



**UNIVERSITY OF
PORTSMOUTH**

Public service values and private security

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The fall and rise of the 'public service' ethos

- Traditional notions of public service ethos as a set of values/norms that motivate public service workers (intrinsic rewards, universalist logic, altruism, 'moral' calling etc.)
- Questioned by scholars emphasizing material attractions of public sector employment (pensions, job security, other benefits)
- Increasingly challenged by neo-liberal reforms on grounds of efficiency and better service delivery
- Concerns about erosion of public service ethos; questioned by researchers (John and Johnson 2008)
- Official re-emphasis on emphasizing the importance of public service ideals for private, third sector and public providers (eg. Sodexo's public service pledge; Committee on Standards in Public Life)
- Particularly emotive debates in relation to policing and security

Occupational values in public policing and private security

1. 'Cop Culture' studies and the commodification of public policing

- emphasis on negative traits (cynicism, pessimism, suspicion, mission)
- 'Saying' v. 'Doing' (Waddington 1999, Reiner 2010)
- Variations by rank, function, location
- Persistence of key frontline cultural traits (Loftus 2010)
- 'Commodification' of policing cultures more marked at management levels?

2. Occupational cultures and private security

- Converging cultures? (van Steden *et al.* 2013, Loyens 2009)
- Non-market logics in private security narratives (Thumala *et al.* 2011)
- 'Blurring of relations and rationalities' (White and Gill 2013, White 2014)

Key themes

- No clear cut generalised divide between ‘public service’ and ‘market logics’ in policing and security
- Varies between spatial context, function, job level in both sectors
- ‘Public service ethos’ may be more visible in outsourcing contracts with public police, than within corporate-controlled ‘zones of governance’
- Market logics may well become more prominent as outsourcing embeds and expands

Occupational cultures and private security: Cultural orientation

- Objectives: driven by the purchaser, customer care emphasis
 - Structure: hierarchical
 - Territory: dedicated, managed spaces; visible presence
 - Time: shifts
 - People:
 - Diverse, albeit predominantly male
 - Low pay, long-hours sector with limited progression opportunities
 - Subject to limited regulation
- (Wakefield, 2008)

Ethical considerations around profit motive, operating standards and working conditions. Today, greater prevalence of zero hours contracts

Occupational cultures and private security: Cultural know-how

- Functions:

- Diverse but cover customer care and facilities management as well as traditional preventive, reactive and collaborative 'security' tasks
- More reliance on surveillance approaches/technologies than police – risk profiling of individuals, CCTV, access control as part of integrated systems
- Ability to impose limited sanctions: temporary or permanent exclusion

(Wakefield, 2008)

Ethical considerations relate to surveillance and sanction-based approach

Occupational cultures and private security: Cultural beliefs

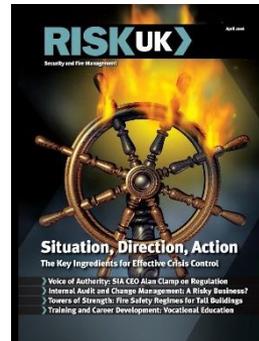
- Socialisation: short training period, mainly on the job
- Communalism: varied, impacted by higher turnovers
- Motivations:
 - Challenging working conditions, limited career development, job lacks excitement and diversity of policing
 - Enthusiasm for law enforcement tasks and engagement with police
- Social attitudes: elements of conservatism and machismo

(Wakefield, 2008)

Ethical considerations relate to capacity for transgressions limited by surveilled work environments and minimal unionisation

Pilot study example 1997 mobile patrol

Security as a profession?



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Changing public expectations and the rise of corporate social responsibility



*The Worshipful Company of
Security Professionals*

A screenshot of a website article from 'Active Response Security Services'. The article title is 'Active Response 'Bee Safe' initiative to protect school children', dated Nov 1, 2016. The main image shows a cartoon bee character standing next to a yellow 'Bee Safe' sign. The sign features a black silhouette of a bee with a red prohibition symbol over it. The website header includes 'Active Response Security Services', 'Home', and 'About' with a dropdown arrow.

Active Response
Security Services

Home About ▾

Active Response 'Bee Safe' initiative to protect school children

by admin | Nov 1, 2016 | Active News, Bee Safe, Health and Safety | 0 comments



The partnership agenda and the CT imperative

- National CT Strategy: Protect and Prepare
- Terrorism threat to privately-controlled spaces
- Initiatives:
 - Government advice: NaCTSO, CPNI
 - Information-sharing: CoLCPA, CSSC
 - Units: National Business Crime Centre, Joint Security and Resilience Centre (JSaRC)
 - Training/responsibilisation: Project Griffin, Project Argus, Project Servator
 - Forums: Security Commonwealth, RISC, Policing and Security Group Initiative, Step Change Summit

Conclusions

- Partnerships – terrorism threat driving greater police collaboration with business. APPC demanding £1.3bn further funding between 2018 and 2020
- Professionalisation – similar trends, e.g. towards Chartered bodies and apprenticeships, in both policing and private security
- Growing emphasis on corporate social responsibility, whether cynical or altruistic
- Development of private security regulation? Proposed additional powers for private security (Courts and Tribunals Service civilian enforcement officers).
Regulatory regimes vary markedly between countries