

Ensuring transparency, fairness, and integrity in policing practices and decision-making processes

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Project Soteria (Bluestone)

Home Office funded collaboration between academics & police to identify the 'as is' of rape investigations in England and Wales. The aim is to create a National Operating Model and transform investigations.

Piloted in Avon & Somerset. Year 1 expanded to 4 'Deep Dive' forces in England & Wales. Year 2 +14 forces.

Pillar 1: Suspect-focused investigations

Pillar 2: Disrupting repeat offenders

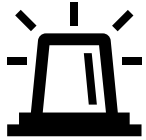
Pillar 3: Engaging victims & embedding 'procedural justice'

Pillar 4: Promoting better learning, development, and wellbeing for
Investigators

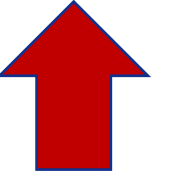
Pillar 5: Data-led performance monitoring & understanding of outcomes

Pillar 6: Digital forensics

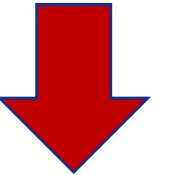
Rape & Serious Sexual Offences (RASSO) – CJS



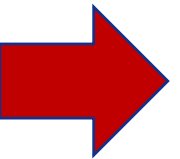
- Between **2002/3** to **2019/20**, the **reporting** of rape and serious sexual offences (**RASSO**) has **increased** by **188%** in England and Wales (Office for National Statistics, 2021)



- At same time there has been a **decline in cases going to court** (Crown Prosecution Service, 2022)



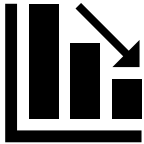
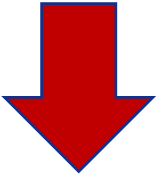
- **Despite reforms to legislation, policy and policing** the **conviction rate** in England and Wales **remains** at **1.6%** (HM Government, 2021).



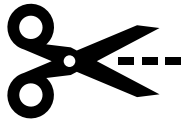
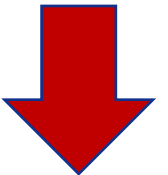
(RASSO) – Policing



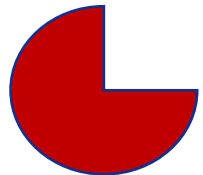
- **National crisis** in the **severe shortage** of **investigators**, such as detectives” (Her Majesty’s Chief Inspectorate of Constabulary [HMCIC], 2017: 12)



- **Underqualified and inexperienced officers** are often required to take on responsibilities for which they are not prepared (HMCIC, 2019, Stanko, 2022), exacerbating the challenges to effective RASSO investigation



- **Resulted** from **restructuring and rationalisation** exercises as **policing** organizations have **responded to** the impacts of government-imposed **austerity** measures following the financial crisis of 2008/9



Legitimacy

A key factors in understanding the effect of policy and delivery in the public sector - contested and field/context dependent.

Source	Attribute	Ref
<i>Criminological</i>	Central issue in policing's role and exercise of coercive power in civil society	Charman et al., 2022
	Considerable theoretical and practical focus on the issue of procedural justice	
	Understandings of legitimacy from other sources may be useful in considering CJS.	Bottoms and Tankebe, 2012
<i>Organisational/management studies</i>	Multidimensional concept, arising from the interplay of rules, normative beliefs, and appropriate actions.	
	Organisations morally and practically legitimise themselves through their adherence to established rules, their exercise of power in ways which are normatively congruent with accepted societal beliefs about its source and use, and where such exercises of power are confirmed through appropriate acts of recognition and acknowledgement.	Beetham, 2013

Three categories of legitimacy (adapted from Suchman, 1995)

Pragmatic legitimacy	Pragmatic legitimacy rests on the self-interested calculations of an organisation's most immediate audiences. Often, this immediacy involves direct exchanges between organisation and audience; however, it also can involve broader political, economic, or social interdependencies, in which organisational action nonetheless visibly affects the audience's well-being.... Pragmatic legitimacy boils down to a sort of exchange legitimacy-support for an organisational policy based on that policy's expected value to a particular set of constituents (578)
Moral legitimacy	Moral legitimacy reflects a positive normative evaluation of the organisation and its activities. Unlike pragmatic legitimacy, moral legitimacy is "sociotropic"-it rests not on judgments about whether a given activity benefits the evaluator, but rather on judgments about whether the activity is "the right thing to do." These judgments, in turn, usually reflect beliefs about whether the activity effectively promotes societal welfare, as defined by the audience's socially constructed value system (579)
Cognitive legitimacy	Legitimacy stems mainly from the availability of cultural models that furnish plausible explanations for the organisation and its endeavours. In the presence of such models, organisational activity will prove predictable, meaningful, and inviting; in their absence, activity will collapse- not necessarily because of overt hostility (although this is certainly possible, given the threatening nature of the inexplicable), but more often because of repeated miscues, oversights, and distractions.... not all explanations are equally viable: To provide legitimacy, an account must mesh both with larger belief systems and with the experienced reality of the audience's daily life (582)

New Public Management (NPM)

1	Unbundling the public sector into corporatised units organised by product
2	More contract-based competitive provision, with internal markets and term contracts
3	Stress on private sector management styles
4	More stress on discipline and frugality in resource use
5	Visible hands-on top management
6	Explicit formal measurable standards and measurement of performance and success
7	Greater emphasis on output controls

NPM Components (Hood 1991 & 1995, cited in Hyndman and Lapsley, 2016)

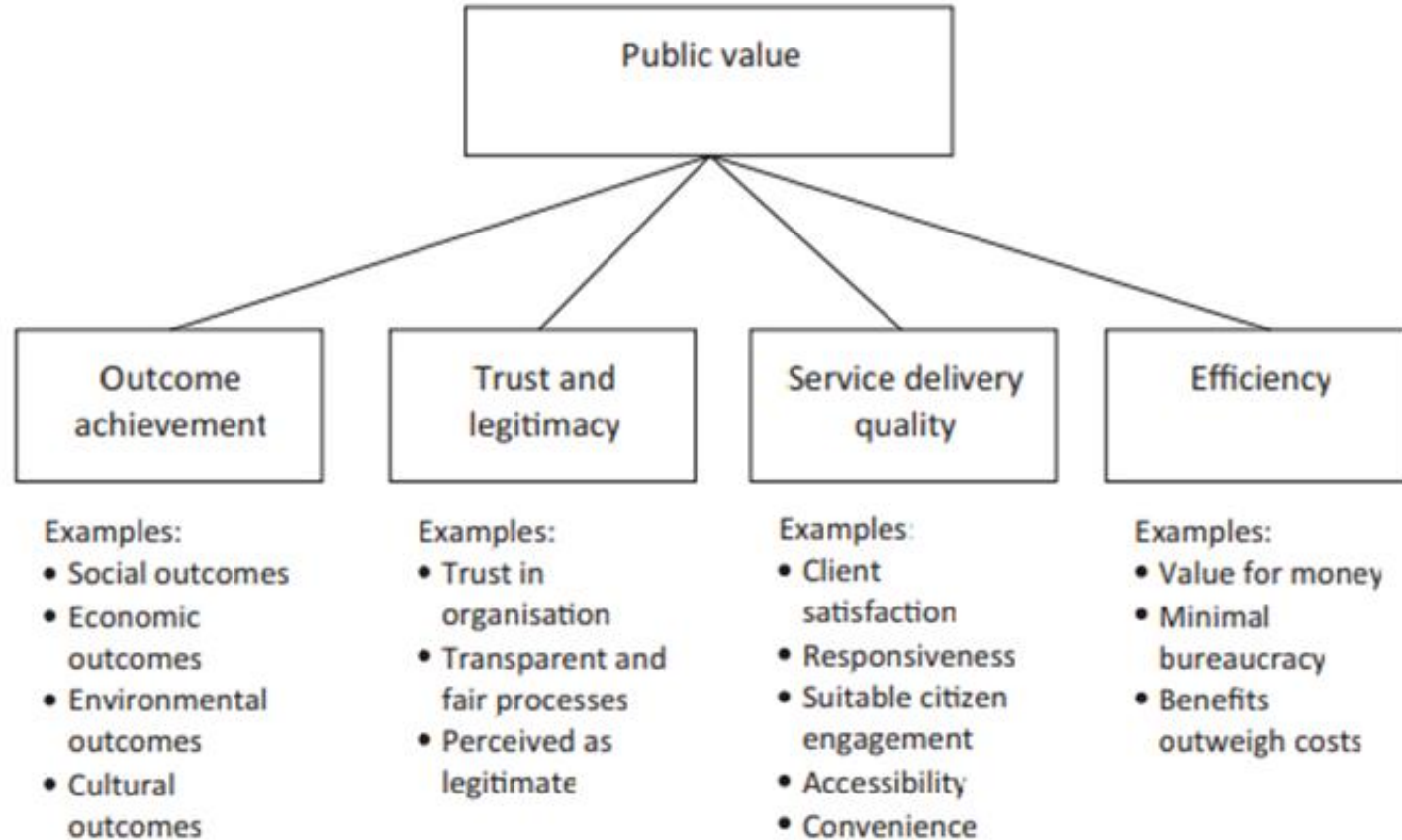
Austerity + NPM

- Austerity often narrowly defined as cuts to public sector organisations following the financial crash of 2008/9
- **Wider political and socio-economic effects** have been equally **influential on policing** policy and practice (Greig-Midlane, 2019)
- Policing came late to the NPM party but subsequently created a system of **‘new police management’**, where accountability and performance are inextricably intertwined in policing, and where **managerial approaches** are **preferred** over legal and public interest ones (Metcalf, 2017).
- We argue that organisational and individual **responses to** the **crisis** of austerity **magnified** and re-enforced deeply **embedded NPM based approaches** to policy & management in **policing** organisations

Public Value (PV)

- Like NPM **PV** is a **'fuzzy' concept**
- Something that **brings value** and **contributes** to the notion of a **democratic and fair society** (Moore, 2014)
- PV arises from the **balancing** of two factors **'What does the public most value?'** and **'What adds value to the public sphere?'** (Benington, 2011: 31)
- Should be **outward facing** in its **view and action** (Faulkner and Kaufman, 2018)
- **Created** through the **recognition** of **diverse individual values and needs**
- Achieved through a **didactic process** of negotiation between the **often-competing values** of the public sector and the needs of individuals and groups

Measuring PV



Findings 1 – A ‘good’ or a ‘just’ outcome?

The tensions between organisational governance and management within a policing culture, satisfying the inward facing needs of the organisation and the outward facing public gaze:

‘The way things are measured in our force at the minute, we’re measured on absolutely everything, and I mean, measured on your victims, your crimes, your outcome rates, your resolved rates, your created crimes ... we are measured on absolutely everything and we are criticised for everything as well’ [P80]

‘We have to be, we’re always victim focused, but in my opinion, victims don’t get the greatest service from us. And that’s not because of our deficiencies. It’s because of the mountain of work we have to do. And like you say, you can’t pick up a job a day and plan to run with it again tomorrow. It’s just impossible to do’ [P458]

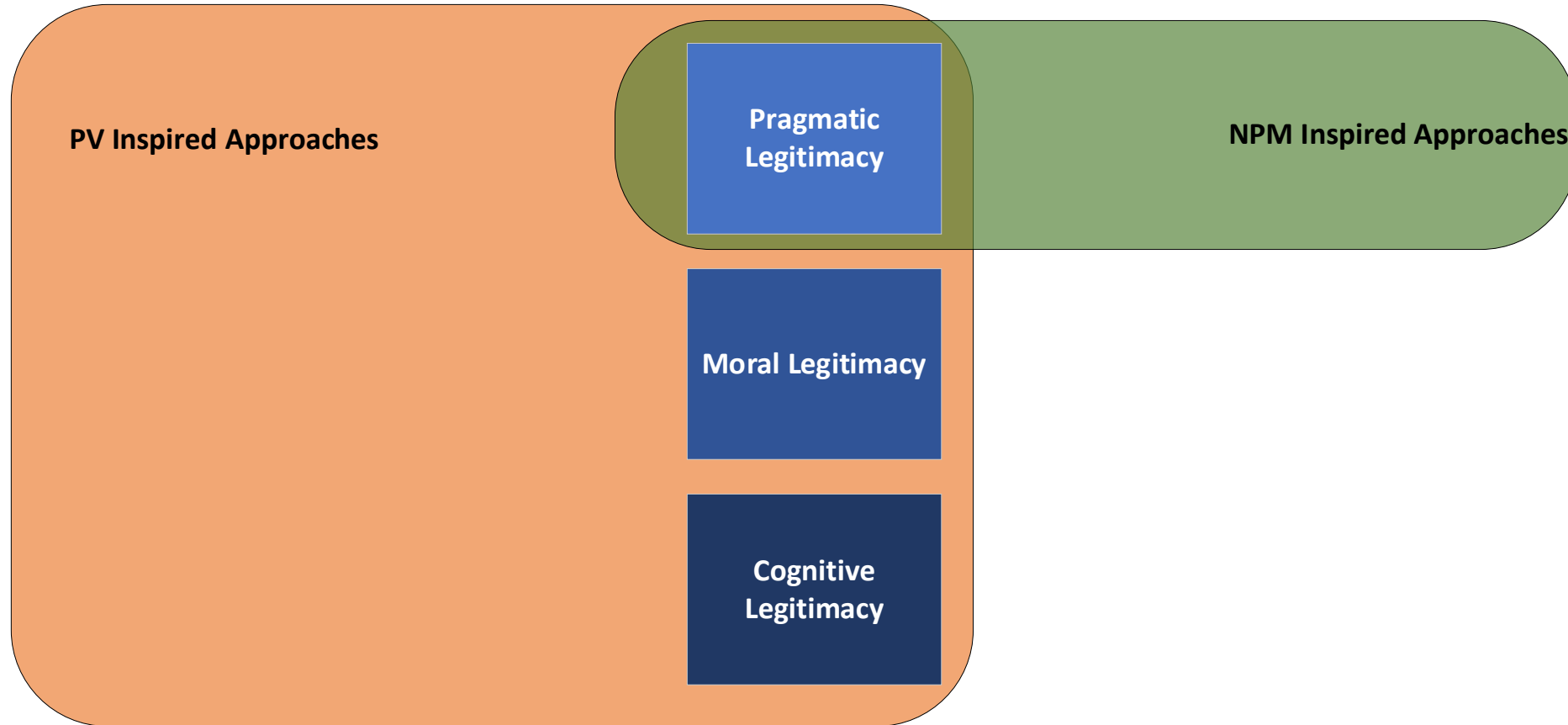
Findings 2 – Moral and cognitive pressures of PV

Achieving pragmatic legitimacy through improved outcomes, efficiency and quality of service against the moral and cognitive pressures of working with RASSO cases:

‘They are all passionate and committed. What, I genuinely feel is that they are broken. They have been so overwhelmed in work, work lives, that they are not able to do their best. And actually, as a result, that, is where some of the corner cutting comes from and where some of the sort of victim credibility [assessment], for example, comes from’ (P941)

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Public Value (PV)



Thank you for listening & any questions

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and Learning



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