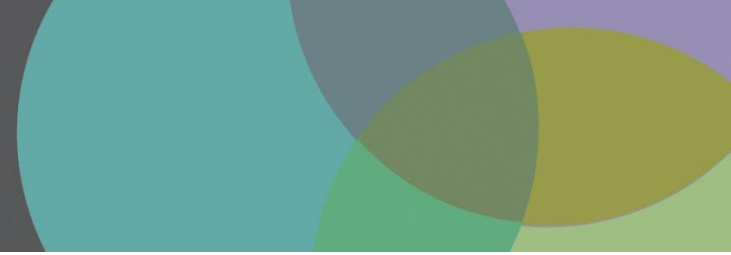


Doing Partnership Working

Congressional Briefing, Washington

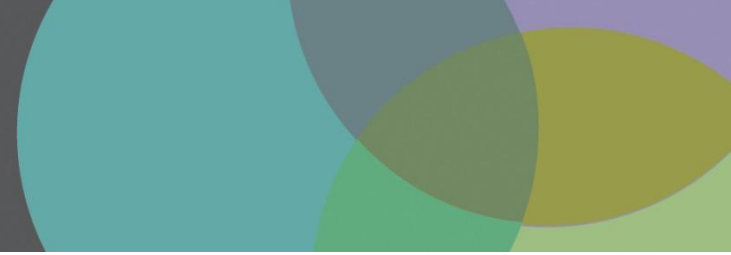
9 April 2013

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Overview

- Partnership working in theory: potential and challenges
- The research: partnership working as practice
- The lessons: doing partnership working:
 - A shared interest
 - A valued enterprise
 - A capacity to do things
 - The right community
 - Sustainability and memory



Partnership working in theory

- **Potential**

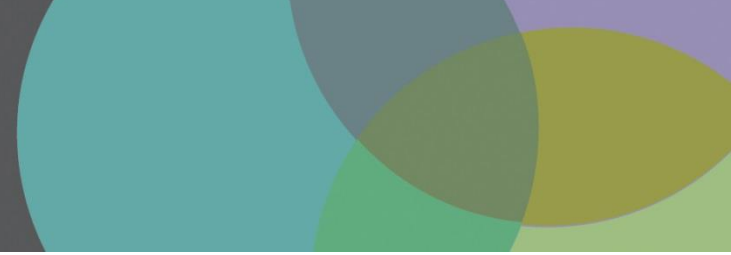
Problem-orientated; holistic solutions;
joined-up and coherent

- **Challenges**

Different organisational cultures, functions and
roles; different processes for doing things
(conflict)

The research: partnership working as practice

- A qualitative study of the development of partnership working in Scotland
 - Period of organisational change, voluntary to statutory status, changing funding arrangements
- Framework: social learning and the negotiation of practice through everyday interaction in communities of practice



Lessons: doing partnership working

- ***A shared interest***
 - Clear sense of what the partnership is about - a ‘domain’ of practice – a focus for participants
- ***A valued enterprise***
 - The danger of ‘not real police work’. Add value through legislation; policy programmes; auditing; promotion prospects; secondment of people of rank; sustained membership

- ***A capacity to do things***
 - Nobody wants to be in a ‘talking shop’. People, resources and time let partnerships do things
- ***Trusted relationships***
 - Ambiguity is corrosive. Be upfront about conflict and transparent about policy
- ***Sustainability and memory***
 - Good people get promoted and move on. Mentor newcomers