

Murphy, David F. ORCID: <https://orcid.org/0000-0001-8416-5627> (2015)  
Contemporary policing challenges & opportunities: how to engage stakeholders &  
build partnerships. In: IFLAS Autumn 2015 Open Lecture Series, 5 November  
2015, University of Cumbria, Carlisle, UK. (Unpublished)

Downloaded from: <http://insight.cumbria.ac.uk/id/eprint/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](mailto:insight@cumbria.ac.uk).

**Open Lecture: 5 November 2015**  
**The Learning Gateway, Fusehill Street**  
**Carlisle, CA1 2HH**




**Contemporary Policing**  
**Challenges & Opportunities:**  
**Engaging stakeholders &**  
**building partnerships**

**David F Murphy**  
**david.murphy@cumbria.ac.uk**  
**[www.iflas.info](http://www.iflas.info)**

A large blue thought bubble with a black outline, containing white text. Three smaller blue circles of decreasing size trail off to the bottom right from the main bubble. The background is a solid light yellow color.

**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.**

# THE RIVER & THE THREAD

ROSANNE CASH

# 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 Rolihlabla Mandela*

**#SayNoToXenophobia**



**'Empathy inspires with a unique combination of teaching, storytelling and a serious call to action'**

Brené Brown, author of *Daring Greatly*



**WHY IT MATTERS, AND HOW TO GET IT**

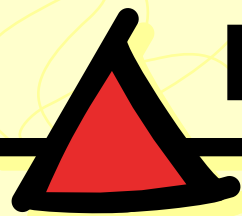
**ROMAN KRZNARIC**

'One of Britain's leading lifestyle philosophers' *Observer*



# Put empathy to the test

---



**“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



HBR.ORG  
**Harvard  
Business  
Review**

Build a culture  
of trust and  
innovation.

**COLLABORATE**

JULY-AUGUST 2011

23 Idea Watch

What's Your Social  
Media Strategy?

56 The Big Idea

Winning in the Age of  
Hyperspecialization  
Thomas W. Malone et al.

112 The HBR Interview

Disney's Bob Iger on  
Reanimating the Brand

**SPECIAL DOUBLE ISSUE**

**SPOTLIGHT PAGE 67**



# Collaboration not consensus

---

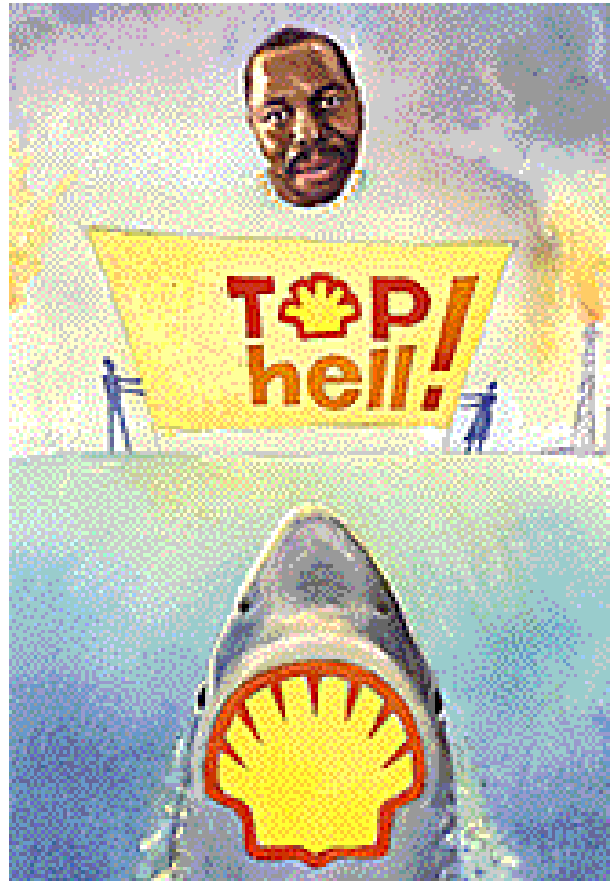
“Collaborative leadership is the capacity to engage people & groups outside one’s formal control & inspire them to work toward common goals - despite differences in convictions, cultural values, and operating norms.”

# Conflict

## Boycott



Nestlé



EASY MILK  
ACTION



• Every 20 seconds  
a baby dies from  
unsafe bottle feeding.

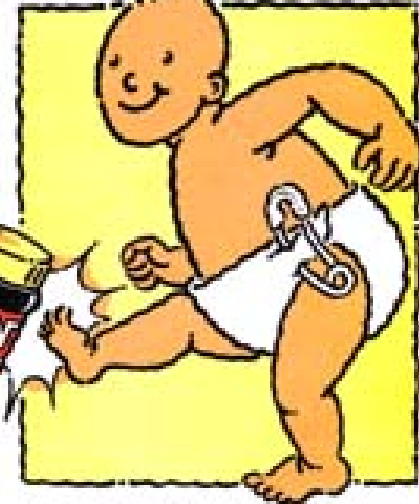
• Nestlé, the world's  
largest baby milk  
company, promotes  
bottle feeding so  
that they can  
sell more milk.

• Breast-  
feeding is  
free, safe  
and best for  
babies.

• But Nestlé know  
that if they don't  
get babies on the  
bottle, they don't  
do business.

• We can't let them  
get away with it -  
BOYCOTT NESTLÉ!

CAMPAIGN

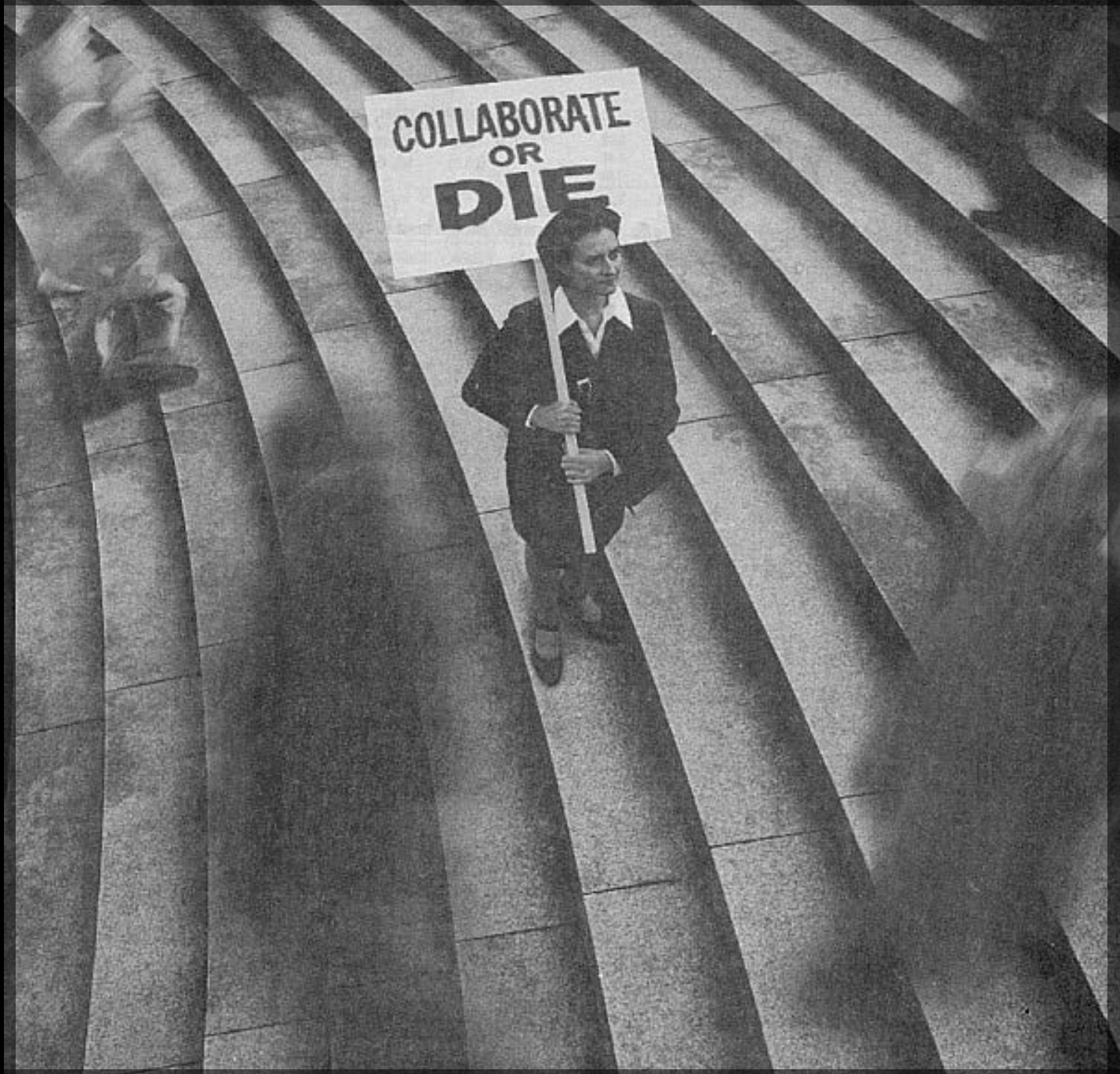


**AGAINST  
NESTLÉ**

**GIVE NESCAFÉ THE BOOT!**

Public information: Baby Milk Action, 2010, London, UK. Campaign 2010. Nestlé 2010. 2010. 2010.





NICK SKELLON

---

# 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**

**FOR  
TRADE  
RIGHTS!  
WAGES GROWTS,  
IF TIENS!**

**END  
CORPORATE  
GREED**



# Philanthropy






## 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](https://www.hoodpolicing.devon-cornwall.police.uk/Pages/FindMyNe)  
...

 Joined July 2011

 Tweet to Sarah Giles





# UK police force trials virtual crime visits over Skype

by Nick Summers | @nisummers | October 30th 2015 At 7:44am



'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**



**KEEP  
CALM  
CALL  
FACEBOOK  
POLICE!**



# The Facebook 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.)



# Officer Mary Ferguson







# 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?



# easyJet adverts on squad cars?

---

“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...**

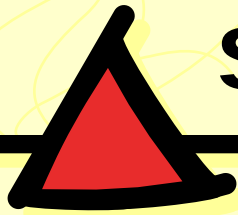
# A world of stakeholders...



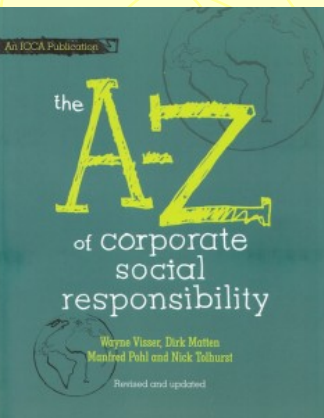


# Stakeholder theory

---



“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.”



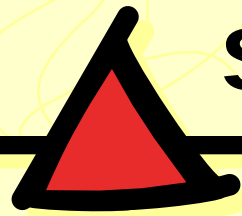
Freeman & Parmar  
in 'The A-Z of CSR' (2010)



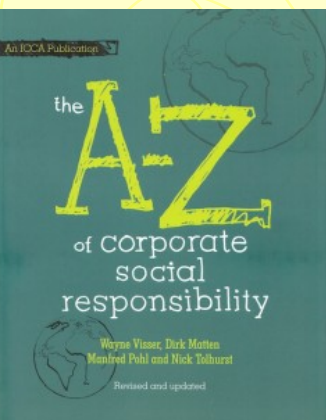


# Stakeholders

---



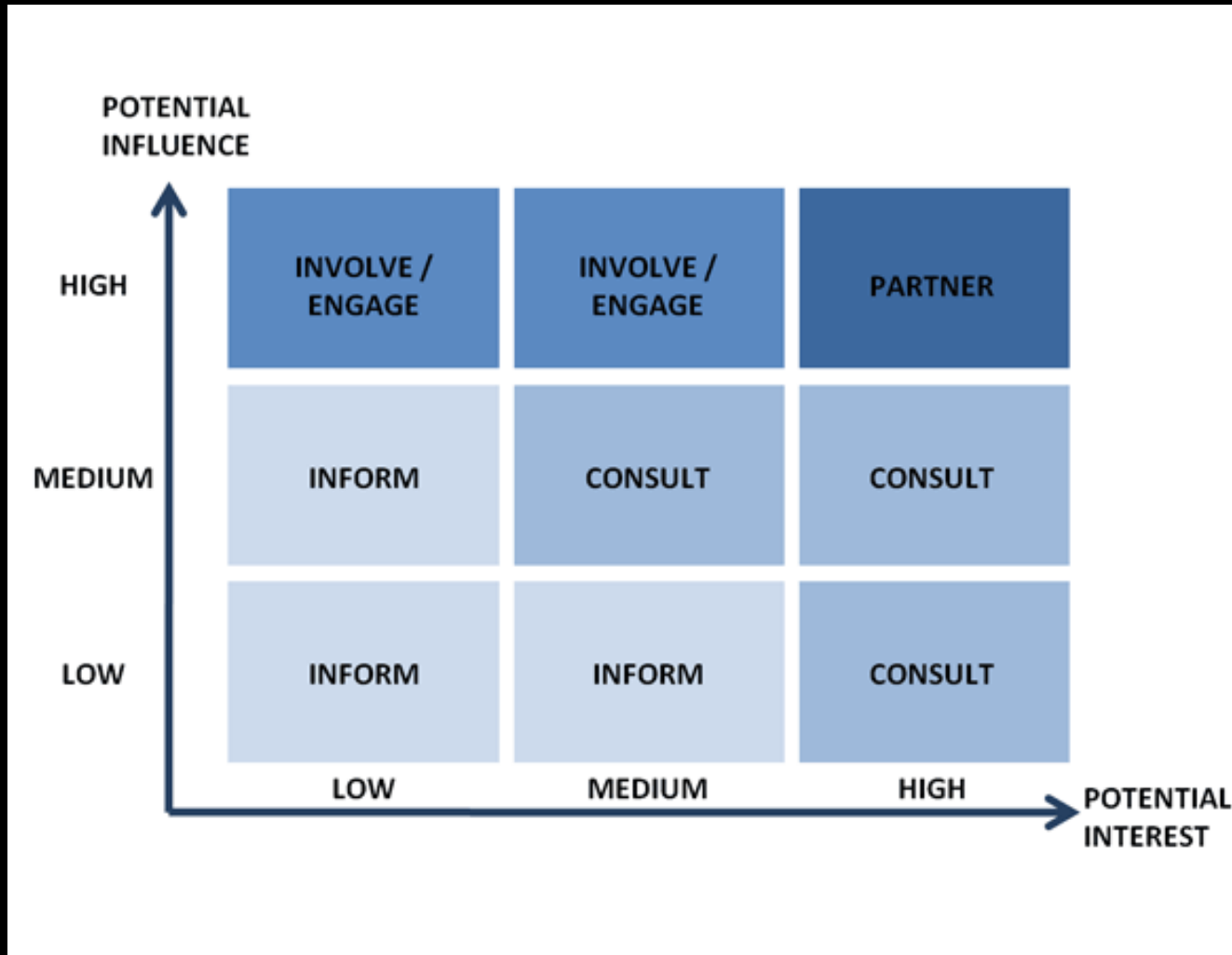
“Stakeholders are those individuals or groups that can affect or can be affected by the achievement of the firm's core purpose.”



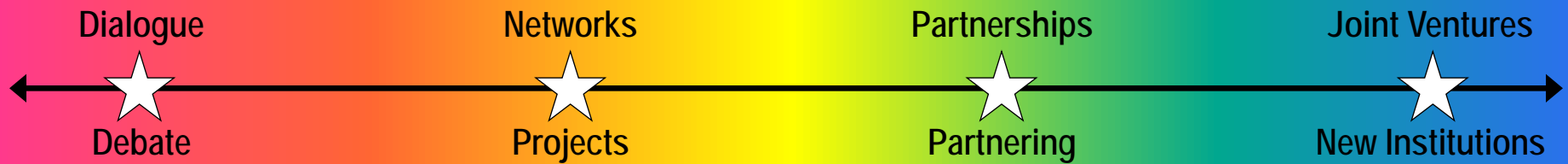
Freeman & Parmar  
in 'The A-Z of CSR'(2010)

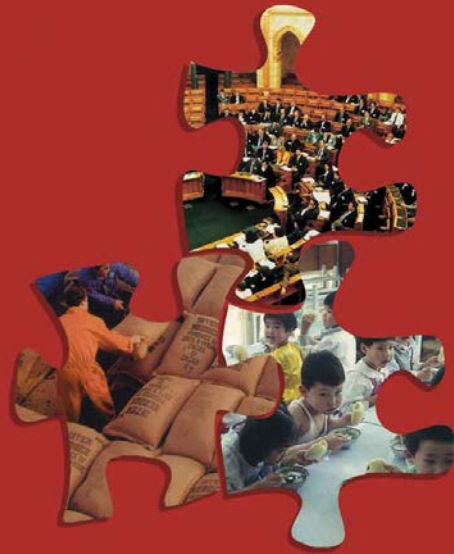


# Stakeholder influence & interest



# What kind of relationship?



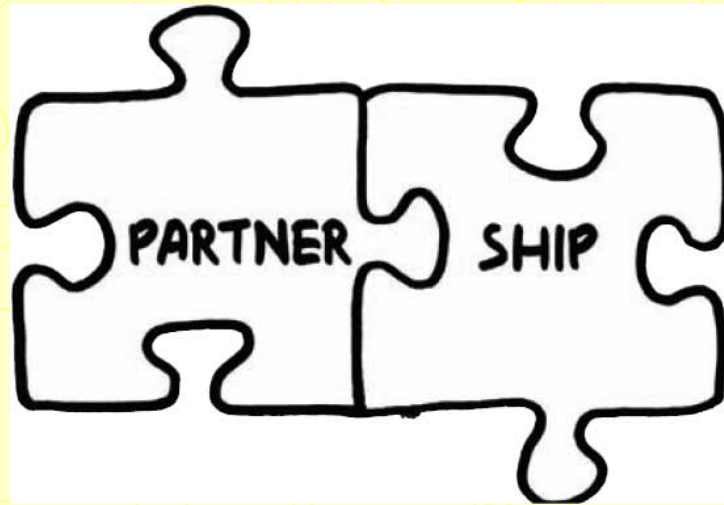


# Ros Tennyson on partnership



Oxford English Dictionary definition:

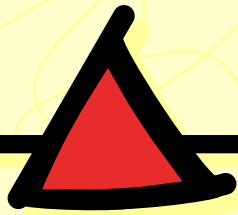
*Partnership is an on-going working relationship in which risks and benefits are shared*



Many mechanisms that are commonly described as 'partnerships' do not conform to this definition



# Key partnering principles



Because it leads to

EQUITY

RESPECT

Because it leads to

TRANSPARENCY

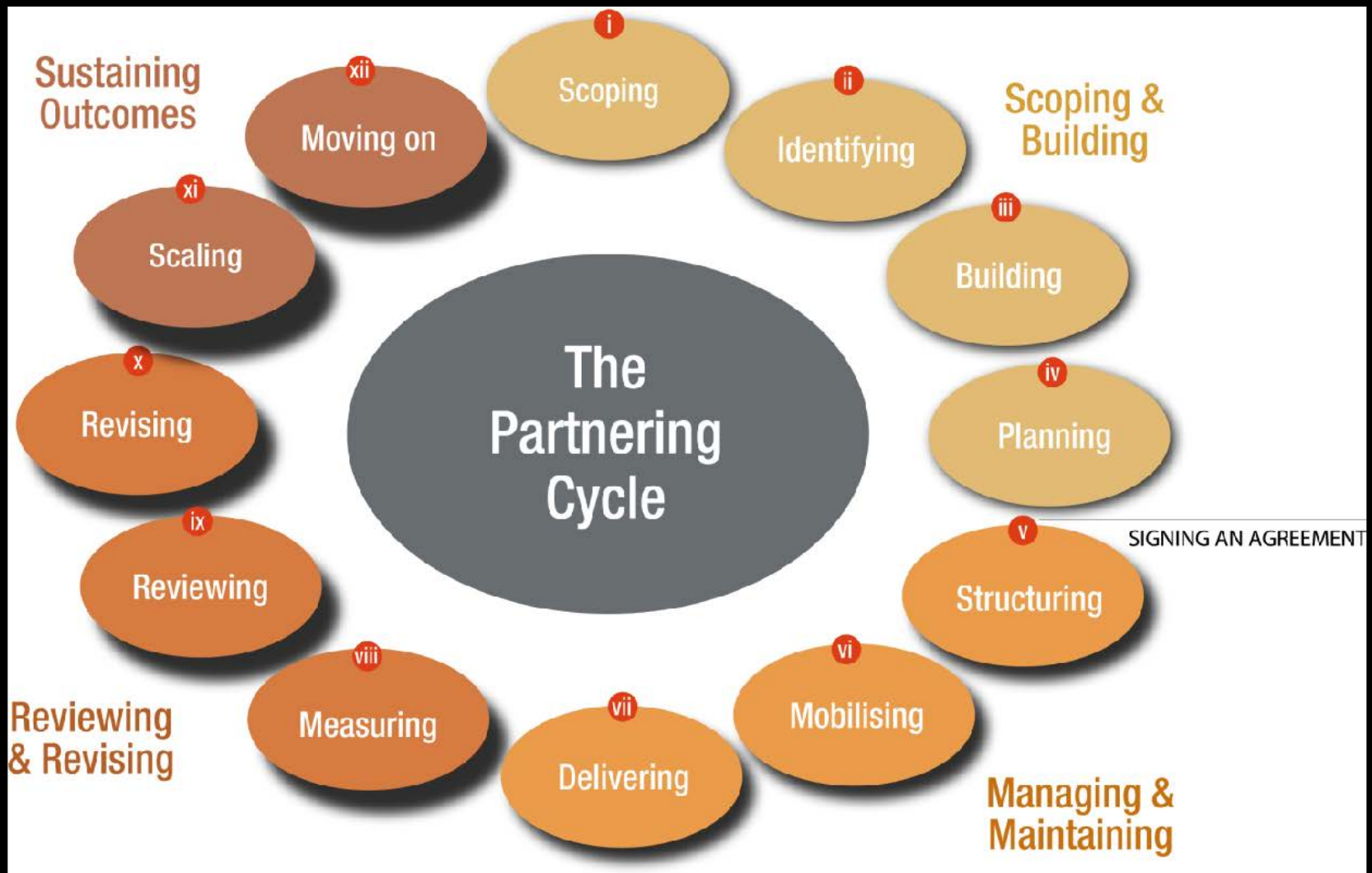
TRUST

Because it leads to

MUTUAL BENEFIT

SUSTAINABILITY

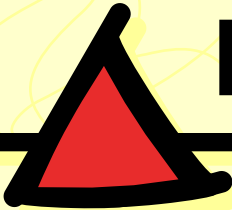

# Partnership Planning Framework





CHINA





# Problem-solving

---

**“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



# EDF-McDonalds Agreement

The main points of the partnership agreement were as follows:

Task force would evaluate McDonald's materials use & solid waste issues, and develop strategies to reduce the company's US-based restaurant solid waste stream

There would be no acceptance of any monetary or in-kind support at any time

Either party could terminate project at any time if few or no substantive agreements were forthcoming

Both parties would continue with their ongoing business & advocacy activities

EDF reserved its right to criticise McDonald's

If either party disagreed on research findings or conclusions, the final report would consist of separate statements reflecting each party's perspective

McDonald's required EDF task force members to work in one of its restaurants for at least a day each

Larger issues such as rainforest destruction, global warming and the high-consumption, highly disposable nature of McDonald's business were strictly off-limits

**Source:** Murphy & Bendell (1997) *In the Company of Partners* (Policy Press)

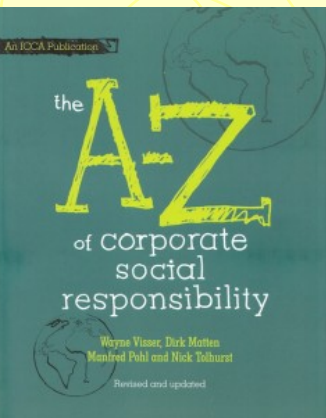


# Multi-stakeholder partnership

---



“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.”



Bendell & Murphy (2010)  
in 'The A-Z of CSR'

# Forest Stewardship Council

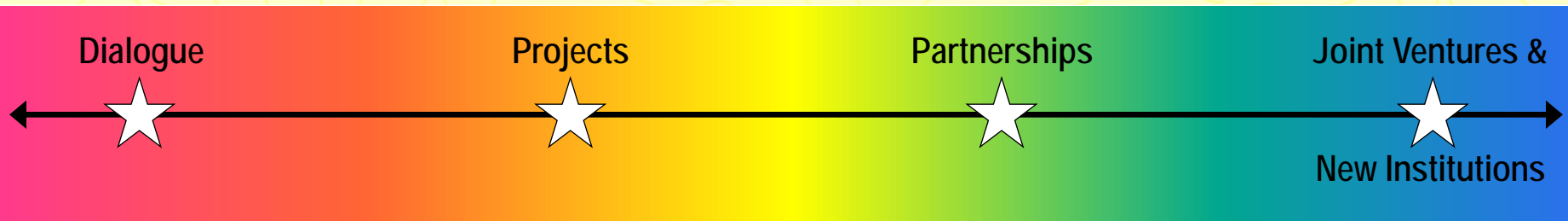
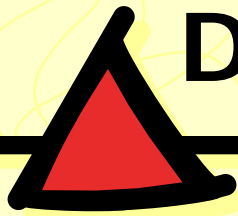
---



**FOREST STEWARDSHIP COUNCIL**



# Different dynamics & constructs





# Health Partnerships Since 2000



Since 2000 there has been a huge increase in the number of partnerships with more than 100 global health partnerships or initiatives established.





# HAIRDRESSERS AGAINST AIDS



United Nations  
Educational, Scientific and  
Cultural Organization

L'ORÉAL  
FONDATION  
D'ENTREPRISE

## UNESCO-L'Oréal: Mutual Benefit?





UBER GIVING

U B E R



‘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’

**Amnesty International**

# Human rights

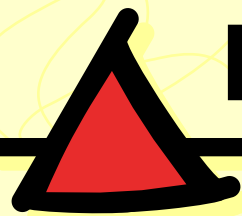


is it any of your business?

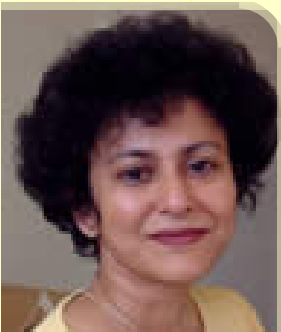


# Friendly to oppositional?

---



“ 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)



birds

NO WTO

*I'm not a trade barrier!*

Don't sacrifice animal protection laws to free trade rules.

The Humane Society of the United States

NO WTO

NO WTO

NO WTO

NO

bp





# WWF not partnering with BP



WWF & Coca-Cola 'partnering' on polar bear conservation

Photograph: Steven Kazlowski/WWF-Canon

# Trading in Credibility

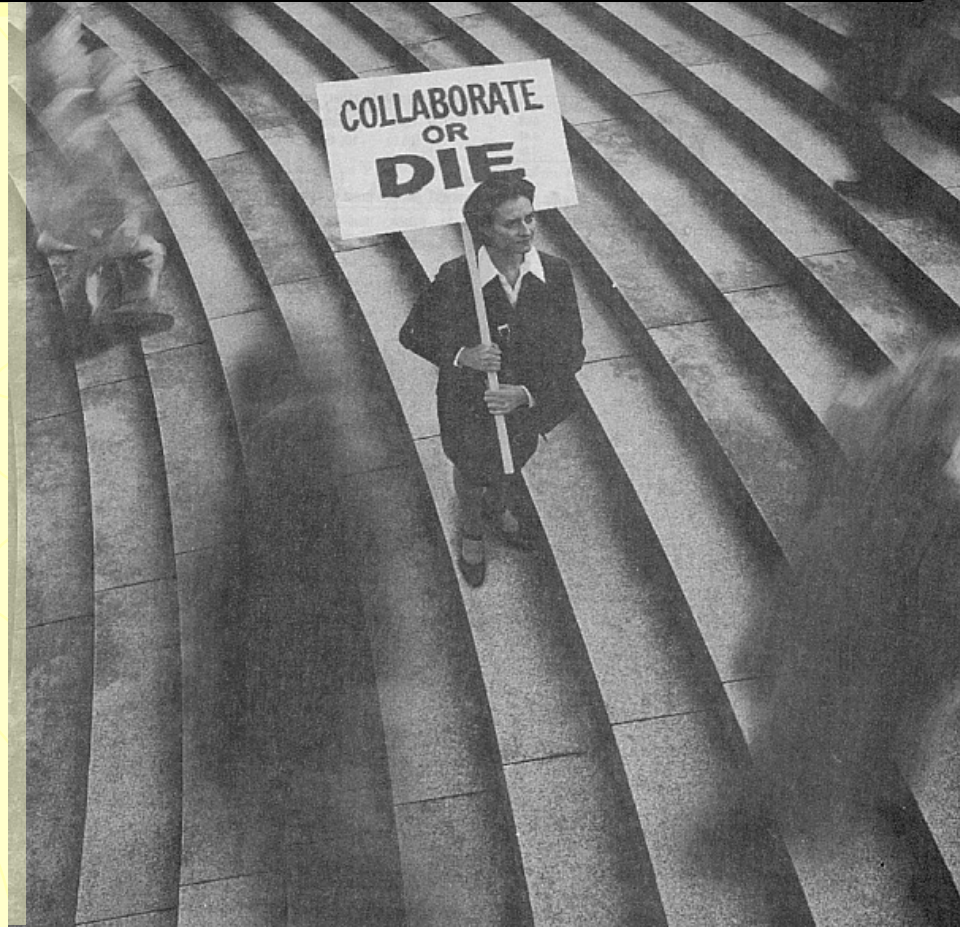
The myth and reality of the Forest Stewardship Council



Written and edited by Simon Council and Kim Terje Loeas (Rainforest Foundation UK),  
with case studies contributed by Anna Fanzores, Noel Rajesh and Chris Lang,  
Pama Astraatmaja, Faical H. Fuzi and Longgona Ginting, Nicole Floris and Momona  
Lazcheński, Jessica Lawrence, Jacinta French, Arbi Valentinus, Carol Yong and Russell Collier.

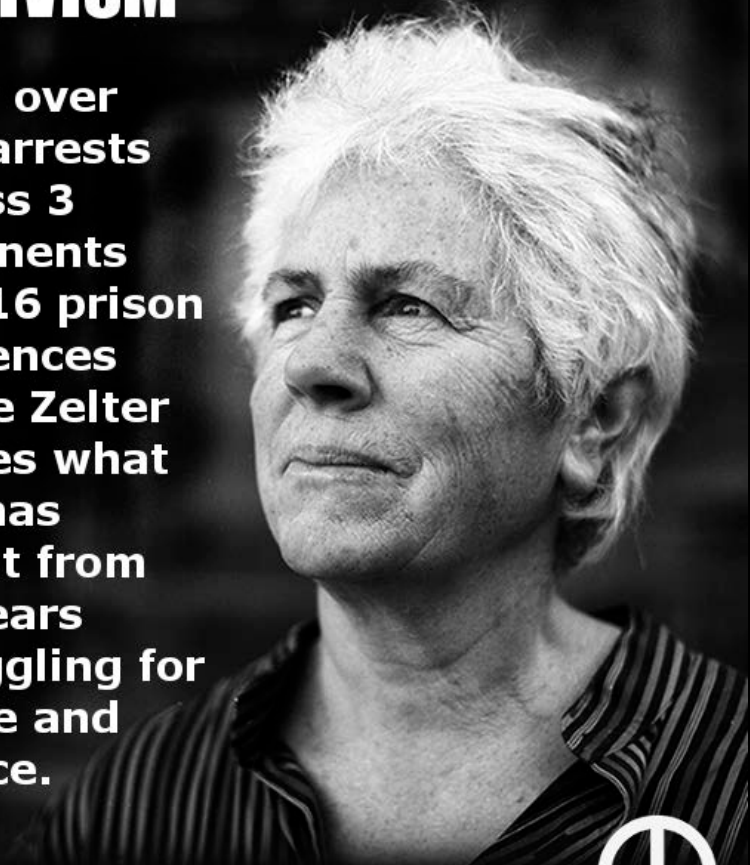
 **THE RAINFOREST  
FOUNDATION**

# The Partnership Paradox



# 21 LESSONS FROM LIFELONG ACTIVISM

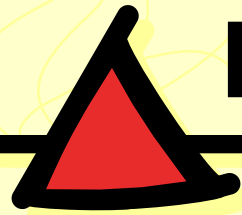
After over  
100 arrests  
across 3  
continents  
and 16 prison  
sentences  
Angie Zelter  
shares what  
she has  
learnt from  
30 years  
struggling for  
peace and  
justice.



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](mailto:david.murphy@cumbria.ac.uk)  
[linkedin.com/pub/david-f-murphy/7/9b1/a41](https://www.linkedin.com/pub/david-f-murphy/7/9b1/a41)



**Twitter:**

**@davidfmurphy**  
**@IFLASinfo**