

# Collaboration: partnerships and multi-agency working in blue light services

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## Who we are and the work we do

- SfJ Research is part of Skills for Justice (a sector skills council).
- We work with employers across a range of sectors such as fire & rescue, armed forces and the police.
- Our research focuses on Labour Market Information, skills development and public service improvement project.

## Our collaborative research across blue light services

- Longitudinal study of JESIP
- Social value assessments of fire and rescue projects
- Joint research into Emergency Service Collaboration

## Collaboration: What were we investigating?

- How was collaboration achieved – barriers/enablers?
- Did collaboration support wider public service change?
  - How can collaborations be sustained?
  - Possible Key Performance Indicators
  - Evidence of sharing lessons learned

## Collaboration: Examples from our research

Area of research	Nature of collaboration
Efficient services	<b>Sharing back-office</b> - <i>'H3' partnership</i>
	<b>Organisational integration</b> – Shared Services arrangement.
Effective services	<b>Co-responding</b> – <i>Joint Ambulance Conveyance Project</i>
	<b>Interoperability</b> - <i>Joint Public Service Centre and the Multi Agency Information Transfer (MAIT)</i>
Emerging best practice	<b>Reducing overlap between the emergency services</b> - <i>Public Service Transformation Network</i>
	<b>Wider approach to prevention activities</b> - <i>Community Risk Intervention Teams (CRIT)</i>

## Collaboration: Enablers

*A clear and shared vision of the objectives of the collaboration.*

*Trust at all levels of the collaborating agencies*

*Clear, shared resource plan*

*Agreed and realistic timeline and delivery pathway*

## Collaboration: Enablers

*Local cross party political buy-in and overt support.*

*Robust governance architecture.*

*Retaining service identity.*

## Collaboration: Barriers

*Collaboration being too narrow*

*Funding streams and cycles.*

*Organisational differences.*

## Collaboration: Barriers

*Representative bodies.*

*Current legislation*

*Government Departments.*

## Collaboration: What did we find?

*Collaboration across England and Wales is 'inconsistent'*

*Conflicting messages across government departments*

*Politics can inhibit or stimulate collaboration*

*Success is grounded in a clear shared vision between partners*

*It is often key individuals driving collaboration*

## Collaboration: What did we find?

*Important to consider both inter and intra service collaboration*

*Collaboration would be given further momentum if linked to KPIs*

*Positive public backing but a lack of public awareness.*

*Evidence of financial outcomes will take time to be realised*

*Collaboration projects support wider public service change*

## Collaboration: The three Cs

Clear Vision

Consistency

Culture

**Thanks!**

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