



POLICING
RESEARCH
PARTNERSHIP

Research co-production as a basis for knowledge-informed policing:

*Some Insights from Experiments in Transforming Police-
University Collaboration*

Professor Adam Crawford
School of Law & Leeds Social Sciences Institute
Director of the N8 PRP
University of Leeds



UNIVERSITY OF LEEDS

Aims

- To reflect on the lessons from the first year of implementation of the N8 Policing Research Partnership (N8 PRP) - a major collaboration between universities and policing partners.
- To consider the opportunities and challenges presented by a model of research co-production presented by the N8 PRP.
- 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



GREATER MANCHESTER
POLICE



Altogether Better Policing



Lancashire
Constabulary
police and communities together

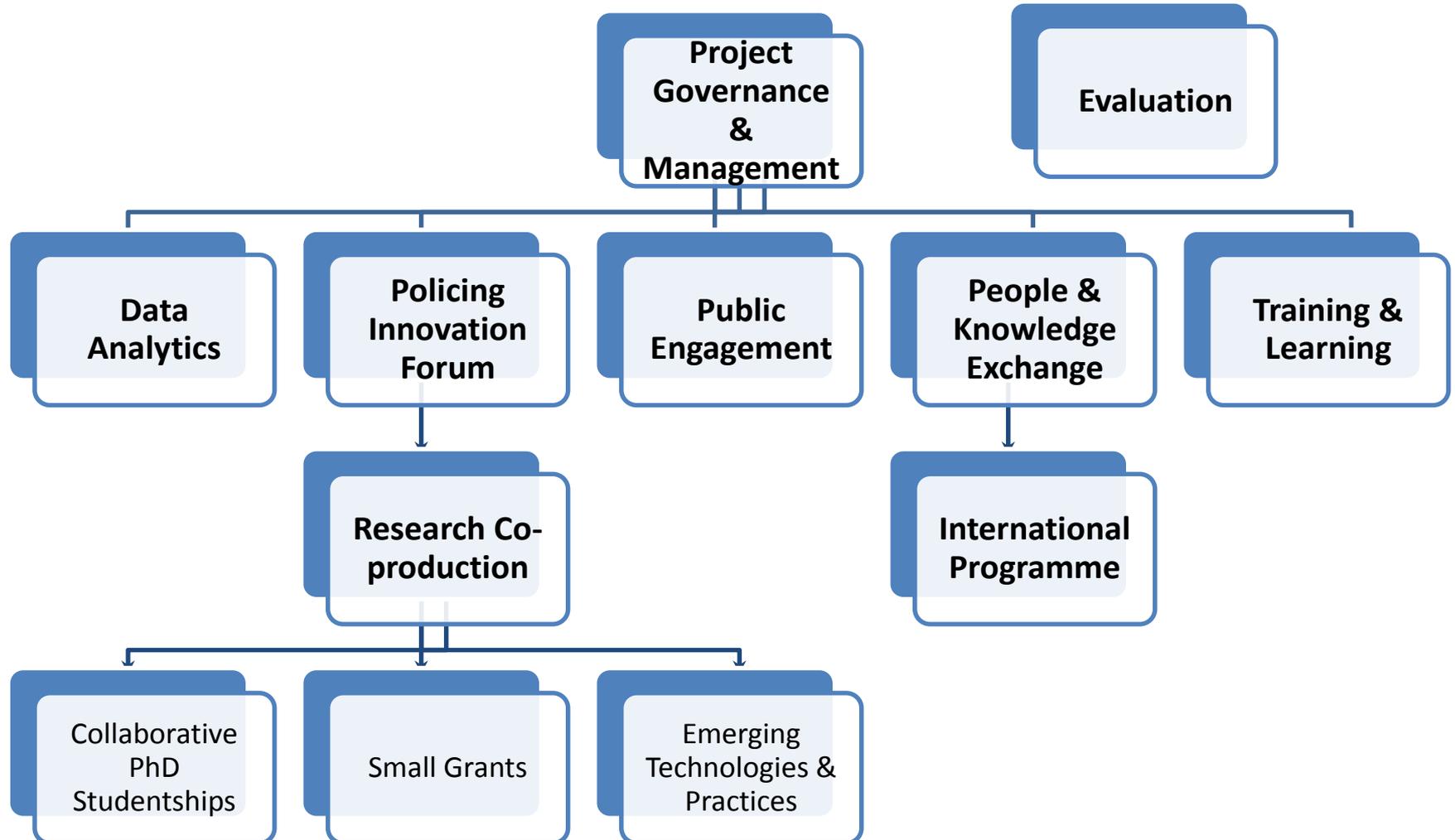


MERSEYSIDE
POLICE



**NORTHUMBRIA
POLICE**





Policing Innovation Forum

University of Manchester - Dr Stephen Brookes & Geoff Pearson



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

'Pop-up dialogues' between policing and academic partners.

Research Co-production

Newcastle University - Dr Jill Clark



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 10 co-production research projects

Collaborative studentships (PhDs).

Research Co-production

Newcastle University - Dr Jill Clark & Dr Gavin Oxburgh



Small Grants

Policing Bitcoin: investigating, evidencing and prosecuting crimes involving cryptocurrency (*GMP & CPS + Universities of Leeds, Liverpool & Birmingham City*)

Mapping the contours of human trafficking (*GMP + Universities of Manchester & Leeds*)

Exploring Novel Psychoactive Substance use and its consequences for police practitioners and substance users (*Northumbria Police + Universities of Newcastle & Durham*)

Approach

Nine collaborative PhD studentships recruited – two in year 2. See: <http://n8prp.org.uk/research/phd-studentships/>

Additional studentship – Nikki D'Souza of Durham Constabulary follow on from KE Fellowship (*Sheffield*)

Data Analytics

University of Leeds - Professor David Allen, Dr Nick Malleson,
Dr Carly Lightowlers, Fiona McLaughlin & Mohammed Almas



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 in to 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

Citizen panel – a remote panel, that will

- (a) explore how members of the public feel about general 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 the research skills of police officers and staff, and deepen knowledge in specific aspects of policing.

Assist academics/early career researchers to undertake research of direct relevance to policing police and practice

- Police fellowships
 - Academic secondments
 - Placements/internships for early career researchers
 - International fellowships
 - Coaching, peer support and challenge
- Networking events, workshops, horizon scanning forums and an annual conference.
- *'Workforce of the Future', June 2016*

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 in knowledge exchange, enhanced training and research co-production.

Investigate the different models of relationships and mechanisms for delivering them, how well they work and lessons that can be drawn from international experience.

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

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.

External evaluation (commissioned studies):

- Base-line survey data collected via What Works Centre & College of Policing survey 2016.
- Survey of impact - building on baseline data – 2018.

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

Professor Nick Fyfe (Chair)	Scottish Institute for Policing Research
Sara Thornton	National Police Chiefs' Council
Michael Cunningham QPM	Her Majesty's Inspectorate of Constabulary (HMIC)
Andy Feist	Home Office
Ian Readhead	ACRO Criminal Records Office
Professor Gloria Laycock	WWCCR's Commissioned Partnership Programme
Professor Betsy Stanko	Mayor's Office for Policing and Crime
Janine Green (MD)	Resolve ASB
Steve de Burgh	Institute of Community Safety
Scott Chilton (Ch Supt Hampshire Police)	Society for Evidence Based Policing
Geoff Elvey (University of Chester)	Higher Education Forum for Learning and Development in Policing
Professor Mike Rowe	Northumbria University
Professor Stuart Kirby	University of Central Lancashire
Professor Lorraine Mazerolle	Institute for Social Science Research, University of Queensland, Australia
Professor Christian Mouhanna	CESDIP, France
Professor Wesley Skogan	Institute for Policing Research, Northwestern University, US
Professor Sirpa Virta	Policing and Police Management, University of Tampere, Finland
Professor Johannes Knutsson	Norwegian Police University College, Norway
Dr Ferenc Bánfa	European Police College (CEPOL)
Magnus Lindgren	Safer Sweden Foundation
Amanda Wilcox	Higher Education Funding Council for England (HEFCE)
Professor Adam Crawford	N8 PRP Director & University of Leeds
Professor Nicole Westmarland	N8 PRP Deputy Director & Durham University
Dr Steve Brookes	N8 PRP Deputy Director & University of Manchester



Lessons from first 12 months

- 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

Knowledge-Informed Policing

- Acknowledges the importance of **plural forms of evidence**; as well as both **practitioner and lay knowledge**.
- Acknowledges the **complexities of the social world** – neither unilinear nor static - ‘reactance’ and feedback loops.
- 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 independence of research: *recognise differences (of priorities/ interests) yet premised on mutual respect, trust and understanding.*



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’*

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.
- Recognition and provision of translation capabilities – boundary crossing.
- 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.

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

John Kotter (1995) 'Leading Change: Why Transformation Efforts Fail'

Harvard Business Review, March/April, 59-67.

www.n8prp.org.uk

In Conclusion:

There are **many routes** to scale the mountain!



© Bob Thompson



How to find out more?

<http://www.n8prp.org.uk/>

@n8prp

a.crawford@leeds.ac.uk

@Crawford1Adam

Crawford, A., 'Research co-production and knowledge mobilisation in policing', in J. Knutsson and L. Thompson (eds) *Advances in Evidence Based Policing*, Routledge, 2017.