



Keeping our communities
safe and reassured



Hallmarks of and Barriers to Effective Partnership Working

Senior Practitioner Perspective

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The Policing Experience and Practical Examples

Ref: Senior Practitioner Workshop Feb 2014



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Hallmarks of Effective Partnerships

Governance

- Shared vision and clarity of purpose
- Shared governance
- Responsiveness to Change

Leadership

- L'ship relationships – right people key roles
- Decision makers leading without rank
- Tiers of leadership - shared understanding
- Right agency taking the lead – who is best placed?
- Ability to challenge



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Enablers

- Retaining of professional identity e.g. police are not social workers or vice versa
- Financial incentives – protecting the ‘Staffordshire pound’
- Adaptation / aptitude of the police to have successful partnerships with many and varying agencies
- Technology (also barrier)



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Results / Benefits

- Clarity on desired outcomes
- Recognition / understanding and realisation of benefits
- Translating efforts and energy into benefits
- Co-location / integration to enhance results and benefits



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Positive Examples

- Integrated Offender Management (IOM)
- Multi Agency Safeguarding Hub (MASH)
- Sexual Assault Referral Centre (SARC)



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Barriers to Effective Partnerships

Politics

- Long term strategies vs quick wins
- Who claims credit?
- Political map – E.g. Staffordshire CC
Stoke on Trent City Council
- Poor information sharing



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Governance / Leadership

- Complexity of who is contributing what and why
- Fear around decision making on behalf of agency
- Insular views of partnership workings
- Lack of clear governance arrangements, accountabilities and scrutiny



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Finance

- Ownership and set up costs
- Distribution of financial reward

Cultural differences

- Levels of transparency / scrutiny
- Tolerance / appetite for risk
- Differing accountability frameworks



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Academic Links and Influence

Evidence Based Practice

- IOM design phase
- Repeat victimisation research
- Hot spot patrol strategy research
- Restorative Justice
- Govt funded
(e.g. Family Intervention Project) research
with potential political slant - does this really
withstand scrutiny?



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Academic vs Professional Instinct

- College of Policing (What Works Centre for Crime Reduction)
- Build the evidence base
- Reinforce or influence
- Local partnerships

Keele University – evaluation

Staffordshire University - forensics