
Downloaded from: http://insight.cumbria.ac.uk/2186/

Usage of any items from the University of Cumbria’s institutional repository ‘Insight’ must conform to the following fair usage guidelines.

Any item and its associated metadata held in the University of Cumbria’s institutional repository Insight (unless stated otherwise on the metadata record) may be copied, displayed or performed, and stored in line with the JISC fair dealing guidelines (available here) for educational and not-for-profit activities provided that

• the authors, title and full bibliographic details of the item are cited clearly when any part of the work is referred to verbally or in the written form
  • a hyperlink/URL to the original Insight record of that item is included in any citations of the work
• the content is not changed in any way
• all files required for usage of the item are kept together with the main item file.

You may not

• sell any part of an item
• refer to any part of an item without citation
• amend any item or contextualise it in a way that will impugn the creator’s reputation
• remove or alter the copyright statement on an item.

The full policy can be found here. Alternatively contact the University of Cumbria Repository Editor by emailing insight@cumbria.ac.uk.
Contemporary Policing Challenges & Opportunities: Engaging stakeholders & building partnerships

David F Murphy
david.murphy@cumbria.ac.uk
www.iflas.info
All of your partners are stakeholders, but not all of your stakeholders are partners...
A true relationship is two unperfect people refusing to give up on each other.
If I don’t have you...

Everybody ’round here moves too fast
And it feels so good but it’s never gonna last

Everything I had is twice what I knew
But I don't have nothing if I don't have you

Rosanne Cash & John Leventhal
Modern Blue (2014)
“In Africa we have a concept known as UBUNTU, based upon the recognition that we are only people because of other people”

Nelson Rolihlahla Mandela

#SayNoToXenophobia
‘Empathy inspires with a unique combination of teaching, storytelling and a serious call to action’

Brené Brown, author of Daring Greatly

EMPATHY

WHY IT MATTERS, AND HOW TO GET IT

ROMAN KRZMARIC

‘One of Britain’s leading lifestyle philosophers’ Observer
"We must extend our empathetic imaginations not just to the dispossessed or disadvantaged, but also to those whose views and actions we might oppose or disdain."

‘Empathy with the Enemy’
Roman Krznaric (2010)
cultural thinker: ‘one of Britain’s leading popular philosophers’, The Observer
Build a culture of trust and innovation.

COLLABORATE

SPOTLIGHT PAGE 67
Collaborative leadership is the capacity to engage people & groups outside one’s formal control & inspire them to work toward common goals - despite differences in convictions, cultural values, and operating norms.”

Ibarra & Hansen, ‘Are You a Collaborative Leader?’ Harvard Business Review (July/August, 2011)
Conflict

Boycott Nestlé

Top hell!

Against Nestlé

Give Nescafe the boot!
COLLABORATE OR DIE
CORPORATE COMBAT
THE ART OF MARKET WARFARE ON THE BUSINESS BATTLEFIELD
WHEN BUSINESS IS WAR, THESE ARE THE RULES OF COMPETITIVE STRATEGY
END CORPORATE GREED
Sarah Giles
@CityCentrePCSO

Official account for a PCSO in Exeter, Devon. Still having to use carrier pigeon so bear with me... ;-) For PR follow @DC_Police DO NOT REPORT CRIME HERE

Exeter

hoodpolicing.devon-cornwall.police.uk/Pages/FindMyNe

Joined July 2011
‘To cut costs & make its officers more efficient, police in Peterborough are asking citizens to report crimes over Skype’
‘Anger as victims of crime made to contact police officers using Skype’ (Mirroronline, 29 October 2015)
KEEP CALM AND CALL THE POLICE
KEEP CALM AND DON'T CALL THE POLICE
KEEP CALM AND CALL THE KARMA POLICE
Facebook 'Friends' Its City, Pays for Officer: Company Gives No-Strings-Attached Gift to Menlo Park, Calif.
‘The Facebook Cop’

- Facebook funds $200K Menlo Park officer salary & benefits per annum for 3-5 yrs
- Primary duties are to:
  - keep children in school
  - work with juvenile offenders
  - help large local businesses such as Facebook plan for emergencies (fires, earthquakes, etc.)

@ZushaElinson: Facebook 'Friends' Its City, Pays for Officer, Wall Street Journal, July 13, 2014 10:23 p.m. ET
On the funding model

"The APCC is disappointed about the lack of engagement between Home Office & PCCs over the last 2 years...and sees this as a missed opportunity, and hopes that improved arrangements can be put in place."
Corporate Sponsorship?
We would like to look at the whole issue of sponsorship, how you can help policing.

Craig Mackey, QPM
Deputy Commissioner, Metropolitan Police
All of your partners are stakeholders, but not all of your stakeholders are partners...
A world of stakeholders...
Stakeholder theory asserts that business can be understood as a set of relationships among groups which have a stake in the activities of that business. 

“Stakeholders are those individuals or groups that can affect or can be affected by the achievement of the firm’s core purpose.”

Stakeholder influence & interest

[Diagram showing a matrix with potential influence and potential interest axes. The matrix is divided into quadrants with the following actions:
- High influence, low interest: Involve / Engage
- High influence, high interest: Involve / Engage
- Medium influence, high interest: Consult
- Medium influence, low interest: Consult
- Low influence, low interest: Inform
- Low influence, medium interest: Inform
- Low influence, high interest: Consult

Commission for Architecture and the Built Environment (2011)
What kind of relationship?

Dialogue  
Debate

Networks  
Projects

Partnerships  
Partnering

Joint Ventures  
New Institutions

Ros Tennyson on partnership

Oxford English Dictionary definition:

*Partnership is an on-going working relationship in which risks and benefits are shared*
Key partnering principles

- EQUITY
- RESPECT
- TRANSPARENCY
- TRUST
- MUTUTAL BENEFIT
- SUSTAINABILITY

Because it leads to
Partnership Planning Framework

Tennyson (2011) The Partnering Toolbook
“We should continue to aggressively lobby, aggressively litigate, aggressively criticize corporate ‘evil-doing’ and promote stricter regulation. We also should be able to problem-solve with corporations.”

Fred Krupp, Environmental Defense partner of McDonald’s, 1991
The main points of the partnership agreement were as follows:

<table>
<thead>
<tr>
<th>Task force would evaluate McDonald’s materials use &amp; solid waste issues, and develop strategies to reduce the company’s US-based restaurant solid waste stream</th>
<th>There would be no acceptance of any monetary or in-kind support at any time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Either party could terminate project at any time if few or no substantive agreements were forthcoming</td>
<td>Both parties would continue with their ongoing business &amp; advocacy activities</td>
</tr>
<tr>
<td>EDF reserved its right to criticise McDonald’s</td>
<td>If either party disagreed on research findings or conclusions, the final report would consist of separate statements reflecting each party’s perspective</td>
</tr>
<tr>
<td>McDonald’s required EDF task force members to work in one of its restaurants for at least a day each</td>
<td>Larger issues such as rainforest destruction, global warming and the high-consumption, highly disposable nature of McDonald’s business were strictly off-limits</td>
</tr>
</tbody>
</table>

**Source:** Murphy & Bendell (1997) *In the Company of Partners* (Policy Press)
An arrangement between two or more separate organisations to pursue a common activity or interest, where risks & benefits are shared. It may or may not involve formal agreements or financial exchange & can be based on legally-binding contracts or purely voluntary arrangements.

Different dynamics & constructs

- Greater Commitments
- Level of Interdependence & Blurred Branding
- Level of Risk and Reward
- Generally more specific deliverables
- Different accountabilities

Dialogue → Projects → Partnerships → Joint Ventures & New Institutions

Since 2000 there has been a huge increase in the number of partnerships with more than 100 global health partnerships or initiatives established.
UNESCO-L'Oréal: Mutual Benefit?
‘Together we collected five and a half tube carriages worth of items in the UK to donate to Save the Children to help fund their Child Refugee Crisis Appeal’
Human rights
is it any of your business?
“We believe we should try whatever way is possible to increase the pressure on corporations to respect human rights...
The big question is: when do you move from a promotional, friendly relationship with a company to an oppositional relationship?”

Irene Khan, Secretary General
Amnesty International (2001-2009)
WWF not partnering with BP

WWF & Coca-Cola ‘partnering’ on polar bear conservation

Photograph: Steven Kazlowski/WWF-Canon
Trading in Credibility

The myth and reality of the Forest Stewardship Council

Written and edited by Simon Counsell and Kim Terje Lossou (Rainforest Foundation UK), with case studies contributed by Anna Fanzo, Noel Rajesh and Chris Lang, Rama Abdalmajid, Faisal H. Patam and Longono Binting, Nicole Peiris and Klemens Laschert, Jessica Lawrence, Jedina Renc, Arbi Valentinus, Carol Yong and Russell Collier.

The Rainforest Foundation
The Partnership Paradox
21 LESSONS FROM LIFELONG ACTIVISM

After over 100 arrests across 3 continents and 16 prison sentences Angie Zelter shares what she has learnt from 30 years struggling for peace and justice.

4pm 4th February 2015
J19 Richmond, Bradford Uni
Listening and confronting

“I think the major thing is that you have to be willing to listen and make some adjustments. But there’s also a role for being confrontational. At the same time, if you’re willing to talk to them and see their viewpoint to some extent, then I think there is a way forward.”

Angie Zelter
Activist
david.murphy@cumbria.ac.uk
linkedin.com/pub/david-f-murphy/7/9b1/a41

Twitter:
@davidfmurphy
@I FLASinfo