



Collaborations of Impact – Development Activities & Workshops

Over the years, I have provided bespoke partnership development activities and workshops for a broad range of senior leaders leading complex, high-stakes, multi-partner collaborative transformation programmes. Examples include:

Ashford Borough Council:

Provided 'partnership turn-around services' to a struggling partnership seeking to deliver a new town extension of 5,000+ new homes and associated infrastructure. Involved health-checking / base-lining the partnership through confidential questionnaires and 1-1 interviews; developing a new co-created shared vision across all the partners; developing and implementing a radical new governance framework and delivery plan; developing and agreeing partnership house rules, accountability policy and conflict resolution policy.

Basingstoke & Deane Borough Council:

Designed and facilitated a Regeneration Strategy development workshop with over 20 diverse organisations and a number of community representatives in attendance. The workshop explored the opportunities and challenges around collaborative working; undertook a stakeholder mapping exercise; and co-created its governance principles.

Brighton & Hove City Council:

Designed and facilitated a challenging Visioning & Strategic Priorities workshop, through a series of conversations, for a multi-partner city leadership team with a challenging range of opinions and diverse points of view as to the future vision and strategic direction needed for the city.

Didcot Garden Town:

Established a Business Sounding Board (BSB) to bring together a business voice to feed into the governance framework of the Didcot Garden Town Programme. Subsequently established

a BSB Leadership Team and guided its 'Closing the Apprenticeship Gap' pathfinder project through the effective application of the Strategic Doing framework for loosely connected networks.

New Milton Town Council:

Designed and facilitated a 'Neighbourhood Plan – From Development to Delivery' workshop for Members and Officers to consider the critical partnership leadership and co-ordination (*holding the ring*) role that the Council needs to undertake and the partnership governance including performance reporting requirements needed.

Solent University:

Designed and delivered two bespoke collaborative working training events entitled 'Making Internal Collaboration Work' for an External Relationships Management Team and a 'Delivering Engaging & Effective Strategic Conversations' for a Senior Management Team.

Whitehill & Bordon Healthy New Town Programme:

Developed the governance framework; and designed and facilitated a number of partnership development workshops for a broad range of diverse partners to co-create their modus-operandi and delivery programme for this National NHS Pathfinder project. The WB HNT Programme itself went on to win a national Planning Award in 2019 with the judges commending it as a '*very good example of partnership working which is delivering long-term benefits for the community*'.

Whilst the needs of every client is unique; my specialist offer (in alphabetical order) includes:

- **Accountability Policy:** Co-creating and agreeing a policy for how your partnership holds all its members to account - both individually and collectively.
- **Annual Partnership Review:** Instigating an APR process with all partners that enables them collectively to identify what went well over the last year; what didn't go well and the barriers to delivery; and the key partnership development needs for next year.
- **Board Development (Strategic & Delivery):** Designing and facilitating bespoke development workshops that enables senior leaders and key partners to focus on how

to get the very best (system, process and outcomes) from their collaborative working; how to strive for excellence.

- **Conflict Resolution Policy:** Co-creating and agreeing a policy for how the partnership will work together to address the inevitable tensions that will arise on your collaborative journey.
- **Ecosystem Maximisation:** Mapping, understanding, connecting and maximising your unique ecosystem in order to secure additional capacity and resources that help accelerate collaborative delivery.
- **Governance Framework:** Designing agile governance structures with under-pinning Terms of Reference that focus on 'maximising valuable together time' by ensuring the right people are around the right tables looking at the right issues and the right time.
- **House Rules:** Co-creating and agreeing a set of House Rules setting out the expected behaviours (individual & collective) and ways of working for all partnership meetings.
- **Meetings:** Designing and facilitating action-orientated strategy and programme delivery meetings that 'maximise valuable together time' through a laser focus on accelerating delivery; collaborative problem-solving; and seizing new opportunities.
- **Shared Vision:** Facilitation of workshops to co-create a genuine shared vision that is owned by all partners and that (crucially) secures real emotional attachment from them.
- **Strategic Conversations:** Designing and delivering quality strategic conversations that:
 - **Build Understanding** – used where there is little knowledge amongst and / or divergent views across collaborative partners.
 - **Shape Choices** – used where there is an abundance of information but clarity is needed about what to do with it.
 - **Make Decisions** – used when the partnership needs to agree its course of action.

To find out more, please email me at: henrypavey@outlook.com.

Henry Pavey MBA, CTArcf, FICW.