Welcome to the first newsletter of the Scottish Institute for Policing Research

Supported by investment from the Association of Chief Police Officers in Scotland and the Scottish Funding Council, the Scottish Institute for Policing Research (SIPR) is a consortium of twelve universities*. Its key aims are:

- To undertake high quality, independent research of relevance to policing in Scotland
- To engage in a range of knowledge exchange activities in order to strengthen the evidence base on which policing policy and practice are developed
- To provide a single focus for policing research in Scotland in order to foster the development of national and international links with other researchers, policy makers and practitioners
- To enhance policing research capacity in Scotland by developing the research infrastructure and enhancing research skills

SIPR’s activities are centred on three Research Networks:

**Police-Community Relations** focused on the relationships between the police and different socio-economic and geographical communities

**Evidence & Investigation** focused on the role of the police in the recovery, interpretation and effective use of intelligence and evidence in the investigation of crime

**Police Organisation** focused on issues of management, structure and leadership within the police

The three Networks are each headed by an Associate Director and assisted by a Network Steering Group comprising academic and senior Scottish police service representatives. The wider activities of SIPR are the responsibility of an Executive Committee which includes SIPR’s Director, the Associate Directors and representatives of the Association of Chief Police Officers in Scotland and the Scottish Police Services Authority.

In this first Newsletter we include an introduction to the research networks; details of the role SIPR is playing in promoting knowledge exchange between the academic, practitioner and policy communities; and information about SIPR’s investment in the infrastructure and capacity for policing research in Scotland. We are also pleased to include details of recent and on-going research into policing being carried out in Scotland.

**Contents**

2 Research Networks
3, 4 SIPR: investing in KT
5, 6, 7 Focus on policing research
7 SIPR: investing in capacity building
8 Contact details, New Additions to the Website

*The Scottish Institute for Policing Research (SIPR) is a consortium of twelve universities: the University of St Andrews, the University of Glasgow, Heriot-Watt University, the University of Strathclyde, the University of Dundee, the University of Aberdeen, the University of Edinburgh, the University of Stirling, the Robert Gordon University, the University of Kent, the University of South Wales and the University of Northumbria.
### Police-Community Relations

The Police-Community Relations Network will provide a focus for research concerned with the relationships between police and the communities they serve. Drawing on research expertise from a range of different disciplines (including psychology, sociology, criminology and human geography), this network focuses on the policing of a range of social groups and explores how interactions between police and communities can be managed to enhance co-operation and reduce the risk of conflict. Through close collaboration with police and community stakeholders the network will ensure that research results impact on police policy, procedure and practice.

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### Evidence and Investigation

Today’s investigator operates in an increasingly complex social and legal arena and is likely to lead a team of police and police staff with a wide range of skills and knowledge.

This Network will provide a focus for research in a range of specialist areas related to the role of the police in the recovery, interpretation and effective use of intelligence and evidence in the investigation of crime and major incidents. This will include the development and evaluation of policy and good practice in the strategic and tactical use of forensic sciences.

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### Police Organization

The focus of research in this network includes the development of new policing models and strategies; evaluation of specific problem-oriented policing initiatives; the police role in inter- and multi-agency partnerships; internal management of police organisations; the legal and ethical context of policing.

Significant features of the Network will include the development of Knowledge Transfer activities and the promotion of Practitioner Research.

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Much research on policing carried out both nationally and internationally is only poorly linked into the development of policing policy and practice. A key aim of SIPR is to strengthen the mechanisms for knowledge transfer between the academic, practitioner and policy communities, creating a robust and accessible evidence-base for policy development. This section illustrates some of the ways in which SIPR is already doing this via its first research conference and annual lecture, the policing research seminar programme and the appointment of Visiting Research Fellows.

The first SIPR Annual Conference

Policing: research into policy and practice
12th September 2007

Location:
South Hall Conference Centre, Pollock Halls,
University of Edinburgh

Aim:
This one-day conference will focus on how research can be used to strengthen the evidence base on which policing is based. It is a major opportunity for the police service to engage with leading researchers to identify ways of improving the delivery of policing and of developing an agenda for future research.

Programme:
An opening plenary session will include Bridget Campbell, Director of Police and Community Safety, Scottish Executive; Colin McKerracher, President of ACPOS; and Wesley Skogan, Professor of Political Science at the Institute for Policy Research, Northwestern University, Illinois, speaking on “Leadership from Bottom to Top: Chicago’s Model for Community Policing.” This will be followed by three parallel sessions (Police Community Relations; Evidence and Investigation; Police Organization). These will include formal invited presentations in the morning, and Workshops after lunch. The full Programme is available on the website (www.sipr.ac.uk/events)

Cost:
The cost of the full day Conference, with lunch and refreshments, has been subsidized by SIPR, thanks to generous funding from ACPOS and the SFC, and will be £50 per delegate, with a further reduction for students (£25), if booked by 31st August 2007. There is a late booking surcharge of £25 after this date. No refunds for cancellations after 31st August.

Booking Form:
A copy of the Programme and Booking Form can be downloaded from the website (www.sipr.ac.uk/events), or for a hardcopy, please contact Tim Heilbronn (see Contacts, page 8).

Apex Scotland Annual Lecture on Community Policing

We are delighted to announce that the Apex Scotland Annual Lecture will be held in conjunction with SIPR, on 11 September 2007 at c. 6.00 p.m. in the Signet Library, Parliament Square, Edinburgh. The lecture, “Leadership from Bottom to Top: Chicago’s Model for Community Policing,” will be given by Wesley Skogan, Professor of Political Science at the Institute for Policy Research, Northwestern University.

Chicago’s community policing program features widespread opportunities for public involvement and a commitment to responding effectively to the broad range of concerns they bring to the table. Making this model work demanded significant changes within the police department, in the relationship between police and other service agencies, and in the role of the mayor as the broker of inter-agency collaboration. Professor Skogan will examine the organizational, managerial and political strategies that were employed to craft a workable program for Chicago, and provide some evidence of their effectiveness.

Details of Professor Skogan’s research can be found at www.skogan.org
Leadership and partnership are commonly cited values and inspirational motives for police organisation and action but time to reflect on the meaning and implications of these influential ideas is usually too brief. Twenty officers and academics took time in Aberdeen on 20 April 2007 to consider these issues in more depth at SIPR’s very first Policing Research Seminar. The event was organised by SIPR member; Professor Norman Bonney, Senior Research Fellow in Economics and Public Policy at the Aberdeen Business School, Robert Gordon University.

The morning session concentrated on Leadership, with firstly a presentation by Professor Dennis Tourish, Professor of Management and Leadership, RGU, who spoke on the Challenges of Developing Leaders. His message was that while top leaders can make a difference to the performance of an organisation the best leaders are those that widely inspire other members to improve their individual contributions to the overall work of the organisation.

The second presentation was given by Chief Superintendent Colin Menzies, Grampian Police. He noted that there had been little research in Scotland into police leadership or leadership training and reported on the results of his personal survey of a police force that he had conducted: “An Investigation of Transformational Leadership in the Scottish Police Service.”

The afternoon session concentrated on Partnership and Multi-Agency Working. David Dalziel, Chief Fire Officer, Grampian Fire and Rescue, spoke on the challenges facing the Fire and Rescue Service, which is currently involved in 137 partnerships. He reported that there was growing cooperation at the Grampian regional level between the chief executives of the regional health, police and fire and rescue services.

The challenges of multi-agency working were taken up further by the final speaker, Professor Norman Bonney, who spoke on Community Planning and Multi-Agency Working. He said that much was often to be gained by getting existing departments and divisions within an organisation to work together more effectively and used as an example the reorganisation of the central Scottish police services and the increasing cooperation between Scottish police forces through ACPOS.

A full Report of the meeting, prepared by Professor Bonney, and PowerPoint presentations from each of the speakers, are available on the website: http://www.sipr.ac.uk/events/
Focus on policing research in Scotland

In this section we report on recent, ongoing and forthcoming research on policing carried out by members of SIPR.

Obtaining best evidence from young eyewitnesses: investigating changes in practice following the Vulnerable Witness (Scotland) Act

Professor Amina Memon, University of Aberdeen, reports on the SIPR-funded PDRA project

A 3-year post-doctoral researcher is to examine the quality of eyewitness evidence obtained from vulnerable witnesses subjected to video parades utilising the VIPER™ (Video Identification Procedure Electronic Recording) system. The overall objective is to effectively implement changes under the The Vulnerable Witness (Scotland) Act (2004) so that vulnerable witnesses find it easier to come forward and give eyewitness evidence prior to a trial and to reduce the chances that their evidence is challenged in court. The research will be conducted in the School of Psychology, University of Aberdeen under the supervision of Professor Amina Memon. Professors Rhona Flin and Brian Clifford of the University of Aberdeen and Dr Fiona Gabbert of the University of Abertay will also be contributing to the project. A two-pronged approach will be taken. Research will begin with laboratory simulations of eyewitness testimony and a field study will begin in the second year to record the behaviour of children and adolescents using the VIPER system.

Experimental Laboratory Based Research

The laboratory work is based on an extensive review of the past literature on the identification abilities of child witnesses and the gaps in our knowledge about the performance of this vulnerable group.

Field Based Research

A survey ofVIPER users in Scotland is planned in 2008 to record the behaviour of all witnesses (with special attention to the vulnerable witness group) using the VIPER system. The aim of this self-report measure would be for officers responsible for administering video parades to document any particular practical problems associated with the administration of video parades as well as procedural matters. Several practical issues will be addressed. One concerns the collection of video evidence from witnesses who live in remote locations and may not be able to get to a video identification suite. Use of a laptop is a possibility but it would be useful to know if a photo identification parade could be used if that was the only option. Another issue concerns the impact of a long delay on the quality of identification evidence. Given concerns about witness intimidation, the survey has the potential to collect valuable data on how victims of abuse who are acquainted with the accused respond when asked whether they can identify them in a video parade. The field survey has the potential to provide both police forces and the Scottish Executive with valuable feedback on the clarity and effectiveness of the guidance.

Further details of this project can be obtained from Professor Memon amemon@abdn.ac.uk.
Professor Avril Taylor, University of Paisley, reports on a 12-month study evaluating the post-incident management of police and prison service staff occupationally exposed to blood and/or body fluids. The study has been funded by the Scottish Government’s Directorate-General for Justice and Communities, and is being carried out by researchers at the University of Paisley and Health Protection Scotland.

The evaluation arises from a petition from the Scottish Police Federation to the Scottish Parliament, which expressed concern for the well-being of front-line police staff exposed to blood and body fluids with the consequent risk of infection from blood borne viruses (HIV, hepatitis B and hepatitis C). The Executive set up a working group to address the needs of front-line workers and victims of crime. Part of the group’s remit was to recommend any changes necessary to ensure that high quality care was available, in particular Occupational Health services. The working group found that little was known about the services provided to front-line staff exposed to blood and body fluids while on duty, and how such incidents were managed. They therefore recommended that the Executive commission an evaluation of the current services employed to prevent psychological and physical harm among police and prison service staff following an incident with a potential risk of blood-borne viral infection.

The service evaluation will be conducted across all Scottish police forces and prisons between July 2007 and January 2008. Data will be collected on the number of occupational exposure incidents notified to Occupational Health departments, the circumstances, and the care given to exposed individuals. The evaluation will be carried out through Occupational Health departments with the consent of employers and staff. The Scottish Police and Prison services, and related unions and staff associations, are supportive of the study. Advance publicity should ensure that police and prison staff working with the public are aware of the evaluation and its potential benefits, and the need to report an incident of occupational exposure to blood and/or body fluids to Occupational Health.

The evaluation will identify any gaps and inequities in the current system and highlight areas of unmet need. The findings will support the development of policies and procedures to ensure the post-incident management of blood and body fluid exposures experienced by police and prison officers is of a consistent and high standard across Scotland.

Further information about the study can be obtained from Professor Avril Taylor, Director, Institute for Applied Social and Health Research, and Associate Dean (Research and Commercialisation), School of Social Sciences, University of Paisley, Paisley PA1 2BE. Tel: 0141 848 3603. E-mail avril.taylor@paisley.ac.uk

1www.scotland.gov.uk/Publications/2007/03/08155433

Steve Ritchie, Grampian Police, reports on his doctoral research which is being undertaken on a part-time basis and is supervised by Aberdeen Business School, The Robert Gordon University. It is aimed at investigating performance management practice in UK police forces from the perspective of organisational learning theory. Steve Ritchie is a member of Grampian Police and has 27 years experience of policing. He has played a key role in the developing strategic performance culture within Grampian Police and manages the Strategic Planning & Performance Unit. The case study section of the research has just commenced.

During the past decade, the development of performance management within the UK Police Service has been predominantly focused on the use of centralised control mechanisms by the Home Office. This has been aimed at increasing the centralised control of police activity in England & Wales. In the face of an increasingly challenging financial situation in Scotland, the need to demonstrate the value for money that policing provides has resulted in a move towards the creation of a performance management culture there.

For the study, a multidimensional framework for organisational learning has been proposed, which will provide the structure for a series of case studies within a cross section of four forces in Scotland, with comparison provided by forces from England, Wales and Northern Ireland. Evidence will be gathered from interviews with senior officers through to front line officers, observation of performance, and tasking and coordinating meetings, as well as the collation of documentary
evidence that demonstrates theories in use by forces. Based on this evidence, recommendation will be provided on the creation and use of performance indicators, the best means of effectively communicating performance information to decision makers, and the areas where training can most usefully be directed.

The examination of the literature clearly identifies performance management as an organisational learning process although the existing body of knowledge does not follow through on the implications. The creation of a new model of organisational learning that can be applied to performance management practice is a significant step toward the clarification of the nature of both subjects.

A fuller version of this article, with References, has been placed on the SIPR website www.sipr.ac.uk/publications/otherpublications.

Please direct any correspondences to the author Steve.Ritchie@grampian.pnn.police.uk.

SIPR: investing in Scotland’s infrastructure and capacity for policing research

Another key area of SIPR’s activity is developing the infrastructure and capacity for policing research in Scotland. In terms of infrastructure, SIPR now has an administrative hub at the University of Dundee, comprising the Director (Nicholas Fyfe), the Research and Knowledge Transfer Manager (Tim Heilbronn) and Secretary (Lyn Mitchell). In addition, the first phase of SIPR’s website (www.sipr.ac.uk) has been completed, providing information about the aims and structure of the Institute and details of events and research opportunities. The second phase, to be completed in September, will see profiles of researchers and research projects placed on the website and an upgrading of the overall design.

In terms of increasing the capacity for policing research in Scotland, seven new lectureships in policing related fields were advertised earlier this year. These range from posts in forensic science (Strathclyde) to psychology (Abertay), and international relations (St Andrews), and from sociology (Glasgow Caledonian) to social work (Dundee), management (Robert Gordon) and social science (Paisley). Together these new posts will have a significant impact on the volume of policing-related research being carried out in Scottish universities and provide an important resource in terms of knowledge transfer activity.

Further investment in research capacity has occurred by the award, following an open competition, of two three-year Post-Doctoral Research Assistant (PDRA) positions and four PhD studentships to begin this Autumn. The competition required applicants to develop research project proposals in collaboration with the Scottish police service which were then subject to review by both academics and the police. One PDRA, linked to the Police-Community Relations Network, will be based at St Andrews University and will be focused on examining the nature of police-community encounters. The second PDRA, linked to the Evidence & Investigation Network, will be based at Aberdeen and will focus on obtaining best evidence from young eyewitnesses (more details of this project are on page 5). Of the four PhD studentships, one will be based at Dundee University focused on policing the night-time economy in Scottish towns and cities; a second at Abertay University will look at developing techniques for the best methods of constructing facial composites using information gathered from witnesses with a learning disability; a third, based at Robert Gordon University is focused on resilience and well-being in a Scottish Police force; and the fourth, at Strathclyde University, examines the integration of investigation and forensic science in volume crime. A further competition will be held in the Autumn for one PDRA position (linked to the Police Organization Network) and an additional five PhD studentships.
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New Additions to the Website

A Research Resource section (www.sipr.ac.uk/publications/otherpublications) has been added to provide a useful starting point for those involved in policing research. Recent additions include:

Dr Dan Donnelly, Scottish Centre for Police Studies, Select Bibliography of Scottish and contemporary policing. This bibliography provides an initial list of recent work which has been carried out by researchers in Scotland and/or about policing in Scotland. It also includes some papers and articles about policing elsewhere which resonates with key current themes in Scottish policing. The author would welcome additions / corrections.

Jonathan J. Haveron, Queen’s University Belfast, If I knew what you know!: A Knowledge Sharing Project to improve Neighbourhood Policing performance.

Steve Ritchie, Grampian Police, Police force performance management as a form of organisational learning and the consequences for the developing performance management culture in policing in Scotland. (see page 6)