

# Police Views on Private Security

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*A Security Research Initiative Report*

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**CONFIDENTIAL**

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*Martin Gill and Charlotte Howell*  
*Security Research Initiative*

## SRI Members

adidas



Deloitte



M&S



Royal Mail



# Executive Summary

- This report discusses findings from responses provided by 1361 serving police officers in an on-line survey on attitudes towards the private security sector (private security suppliers and corporate security departments)
- The study was undertaken to inform strategies for better engaging private security, and as part of the development of a sister document, *Towards 'A Strategy for Change' for the Security Sector* (see Appendix 3 – Executive Summary of *Towards 'A Strategy for Change' for the Security Sector*)

## The current position

- Close to 6 in 10 believed private security plays a minor role in protecting the public
- Close to 7 in 10 believed security officers do not act as the eyes and ears of the police, although more than 4 in 10 thought they should
- The police generally favoured private security supporting private events, although for some this was because they saw the role as administrative (e.g. checking tickets on entry) rather than policing
- Corporate security departments were seen as important in helping the police in their work by 62%, security officers much less so, 36%
- Well over 8 in 10 stated that business needed to be primarily responsible for protecting itself against fraud and cyber crime. Indeed, only a half of the sample believed that the police has a responsibility to investigate all frauds and all cyber crimes

## Future possibilities

- Close to 8 in 10 were against security officers working on behalf of the police as first responders to incidents
- More than half disagreed with the suggestion that collaborative working between the police and private security is essential given the current limitations of police funding
- Respondents were critical of businesses, with approaching 9 in 10 indicating that they need to be more committed to sharing information with the police
- A much smaller majority – but over a half - admitted that the police also need to improve here, in terms of being more committed to sharing information with businesses
- Police officers responding were not typically supportive of private security seconding officers, nor in conferring additional powers on private officers. Even the idea of businesses injecting money into the force to enable a response to certain crime types was not overwhelmingly viewed as positive

## General perceptions

- A majority of respondents believed that both the police and the public had a generally negative view of private security

- Very few believed that police officers viewed private security as essential partners (4%). About 3 in 10 felt private security was tolerated albeit more than half felt they were sometimes of assistance.
- Well over a half felt that private security officers are not sufficiently well trained to be useful
- Over three quarters felt that private security does not enhance the UK policing brand
- More than 6 in 10 felt that private security did not enhance the reputation of the police
- That said close to 3 in 10 agreed with the suggestion that some specialist private security services operate with more expertise than the comparative services offered by the police
- More agreed than disagreed that there are individuals in the private sector that they respect for their excellent work (43% compared to 17%)

### **The level of trust**

- Well over a half felt that the private security sector cannot be trusted
- Over two thirds of respondents did not consider private security trustworthy to charge a fair price
- Nearly four fifths of respondents did not agree that private security could be trusted to be impartial
- Approaching 8 in 10 police officers admitted to being suspicious of the profit motive of private security
- Similarly over three quarters of officers noted that the lack of accountability of the private security sector undermines police confidence

### **Key opportunities**

- Nearly three fifths of respondents felt that there is a lack of leadership in the police service about how best to work with private security
- Generally speaking the police do not profess to be extensively knowledgeable about private security or highly experienced in working with them
- There is some evidence that much of what the police know about private security comes directly from interaction with private security rather than for example internal training
- Over a half felt that if the police were responsible for accrediting private security, it would increase police trust in the work of the private security sector. A majority also agreed that police trust in private security would increase if the police were involved in training them
- The role of private security (and especially suppliers) in helping to prevent crime is not enough to persuade police officers of its worth. They need to be more informed about the work that it does, not least in supporting the public good, and making a distinction between using private security to replace police on the front line (this is as close as you can get to an unqualified bad thing in police eyes) with supporting public protection in its myriad of current roles. There needs to be meaningful engagement and better leadership on both sides.

## Section 1. Introduction

- 1.1 As part of a larger piece of work looking at developing 'A Strategy for Change' for the Private Security Sector<sup>1</sup> - under the umbrella of the Security Research Initiative - a survey was administered to garner the views of police officers on the future role of private security. The Strategy was developed to highlight the roles played by the private security sector – here interpreted to include security suppliers and corporate security departments – in protecting the public. One of the key potential partners is the police. Yet little is known about current police officers' experiences and views. Prior work has suggested many different views exist<sup>2</sup>, and one study of senior officers found there to be a mix of sceptics, pragmatists and embracers.<sup>3</sup>
- 1.2 All this in a context where, in recent years there has been a change in the policing landscape including the introduction of Police and Crime Commissioners,<sup>4</sup> austerity incorporating a focus on better use of resources,<sup>5</sup> a greater acceptance of and commitment to outsourcing,<sup>6</sup> a regulatory regime for the security sector imposing minimum standards (in part driven by laments about the quality of private security provision)<sup>7</sup> to name but a few. That said, little is known about the appetite of police officers for working with private security. Have these and other changes bred a positive attitude to the potential to collaborate with private security, and have some of the traditional concerns and anxieties<sup>8</sup> been addressed?
- 1.3 The issue is important because all forms of collaboration and partnership need to be based on an understanding of the potential barriers to working together. To address this gap an on-line survey was disseminated in three forces. This included a large urban force (Force A), a mixed urban/rural force (Force B) and a more rural force that has

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<sup>1</sup> Gill, M. and Howell, C. (2017) *Towards 'a Strategy for Change' for the Private Security Sector*. Tunbridge Wells: Perpetuity Research.

<sup>2</sup> For example, see, Sarre, R and Prenzler, T (2000) 'The relationship between police and private security: Models and future directions', *International Journal of Comparative and Applied Criminal Justice*, 24(1), pp92-113

<sup>3</sup> Gill, M. (2015) Senior Police Officers' Perspectives on Private Security: Sceptics, Pragmatists and Embracers. *Policing and Society*. 25(3): 276-293. DOI:10.1080/10439463.2013.865736

<sup>4</sup> Crowhurst, L. (2016) Reducing Crime Through Innovation: the Role of PCCs. Police Foundation/Barrow Cadbury Trust. <http://www.police-foundation.org.uk/publications/police-and-crime-commissioners-3/reducing-crime-through-innovation-the-role-of-pccs>.

<sup>5</sup> For discussions, see: Brogden, M. and Ellison, G. (2013) Policing in an Age of Austerity: a postcolonial perspective. London: Routledge; Sindall, K. and Sturgis, P. (2013) Austerity policing: Is visibility more important than absolute numbers in determining public confidence in the police? *European Journal of Criminology*, January, 10, 2, pp 137-153.

<sup>6</sup> See, Gill, M and Howell, C. (2015) Single Service or Bundle: Practitioner Perspectives on what Makes for the Best Security. *Journal of Physical Security*, 8 (2), pp 1-14.

<sup>7</sup> For discussion, see, White, A. (2010) *The Politics of Private Security: Regulation, Reform and Re-Legitimation*. Basingstoke: Palgrave

<sup>8</sup> For discussions see: Button, M. (2008) *Doing Security: Critical Reflections and an Agenda for Change*. Basingstoke: Palgrave; Prenzler, T. (editor) (2012) *Private Security in Practice: Challenges and Achievements*. Basingstoke: Palgrave.

embraced initiatives with private security (Force C)<sup>9</sup>. One of the advantages of an on line survey is that it is possible to reach a diverse audience, one of the limitations is that it can be difficult to control who sees and completes the survey. In fact some officers from 17 other forces also completed the survey. The responses rates were not unusual for a survey of this kind, albeit this limitation needs to be taken into consideration when assessing the findings. In total 1361 responses were generated.

- 1.4 The survey was predominantly composed of closed questions, with respondents rating their level of agreement with specific statements (some worded positively and some negatively). Respondents were also given the opportunity to add any additional comment they felt were applicable following each question. The results were analysed, ordered into themes, and the key findings are presented below. Percentages are rounded to the nearest integer.

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<sup>9</sup> The breakdown of respondents by force is: (A) 2% of all officers in the force; (B) 8% of all officers in the force); and (c) 16% of all officers in the force. Based on data from *House of Commons Library. Briefing Paper on Police Service Strength (October 2016)*.

## Section 2. Results

### The sample

- 2.1 The findings discussed are based on 1361 respondents who started the survey<sup>10</sup>. The lowest number of responses for any given question was 1070. The full wording of each statement (arranged by question) and the figures for the majority responses are presented in Appendix 1 – Additional data tables.
- 2.2 Three fifths of those completing the survey were Constables (60%, n=654) and a fifth were Sergeants (21%, n=226); 8% (n=85) were Inspector/Chief Inspector and 1% (n=7) were Superintendent/Chief Superintendent. The remaining 11% (n=116) were from ‘other’ roles. This is roughly representative of the composition of police officer ranks in England and Wales, but with an overrepresentation of those holding the more senior ranks<sup>11</sup>.
- 2.3 Of those who stated personal demographics<sup>12</sup>, the majority of respondents were male (78%, n=765)<sup>13</sup>, aged between 25 and 54 (93%, n=945)<sup>14</sup> and of a white background 94% (n=806)<sup>15</sup>. These demographics are broadly representative of the composition of the police force in England and Wales – this is summarised in Table 1 indicating where under and over representations occur.

**Table 1: How representative the sample is compared to national figures**

Demographic	Our sample	Nationally	Representative
Constables	67%	78%	Under
Female	20%	29%	Under
BME	7%	6%	Over
Over 54	5%	1%*	Over

<sup>10</sup> The number of responses to each question varies as some respondents dropped out part way through and some chose not to answer certain questions.

<sup>11</sup> When ‘other’ roles are removed from our sample – Constables = 67% compared with 78% nationally, Sergeant = 23% compared with 15% nationally, Inspector/Chief Inspector = 9% compared with 6% nationally, Superintendent/Chief Superintendent = 0.7% compared with 0.9% nationally. National figures are based on Home Office (2016) *Police Workforce, England and Wales, 31 March 2016*, Statistical Bulletin 05/16, London: Home Office.

<sup>12</sup> Excluding those who stated ‘prefer not to answer’.

<sup>13</sup> This equate to a slight under-representation of female officers – 20% of our sample compared with 29% nationally. National figures are based on Home Office (2016) *op cit*

<sup>14</sup> This is broadly representative of the national figures although there is an over-representation of those over 54 – 5% of our sample, compared with 1% (over 55s) nationally. National figures are based on Home Office (2014) *Police Officers age profile and disability statistics in England and Wales from 2010 to 2014*

<sup>15</sup> This equates to a slight over-representation of BME officers – 7% of our sample compared with 6% nationally. National figures are based on Home Office (2016) *op cit*

\*Over 55

- 2.4 Within the overall sample of respondents, responses were sought from three different types of forces to allow for comparison to determine whether views on key issues corresponded to the experiences within different forces. Where applicable these findings are presented alongside the findings for the whole sample. The findings were also cross-referenced according to the level of experience respondents stated they had working with private security and according to their rank to identify whether any differences in opinion were attributable to those variables. Included are only those issues that were statistically significant, evidencing a relationship between the variables (i.e. not occurring by chance). The figures are also listed in Appendix 2 - Crosstabs.

## Defining responsibility

- 2.5 Questions were included on views of the demarcation of police responsibilities from private security. It was noteworthy that only a small majority felt that the division of responsibilities between the police and private security was clear (55%, n=744 disagreed or strongly disagreed with the notion that this was unclear). This viewpoint was more commonly associated with the urban force (A)<sup>16</sup> and among those with 'substantial' experience of working with: security companies<sup>17</sup>, security officers<sup>18</sup> and with crime affecting business<sup>19</sup>.
- 2.6 Comments submitted by respondents reflected that while the limitations of private security are clear, the overlap of responsibility of police can sometimes lead to a lack of clarity, for example:

*The responsibility of the police is clear but private companies and employers do not always understand that the responsibility of the police does not stop where the private company's responsibility starts.*

*(Police Respondent)*

- 2.7 A large majority of respondents agreed that protecting businesses against both fraud (86%, n=1021 agreed or strongly agreed) and cyber crime (86%, n=1017 agreed or strongly agreed) is largely down to businesses taking responsibility for themselves. Comments typically drew attention to the realities that the police service had not the resources to cover this:

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<sup>16</sup> 34% of the urban force (A) 'strongly' disagreed, compared with 21% of rural force (C) and 14% of rural/urban force (B).

<sup>17</sup> 35% of those with 'substantial' experience 'strongly' disagree that division of responsibility was unclear, compared with 18% of those with 'no' experience.

<sup>18</sup> 31% of those with 'substantial' experience 'strongly' disagree that division of responsibility was unclear, compared with 13% of those with 'no' experience.

<sup>19</sup> 35% of those with 'substantial' experience 'strongly' disagree that division of responsibility was unclear, compared with 15% of those with 'no' experience.

*There are enough companies, many non profit making, that are accredited and experts in their field that offer services to companies to help themselves and advise on how to protect their companies future and data. It is up to them in this day and age of cuts to also be responsible in protecting their assets and not waiting until the horse has bolted.*

*(Police Respondent)*

*Anything that encourages private business to take responsibility for its own security (store detectives to deter shoplifting for example) assists Police to focus on 'more important' areas of public safety.*

*(Police Respondent)*

- 2.8 Although some respondents advised that police should not absolve themselves of responsibility for issues affecting private businesses:

*While I accept that fraud is a 'volume' crime to suggest that businesses are wholly responsible for their own protection is ridiculous. If they were targeted by continual ASB we would have a response, how can we tell them that it isn't our problem for more serious crimes?*

*(Police Respondent)*

*I believe that its not down to businesses to simply take responsibility for themselves, cyber crime is extremely complex, and often begins in countries outside of the UK. I have no doubt some of the funds raised do go to terrorism, or to fund organised crime, so Police do need to have some responsibility. I don't believe Police necessarily should have the lead however, this crime is very specialist, and I would question whether Police officers have the right skill set.*

*(Police Respondent)*

*Areas of policing are becoming more diverse and cyber crime is an area that the police service could be accused of being a bit slow in recognising. We should not be expecting private firms to investigate alone. The police should have sufficient resources to tackle cyber crime and deal with it robustly.*

*(Police Respondent)*

- 2.9 Meanwhile, only half of the sample agreed that the police has a responsibility to investigate all frauds (50%, n=594 agreed or strongly agreed) and cyber crimes (49%, n=578 agreed or strongly agreed) reported to them by businesses. In both cases, this was more commonly met with accord from urban force (A) than urban/rural force (B) or rural force (C)<sup>20</sup>. Although many expressed the view that the

<sup>20</sup> Re fraud: 16% of urban force (A) 'strongly' agreed, compared with 14% of rural/urban force (B) and 7% of rural force (C).

Re cyber: 15% of urban force (A) 'strongly' agreed, compared with 12% of rural/urban force (B) and 7% of rural force (C).

police should investigate all incidents reported it was acknowledged that they simply do not have the resources to fight all cyber crime and fraud. One suggestion was that the role of police should be very specific in these instances:

*I believe any initial investigation of fraud and evidence gathering is best done and funded by outside agencies with the victim. Once enough evidence is collated and shared the identification, apprehension and prosecution of offenders should be conducted by Police using information given to them by the initial investigation team in a joint collaboration for continuity of evidence and best allocation of resources.*

*(Police Respondent)*

- 2.10 At least as far as fraud and cyber offences are concerned the role of business in taking a lead in prevention and even in leading on the response is not just uncontroversial, it is also largely welcomed.
- 2.11 Further, the response from the police confirmed the notion that most of the expertise for fighting cyber crime rests in agencies outside the police service, with nearly two thirds indicating this to be the case (66%, n=778). Some respondents felt the police needed to develop more skills in this area and work to keep the good staff it has:

*There is a huge underinvestment in cyber investigations within the police service and this is the reason that officers have gone to outside agencies - this situation needs to be corrected urgently.*

*(Police Respondent)*

*We do not have the skills for investigating cyber crime this does not mean to outsource the work but train in house and give us the requisite skill set to do the jobs at hand.*

*(Police Respondent)*

*It's clear that the police are probably behind the curve on cyber crime but that imposes an onus on the police to up skill and deal with these matters, not to outsource them to the private sector to make money from doing it.*

*(Police Respondent)*

*The Cyber Crime Units within Policing are some of the best in the world, the issue is that Policing cannot pay enough to keep the staff and build this into a sustainable model.*

*(Police Respondent)*

- 2.12 Meanwhile others felt tackling these offences should be pursued outside the police, further underlining recognition of the role of business:

*Fraud and Cybercrime are the two major areas that should be investigated by an external, home office funded agency as the protracted enquiries related to both types of crime would, grind the Police service to a halt very quickly.*

*(Police Respondent)*

*Banks have the best expertise in tackling cyber crime.*

*(Police Respondent)*

*More technology savvy & able private security partners could massively support the police to up their game and capability dealing with cyber crime.*

*(Police Respondent)*

*The expertise required to investigate and prosecute offences such as cyber crime is concentrated outside the Police services due to the highly technical nature of these types of offences. The training and experience required can be expensive and extensive and the candidates would likely find much better pay and conditions outside of the police service.*

*(Police Respondent)*

## **The current contribution of private security**

2.13 Private security was not generally viewed as providing a vital contribution to the work of the police. Respondents typically felt that private security play a minor role in protecting the public (59%, n=803 agreed or strongly agreed with the statement). Although this was more commonly held by those with no experience of working with private security companies than those with the most experience<sup>21</sup>.

2.14 A surprisingly low number (just over half) disagreed with the sentiment that in some areas of protecting the public, the role of the private sector is greater than that of the police service (56%, n=721 disagreed or strongly disagreed). Disagreement was more commonly held among respondents from urban force (A) than rural/urban force (B) and rural force (C)<sup>22</sup>. It was also more common among those with the most experience of working with private security companies<sup>23</sup>. However higher ranking officers more commonly agreed with the sentiment than constables<sup>24</sup>. One respondent summarised private security input as follows:

*Door supervisors / club and casino security are perfect examples of areas where the security industry has a*

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<sup>21</sup> 44% of those with 'no' experience 'agreed' compared with 36% of those with 'substantial' experience.

<sup>22</sup> 31% of urban force (A) respondents 'strongly' disagreed, compared with 27% of rural/urban force (B) and 18% of rural force (C).

<sup>23</sup> 38% of those with 'substantial' experience 'strongly' disagreed, compared with 16% of those with 'no' experience.

<sup>24</sup> 57% of superintendents/chief superintendents 'agreed' compared with 21% of constables.

*greater front line role in protecting the public than the police. Good calibre security staff, with good CCTV capabilities, can prevent incidents of violence taking place, and prevent minor incidents from escalating into serious ones. This does rely on well trained and good calibre security staff though.*

*(Police Respondent)*

- 2.15 A high proportion did not believe that private security officers act as the eyes and ears of the police on the ground (68%, n=924 disagreed or strongly disagreed) and this was particularly so among the urban force (A) respondents<sup>25</sup> and among those with most experience of working with security companies<sup>26</sup>. There was some support for the suggestion that they *should* do however this was not overwhelming (45%, n=607 agreed or strongly agreed). It was though more popular among higher ranking officers<sup>27</sup>.
- 2.16 Police were more positive about the ability of private security to produce CCTV images (79%, n=1075 agreed or strongly agreed these were essential to tackling crime) and develop new security measures (60%, n=817 agreed or strongly agreed private security played an important role here), particularly the rural force (C)<sup>28</sup> and the more senior officers<sup>29</sup>. Police also indicated that information/intelligence collated by businesses was useful (59%, n=796 disagreed or strongly disagreed that it was of limited use to police), although those with most experience of working with private security companies were less positive than those with no experience<sup>30</sup>. This would suggest that the realities do not always live up to the potential for private security to help in this way.
- 2.17 The police also valued the contribution of security to policing in defined roles namely their help with festivals (76%, n=965 quite or very important), major sporting events (75%, n=953 quite or very important), and the night-time economy (72%, n=791 quite or very important) were considered important. Notably though feedback from respondents highlighted that these are private profit making events/premises that should take responsibility for their own issues and that this could therefore not truly be considered as 'assisting' the police, rather preventing police resources from being unnecessarily depleted, for example:

<sup>25</sup> 36% of the urban force (A) 'strongly' disagreed, compared with 26% of rural/urban force (B) and 22% of rural force (C).

<sup>26</sup> 38% of those with 'substantial' experience 'strongly' disagreed compared with 24% of those with 'no' experience.

<sup>27</sup> 57% of Superintendent/Chief Superintendents 'agreed' compared with 30% of constables.

<sup>28</sup> 47% of rural force (C) 'agreed' compared with 36% of rural/urban force (B) and 36% of urban force (A).

<sup>29</sup> 43% of Superintendent/Chief Superintendents 'agreed' compared with 36% of constables.

<sup>30</sup> 60% of those with 'no' experience 'disagreed' that it is of limited use, compared with 36% of those with 'substantial' experience.

*Private security does not carry out ANY policing responsibilities in any of these instances. Night-time door supervisors are there to enforce dress-codes, entry conditions, eject troublemakers and as a licencing requirement. Marshalls at festivals and sports events are there to check tickets, eject troublemakers, direct crowds, act as information points i.e. location of toilets. None of the above are instances of private security companies carrying out policing functions and they will inform the police of anything they have concerns about.*

*(Police Respondent)*

- 2.18 Help with crime scenes was not popular; less than 1 in 10 deemed private sector involvement important (8%, n=104 quite or very important). Feedback suggested police had grave concerns about private security having any involvement in crime scenes, although interestingly many seem to have interpreted this in the context of private security being paid to attend/guard crime scenes instead of or as well as the police - as opposed to private security offering support at the scene of a crime e.g. a hospital, that they are present at within their existing role:

*I'm shocked that you have crime scenes as a choice! Really, an unaccountable person looking after a scene, not a good idea.*

*(Police Respondent)*

*They should not be used for, or ever control crime scenes, this is the role of a crime scene manager who understands the forensic and evidential importance of a scene.*

*(Police Respondent)*

*Private security have no place at crime scenes unless they are crime scenes which require large scale infrastructural repair after policing investigative work has been completed,*

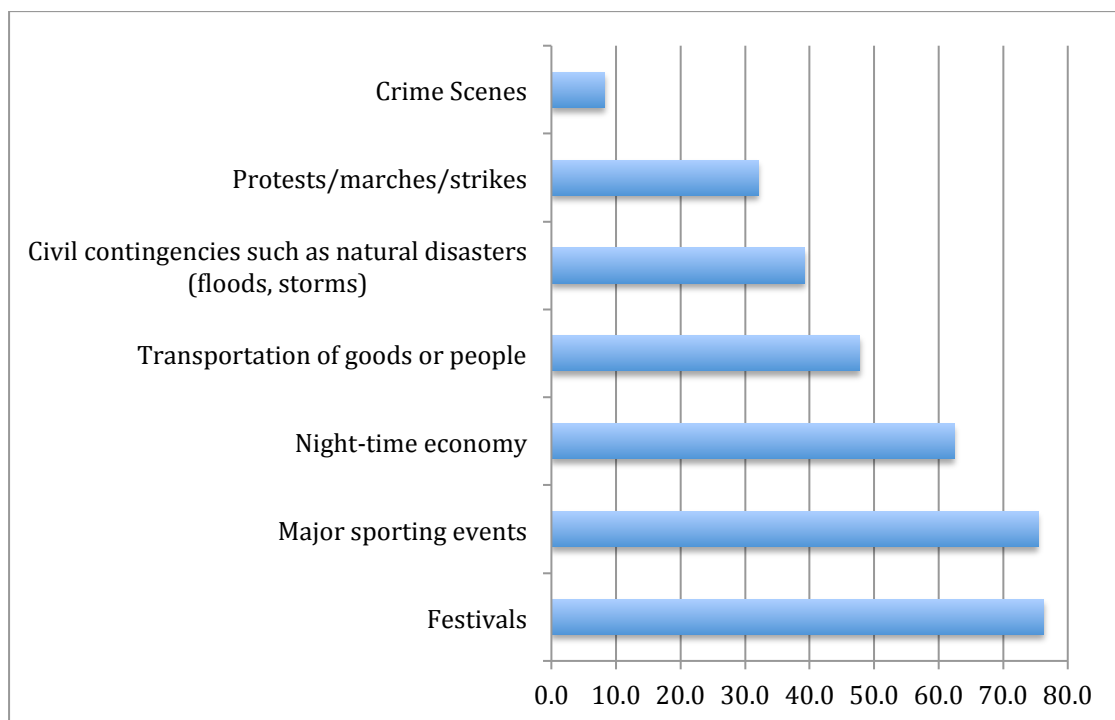
*(Police Respondent)*

*Helping out with searching bags to get into a festival is one thing, helping police carry out an investigation at a sexual assault or a crime scene is another. Ridiculous.*

*(Police Respondent)*

- 2.19 The full breakdown of findings here is displayed in Figure 1.

**Figure 1: Areas where help from private security is quite or very important % (n=1257-1270)**



2.20 Notably, rural force (C) that embraced private security typically saw more merit in help than the other forces sampled – indeed this was the case for major sporting events<sup>31</sup>, protests/marches/strikes<sup>32</sup>, transportation of goods or people<sup>33</sup>, and civil contingencies<sup>34</sup>. Here again, in a slightly different way, familiarity with private security is associated with a greater appreciation of its role in some aspects of policing, albeit, overall, involvement was seen as less contentious when it was seen to involve non police functions and private events.

2.21 When compared with other groups, the contribution of private security was not highly valued. Most important were The Ambulance Service (88%, n=1081 quite or very important) and Fire and Rescue services (86%, n=1052 quite or very important). Notably despite being part of the policing family even PCSOs came third (71%, n=873 quite or very important) although these were valued more highly by respondents from the rural/urban force (B), followed by rural force (C) and least by urban force (A)<sup>35</sup>. Private security featured much lower, and were least

<sup>31</sup> 58% of rural force (C) viewed security as 'very' important, compared with 44% for both rural/urban force (B) and urban force (A).

<sup>32</sup> 17% of rural force (C) viewed security as 'not at all' important, compared with 24% of rural/urban force (B) and 30% of urban force (A).

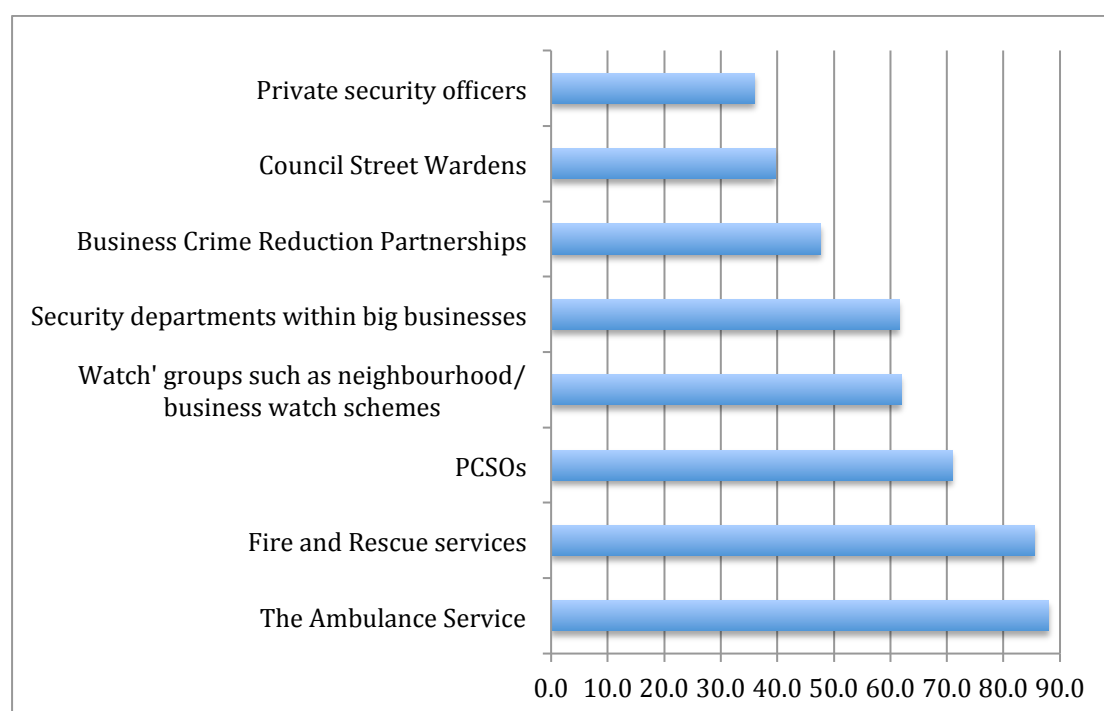
<sup>33</sup> 30% of rural force (C) viewed security as 'very' important, compared with 24% of rural/urban force (B) and 17% of urban force (A).

<sup>34</sup> 27% of rural force (C) viewed security as 'quite' important, compared with 21% of rural/urban force (B) and 18% of urban force (A).

<sup>35</sup> 63% of rural/urban force (B) viewed PCSOs as 'very' important, compared with 51% of rural force (C) and 32% of urban force (A).

valued by the urban force (A)<sup>36</sup>, although three fifths considered security departments within big businesses to be important (62%, n=753 quite or very important). Private security officers were ranked least important among the groups listed, with just over a third (36%, n=442 quite or very important) considering their work to be important in helping the police. Although one respondent noted they would be very important if recruited and trained to a higher standard. The results are displayed in Figure 2.

**Figure 2: Groups considered quite or very important in helping the police in their work % (n=1223-1231)**



2.22 Notably, those with 'substantial' experience of working with security companies were more likely than those with 'no' experience, to view security departments in big businesses<sup>37</sup> and also business crime reduction partnerships<sup>38</sup> as 'very' important; but also more likely to view private security officers<sup>39</sup> as 'not at all' important. Meanwhile the highest ranking officers were more likely to view Business Crime Reduction Partnership as 'very' important in helping the police, than constables were<sup>40</sup>.

2.23 A number of respondents felt that the best way for others to help the police was to be effective within their own distinct role, without trying to emulate the police, for example:

<sup>36</sup> 17% of urban force (A) viewed private security officers as 'not at all' important, compared with 12% of rural force (C) and 8% of rural/urban force (B).

<sup>37</sup> 25% of those with 'substantial' experience compared with 18% of those with 'no' experience.

<sup>38</sup> 20% of those with 'substantial' experience compared with 11% of those with 'no' experience.

<sup>39</sup> 23% of those with 'substantial' experience compared with 13% of those with 'no' experience.

<sup>40</sup> 43% of superintendents/chief superintendents, compared with 13% of constables.

*All are very important. However again we all have different roles. A Nurse is trained in his or her own particular field, however if they were to notice injuries as being evidence of domestic abuse for example then that is very important to pass that information on to the police. Every member of society has that obligation. Effectiveness is another question entirely.*

## **Future contribution of private security**

- 2.24 A number of statements were presented within the survey to gauge the merit of a variety of ways that private security could support the police in the future. Overall, responses indicated strong reservations. Respondents were strongly against the idea that private security officers, even if trained and accredited appropriately, could work on behalf of the police as responders to initial calls for assistance (80%, n=1086 disagreed or strongly disagreed). For example:

*If private security officers became first responders to 999 calls then many of those calls would still require a PC to attend anyway, for example when an arrest had to be made, entry forced into an address (sec 17 PACE) etc. The PC workload wouldn't be massively decreased while yet more money would be wasted trying to police on the cheap.*

*(Police Respondent)*

*Private security for events such as sporting, music or demonstrations - paid for by the event organisers - makes more sense than police covering such events. Private security being used for response and investigative policing does not.*

*(Police Respondent)*

*There are persons in all walks of life that I respect and believe capable, this doesn't mean they would be suitable as a first responder. Our first priority, above all else is to ""Save Life"" would this be the same for someone who is looking for shoplifters. They may, as would many other members of the public, assist, doesn't mean it's their priority as a security officer.*

*(Police Respondent)*

*I believe some services currently provided by the police could legitimately be outsourced e.g. identification, collection, & collation of CCTV. However giving private security providers additional powers to act as first responders would simply add more confusion over roles & responsibilities & would mask, rather than resolve, funding issues. There is a stronger argument for private companies to pick up some of the roles & functions the*

*police have taken on by default as a result of cut backs to other agencies.*

*(Police Respondent)*

- 2.25 Neither were they supportive of more private security officers holding additional powers through the Community Safety Accreditation Scheme (CSAS) or similar schemes (64%, n=864 disagreed or strongly disagreed that that would be helpful). Notably this was less popular in urban force (A) than rural force (C) or rural/urban force (B)<sup>41</sup>. It was also least popular among those with the most experience of working with security companies<sup>42</sup> and with security officers<sup>43</sup>. An example of the feedback from the forces suggested:

*I respect private security officers for the work that they do within the restraints of their lack of powers, however, I feel that providing security staff with more powers would undermine the authority of the police and would be the first step to a police service provided by private companies.*

*(Police Respondent)*

- 2.26 The suggestion that collaborative working between the police and private security is essential given the current limitations of police funding also lacked support (55%, n=751 disagreed or strongly disagreed) particularly among those from the urban force (A)<sup>44</sup> and among those with the most experience of working with private security companies<sup>45</sup>. Many respondents felt the solution was in fact to better fund the police thereby negating the need for more collaboration:

*We do not need security officers in the Police Service. The answer is to properly fund the Police, make that argument instead.*

*(Police Respondent)*

*The only answer to improving the police force is by injecting the funds back in to it that it requires.*

*(Police Respondent)*

*The fact is if the Government invested properly in the Police and other Public Services they would actually save themselves a fortune and would get a higher quality service, none of these really require private security companies.*

*(Police Respondent)*

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<sup>41</sup> 47% of urban force (A) 'strongly' disagreed compared with 40% of rural force (C) and 30% of rural/urban force (B).

<sup>42</sup> 48% of those with 'substantial' experience 'strongly' disagreed, compared with 29% of those with 'no' experience.

<sup>43</sup> 48% of those with 'substantial' experience 'strongly' disagreed, compared with 31% of those with 'no' experience.

<sup>44</sup> 34% of respondents from Force A 'strongly' disagreed - compared with 24% from rural/urban force (B) and 21% from rural force (C).

<sup>45</sup> 34% of those with 'substantial' experience 'strongly' disagreed compared with 16% of those with 'no' experience.

*Recruit more police rather than looking to privatise policing.*

*(Police Respondent)*

- 2.27 Those that felt collaboration was a necessary way forward emphasised the importance of building a proper structure for working with partners:

*In view of our dwindling resources we are increasingly using any partners we can acquire. We should be formulating and providing training and management structures in order to work together more effectively with private companies.*

*(Police Respondent)*

*It is imperative that we look to the future and more non traditional training and resource utilization to effectively engage and protect the public - a function that is shared and not only down to the police, safeguarding is everyone's responsibility public or private.*

*(Police Respondent)*

*We can't be everywhere and deal with everything at once. With cuts left, right and centre we need the support of other agencies more than ever to help where able.*

*(Police Respondent)*

*In some areas, such as financial or forensic IT then use of private security firms is advantageous and should be encouraged.*

*(Police Respondent)*

*I believe the police service has seen private security as firstly a joke and now a threat. Collaboration is the future.*

*(Police Respondent)*

- 2.28 Some even questioned whether the police should be carrying out all the tasks they currently hold or whether some could be carried out by others:

*The use of police officers for scene preservation is a massive waste of police resources. Officers paid up to £39,000 a year should not be stood for hours on end stood on road closures or outside crime scenes. Even PCSO's, paid less, are too highly paid and in too greater general demand to be undertaking such tasks. Much the same can be said for escorting those in custody to hospital etc.*

*(Police Respondent)*

*Unfortunately the police service often see others working in the police arena as a threat to the service, despite police struggling to deliver a satisfactory service. The police service has not full grasped that it does not require a police officer to do a lot of the work done within policing. Rather than use private security companies police should*

*employ more civilians and train them properly. There are many roles within policing still occupied by warranted officers that should be completed by civilians, including supervision.*

*(Police Respondent)*

*I feel that there are certain function within the police that the utilization of private bodies would free up valuable time for front line officers to be more readily available for dynamic policing.*

*(Police Respondent)*

- 2.29 Sub-contracting tasks to private security was not a popular way forward either - just over half of respondents disagreed with the sentiment that some aspects of police work should be sub-contracted to the private security sector, despite the wording indicating that those aspects would always remain under police management (52%, n=604 disagreed or strongly disagreed). This was least popular among urban force (A) respondents<sup>46</sup>. A number of comments reflected the feeling that the private sector should manage itself and it was not appropriate for police to be involved in this way. For example:

*Police management of private sector - NO - its for the private security sector to manage their work and responsibility as otherwise they can just blame the police if they do not deliver.*

*(Police Respondent)*

- 2.30 The idea of private security companies being allowed to second police officers (at a cost) to facilitate collaborative working was not generally popular (48%, n=578 disagreed or strongly disagreed with the statement) and was least favourable among respondents from urban force (A)<sup>47</sup> and also among those with the most experience of working with private security companies<sup>48</sup>. Some thought it was inappropriate:

*Renting out police officers to business??? Really???*

*(Police Respondent)*

*The proper place for a police officer is not at a desk of a PSS company. That is not what the public pay their taxes for and we are short enough of staff as it is, with more cuts on the way. This is a daft idea.*

*(Police Respondent).*

*I did not join the police service to spend my days patrolling with security guards. They should be kept separate and have powers that members of the public have.*

<sup>46</sup> 36% of urban force (A) respondents 'strongly' disagreed, compared with 21% of rural/urban force (B) and 19% of rural force (C).

<sup>47</sup> 31% of urban force (A) 'strongly' disagreed, compared with 24% of rural force (C) and 17% of rural/urban force (B).

<sup>48</sup> 34% of those with 'substantial' experience 'strongly' disagreed, compared with 17% of those with 'no' experience.

(Police Respondent)

2.31 Others felt it could only apply to very specific tasks:

*I can see the merits of secondment to the private sector for issues such as cyber or financial crime but not for general policing.*

(Police Respondent)

*Perhaps an option would be to embed the Police within the security teams for large events (different roles but with one team) in much the same way journalists accompanied Service personnel in Afghanistan / Iraq - the result was a success in that the Military were open regarding their activities and less likely to deviate from established limits and trust was established between both parties. In effect a close working relationship at street level can offer advantages to both sides and at strategic planning level resources can be minimised and risks reduced.*

(Police Respondent)

2.32 Police were critical of businesses, with the vast majority indicating that they need to be more committed to sharing information with the police (89%, n=1083 agreed or strongly agreed), although a much smaller majority admitted that the police also need to improve here, in terms of being more committed to sharing information with businesses (55%, n=667 agreed or strongly agreed), and this viewpoint was most prevalent among those with the most experience of crime that affects business<sup>49</sup>. Illustrative comments include:

*There seems to be information sharing practices set up but staff (from both police and businesses) seem unsure of the procedures. I have seen a dramatic decrease in ""partnership"" working since I joined the service in 2005.*

(Police Respondent)

*Intel & information needs to go both ways. Generally speaking police are not good at sharing information back to businesses and hide behind data protection, human rights act etc.*

(Police Respondent)

*For the police to survive in an increasingly complex and IT society it has to change and adapt. By encouraging partnership working and the exchange of ideas and information this would be possible.*

(Police Respondent)

2.33 Just over a half felt that business funding of police units is an important element of crime control (51%, n=622). Yet, many respondents felt that this was inappropriate due to raising concerns regarding partiality:

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<sup>49</sup> 20% of those with 'substantial' experience 'strongly' agreed, compared with 4% of those with 'no' experience.

*Police should always remain impartial and not either by finance or reward be connected to any private security or businesses. The above questions actually fill me with genuine fear if this is the direction policing is going. The idea that a company or corporation funding police units then begin to shape police priorities to benefit them with the threat of "turn a blind eye to our business practices or all those new cars we fund will disappear". Or even we need police to patrol our buildings more rather than have police in local communities policing. Very worrying.*

*(Police Respondent)*

*Whilst police are grateful to businesses when they fund units it should not be used to plug gaps in police budgets from a lack of adequate funding.*

*(Police Respondent)*

*Funding should come from government, not businesses. If 'policing' is being subsidised by business income then that sets a dangerous precedence for the future.*

*(Police Respondent)*

2.34 Some noted this should be incorporated into taxation:

*If these businesses wish to see more enforcement of their crime type, they should be willing to pay more to the government via existing tax legislation.*

*(Police Respondent)*

*Business funding should be similar to the council tax precept: you pay an appropriate amount towards the cost of policing but not agreements stipulating what you get for the payment.*

*(Police Respondent)*

2.35 Others gave examples of where business funding is relevant:

*The TFL funding of Police units in London has been beneficial to all, so it can work in the right circumstances.*

*(Police Respondent)*

*Business should pay more money to fund police for example crowd control/public order at football matches or big crowd functions. In addition shoplifters for small amounts (e.g £20) of money requiring large police inputs costing 000's. They could self-report online and go to court. Officers could just attend to confirm the person's details.*

*(Police Respondent)*

2.36 In short, police were not typically supportive of private security responding to emergencies or seconding officers, nor that it would be helpful to confer additional powers on private security or indeed that collaborative working provided a solution to the limitations on police

funding. Even the idea of businesses injecting money into the force to enable a response to certain crime types was not overwhelmingly viewed as positive. While there were exceptions, on the whole the police prefer minimal involvement with private security/business.

## **General Perception of private security**

2.37 Throughout the survey, statements were presented to gauge the current perception of private security. The overall picture does not speak favourably.

2.38 Respondents indicated that both the police (55%, n=714 agreed or strongly agreed) and the public (53%, n=685 agreed or strongly agreed) had a generally negative view of private security. Feedback highlighted that some parts of the industry were viewed more highly than others, and some reflected that any negativity was directed at attempts to take on police tasks. Comments included:

*The term 'private security' is broad ranging. If you include the wheel clamping firms as private security the public and police perception plummets.*

*(Police Respondent)*

*The only security that I can genuinely say are useful/helpful/good at their job are the loss prevention officers that work for [large retail company]. They write their own statement, have CCTV done without asking, and only call the police when needed. Whatever training they are receiving should be copied by all private security.*

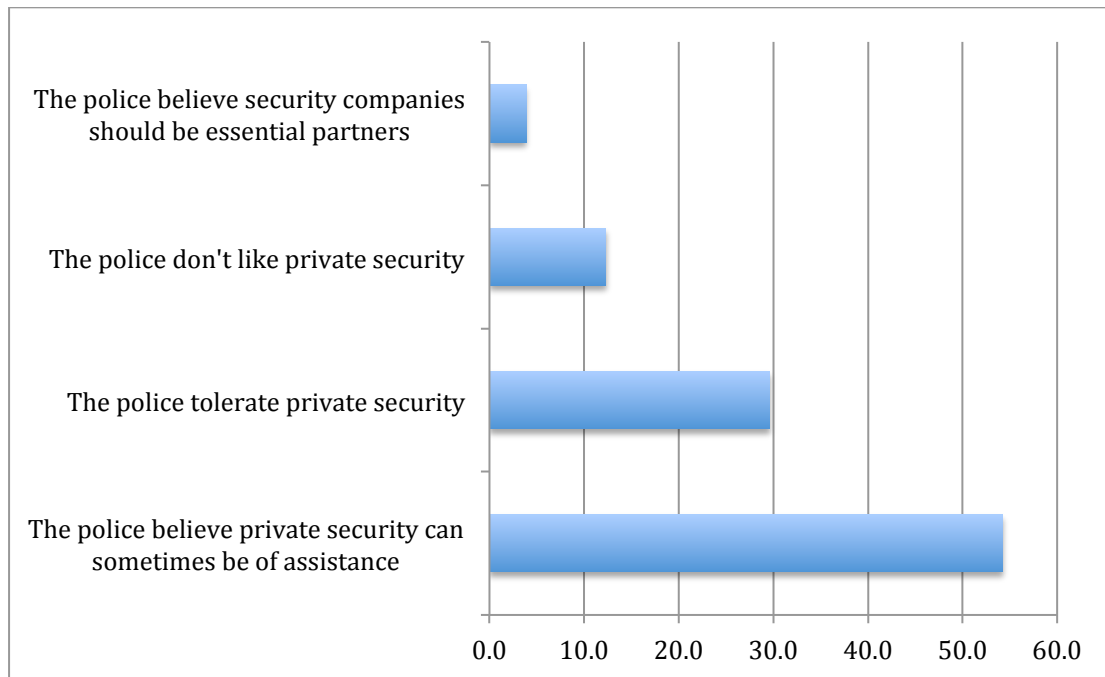
*(Police Respondent)*

*Police are not 'anti' private security. It serves a purpose. Where we separate is a real concern that private security is simply seeking further business opportunities by eroding the office of constable.*

*(Police Respondent)*

2.39 Respondents were asked which of a number of statements best typifies the views of the police service towards the private security sector. The results are displayed in Figure 3. Just over one in ten felt that the police dislike private security (12%, n=143), perhaps low given the findings so far. Very few believed police viewed private security as essential partners (4%, n=45). About 3 in 10 felt private security were tolerated (30%, n=344), and more than half felt they were sometimes of assistance (54%, n=631). Evidently then, private security is seen neither as equals nor as undesirables, rather somewhere in between.

**Figure 3: General police view of private security % (n=1163)**



2.40 However, many comments reflected that private security could be more highly valued if it could increase its standards of service:

*They could be essential and very useful if there was some clear governmental and police management thinking, strategy and structure as to how to engage, train, oversee, supervise, accredit and deploy such resources.*

*(Police Respondent)*

*I personally believe that private security can be very helpful, door staff helping to police the night time economy, store detectives helping to collate evidence etc BUT they are not accredited correctly, there need to be tighter recruitment policies, there are too many thugs working as door staff and too broad a spectrum in ability, some are absolutely useless and others should be police officers, there doesn't seem to be a medium. If there were more training and not simply shirt filling put into practice then I am sure the popular opinion would increase.*

*(Police Respondent)*

*My view is that that the Business community should be essential partners and I treat my partners as that.*

*(Police Respondent)*

2.41 Within the statements addressing perception, it was evident that some specific issues elicited strong opinion. These are addressed in turn.

## Professionalism/expertise

- 2.42 It has long been a concern that private security lacks the level of professionalism and expertise of the police; views on this were invited within the survey.
- 2.43 Although a majority indicated that private security is more closely associated with poor performance than the police this figure was surprisingly low (53%, n=677 agreed or strongly agreed). It was more commonly expressed among those with the most experience of crime that affects business than those with no experience<sup>50</sup>. One respondent provided a noteworthy exception to the general viewpoint:

*In my experience the biggest disappointment is what the private security industry gets from their Police and it is here that a lack of training and capability is often seen. In my opinion we need to up our game and ask companies in the Private security industry where we should improve and perhaps this is the question that should be asked and considered.*

*(Police Respondent)*

- 2.44 Perhaps also surprising was the even smaller majority (and not even an absolute majority) that disagreed with the suggestion that some specialist private security services operate with more expertise than the comparative services offered by the police (46%, n=568 disagreed or strongly disagreed, while 30% agreed or strongly agreed), although it was notable that those with the most experience of working with security companies<sup>51</sup> and with crime that affects business<sup>52</sup> were the most likely to disagree with this statement. Comments from respondents suggest where private security do operate with more expertise, this is due to them being able to focus on very specific tasks while police have to spread themselves thin:

*There will always be specialists within private security who are better trained than police officers to undertake specific roles, because private security has the time to undertake the training. Police are being bled dry, do not have sufficient resources to do the work that is coming in and have very little time for training.*

*If a private company specialises in one area, then naturally it's staff will have greater expertise than a state organisation who has to provide a multitude of 'specialties'.*

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<sup>50</sup> 27% of those with 'substantial' experience 'agreed' compared with 19% of those with 'no' experience.

<sup>51</sup> 32% of those with 'substantial' experience 'strongly' disagreed, compared with 7% of those with 'no' experience.

<sup>52</sup> 28% of those with 'substantial' experience 'strongly' disagreed, compared with 7% of those with 'no' experience.

- 2.45 Certainly the police were not effusive about private security – inconsistency in delivery across service areas was a concern (74%, n=815 agreed or strongly agreed), for example:

*Level of training and competence varies greatly. Whilst many are very good at their jobs too many are a hindrance if not harmful in their actions. Until the general level of competence and reliability can be improved people employed in private security should not be given further powers or responsibilities.*

*(Police Respondent)*

- 2.46 There was agreement that private security officers are not sufficiently well trained to be useful (57%, n=708 agreed or strongly agreed), particularly among those with the most experience of working with security companies<sup>53</sup> and with security officers<sup>54</sup>. One respondent pointed out at length that the quality of private security and training is price dependent, something commonly lamented within the private security industry:

*Sadly the quality is price dependant - the more you pay the better the security operator. Often the reputation of the security officer is of a minimum wage foreign national with English as a second language, this picture is not entirely correct but so often I hear colleagues complain about this in their experience of dealing with a situation or collecting CCTV for example but this is a small piece of the complete picture. A top security operator from a tier 1 company is trained to a better standard than a PC with higher quality First Aid training, driving, firearms, and often with additional experience from other sectors such as the military or Police.*

*(Police Respondent)*

- 2.47 Respondents more commonly agreed than disagreed that there are individuals in the private sector that they respect for their excellent work (43%, n=555 agreed or strongly agreed; while 17% disagreed or strongly disagreed) although this does not equate to an absolute majority. Perhaps encouragingly, rural force (C) was more likely to agree with this notion than the other forces in the sample<sup>55</sup>. This provides further support for the assertion made earlier that working more formally together has led to a more positive view. There is also scope here for suggesting – albeit this merits further research – that where collaboration is based on some type of formal collaboration the perception of the police towards private security is better, at least compared to more informal interactions. Further, those with the most

<sup>53</sup> 40% of those with 'substantial' experience 'strongly' agreed compared with 20% of those with 'no' experience.

<sup>54</sup> 43% of those with 'substantial' experience 'strongly' agreed compared with 28% of those with 'no' experience.

<sup>55</sup> 42% of rural force (C) 'agreed', compared with 34% of rural/urban force (B) and 30% of urban force (A).

experience of working with private security companies were the most positive on this issue<sup>56</sup>. Comments pointed to mixed perceptions defined by the level of staff, the type of security and the specific company:

*At managerial level private security officers have excellent knowledge in my experience. However, it is a very varied position at the basic level.*

*(Police Respondent)*

*Very high value/high wealth bespoke security services run by ex military are operating at a level above the police in many respects but the every day security, that which impacts us all, is a level well below. And that says a lot as the Police Service is currently on its knees.*

*(Police Respondent)*

*Due to the Olympics and my own personal interaction with private security I have mainly witnessed a poor level of capability. However I have seen a few who have been superb and very competent.*

*(Police Respondent)*

*Of course there are some good people in private security, they are outnumbered though by people who are not.*

*(Police Respondent)*

*I think the highly public failure of some security companies has damaged the perception of many others - unfairly so.*

*(Police Respondent)*

*Some private security are very good, because there is investment in their selection, training and equipment by the organisation that funds it; e.g. revenue protection in retail. But they are one trick ponies ... the Police has expertise in these areas too but the training and funding is dubious! The average security officer is in the job as they are not sufficiently qualified or experience to do anything else.*

*(Police Respondent)*

*Some security firms appear to have a good knowledge base and train staff well others do not. This needs addressing so that all security firms have a level of training and the standard of operatives is what is required for the job.*

*(Police Respondent)*

- 2.48 Some also expressed the view that being good at their job did not necessarily equate to being able to support the police, for example:

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<sup>56</sup> 23% of those with 'substantial' experience 'strongly' agreed, compared with 7% of those with 'no' experience.

*I'm sure there are many in private security roles who may well be good at what they do but just because you are good at plumbing does not mean you will be an equally good electrician.*

*(Police Respondent)*

- 2.49 Others had had very negative experiences of the professionalism of security staff and felt this limited their ability to support the police. The comments mainly (but not solely) focused on Door Supervisors:

*Ask any member of the public about their views on security guards, nightclub doormen and store detectives, their reputation is as bad now as it has ever been.*

*(Police Respondent)*

*My experience of security is largely negative. Knowledge of the law is poor and willingness to cut legal corners when they do have knowledge is shocking. The attitude of wanting to keep their job with the minimum of work seems prevalent.*

*(Police Respondent)*

*The previous political administration listed SIA training as a compulsory option for long term unemployed which means that there are still legions of 'security professionals' who drifted into the trade and have no idea what they are doing. Until the poorly skilled shirt fillers that see the role as a short cut to standing around and being paid for it are eliminated from the game then there will forever be both reputational issues and genuine risks.*

*(Police Respondent)*

*Doorman who work night-time economy, more often than not, create greater problems for police officers, as they are too heavy handed with their tactics and appear to goad drunken individuals into fighting with them, and then make an allegation of assault to police. Until this culture of nightclub owners employing steroid abusing gym goers stops, the assistance of private security in this sector will continue to be a hindrance rather than an assistance.*

*(Police Respondent)*

*Private security guards do not have the same motivation as Police officers to do their job, and cannot be given lawful orders. If we put them in situations where things are getting violent and out of control (see the 'stewards' at Wembley) they tend to either freeze or step back and rely on Police to do the job for them, which begs the question of why are they there in the first place?*

*(Police Respondent)*

- 2.50 While the picture here is not entirely bleak, it nevertheless suggests private security has a great deal of work to do to impress most police officers.

## Trust

- 2.51 Similarly problems with trust has long been a barrier to collaborative working between police and private security. Indeed, particularly resounding – although not surprising - was the view that private security is less trusted than the police (80%, n=1001 agreed or strongly agreed) and this was far more commonly felt by those with ‘substantial’ experience of working with security companies<sup>57</sup> and with security officers<sup>58</sup>, than those with ‘no’ experience.
- 2.52 Also unequivocal was the view that private security does not enhance the UK policing brand (78%, n=970 disagreed or strongly disagreed that private security enhanced the brand). Notably the latter view was more commonly held among respondents for urban force (A)<sup>59</sup> and among those with the most experience of working with security companies<sup>60</sup>.
- 2.53 Nor was private security felt to enhance the reputation of the police (61%, n=673 disagreed or strongly disagreed) and perhaps it is surprising that this was not higher. Again, this view was more commonly held among urban force (A) but least among rural force (C)<sup>61</sup>. It was also more prevalent among those with the most experience of crime that affect business<sup>62</sup>.
- 2.54 A smaller number, but still a majority felt that the private security sector cannot be trusted (58%, n=719 agreed or strongly agreed) and this view was particularly prevalent among those with the most experience of working with private security companies<sup>63</sup>. Comments suggested that barriers to trust were largely three fold – private security is not reliable, the Police have to act where private security fail, and the motivations of private security personnel undermines Police faith in them:

*Private security cannot be trusted when the risks are high. Having to answer to investors does not prompt good performance.*

*(Police Respondent)*

*What happens when they go on strike? Oh we would have to take up their responsibilities.*

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<sup>57</sup> 50% of those with ‘substantial’ experience ‘strongly’ agreed, compared with 22% of those with ‘no’ experience.

<sup>58</sup> 48% of those with ‘substantial’ experience ‘strongly’ agreed, compared with 28% of those with ‘no’ experience.

<sup>59</sup> 46% of urban force (A) ‘strongly’ disagreed, compared with 32% of rural force (C) and 29% of rural/urban force (B).

<sup>60</sup> 49% of those with ‘substantial’ experience ‘strongly’ disagreed, compared with 20% of those with ‘no’ experience.

<sup>61</sup> 36% of urban force (A) ‘strongly’ disagreed, compared with 26% of rural/urban force (B) and 25% of rural force (C).

<sup>62</sup> 38% of those with ‘substantial’ experience ‘strongly’ disagreed, compared with 25% of those with no experience.

<sup>63</sup> 38% of those with ‘substantial’ experience ‘strongly’ agreed, compared with 15% of those with ‘no’ experience.

(Police Respondent)

*ALL private security companies rely on the fact that if anything unexpected, risky or unusual happens at any time of the day and night that they can fall back on the emergency services to deal with it for them.*

(Police Respondent)

*The Olympics is a perfect example of what happens in this circumstance. The public are aware and public perception was that private security cannot be trusted. I do not wish for the police to be associated with this.*

(Police Respondent)

*In terms of my interaction with the static or store based security officers, they expect immediate police responses to low level shoplifters and there is often an abuse of the 999 system telling us there are violent shoplifters detained when they are calm and compliant, just to get a faster police response because they can't manage the suspect properly.*

(Police Respondent)

*Private security staff can be trusted to check passes, guard a building etc. Cannot and should not be trusted with being an initial investigator, being forensically aware, asking the correct questions, thinking steps ahead in terms of evidential gaps.*

(Police Respondent)

*This is a matter of trust, accountability and reliability. Do you trust private companies to 'do the right thing' regardless of it being less profitable. I do not.*

(Police Respondent)

- 2.55 Two thirds of respondents did not consider private security trustworthy to charge a fair price (67%, n=742 disagreed or strongly disagreed) a view slightly more commonly held among urban force (A) respondents<sup>64</sup>.
- 2.56 There was agreement with the suggestion that if the police were responsible for accrediting private security, it would increase police trust in the work of the private security sector (54%, n=633 agreed or strongly agreed) and it was those with the most experience of working with security officers<sup>65</sup> and with crime that affects business<sup>66</sup>, that were most in favour.
- 2.57 Similarly a small majority agreed that police trust in private security would increase if the police were involved in training them (51%, n=598

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<sup>64</sup> 40% of urban force (A) 'strongly' disagreed compared with 31% of rural/urban force (B) and 22% of rural force (C).

<sup>65</sup> 24% of those with 'substantial' experience 'strongly' agreed compared with 9% of those with 'no' experience.

<sup>66</sup> 18% of those with 'substantial' experience 'strongly' agreed compared with 7% of those with 'no' experience.

agreed or strongly agreed) and here it was the rural/urban force (B) that was most likely to agree, followed by rural force (C)<sup>67</sup>. Those with the most experience of working with security officers were also more likely to agree here<sup>68</sup>. Trust depends on much more than who trains private security and further that some doubt whether the police could do a better job of training:

*Trust in the PSS is nothing to do with who trains them. The issue of trust relates to where their loyalties lie - and that would always be with their employers/shareholders.*

*(Police Respondent)*

*With the shockingly low standards the Police set in recruitment and initial training of recruits already, I have zero confidence that any accreditation run by police would be worth the paper it's written on.*

*(Police Respondent)*

- 2.58 There was some support for the idea that confidence in private security would be increased if uniforms and branding were clearly differentiated from the police (44%, n=542 agreed or strongly agreed) and a number of comments highlighted the importance of distinction:

*Private security should never look anything like the police - so the public are fully aware of who they are dealing with.*

*(Police Respondent)*

*Similar uniforms to the police cause confusion and frustration.*

*(Police Respondent)*

*I believe that there should be very clear recognisable differences between the private sector and the Police so that neither can be mistaken for the other. I still would not have any more confidence in them but their needs to be clear differences in appearance.*

*(Police Respondent)*

- 2.59 However, uniform was noted to be fairly minor in terms of affecting trust compared with professionalism and skill, for example:

*Absolutely laughable, like a uniform is going to make any difference in a persons ability. It is the correct and appropriate training as well as the individual him/herself that makes the difference.*

*(Police Respondent)*

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<sup>67</sup> 49% of rural/urban force (B) 'agreed' compared with 42% of rural force (C) and 39% of urban force (A).

<sup>68</sup> 22% of those with 'substantial' experience 'strongly' agreed compared with 9% of those with 'no' experience.

## Leadership/oversight

- 2.60 The findings from the survey suggest that there is also work to be done to form a stronger foundation for collaboration in respect of oversight and leadership. Nearly two thirds of respondents felt that current regulation of the private security sector is inadequate (66%, n=768 agreed or strongly agreed). This view was most prevalent among respondents in the urban force (A) and least among the rural force (C)<sup>69</sup>. It was also most prevalent among those with the most experience of working with security companies<sup>70</sup> and with crime that affects business<sup>71</sup>. Further, nearly three fifths of respondents felt that there is a lack of leadership in the police service about how best to work with private security (59%, n=690 agreed or strongly agreed), and this view was particularly prevalent among those with the most experience of working with security companies<sup>72</sup> and with security officers<sup>73</sup>. Perhaps unsurprisingly, this view was also more prevalent among constables than the higher ranking officers<sup>74</sup>.
- 2.61 Less believed there to be a lack of leadership in the private security sector about how best to work with the police service (43%, n=477 agreed or strongly agreed) although this statement carried a relatively high proportion of not sure responses<sup>75</sup>.

## Motives/accountability

- 2.62 Police remain dubious about the motives of private security, particularly due to the fact that they are accountable to business rather than the public. Nearly four fifths of respondents did not agree that private security could be trusted to be impartial (79%, n=871 disagreed or strongly disagreed) and this view was even more common among those with 'substantial' experience of working with security officers than those with 'no' experience<sup>76</sup>.
- 2.63 Almost as many acknowledged that police officers are suspicious of the profit motive of private security (79%, n=869 agreed or strongly agreed) and this was particularly so among urban force respondents (A)<sup>77</sup>. Feedback suggested that police officers feel that company interests

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<sup>69</sup> 36% of urban force (A) 'strongly' agreed, compared with 28% of rural/urban force (B) and 25% of rural force (C).

<sup>70</sup> 45% of those with 'substantial' experience 'strongly' agreed compared with 26% of those with 'no' experience.

<sup>71</sup> 43% of those with 'substantial' experience 'strongly' agreed compared with 19% of those with 'no' experience.

<sup>72</sup> 25% of those with 'substantial' experience 'strongly' agreed, compared with 6% of those with 'no' experience.

<sup>73</sup> 26% of those with 'substantial' experience 'strongly' agreed, compared with 8% of those with 'no' experience.

<sup>74</sup> 25% of constables 'strongly' agreed, compared with 14% of superintendents/chief superintendents.

<sup>75</sup> In total 15%, n=163 indicated they were not sure, well above average for the other statements in the same section of the survey.

<sup>76</sup> 49% of those with 'substantial' experience 'strongly' disagreed, compared with 33% of those with 'no' experience.

<sup>77</sup> 54% of urban force (A) respondents 'strongly' agreed, compared with 40% of rural force (C) and 39% of rural/urban force (B).

take precedent over public interest sometimes at the expense of the latter:

*It's simple, Police Officers are attested to serve Her Majesty and keep the peace; a Security Officer simply reports back to his/hers boss who is maintaining a contract and only has that contract in mind, not the public.*

*(Police Respondent)*

*What an absolute joke and waste of money private security firms are. INVEST in the Police! The amount of money wasted on these shady greedy, only interested in profit companies is astonishing!!!!!!*

*(Police Respondent)*

*Private security exist to protect the financial interests of companies. They are not there to protect the public. Pubs and clubs wouldn't have security if it was not a condition of their licence. Shops would not have security if they did not get shoplifters and other private facilities would not have security if there was not something financially valuable to protect.*

*(Police Respondent)*

*Private security have to adapt and respond to the customer or they do not thrive. Therefore the approach is the customer is first.*

*(Police Respondent)*

*Private security has a vested interest in keeping their jobs, they will do as they are told by their employer. They will do things in the best interest of the venue they are working for. The public is not their primary concern.*

*(Police Respondent)*

*As long as they are properly accredited and only deal with issues suitable to that training I don't see a major problem utilising them. However, I do feel that as they are not paid for by the tax payer then their allegiance and priority is to their employer not the general public.*

*(Police Respondent)*

*I have personally witnessed incredibly liberal approaches to drug offending in night time economy venues and music festivals where to employ a hard line would deter attendance. The capitalist incentive for such events gives rise to a conflict of interest that is not present when policed by a police service as there is no loss or gain through attendance volume.*

*(Police Respondent)*

- 2.64 Over three quarters of respondents agreed that the lack of accountability of the private security sector undermines police confidence (78%, n=859 agreed or strongly agreed). Examples of feedback include:

*Police will always be criticised more and deemed more accountable. Private security seem to be less accountable and gets far less publicity for their wrong doings.*

*(Police Respondent)*

*I do know that private security cannot be relied on in terms of ethics, I have personal experience of numerous occasions where private security/door staff at venues have deliberately let an offender go because of their personal relationships whereas there are stricter rules about such behaviour for police and police staff.*

*(Police Respondent)*

- 2.65 Just over half of the sample indicated that the commercial acumen of the private security sector puts the police at a disadvantage (52%, n=568 agreed or strongly agreed) and interestingly very few disagreed with this sentiment (only 12%, n=129 disagreed or strongly disagreed). This view was more prevalent among those with the most experience of working with security officers<sup>78</sup>.
- 2.66 Motives then remains a significant issue; police officers view commercial interests as fundamentally at odds with their own ethos. It is clear that for the police, sharing a common goal with security to prevent crime is not enough to engender trust, crucially motivations and specifically convincingly aligning commercial interests with public interests is crucial.<sup>79</sup>

## **Police knowledge of private security**

- 2.67 One thing that is apparent from the survey responses, which puts the rest of the findings in to context, is that generally speaking the police do not profess to be extensively knowledgeable about private security or highly experienced in working with them. It is at least possible that some of their perceptions may be due to a lack of awareness and this is most likely a failing of private security to demonstrate where it can be useful and effective. One respondent suggested:

*It would be useful if the private sector gave some talks to police about their work and what they can do and how to share.*

*(Police Respondent)*

- 2.68 Respondents were ambivalent towards the statement that standards of service in private security had improved in the last five years (41%, n=523 neither agreed nor disagreed) although among those that

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<sup>78</sup> 26% of those with 'substantial' experience 'strongly' agreed, compared with 16% of those with 'no' experience.

<sup>79</sup> In our strategy document, Gill and Howell (2017) *op cit*, we have outlined the ways in which private security is held accountable and how public and commercial interests can overlap.

leaned one way or the other, disagreement (32%) with the statement was more common than agreement (19%). Further, those with 'substantial' experience of working with private security companies were more likely to strongly disagree with the statement than those with 'no' experience<sup>80</sup>. One respondent clarified:

*There has been no improvement in the standard of private security. There was an improvement with the introduction of SIA licencing but from there, none.*

*(Police Respondent)*

2.69 Notably, nearly a third of the sample were unsure whether 'private security officers who have undertaken Project Griffin training cannot be relied upon to support the police as intended' (31%, n=397 gave a 'not sure' response<sup>81</sup>). Even those able to answer, were most likely to neither agree nor disagree with the statement (43%, n=553) suggesting either officers are not aware of how the training may benefit the work of the police or that they do not know whether private security has the capabilities to put it in to effect. In fact many respondents specifically commented that they had never heard of Project Griffin.

2.70 Police officers also thought it fairly unlikely that managers would know their operational equivalent within private security (70%, n=819 disagreed or strongly disagreed that most managers would know this) suggesting that links between the two are not strong. Comments included:

*I am a senior leader and have no idea who my counterpart is.*

*(Police Respondent)*

*I think neighbourhood officers know their equivalents but my bosses would have no idea other than in the bigger security companies.*

*(Police Respondent)*

*There is no private security that has an operational equivalent to the police.*

*(Police Respondent)*

2.71 Respondents were asked to indicate how knowledgeable they were on the key elements of licensing of private security. Interestingly for both the role of the Security Industry Authority (SIA) and statutory licensing requirements for private security personnel, almost the same amount (around two fifths) indicated they were knowledgeable as those indicating they lacked knowledge, although those lacking knowledge were a touch higher<sup>82</sup>. A majority indicated they lacked knowledge of

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<sup>80</sup> 20% of those with 'substantial' experience compared with 9% of those with no experience.

<sup>81</sup> This was by far the highest 'not sure' response to any single question within the entire survey.

<sup>82</sup> For statutory licensing requirements for private security personnel 43%, n=652 were not very or not at all knowledgeable (versus 38%, n=440 somewhat or very knowledgeable); For the role of the Security Industry Authority 41%, n=477 were not very or not at all knowledgeable (versus 40%, n=460 somewhat or very knowledgeable).

the requirements of the Approved Contractor Scheme (ACS) (56%, n=652).

- 2.72 Unsurprisingly, those with 'no' experience of working with security companies, with security officers and with crime affecting business, were also least likely to know about the role of the SIA<sup>83</sup>, statutory licensing requirements<sup>84</sup> and ACS<sup>85</sup>, suggesting much of what the police know about these things comes directly from interaction with private security rather than for example internal training. It was also notable that the more senior officers were more likely to consider themselves 'very' knowledgeable about the role of the SIA<sup>86</sup>, statutory licensing requirements<sup>87</sup> and ACS<sup>88</sup>.
- 2.73 Comments reflected that Police are not trained on these areas, which raises the question of whether this would be useful. One respondent specifically asked whether there is an NCALT<sup>89</sup> package on this, which may be a possible solution. Certainly there is scope to improve police awareness. One respondent noted it was more important to police that these are implemented effectively than to know what the framework is:

*The point for police officers is, I think, not simply what the regulations are, but how well they are implemented and enforced, and how lessons are learned within the private sector (beyond: profits = good, everything else = bad).*

*(Police Respondent)*

- 2.74 When asked to indicate their level of experience in working with private security the results were almost identical for working with private security companies and working with security officers. This equated to half of respondents having some experience (a substantial amount or quite a bit) but around two fifths having a more limited familiarity<sup>90</sup>. Rural/urban force (B) was the most likely to have a limited amount of

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<sup>83</sup> Security companies: 46% of those with 'no' experience were 'not at all' knowledgeable, compared with 8% of those with 'substantial' experience.

Security officers: 35% of those with 'no' experience were 'not at all' knowledgeable, compared with 9% of those with 'substantial' experience.

Crime affecting business: 30% of those with 'no' experience were 'not at all' knowledgeable, compared with 14% of those with 'substantial' experience.

<sup>84</sup> Security companies: 42% of those with 'no' experience were 'not at all' knowledgeable, compared with 8% of those with 'substantial' experience.

Security officers: 25% of those with 'no' experience were 'not at all' knowledgeable, compared with 8% of those with 'substantial' experience.

Crime affecting business: 30% of those with 'no' experience were 'not at all' knowledgeable, compared with 12% of those with 'substantial' experience.

<sup>85</sup> Security companies: 64% of those with 'no' experience were 'not at all' knowledgeable, compared with 16% of those with 'substantial' experience.

Security officers: 35% of those with 'no' experience were 'not at all' knowledgeable, compared with 19% of those with 'substantial' experience.

Crime affecting business: 33% of those with 'no' experience were 'not at all' knowledgeable, compared with 24% of those with 'substantial' experience.

<sup>86</sup> 43% of superintendents/chief superintendents, compared with 8% of constables.

<sup>87</sup> 29% of superintendents/chief superintendents, compared with 6% of constables.

<sup>88</sup> 29% of superintendents/chief superintendents, compared with 3% of constables.

<sup>89</sup> National Centre for Applied Learning Technologies – which hosts the National E-Learning Database.

<sup>90</sup> See Table 11 in Appendix 1 for the full figures.

experience of working with companies and officers, than the other two forces, although the level of difference was small<sup>91</sup>.

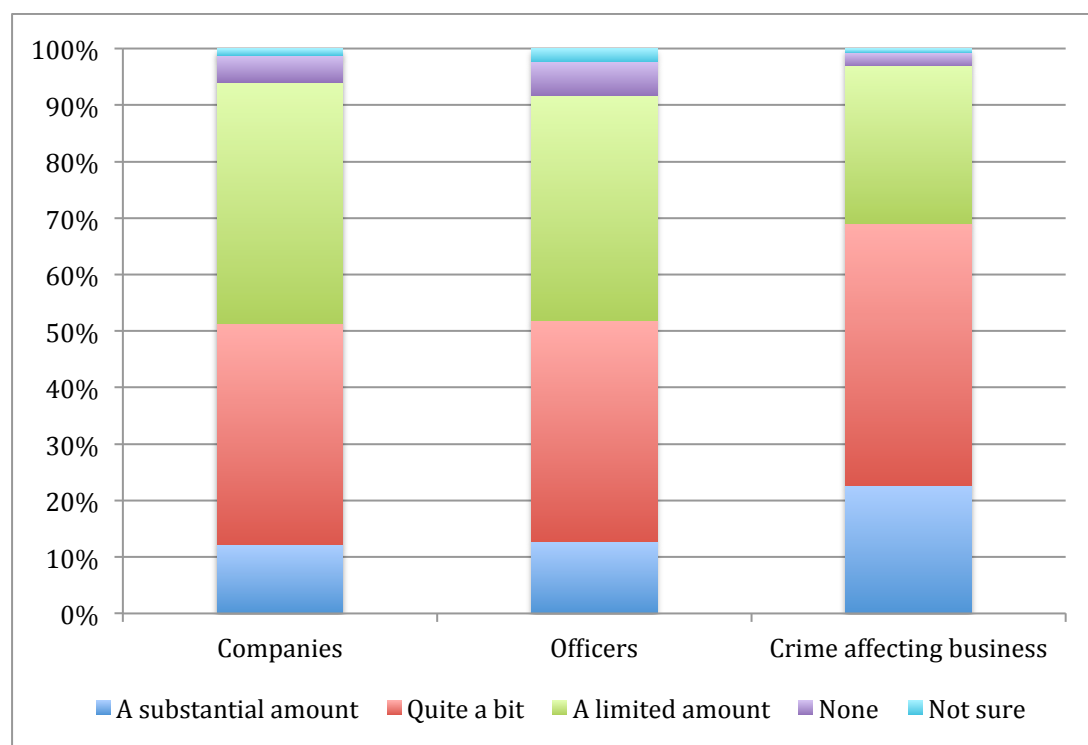
- 2.75 Comments suggest a number of respondents had been involved in private security prior to their police career. Others disliked reference to the term 'working with', feeling that the relationship was symbiotic rather than a partnership, for example:

*We have a working relationship and an understanding as to our respective roles but there is no sense in which we are deemed to be "working in partnership".*

*(Police Respondent)*

- 2.76 Meanwhile experience of working with crime affecting business was higher – with over two thirds having some experience (a substantial amount or quite a bit) and only a quarter having a more limited amount.

**Figure 4: Level of experience of respondents in working with private security companies (n=1156), security officers (n=1147) and crime affecting business (n=1143)**



## Summary of Responses by Force

- 2.77 Of the three forces sampled, urban force (A) was typically the most negative towards the role of private security. For example they were

<sup>91</sup> Re companies: 48% of rural/urban force (B) respondents had a 'limited' amount of experience, compared with 44% of rural force (C) and 42% of urban force (A).

Re officers: 44% of rural/urban force (B) respondents had a 'limited' amount of experience, compared with 43% of rural force (C) and 37% of urban force (A).

more likely to strongly disagree both that the UK policing brand is enhanced by private security and that working with private security could enhance the reputation of the police. They were also more likely to strongly agree that police officers are suspicious about the profit motive of private security. It is questionable why urban force (A) are typically more negative.

- 2.78 Interestingly though rural force (C) was mostly, but not always the least negative – and overall their responses were similar to rural/urban force (B)<sup>92</sup>.
- 2.79 Given that rural/urban force (B) was the one with the most limited experience of working with security companies and officers (although the difference between forces was small), it is possible that the structure and formality afforded in rural force (C) leads to a more positive view, than where that is lacking and interaction is common but more basic – within urban force (A).

## **Summary of Responses by Experience**

- 2.80 Overall, those with the most experience of working with private security companies and officers were more negative towards the role of private security than those with no experience. For example, those with the most experience of working with security companies and with security officers were more likely to strongly agree that private security officers are not sufficiently well trained to be useful; they were more likely to strongly disagree that it would be helpful if more private security officers held additional powers through CSAS or similar schemes. And those with the most experience of working with security companies and with crime that affects business were more likely to strongly agree that the current regulation of the private security sector is inadequate.
- 2.81 This would suggest that the overall negativity from the police is not singularly due to a lack of awareness of private security, it is at least in part because police officers are yet to be impressed by their skills and abilities and the regimes and ethos that underpins the work of those active in private security. Given that lack of awareness is evident it represents a failure on the part of private security sector to convey the benefits they generate, in terms of the services they provide for businesses and the public<sup>93</sup>.
- 2.82 Those with the most experience of working with security companies and with officers, were however more likely to see value in security departments within big businesses in helping the police service in its

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<sup>92</sup> See Differences between forces in Appendix 2 - Crosstabs for a full description and figures.

<sup>93</sup> See Differences by experience in Appendix 2 - Crosstabs for a full description and figures.

work, so clearly there is some recognition of the potential assistance private security can provide, at least in one distinct area of activity.

## **Summary of Responses by Rank**

- 2.83 The more senior officers (Superintendent/Chief Superintendent) were more positive about the role of private security than those at Constable level on a small number of specific aspects, but for the majority of issues that the survey addressed opinion did not differ by rank. Senior officers were more likely to consider themselves knowledgeable about the role of the SIA, statutory licensing requirements for private security personnel, and the requirements of the ACS. Unsurprisingly, they were less likely to suggest there is a lack of leadership in the police service about how best to work with private security<sup>94</sup>.

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<sup>94</sup> See Differences by rank in Appendix 2 - Crosstabs for a full description and figures.

## Section 3. Discussion

- 3.1 Overall it is evident that the police officers surveyed view the private security sector as useful in some of the aspects of the work that it does, even necessary in some cases. That said, there is a lack of appetite in the private security sector taking a greater role in supporting or working in partnership with the police, but especially where this would amount to private security undertaking 'police' tasks in public space. The perceived reputation of the private security sector is negative. More than three quarters stated that private security does not enhance the police brand. Police officers felt that private security was viewed negatively by both fellow officers and by the public, and close to 3 in 10 felt private security was tolerated. Even the idea of businesses injecting money into the force to enable a response to certain crime types was not overwhelmingly viewed as positive. The private security sector needs to address this and other findings from this survey. There are three key points here.
- 3.2 The first point concerns the lack of training of private security personnel, and also the limitations of the regulation regime. While there was some lack of awareness about what was currently undertaken the sample was generally positive that trust could be enhanced by the police playing an active role in each of these areas.<sup>95</sup>
- 3.3 Second, and this is important, it was the commercial imperative of the private sector that most undermined police officers confidence in it. Nearly four fifths of officers admitted to being suspicious of the profit motive of private security; a similar proportion did not agree that private security could be trusted to be impartial; while two thirds did not consider private security trustworthy to charge a fair price. They were clear, over three quarters confirmed, that the lack of accountability of the private security sector undermines their confidence. Crucially, as we have argued in *A Strategy for Change*, there is a need to highlight and communicate the ways in which private security is accountable and the public good benefits that accrue from private work. The private security sector needs to work at not just aligning work with police priorities but also to convincingly show how they align their commercial interests with public interests.
- 3.4 The third key point is that generally speaking the police officers responding did not profess to be extensively knowledgeable about private security and they were not highly experienced in working with them. So more than 4 in 10 were uncommitted on whether standards of service in private security had improved in the last five years, albeit more were negative than positive. In *A Strategy for Change*, it was noted that a key aim is for the security sector to promote the good work

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<sup>95</sup> There is the potential for the police to offer training courses for profit.

that it does and the benefits that accrue for the public good. These findings suggest a key stakeholder should be the police. Despite the fact that the national infrastructure is protected largely by organisations protecting themselves, and much of the good work in private space (where the public work and visit) is largely protected by private means, still close to 6 in 10 respondents felt that private security plays a minor role in protecting the public. Moreover, well over a half disagreed that in some areas of protecting the public, the role of the private sector is greater than that of the police service.

- 3.5 Interestingly, close to 8 in 10 were against private security staff working on behalf of the police as first responders. Yet in private space they already do and deal with many incidents without the need for police intervention. The private sector needs to highlight this role; some officers did not understand the policing role of private security, they viewed its work in administrative terms. The controversy occurs when private security acts in public space on behalf of the police. For example, over half disagreed that private security help is essential given the current limitations of police funding and strikingly very few viewed private security as essential partners (3.9%). It is an understandable worry that private security may be viewed as policing on the cheap. That is not to the benefit of any party. Part of the skills comes in communicating the key role already played by private security and how this can be enhanced, to the benefit of both parties, by more effective collaboration. That is a key component of *A Strategy for Change*.
- 3.6 Just as an example, one key area where there are potentially major opportunities are in the exchange of information/intelligence for mutual aims. Here police officers were critical of businesses, with nearly 9 in 10 respondents indicating that they need to be more committed to sharing information with the police. A much smaller majority, but still over a half, admitted that the police also need to improve in being more committed to sharing information with businesses. As has been outlined in *A Strategy for Change*, it is not that templates and agreements don't exist, they do. Nor that there are not examples of good practice, there are. Rather that there is a lack of awareness, while confusion and trust issues exist that have yet to be fully overcome.
- 3.7 The private security sector is a broad church. It is significant that police officers were more positive about some parts of private security than others, corporate security departments were rated more highly than some suppliers. Indeed, police officers expressed the view that businesses should take responsibility for the security issues that they themselves create (such as the potential for shoplifting by displaying goods to increase business). The role of private security in protecting private interests is not controversial, and the vast majority of the sample, way more than 8 out of 10 felt that businesses should take primary responsibility for protecting themselves against fraud and cyber crime, while only a half felt that the police had a responsibility to

investigate all frauds and all cyber crime. Over half of the sample agreed that private security was sometimes of assistance, close to 3 in 10 felt some specialist private security services operate with more expertise than the comparative services offered by the police, while over 4 in 10 felt there were people in the private sector that they respected for their excellent work.

- 3.8 What is required is leadership, officers agreed with this. In fact good and effective leadership is needed on both sides. The point is not that private security can replace the police, it should not. It is more the case that private security is necessary. It undertakes a range of policing tasks that could not be undertaken by the police for resource reasons alone. It is more that it already undertakes a range of policing tasks crucial to protecting the public, and much is of enormous public benefit, and the reason for better collaboration is to maximise the benefits for all the key stakeholders but most notably the police, the private security sector and crucially their mutual stakeholder the public. In Appendix 3, are listed the key components of *A Strategy for Change* which, as can be seen, includes a focus on the Police.

## Appendix 1 – Additional data tables

**Table 2: Gender of respondents (n=1094)**

Gender	%	n
Male	70%	765
Female	18%	197
Other	2%	18
Prefer not to say	10%	114

**Table 3: Age (in years) of respondents (n=1096)**

Age	%	n
16-24	2%	26
25-34	24%	259
35-44	34%	370
45-54	29%	316
55-64	4%	46
65+	1%	5
Prefer not to say	7%	74

**Table 4: Ethnicity of respondents (n=1070)**

Ethnicity	%	n
White - English/Welsh/Scottish/Northern Irish/British	68%	724
White - Irish	2%	23
White - Gypsy or Irish Traveller	1%	10
White - Any other White background	5%	49
Mixed/Multiple ethnic groups - White and Black Caribbean	0%	4
Mixed/Multiple ethnic groups - White and Black African	0%	2
Mixed/Multiple ethnic groups - White and Asian	1%	5
Mixed/Multiple ethnic groups - Any other mixed background	1%	6
Asian/Asian British - Indian	1%	11

Asian/Asian British - Pakistani	0%	1
Asian/Asian British - Bangladeshi	0%	1
Asian/Asian British - Chinese	0%	2
Asian/Asian British - Any other Asian background	0%	1
Black/Black British - African	0%	3
Black/Black British - Caribbean	1%	5
Black/Black British - Any other Black background	0%	1
Other ethnic group - Arab	0%	1
Other ethnic group - any other	1%	13
Prefer not to say	19%	208

**Table 5: Respondents views of the role of private security (n=1357-1361)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
The CCTV images produced by the private sector are essential to tackling crime	79%	1075
The private sector has an important role to play in developing new security measures	60%	817
Overall, private security plays a marginal role in protecting the public	59%	803
Private security officers should act as the eyes and ears of the police on the ground	45%	607
<b>Statement</b>	<b>Disagree or Strongly disagree %</b>	<b>n</b>
Private security officers, if trained and accredited appropriately, could work on behalf of the police as responders to initial calls for assistance	80%	1086
Private security officers act as the eyes and ears of the police on the ground	68%	924
It would be helpful if more private security officers held additional powers through CSAS or similar schemes	64%	864
Information/intelligence collated by businesses is of limited use to the police	59%	796

Given the limitations of police funding, collaborating with private security is essential	55%	751
Generally speaking, the division of responsibilities between the police service and private security is unclear	55%	744

**Table 6: Respondents views on the work of private security (n=1287-1288)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
Generally speaking, the police service has a negative view of private security	55%	714
Generally speaking, the public has a negative view of private security	53%	685
Private security is more closely associated with poor performance than the police	53%	677
There are individuals working in private security whom I respect for their excellent capabilities	43%	555
<b>Statement</b>	<b>Neither agree nor disagree %</b>	<b>n</b>
Those private security officers who have undertaken Griffin training cannot be relied upon to support the police as intended	43%	553
Standards of service in private security have improved in the last five years	41%	523
<b>Statement</b>	<b>Disagree or Strongly disagree %</b>	<b>n</b>
In some areas of protecting the public, the role of the private sector is greater than the police service	56%	721

**Table 7: Respondents views on comparing services (n=1244-1248)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
Generally speaking, private security is less trusted than the police	80%	1001
The trouble with the private security sector	58%	719

is that it cannot be trusted		
Private security officers are not sufficiently well trained to be useful	57%	708
The police would have more confidence in private security if uniforms and branding were clearly differentiated from the police	44%	542
<b>Statement</b>	<b>Disagree or strongly disagree %</b>	<b>n</b>
The UK policing brand is enhanced by private security	78%	970
Some specialist private security services operate with more expertise than the comparative services offered by the police	46%	568

**Table 8: Respondents views on information sharing and collaboration (n=1217-1219)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
Businesses need to be more committed to sharing information with the police	89%	1083
The police need to be more committed to sharing information with businesses	55%	667
Business funding of police units is an important element of crime control	51%	622
<b>Statement</b>	<b>Disagree or strongly disagree %</b>	<b>N</b>
Private security companies should be allowed to second police officers (at a cost) to facilitate collaborative working	48%	578

**Table 9: Respondents views on tackling fraud and cyber crime (n=1188-1189)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
Protecting businesses against fraud is largely down to businesses taking responsibility for themselves	86%	1021
Protecting businesses against cyber crime	86%	1017

is largely down to businesses taking responsibility for themselves		
Most of the expertise for fighting cyber crime rests in agencies outside the police service	66%	778
The police have a responsibility to investigate all incidents of fraud reported by businesses	50%	594
The police have a responsibility to investigate all incidents of cyber crime reported by businesses	49%	578

**Table 10: Respondents views on the role of the police in relation to private security (n=1166-1168)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
The current regulation of the private security sector is inadequate	66%	768
There is a lack of leadership in the police service about how best to work with private security	59%	690
If the police were responsible for accrediting private security, it would increase police trust in the work of the private security sector	54%	633
Police trust in private security would increase if the police were involved in training them	51%	598
<b>Statement</b>	<b>Disagree or strongly disagree %</b>	<b>n</b>
Most police managers would know their operational equivalent in private security	70%	819
Some aspects of police work should be sub-contracted to the private security sector but always remain under police management	52%	604

**Table 11: Respondents level of knowledge of private security**

<b>Level of knowledge</b>	<b>Companies (n=1156)</b>	<b>Security officers (n=1147)</b>	<b>Crime affecting business (n=1143)</b>

A substantial amount	12%, n=141	13%, n=147	23%, n=259
Quite a bit	39%, n=453	39%, n=448	46%, n=530
A limited amount	43%, n=493	40%, n=457	28%, n=319
None	5%, n=55	6%, n=68	2%, n=27
Not Sure	1%, n=14	2%, n=27	1%, n=8

**Table 12: Respondents views on the business motives of private security (n=1101-1103)**

<b>Statement</b>	<b>Agreed or Strongly agreed %</b>	<b>n</b>
Police officers are suspicious about the profit motive of private security	79%	869
The lack of accountability of the private security sector undermines police confidence in it	78%	859
A problem with private security delivery is that it is inconsistent across service areas	74%	815
The commercial acumen of the private security sector puts the police at a disadvantage when negotiating contracts	52%	568
There is a lack of leadership in the private security sector about how best to work with the police service	43%	477
<b>Statement</b>	<b>Disagree or strongly disagree %</b>	<b>n</b>
A good thing about private security is that it can be trusted to be impartial	79%	871
A good thing about private security is that it can be trusted to charge a fair price	67%	742
Working with private security could enhance the reputation of the police	61%	673

## Appendix 2 - Crosstabs

Statistical tests for independence were carried out to determine whether any variations in responses could be linked to the characteristics of the sample (as opposed to occurring by chance). Included below are those issues that were statistically significant<sup>96</sup>, that is, evidence a likelihood of a relationship between the variables, and do not occur by chance.

### Differences between forces

Within the overall sample of respondents, responses were sought from three different types of forces to allow for comparison to determine whether views on key issues corresponded to the experiences within different forces. The sample included a large urban force (Force A), a rural/urban force (Force B) and a rural force that has embraced initiatives with private security (Force C).

- Force A was more likely to strongly disagree that given the limitation of police funding, collaborating with private security is essential. (Force A = 34%, Force B = 24% and Force C = 21%)
- Force A was more likely to strongly disagree that private security officers act as the eyes and ears of the police on the ground. (Force A = 36%, Force B = 26% and Force C = 22%)
- Force C was more likely to agree that the private sector has an important role to play in developing new security measures. (Force C = 47%, Force B = 36% and Force A = 36%)
- Force A was more likely to strongly disagree that the division of responsibilities between the police and private security is unclear (Force A = 34%, Force C = 21% and Force B = 14%)
- Force A was more likely to strongly disagree that it would be helpful if more private security officers held additional powers through CSAS (Force A = 47%, Force C = 40% and Force B = 30%)
- Force A was more likely to strongly disagree that in some areas of protecting the public the role of the private security sector is greater than the police service (Force A = 31%, Force B = 27% and Force C = 18%)
- Force A was more likely to strongly agree that those private security officers who have undertaken Griffin training cannot be relied upon to support the police as intended (Force A = 12%, Force B = 6% and Force C = 5%)
- Force C were more likely to agree that there are individuals working in private security whom I respect for their excellent capabilities (Force C = 42%, Force B = 34% and Force A = 30%)

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<sup>96</sup> Chi-Square test,  $p \leq .05$

- Force C were more likely to view private security as very important for helping the police with major sporting events (Force C = 58%, Force A & B = 44% each)
- Force A were more likely to view private security as not at all important for helping the police with protects/marches/strikes (Force A = 30%, Force B = 24% and Force C = 19%)
- Force C were more likely to view private security as very important for helping the police with transportation of goods or people (Force C = 30%, Force B = 24% and Force A = 17%)
- Force C were more likely to view private security as quite important for helping the police with civil contingencies such as natural disasters (floods, storms) (Force C = 27%, Force B = 21% and Force A = 18%)
- Force A was more likely to strongly disagree that the UK policing brand is enhanced by private security (Force A = 46%, Force C = 32% and Force B = 29%)
- Force B was more likely to view PCSOs as very important (Force B = 63%, Force C = 51% and Force A = 32%)
- Force A was more likely to view Private Security Officers as not at all important (Force A = 17%, Force C = 12% and Force B = 8%)
- Force A was more likely to view Council Street Wardens as not at all important (Force A = 21%, Force C = 14% and Force B = 14%)
- Force A was more likely to strongly disagree that private security companies should be allowed to second police officers (at a cost) to facilitate collaborative working (Force A = 31%, Force C = 24% and Force B = 17%)
- Force A was more likely to strongly agree that the police have a responsibility to investigate all incidents of fraud reported by businesses (Force A = 16%, Force B = 14% and Force C = 7%)
- Force A was more likely to strongly agree that the police have a responsibility to investigate all incidents of cyber crime reported by businesses (Force A = 15%, Force B = 12% and Force C = 7%)
- Force B was more likely to agree that police trust in private security would increase if the police were involved in training them (Force B = 49%, Force C = 42% and Force A = 39%)
- Force A was more likely to strongly agree that the current regulation of the private security sector is inadequate (Force A = 36%, Force B = 28% and Force C = 25%)
- Force A was more likely to strongly disagree that some aspects of police work should be subcontracted to the private security sector but always remain under police management (Force A = 36%, Force B = 21% and Force C = 19%)

- Force B was more likely to have had a limited amount of experience in working with private security companies (Force B = 48%, Force C = 44% and Force A = 42%)
- Force B was more likely to have had a limited amount of experience in working with private security officers (Force B = 44%, Force C = 43% and Force A = 37%)
- Force A was more likely to strongly agree that police officers are suspicious about the profit motive of private security (Force A = 54%, Force C = 40% and Force B = 39%)
- Force A was more likely to strongly disagree that a good thing about private security is that it can be trusted to charge a fair price (Force A = 40%, Force B = 31% and Force C = 22%)
- Force A was more likely to strongly disagree that working with private security could enhance the reputation of the police (Force A = 36%, Force B = 26% and Force C = 25%)

## **Differences by experience**

The responses to the survey were also broken down by the level of experience respondents stated that they had of working with security companies, security officers, and crime that affects business were. The purpose here was identify any trends in terms of those with the most or least experience of interacting with private security.

### **Experience of working with private security companies**

- Those who had no experience of working with private security companies were the most likely to agree that private security plays a marginal role in protecting the public (44% compared with 36% of those with the most experience).
- Those who had the most experience of working with private security companies were the most likely to strongly disagree that given the limitations of police funding, collaborating with private security is essential (34% compared with 16% of those with no experience).
- Those who had the most experience of working with private security companies were the most likely to strongly disagree that private security officers act as the eyes and ears of the police on the ground (38% compared with 24% of those with no experience).
- Those with no experience of working with private security companies were the most likely to disagree with the suggestion that information/intelligence collated by businesses is of limited use to the police (60% compared with 36% of those with the most experience).
- Those with the most experience of working with security companies were more likely to strongly disagree that the private sector has an important role to play in developing new security measures (10% compared with 2% of those with no experience).

- Those with the most experience of working with security companies were more likely to strongly disagree that the division of responsibilities between the police service and private security is unclear (35% compared with 18% of those with no experience).
- Those with the most experience of working with security companies were more likely to strongly disagree that it would be helpful if more private security officers held additional powers through CSAS (48% compared with 29% of those with no experience).
- Those with the most experience of working with security companies were more likely to strongly disagree that in some areas of protecting the public the role of the private security sector is greater than the police service (38% compared with 16% of those with no experience).
- Those with the most experience of working with security companies were more likely to strongly disagree that standards of service in private security have improved in the last five years (20% compared with 9% of those with no experience). Those with no experience were highly likely to be ambivalent (44% neither agreed nor disagreed compared with 28% of those with the most experience).
- Those with no experience of working with security companies were the most likely to neither agree nor disagree that private security officers who have undertaken Griffin training cannot be relied upon to support the police as intended (49% compared with 38% of those with the most experience).
- Those with the most experience of working with security companies were the most likely to strongly agree that there are individual working in private security whom I respect for their excellent capabilities (23% compared with 7% of those who have no experience). Those with no experience were highly likely to be ambivalent (40% neither agreed nor disagreed compared with 20% of those with the most experience).
- Those with the most experience of working with security companies were the most likely to feel that private security is not at all important in helping the police with protests/marches/strikes (36% compared with 17% of those with no experience).
- Those with the most experience of working with security companies were the most likely to strongly agree that the trouble with the private sector is that it cannot be trusted (38% compared with 15% of those with no experience).
- Those with the most experience of working with security companies were the most likely to strongly agree that private security is less trusted than the police (50% compared with 22% of those with no experience).
- Those with the most experience of working with security companies were the most likely to strongly disagree that the UK policing brand

is enhanced by private security (49% compared with 20% of those with no experience).

- Those with the most experience of working with security companies were the most likely to strongly disagree that some specialist private security services operate with more expertise than the comparative services offered by the police (32% compared with 7% of those with no experience).
- Those with the most experience of working with security companies were the most likely to strongly agree that private security officers are not sufficiently well trained to be useful (40% compared with 20% of those with no experience).
- Those with the most experience of working with security companies were the most likely view security departments in big businesses as very important with helping the police (25% compared with 18% of those with no experience).
- Those with the most experience of working with security companies were the most likely to view private security officers as not at all important with the helping the police (23% compared with 13% of those with no experience).
- Those with the most experience of working with security companies were the most likely to view council street wardens as not at all important with helping the police (21% compared with 13% of those with no experience).
- Those with the most experience of working with security companies were the most likely to view business crime partnerships as very important with helping the police (20% compared with 11% of those with no experience).
- Those with the most experience of working with security companies were more likely to strongly agree that business funding of police units is an important element of crime control (26% compared with 20% of those with no experience).
- Those with the most experience of working with security companies were more likely to strongly disagree that private security companies should be allowed to second police officers (at a cost) to facilitate collaborative working (34% compared with 17% of those with no experience).
- Those with more experience of working with security companies were more likely to strongly agree that the current regulation of the private security sector is inadequate (45% compared with 26% of those with no experience).
- Unsurprisingly, those with no experience of working with security companies, were the least likely to know about the role of the SIA (46% were not at all knowledgeable, compared with 8% of those with the most experience).

- Those with no experience of working with security companies, were the least likely to know about statutory licensing requirements for private security personnel (42% were not at all knowledgeable, compared with 8% of those with the most experience).
- Those with no experience of working with security companies were the least likely to know about the requirements of the ACS (64% were not at all knowledgeable, compared with 16% of those with the most experience).
- Those with the most experience of working with security companies were also commonly experienced in working with private security officers (76% worked with officers a substantial amount). Meanwhile 49% of those with no experience of working with security companies also had no experience of working with security officers.
- 54% of those with the most experience of working with security companies also had the most experience of working with crime that affects business.
- Those with the most experience of working with security companies were more likely to strongly agree that there is a lack of leadership in the private security sector about how best to work with the police service (25% compared with 6% of those with no experience).

#### Experience of working with private security officers

- Those with the most experience of working with security officers were more likely to strongly disagree that the division of responsibilities between the police service and private security is unclear (31% compared with 13% of those with no experience).
- Those with the most experience of working with security officers were more likely to strongly disagree that it would be helpful if more private security officers held additional powers through CSAS or similar schemes (48% compared with 31% of those with no experience).
- Those with the most experience of working with security officers were more likely to rate private security helping police in the night-time economy as very important (46% compared with 22% of those with no experience).
- Those with the most experience of working with security officers were more likely to rate private security helping police with protests/marches/strikes as not at all important (34% compared with 16% of those with no experience).
- Those with the most experience of working with security officers were more likely to strongly agree that private security is less trusted than the police (48% compared with 28% of those with no experience)
- Those with the most experience of working with security officers were more likely to strongly agree that private security officers are

not sufficiently well trained to be useful (43% compared with 28% of those with no experience).

- Those with the most experience of working with security officers were more likely to rate security departments within big businesses as very important in helping the police (24% compared with 12% of those with no experience).
- Those with the most experience of working with security officers were more likely to strongly agree that police trust in private security would increase if the police were involved in training them (22% compared with 9% of those with no experience).
- Those with the most experience of working with security officers were more likely to strongly agree that if the police were responsible for accrediting private security, it would increase police trust in the work of the private security sector (24% compared with 9% of those with no experience).
- Those with no experience of working with security officers were more likely to have no knowledge of the role of the SIA (35% said they were not at all knowledgeable compared with 9% of those with the most experience).
- Those with no experience of working with security officers were more likely to have no knowledge of the statutory licensing requirements for private security personnel (25% said they were not at all knowledgeable compared with 8% of those with the most experience).
- Those with no experience of working with security officers were more likely to have no knowledge of the requirements of the ACS (35% said they were not at all knowledgeable compared with 19% of those with the most experience).
- Those with the most experience of working with security officers were more likely to strongly disagree that a good thing about private security is that it can be trusted to be impartial (49% compared with 33% of those with no experience).
- Those with the most experience of working with security officers were more likely to strongly agree that the commercial acumen of the private security sector puts the police at a disadvantage when negotiating contracts (26% compared with 16% of those with no experience).
- Those with the most experience of working with security officers were more likely to strongly agree that there is a lack of leadership in the private security sector about how best to work with the police service (26% compared with 8% of those with no experience).

#### Experience of working with crime that affects business

- Those with the most experience of crime that affects business were more likely to strongly disagree that the division of responsibilities

between the police service and private security is unclear (35% compared with 15% of those with no experience).

- Those with the most experience of crime that affects business were more likely to agree that private security is more closely associated with poor performance than the police (27% compared with 19% of those with no experience).
- Those with the most experience of crime that affects business were more likely to strongly disagree that some specialist private security services operate with more expertise than the comparative services offered by the police (28% compared with 7% of those with no experience).
- Those with the most experience of crime that affects business were more likely to strongly agree that the police need to be more committed to sharing information with businesses (20% compared with 4% of those with no experience).
- Those with the most experience of crime that affects business were more likely to strongly agree that protecting businesses against fraud is largely down to businesses taking responsibility for themselves (46% compared with 30% of those with no experience).
- Those with the most experience of crime that affects business were more likely to strongly agree that if the police were responsible for accrediting private security, it would increase police trust in the work of the private security sector (18% compared with 7% of those with no experience).
- Those with the most experience of crime that affects business were more likely to strongly agree that current regulation of the private security sector is inadequate (43% compared with 19% of those with no experience).
- Those with no experience of crime that affects business were more likely to rate themselves as not at all knowledgeable about the role of the SIA (30% compared with 14% of those with the most experience).
- Those with no experience of crime that affects business were more likely to rate themselves as not at all knowledgeable about the statutory licensing requirements for private security personnel (30% compared with 12% of those with the most experience).
- Those with no experience of crime that affects business were more likely to rate themselves as not at all knowledgeable about the requirements of the ACS (33% compared with 24% of those with the most experience).
- Those with the most experience of crime that affects business were more likely to strongly disagree that working with private security could enhance the reputation of the police (38% compared with 25% of those with no experience).

## Differences by rank

Finally, the responses to the survey were broken down by the rank of respondents to determine whether the more senior officers had different views to constables.

- The more senior officers were more likely to agree that private security officers should act as the eyes and ears of the police on the ground (57% of Superintendent/Chief Superintendent compared with 30% of constables)
- The more senior officers were a little more likely to agree that the private sector had an important role to play in developing new security measures (43% compared with 36% of constables).
- The more senior officers were more likely to agree that in some areas of protecting the public, the role of the private security sector is greater than the police service (57% compared with 21% of constables).
- The more senior officers were more likely to view Business Crime Reduction Partnerships as very important in helping the police (43% compared with 13% of constables).
- Constables were more likely to strongly agree that there is a lack of leadership in the police service about how best to work with private security (25% compared with 14% of superintendents/chief superintendents).
- The more senior officers were more likely to consider themselves very knowledgeable about the role of the SIA (43% compared with 8% of constables).
- The more senior officers were more likely to consider themselves very knowledgeable about the statutory licensing requirements for private security personnel (29% compared with 6% of constables).
- The more senior officers were more likely to consider themselves very knowledgeable about the requirements of the ACS (29% compared with 3% of constables).

## **Appendix 3 – Executive Summary of *Towards ‘A Strategy for Change’ for the Security Sector***

The aims are:

1. The Government must be encouraged to develop a strategy for harnessing the enormous contribution of the private security sector to preventing crime.
2. The private security sector must commit to developing an ability to talk with a more united and coordinated voice.
3. The private security sector must commit to highlighting the enormous benefits it generates including for the public good, and commit to ways of enhancing these. Much of what it currently does is unheralded and under acknowledged.

The supporting objectives are:

1. To highlight the key role of private security in enabling business to be effective.
2. To talk-up the benefits of private security which includes:
  - Prevents crime in places where people work and also where the public congregate that extends beyond what the police do
  - Enables business to operate profitably so contributes to the economy
  - Provides first response to incidents in workplaces and manages incidents so police involvement is not necessary
  - Is the primary way of protecting parts of the national infrastructure
  - The key component in tackling cyber crime and terrorism and many other offences
  - The key component in managing the night time economy and places that the police cannot undertake alone
  - Good practice in workplaces extends to the community
  - Developing and managing technologies to fight crime
  - Providing information and intelligence that is crucial to tackling crimes
3. To challenge the perception that the role of private security is marginal in protecting the public; this is often incorrect and misleading; private security plays a crucial and central role in public protection. This involves:

- Recognising that the aims of the public and private sector are much more similar than different when it comes to public protection
  - Understanding that good policing characterises private security
  - Being aware good police work will always involve a mix of the public and private
4. To highlight the special and sometimes unique capabilities of the private security sector as recognised by Government:
    - The Government does feature private security in its strategic plans for tackling a range of offences, but references are typically to tactical possibilities without being clear how these can be achieved. This needs to be addressed
    - Harnessing the benefits that the Government wants to gain from private security (and many others it could) is undermined by the lack of a strategy for achieving them
  5. To improve public perceptions of the private security sector, this includes the need to improve media perceptions of private security that are often negative:
    - The security sector needs to initiate and support a PR campaign designed to inform the public and other stakeholders of the role it plays in protecting the UK
    - Other industries, for example, construction, may provide learning points
    - Any approach will need the broad support of the security sector
    - It will need to include a focus on the police service; many serving officers are unaware of the potential resource available in the private sector and much more on how to use it.
  6. To develop structures that enable the state sector to liaise more effectively with private security:
    - The security world is not easy to communicate with
    - Any real improvement in the lot of the private security sector is dependent on generating structures which enable it to speak with a single voice or at least a united one
    - RISC's access to Government with the Security Commonwealth's reach across the private security sector provide a starting point for discussions
  7. To develop a strategy for working with the police:
    - The private security sector should not take for granted police support for its work or a commitment to partnerships

- The police underestimate the contribution that the private security sector makes to policing and an awareness campaign is needed to rectify this
- The police lament that private security is unaccountable when in fact there are a range of ways they can be held to account; these need further exploration
- Information sharing possibilities are undermined by confusion that needs clarifying
- There needs to be clarity about which police roles (if any) should remain the exclusive responsibility of the police
- Private security needs to relate its work to police priorities

8. For the security sector to raise its game:

- The private security sector needs to develop the ACS, differentiating security suppliers more effectively
- There needs to be a specific plan for engaging buyers who play a crucial role in the type of security demanded
- There needs to be collaboration in developing training/qualifications/guidelines in areas such as buying security, specifying security needs
- Involving the police in training and the accreditation process will help build understanding and trust
- Emphasis needs to be placed on raising the status of security professionals in business; not just as protectors of assets but as business people enabling the organization to operate effectively and generate profits and other benefits
- There needs to be a change in thinking and philosophy: the public good is mostly consistent with private profit
- In any event, protecting the public cannot be left to the state; it would be too resource intensive. It has to involve the private security sector

## About Perpetuity Research

Perpetuity Research is a leading research company with wide expertise in both quantitative and qualitative approaches. We have been extensively involved in evaluating 'what works' (and what does not). Our work has involved helping our clients to understand people's behaviours, perceptions and levels of awareness and in identifying important trends. Our mission statement is 'committed to making a difference', and much of our work has a practical application in terms of informing decision making and policy formulation.

We work closely with our clients. This includes businesses, national and local governments, associations and international organisations as well as charities and foundations. Our aim is to exceed their expectations and it speaks volumes that so many have chosen to work with us repeatedly over many years. We are passionate about our work and we would welcome the opportunity to work with you.

## About the SRI

The Security Research Initiative (SRI) started a decade ago. It involves a rolling program of research; each year a separate study is conducted on the security sector to generate new insights, help develop the response and role of security and act as a guide to improving practice. The SRI is supported by the British Security Industry Association, The Security Institute, and ASIS International (UK Chapter), and includes membership from leading security suppliers and corporate security departments who share the commitment to the development of new knowledge.

Previous studies have focussed on the relative benefits and drawbacks of buying security as a single service or as part of a bundle; an industry wide survey; a study of the value of security. We have developed two toolkits, including one on developing a security strategy. The findings from the research are made available free of charge to all. More information on the SRI is available at: [www.perpetuityresearch.com/security-research-initiative/](http://www.perpetuityresearch.com/security-research-initiative/)

# About the Authors

## Professor Martin Gill

Professor Martin Gill is a criminologist and Director of Perpetuity Research which started life as a spin out company from the University of Leicester. He holds honorary/visiting Chairs at the Universities of Leicester and London. Martin has been actively involved in a range of studies relating to different aspects of business crime including, the causes of false burglar alarms, why fraudsters steal, the effectiveness of CCTV, the victims of identity fraud, how companies protect their brand image, the generators of illicit markets and stolen goods, to name but a few. Martin has been extensively involved with evaluation research and with the offender's perspective looking at how they target certain people and premises and aim to circumvent security measures. He has published 14 books including the second edition of the 'Handbook of Security' which was published in July 2014. Martin is a Fellow of The Security Institute, a member of the Company of Security Professionals (and a Freeman of the City of London), he is a member of the both ASIS International Research Council and the Academic and Training Programs Committee and a Trustee of the ASIS Foundation. In 2002 the ASIS Security Foundation made a 'citation for distinguished service' in 'recognition of his significant contribution to the security profession'. In 2009 he was one of the country's top 5 most quoted criminologists. In 2010 he was recognised by the BSIA with a special award for 'outstanding service to the security sector'. In 2015 and 2016 he was nominated and shortlisted for the Imbert Prize at the Association of Security Consultants and in the latter he won. In 2016 ASIS International awarded him a Presidential Order of Merit for distinguished service. In 2016 IFSEC placed him the fourth most influential fire and security expert in the world and in the same year he was entered onto the Register of Chartered Security Professionals. Martin is the Founder of the Outstanding Security Performance Awards (the OSPAs: [www.theospas.com](http://www.theospas.com)).

## Charlotte Howell

Charlotte Howell joined Perpetuity in January 2009 and currently works as Research Manager, managing and delivering research contracts. Charlotte has experience in a variety of research skills. Her quantitative skills include analysis of datasets such as survey responses, client data and performance data. Her qualitative research skills include undertaking literature reviews and undertaking consultation through interviews, focus groups and street surveys. Charlotte has consulted with a range of individuals, including stakeholders (such as individuals from the police, local authorities, teachers and service commissioners and staff), offenders (both in prison and in the community), and clients accessing services (including children and their families) such as weight management services, drug and alcohol treatment services, domestic abuse services and support services for sex workers.

Prior to working for Perpetuity, Charlotte graduated from the University of the West of England with a first class LLB (Hons) in Law in 2003. Following this

she received an MSc in Criminology from the University of Leicester in 2004. After graduating, Charlotte worked for the Leicester Criminal Justice Drugs Team, analysing and reporting on Class A drug misuse and treatment information, to maintain and improve performance.



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