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| Sommario/riassunto | Chapter 3 describes the police intelligence division-of-labour. It is argued that police organisation gains overall coherence in relation to the 'police métier'; a rationale that allows protagonists in the police world to make sense of an irrational workplace structure where personal loyalty, trust and honour (not formal organisational logic) form the basis of action and compliance. The concept of the police métieris defined in terms of the police professional concern with the mastery of surveillance and coercion in the reproduction of order, the making of crime and the governance of insecurity, and it is the polestar of the police mindset.The article describes the police intelligence division-of-labour paying specific attention to four different aspects of intelligence activity: the acquisition of intelligence or information; the analysis of information in the production of intelligence;tasking and co-ordination on the basis of intelligence'product'; or being tasked on |

that same basis. The descriptive analysis presented here is useful in several respects. Firstly it provides a basis for the comparative study of police intelligence work and its configuration within broader processes of security governance. Secondly, it provides a prototypical organisational map useful understanding the orientation of particular units—the organisational elements of police work (e.g. of drug squads, primary response, public order and homicide investigation units)—within the broader police division-of-labour. Lastly, it provides a complex view of issues concerning democratic governance of ‘the police’ as they are configured as nodes within broader networks of security governance. This book promotes new theoretical frameworks and research questions that seek to advance knowledge of policing across internal and external organisational boundaries, specifically at the structural level of analysis. It addresses police theory, policy and practice, and also provides new directions for future research on intra- and inter-organisational policing. Analysing boundaries is of increasing global importance for policing policy and practice. Boundaries reflect the division-of-labour inherent to complex organisations and their specialist units. In order to operate effectively, however, these boundaries must be crossed, and strong and reliable linkages must be built. Intra-organisationally, it is vital to understand how specialist units form and function and interact with other units. Inter-organisationally, it is fundamental to recognise the place of boundaries in contexts such as international police cooperation.

Child safeguarding has come to the forefront of public debate in the UK in the aftermath of a series of highly publicised incidents of child sexual exploitation and abuse. These have exposed the inadequacies and failings of inter-organisational relations between police and key partners. While the discourse of policing partnerships is now accepted wisdom, progress has been distinctly hesitant. This paper contributes to understanding both the challenges and opportunities presented through working across organisational boundaries in the context of safeguarding children. It draws on a study of relations within one of the largest Safeguarding Children partnerships in England, developing insights from Etienne Wenger regarding the potential of ‘communities of practice’ that innovate on the basis of everyday learning through ‘boundary work’. We demonstrate how such networked approaches expose the differential power relations and sites of conflict between organisations but also provide possibilities to challenge introspective cultures and foster organisational learning. We argue that crucial in cultivating effective ‘communities of practice’ are: shared commitment and purpose; relations of trust; balanced exchange of information and resources; mutual respect for difference; and an open and mature dialogue over possible conflicts. Boundary crossing can open opportunities to foster increased reflexivity among policing professionals, prompting critical self-reflection on values, ongoing reassessment of assumptions and questioning of terminology. Yet, there is an inherent tension in that the learning and innovative potential afforded by emergent ‘communities of practice’ derives from the coexistence and interplay between both the depth of knowledge within practices and active boundaries across practices.
