



'The civilianisation of patrol and investigation: lessons from the past, challenges for the future'

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Context (I): 'Workforce Modernisation'



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- Police Reform Act 2002 (Part IV) introduced:
 - **Police Community Support Officer**
 - **Civilian Investigator**
 - **Detention Officer**
 - **Escort Officer**
- Civilianization (of police roles)
- Specialisation (of police tasks)
- A 'mixed economy' (of police workforce)

Context (II): Current workforce strength



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- 207,000 (FTE) paid staff in the police service in E&W (March 2015): 61% were police officers, 31% support staff, 6% community **and** support officers
- 11,809 PCSOs, a fall of 30% since peak of 2009 (n=16,918) (but much between force variance)
- 4,239 designated officers (including civilian investigators), a fall of 3% since the peak of 2013
- Limited data on number of CIs recruited nationally, but wide variance between forces (e.g. 140 to 6)

What have we learnt - PCSOs? (I)



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- Become central to police visibility, community engagement, street-level partnerships, intelligence-gathering, crime prevention initiatives
- But these tasks are active, not passive!
- Ensuring PCSOs 'patrol with a purpose', less so as 'mobile scarecrows'! (i.e. hot-spot patrols)
- Difficulties of 'ring-fencing' a lower-tier, 'specialist'
- Difficulties over staff retention (15% annual churn)

What have we learnt - PCSOs? (II)



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- Difficulties of integration (cultural and practical), deployment and supervision
- A valuable means for more equal gender balance i.e. 45% are women (17% more than for PCs)
- Perhaps less successful re: greater ethnic diversity (London excepted) i.e. nationally, 9% are of BME background (4% more than constables)
- Less evidence of PCSO time being widely 'sold' (i.e. leveraging additional resource via the 'patrol' market)



What have we learnt – CIs? (I)

- Ad-hoc and inconsistent uptake of provision – legacy of poor communication / implementation
- Wide-ranging roles and responsibilities – junior partner? - but lack of training, recognition, appreciation
- New entry points into the detective ‘profession’, but detective ‘art’ and ‘craft’ – can it be ‘taught’?
- Emerging ‘hybrid’ investigator – blurring of the public and the private divide – increasingly complex division of labour within CID



What have we learnt – CIs? (II)

- Career trajectory – transferable system of portfolios for CIs of equivalence to PIP?
- Reverse civilianisation – caution! – CIs offer enhanced CID capacity, skill, legitimacy, efficiency!
- CI's offer police managers a new platform for experimentation that offers possible economies
- This leads us to question why omni-competence is so desirable and whether it is something that we actually want (and need) in regard to contemporary criminal investigation

Challenges for the future (I)



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- Being integrated, but keeping separate!
- Reducing, not adding to, the workload of PCs?
- Resisting the pull of ‘mission creep’ (e.g. PFCSOs)?
- Reducing the churn of personnel?
- Establishing viable career routes (e.g. police staff supervisors)?
- Integrating police staff ‘volunteers’ (e.g. VPCSOs)?



- Responding to the challenges of austerity....
 - Maintaining the ‘right mix’ of police / police staff for optimal effectiveness/efficiency?
 - Ensuring key audiences understand the organisational benefits (e.g. PCCs, the public)?
 - Managing the process of ‘constablistation’ (i.e. as more cops fill in the ‘middle-office’ functions)?
 - Greater contracting-out / contracting-in?