

Spatial Planning and the collaborative approach

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PAS collaboration programme

- Pull factors
 - 2004 Act – Spatial Planning
 - working beyond the administrative boundaries
 - working to achieve delivery
- Push factors
 - working with limited resources

Collaborative working

Collaborative working is the co-ordination of resources between organisations that offer similar services; to combine their strength in a collective that is stronger than the sum of the parts in order to achieve more than they could do acting individually.

Real Collaboration: A Guide to Establishing Effective Collaborative Relationships

- Designed to support planners to initiate and drive collaborative projects
- Details the key steps and activities for success
- Based on research and participation in collaborative planning projects between local authorities, and academic research into collaboration in the public sector.

Initiating Collaboration

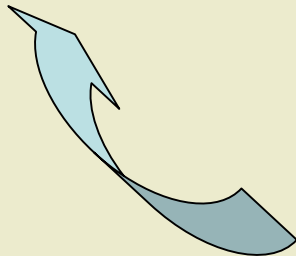
- Identify past achievements
- Identify principal barriers
- Appreciate the need for partnership
- Understand collaborative advantage
- Exploring the possibilities

Agreeing goals and outcomes

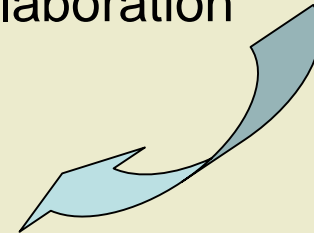
- Articulate outcomes as high-level statements
- Encourage agreement and commitment from participants
- Refine and prioritise goals as trust and shared understanding develops
- Focus on opportunities for early success

Building trust

Reinforce
trusting attitudes

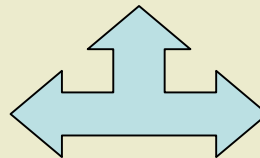


Gain underpinnings
for more ambitious
collaboration



Aim for realistic
(initially modest) but
successful outcomes

Expectations of collaboration
based on reputation or past
behaviour



Enough trust to take a
risk to initiate the
collaboration

Governing collaborative

initiatives

- Keep it simple
- Clarify responsibilities
- Empower representatives
- Manage time
- Review regularly

Leadership

Different styles of leadership are appropriate for different stages:

- Embracing – for fostering trust building
- Empowering – for creating the structures
- Mobilising – to help with motivation and commitment
- Driving – pragmatic response to retain focus on outcomes

Communication

- The delusion of communication
 - beware of the confusion caused by preconceptions
- Communicating with the outside world
 - ensure communication outside the project team
- Every project has identified a deficit in communication

Resourcing

- Be aware of the demands that a partnership brings
- No single right way of addressing these challenges
- Contribution by participants is not necessarily equal
- Appreciate the different types of resources that different partners bring

Realising benefits

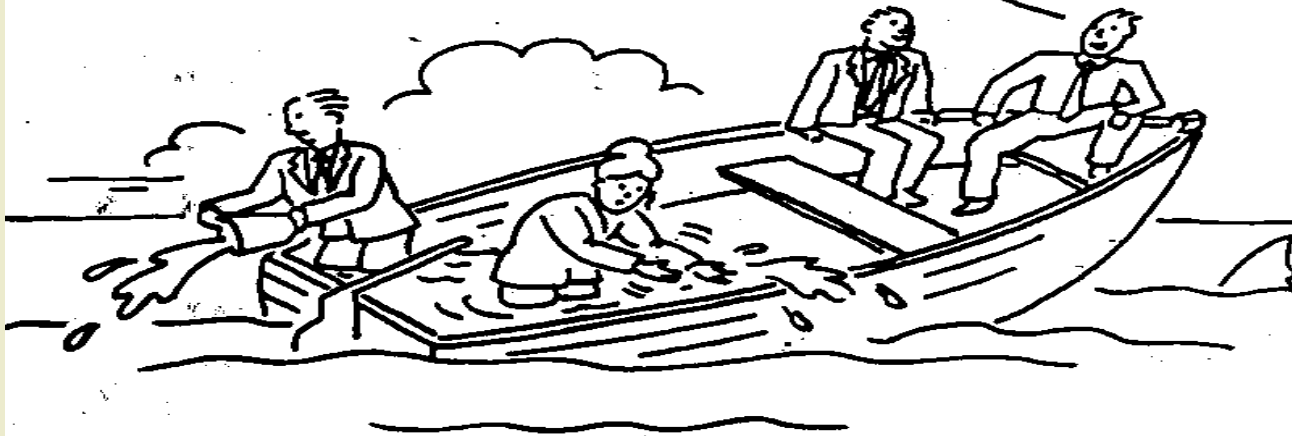
- Keep your eye on the prize
- Distribution of benefits also needs to be transparent
- “Equitable” vs “Equal”
 - proportional to contribution
 - more than could be achieved by working alone
- Not all benefits are “tangible”

Success breeds success

One of the greatest benefits from a successful project is the establishment of trust and the will to continue working together.

We're all in the same boat

*Thank goodness the hole's
at their end!*



Contacts



PAS website: **www.pas.gov.uk**
register for monthly e-updates

For “Real Collaboration”:
www.pas.gov.uk/collaboration

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