation for challenge and innovation.
Knowledge Mobilisation:

- Acknowledges the importance of **practitioner and lay knowledge**.
- Acknowledges the **complexities of the social world** – neither unilinear nor static - ‘reactance’ and feedback.
- Sensitive to knowledge and **power** – the problems of vested interests and differential power relations.
- Policing is a **normative enterprise** – rights and social justice.
- ‘**Independent interdependence**’ – critical integrity of research: *recognise differences (of priorities/interests) yet premised on mutual respect, trust and understanding*.
- Collaborative advantages of partnerships engender ‘**problem-oriented**’ approaches and the harnessing of multi or interdisciplinary perspectives.
Knowledge co-production

• Assumes mutual respect, no hierarchy of knowledge forms, fluid and permeable disciplinary boundaries, and a normative concern with action, not simply a focus on systematic analysis.

• Presupposes a two-way flow of knowledge between researchers and non-academics (not simply its ‘transfer’).

• Contrasts with more traditional approaches to research, where the main involvement of non-academics is as the subjects to be investigated or as commissioners and recipients of research findings.

• Has greater potential to provide practical and policy-relevant insights, as well as findings that advance intellectual understanding.

• Embrace organisational ‘learning’ as an ongoing process of improvement, not tainted by ‘failure’ – ‘policing is doomed to succeed’
Key lessons from Year 1

• Period of renegotiation:
  – The terms of (re-)engagement
  – Revisiting the opportunities to be exploited

• Building mutual trust, shared values and sense of purpose:
  – Clarifying purpose and priorities
  – Developing a shared commitment and collaborative advantages
  – Steering Group pre-meeting + Policing Summit – 7th June 2016

• Managing expectations:
  – Without pouring cold water on enthusiasm

• Challenges of people movement:
  – Unsettling relations
Key lessons from Year 2

• Delivering on shared priorities
• Generating mutually beneficial outcomes
• Measuring impact and communicating successes
• Re-engaging Senior Command Teams
• Planning for the long-term
• Managing expectations
• Managing staff turnover
Challenges of Co-production

- Clarity of what is at stake.
- Focus on public outcomes and impacts.
- Focus on partnerships and relationships of trust and mutual understanding: forging an appropriate coalition.
- Leadership capabilities and skills.
- Understanding the implications of flexibility and how it is managed.
- Clarity of governance framework, responsibilities-roles-limitations-expectations and different contributions.
- Sensitivity to power relations, ethical concerns and ‘independent interdependence’.
- Evidence of reflective learning.
Implications of Co-production

• For (policing) organisations and practitioners
• For academic institutions (universities)
• For researchers
• For research funding bodies / research commissioners
• For assessing (and attributing) impact and evaluating successful outcomes

Evidence alone is insufficient. Demands a better understanding of the complex mix of:
1. evidence/knowledge;
2. politics/values; and
3. delivery/implementation.
Mechanisms to deliver change

“Transforming the ways in which academic researchers engage with policing partners in research co-production and the ways in which policing practitioners utilise and mobilise evidence that is rigorous and relevant.”
Why Transformation Efforts Fail

1. Not Establishing a Great Enough Sense of Urgency
2. Not Creating a Powerful Enough Guiding Coalition
3. Lacking a Vision
4. Under Communicating the Vision by a Factor of Ten
5. Not Removing Obstacles to the New Vision
6. Not Systematically Planning for and Creating Short-Term Wins
7. Declaring Victory Too Soon
8. Not Anchoring Change in the Organisational Culture

How to find out more...

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