


Partnership Working in Flood Risk Management

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+ Sharing my thoughts on...



- What 'partnership' means to me
- Where does the power lie?
- What I have learnt from the partnerships I am involved in

## + What do we mean by 'partnership'?

*First, a formal definition...*

**part·ner·ship** (pärt n r-sh p ) *n.*

1. The state of being a partner.
2. **a.** A legal contract entered into by two or more persons in which each agrees to furnish a part of the capital and labour for a business enterprise, and by which each shares a fixed proportion of profits and losses.  
**b.** The persons bound by such a contract.
3. A relationship between individuals or groups that is characterized by mutual cooperation and responsibility, as for the achievement of a specified goal

## + Where does the power lie in your partnership?

- Positional power (legitimate power) – Rank, Office
- Referent power – eg hero worship, nationalism
- Expert power – professional qualifications, experience
- Reward power – ability to confer gifts or advantage
- Coercive power – ability to withhold or withdraw
- Informational power – sharing or keeping information

**Understanding the sources of power in your partnership will improve your chances of success**

+ 'Partnership' Examples

'Long term' relationships

- North Yorkshire Flood Risk Partnership
- Yorkshire & Humber Learning and Action Alliance

'Task and Finish'

- Bishop Monkton FAS Partnership
- 'Littleplaceonthemoors\*' FAS 'Partnership'

\*the names have been change to protect the guilty

+ North Yorkshire Flood Risk Partnership

- **What is it?** - one of four sub-regional partnerships set up to feed into the RFCC
- **Membership** – LA elected members and senior officers; Water company, IDBs, EA
- **What does it do?** – provides strategic direction and assist members with achieving their FRM duties

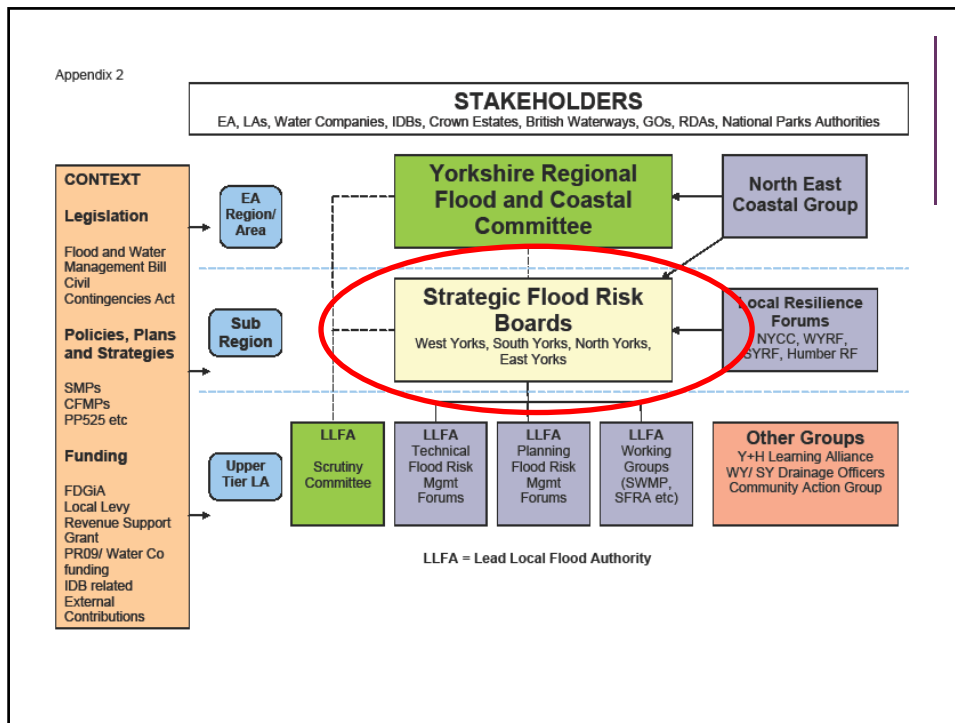
**Formal terms of reference**

**Powerful & influential membership**

**Formal meetings**

**High level of accountability**

**Limited flexibility**



## + Yorkshire & Humber Learning and Action Alliance

- **What is it?** – Regional group Created through a European-funded programme to encourage sharing of learning
- **Membership** – LA officers (drainage, planning, building control, flood risk); Water company, EA, Academia;
- **What does it do** – Provides a community of practice; develops best-practice guidance; direct interaction with DEFRA and EA policy makers;

*Loosely defined purpose*

*No formal power*

*High levels of expertise & experience*

*'Democratic' High degree of influence*

### + Bishop Monkton FAS

- **What is/was it?** - £250k Flood Alleviation Project
- **Membership** – LLFA, EA, Parish Council
- **What did it do?** – delivered a flood alleviation project that provides 1:75 year flood protection

**Shared vision**

**Good local leadership**

**Regular and open communications**

**Limited flexibility**

**Trust**

### + ‘Littleplaceonthemoors FAS

- **What is it?** – A community with a surface water flooding issue
- **Membership** – LLFA, EA, Town Council, District Council, local residents, water company, local landowners
- **What will it (eventually) do?** – improved maintenance of drainage, water company investment, landowner interventions, groundwater investigation

**Lack of shared vision**

**Local political difficulties**

**Reactive communications**

**Loss of momentum**

**Lack of trust**

+ Summary

- What kind of partnership are you trying to build/maintain?
- Who holds the power, and how can you use this (or limit the corrosive influence)?
- Do all your partners understand what kind of partnership it is, and what their responsibilities are?

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Thank you