

i2i Strategies helps organisations understand and navigate pathways to create coherent strategies and ensure their effective delivery

What

i2i Strategies offers a range of services to meet the needs of your organisation:

- ◆ strategy development – facilitating organisations at the start of a new journey
- ◆ strategy implementation – assisting organisations to turn aspiration into action
- ◆ strategy review – providing fresh eyes to fine tune or reposition existing approaches
- ◆ partnerships and collaboration – understanding opportunities to create alliances
- ◆ stakeholder engagement – ensuring strategy is well-informed and gaining a mandate for action
- ◆ project management – leading and coordinating internal and external implementation teams

How

i2i Strategies can work with organisations in a consulting or contracting capacity. Consulting offers independent advice for organisations to consider and implement themselves. Contracting is a more hands on role to work with an organisation to achieve its objectives. Its approach is to offer a timebound injection of knowledge and expertise that builds internal capacity and enables a clear and timely exit strategy.

Where necessary i2i Strategies can draw together the expertise from a range of associates to create and manage an external team with the necessary disciplines to progress larger strategy projects.

Who

i2i Strategies was established in 2019 by Keith Tallentire. Keith has over twenty five years' experience in strategic roles in New Zealand and the UK. He has advised Ministers, Mayors, Chairs and Chief Executives, primarily in a local government context and with a focus on sustainable urban planning and regeneration. His particular strength is an understanding of multi-agency partnerships – why they might be needed, how to get the most from them and how to avoid the potential pitfalls that can cause them to falter.

"A desire to work for good – for people and the planet – led me into local government and the nexus of sustainability, resilience and regeneration. Recognising that meaningful progress to improve wellbeing so often requires many players to work together my career soon explored the power of partnerships. This is simply captured in the Māori whakataukī kotahi te aho ka whatī, ki te kōpua e kore e whatī; one strand of flax is easy to break, but many strands together will stand strong."



Keith Tallentire, Director, i2i Strategies Ltd

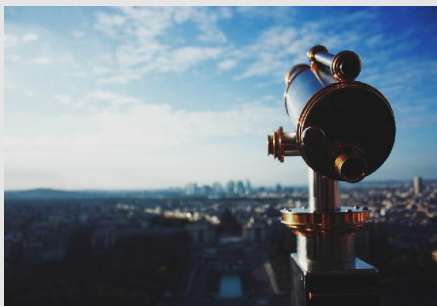




Strategic Partnerships

Partnerships can establish for many reasons, take many guises and be enduring or timebound. They benefit from a clear purpose driven by shared outcomes and strong leadership. Partnerships thrive when operating in an environment of trust, transparency and equity. These settings do not just happen and require constant attention and reinforcement. Keith has been integral to driving multi-agency local and sub-regional partnerships throughout his career. Most recently as Partnership Manager for the Greater Christchurch Partnership but prior to this in the UK through Local Strategic Partnerships (LSPs), regeneration partnerships, Agenda 21 partnerships, local authority partnerships, and town centre partnerships as well as the consultative forums associated with all such bodies. Keith is also currently chair of the Malvern Kahui Ako, an educational partnership of thirteen early childhood centres, primary and high schools in Canterbury.

#greaterchristchurchpartnership #localstrategicpartnerships #kahuiako



Strategic Planning

Coherent and evidenced-based strategies provide the 'North Star' for organisations or partnerships. It is important they match the risk appetite of those involved and appropriately mix technical, political and stakeholder perspectives in their formulation. Without this understanding a lack of true commitment can mean they do not become embedded and ongoing delivery can wane. Equally, things change so periodic evaluation and review is critical to success. Keith has led or been a key contributor to many strategy initiatives for both organisations and partnerships, a number of which have received external recognition. Examples include the Greater Christchurch Urban Development Strategy (and associated 'Our Space' future development strategy), the post-earthquake Recovery Strategy for Greater Christchurch, Wembley Vision, and Greenwich Agenda 21 Strategy.

#greaterchristchurchUDS #ourspace #CERArecoverystrategy #wembleyvision #localagenda21



Governance

Clear, succinct, well-reasoned advice is critical to good governance decision-making. Being attuned to the political environment and building relationships with governance representatives fosters confidence in the advice being provided. Keith has advised Ministers, Mayors, Chief Executives and sector bodies, including through the immediate recovery phase following the Canterbury earthquakes in 2010 and 2011. His last role as Partnership Manager for the Greater Christchurch Partnership entailed both an independent advisory role and a partner brokering role in a governance context, looking for solutions that would 'land' where there were diverging views and reminding audiences about the broad consensus that underpinned the fundamentals behind the Partnership. Keith has been on the governance boards for SMEs, third sector organisations and currently for two school board of trustees.

#governanceNZ #IODfourpillars #NZSTA



Recovery and Resilience

Strategies and plans must remain nimble to respond to events that transpire, causing us to reflect and review the right path forward. These might be unforeseen, or known but become unexpectedly heightened or occur sooner than anticipated. Such 'shocks' or 'stressors' can be experienced at local or global scales and have short, medium or long-term implications. Christchurch and Canterbury have experienced a number of events over the last decade that have required recovery or resilience responses, including the Canterbury earthquakes, the Christchurch mosques terrorist attacks, and most recently the socio-economic impacts of the Covid-19 pandemic. Keith was seconded to the Canterbury Earthquake Recovery Authority during the immediate recovery phase and was involved in developing the Recovery Strategy for Greater Christchurch. He also contributed to a number of recovery plans developed under the bespoke recovery legislation at the time, including the Land Use Recovery Plan. Subsequently, in 2016, he also played a role in developing and bringing the Resilient Greater Christchurch Plan to the Greater Christchurch Partnership for adoption, a milestone in Christchurch's contribution to the 100 Resilient Cities global initiative.

#LURP #CERArecoveryplans #resilientgreaterchristchurch #100resilientcities



Resource Management

In a local government context, strategies can have limited teeth if they are not anchored in the range of statutory plans that decision makers are bound by. As well as Long Term Plans prepared under the Local Government Act, and transport plans required by the Land Transport Management Act, the Resource Management Act is a particular area that can enable or frustrate the creation of sustainable and prosperous urban environments. While at Environment Canterbury, Keith supported the notification and progression of a new chapter for the Canterbury Regional Policy Statement to implement the direction set by the Greater Christchurch Urban Development Strategy, including a subsequent and contentious path through the Environment Court.

#RMA1991 #CanterburyRPS #EnvironmentCourt



Stakeholder Engagement

Strategies will be less effective if stakeholders impacted are not bought in and along for the ride. Implementation and investment can be stymied by the actions of others working against strategy objectives. Spending time on meaningful stakeholder engagement at the front end of strategy development pays dividends and provides a mandate for the actions that follow. Keith has extensive experience in designing, managing and facilitating stakeholder engagement exercises across a wide range of sectors and public audiences. This has included both timebound consultation linked to statutory processes through to more participatory and enduring forums to maintain stakeholder involvement in strategy implementation, monitoring and review. His experience is backed up by certification with the International Association for Public Participation (IAP2).

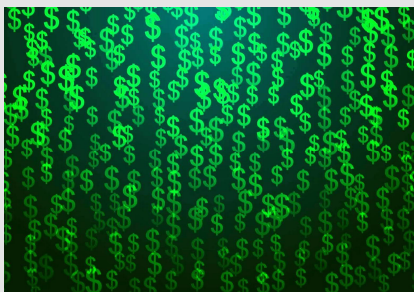
#IAP2 #ladderofparticipation #engagementtechniques #communityforums



Project management

Adaptive project management skills are a critical part of strategy development. While robust project management at the commencement stage ensures all parties are clear on expected milestones, timeframes, and delivery resources, the complex nature of such initiatives mean things do change. Clearly outlining the implications of project variations, alongside regular project dashboard reporting, helps decision makers keep in touch with such projects and reduces the risk of surprise at their culmination. Keith has undertaken project management roles or worked alongside project managers when leading strategy initiatives. His experience is backed up by certification with the Management Centre (UK).

#qualitytimecostscope #criticalpath #managementcentre



Funding attraction

Securing the necessary funding to implement strategies is where the rubber hits the road. Often this is not about seeking new money but reprioritising and aligning resources to better achieve strategic objectives, both within and across organisations. As well as having robust financials there is an art to balancing short and longer term deliverables, conveying CapEX and OpEX implications, and understanding the changing political environment in which decisions are made. Keith has been involved in business cases, business planning, asset management planning and negotiating service delivery contracts to ensure strategies don't lie on the shelf but are embedded in the funding decisions of organisations and partnerships. He has also successfully acquired significant project funding through competitive sources such as regeneration schemes and EU programmes.

#betterbusinesscases #longtermplans SRBchallengefund #Eulifeprogramme



Corporate Sustainability

A key strand for public agencies aiming to deliver wellbeing outcomes is to walk the talk and systematically assess and improve their own performance. Examples include reducing the environmental impacts of service delivery, maximising social enterprise opportunities through procurement and regular and transparent public reporting against targets. Keith was responsible for driving corporate sustainability strategy and action in all four of the UK councils where he was employed. With a focus on accreditation to the international ISO14001 environmental performance standard this work provided the framework for integrating wider performance initiatives and accreditations, including Fairtrade Borough status.

#ISO14001 #CSR #managementsystems #Bcorp #CEMARS



Wembley Regeneration

2003-2006

Construction of the new Wembley stadium was part of an enduring regeneration programme to revitalise this part of north-west London. Significant public transport infrastructure upgrades, town centre and public realm enhancements, and major new commercial, entertainment and residential developments were all part of the Wembley Vision. Keith managed Brent Council's Wembley Project Office which acted as the coordination hub for implementation and promotion of the vision. The team included a town centre management function, extending to nearby Harlesden and Willesden, and Keith was a principal sustainability advisor for the consenting of the 85-acre mixed-use Quintain development surrounding the stadium.

#wembleyvision #brentcouncil #quintain #breeam #energyactionarea #demolitionprotocol



Greenwich Regeneration

1996-2000

Greenwich has witnessed significant change in recent decades, melding its historical past with a bold waterfront regeneration programme, linked to the wider Thames Estuary programme across south-east London and beyond. Greenwich Council was pivotal to the early visioning and masterplanning which attracted Government and regeneration funding to facilitate urban redevelopment in the Borough. Keith was a principal sustainability advisor for this work and led the Council's relationship with arms-length agencies to promote environmental and energy management within local SME businesses and communities.

#greenwichregeneration #greenwichcouncil #greenwhichpeninsula #thamesestuary2050 #gcda



Greenwich Millennium

1996-2000

In many ways a catalyst for further regeneration, the Greenwich Millennium celebration was the ultimate timebound project challenge. Combining the construction of the Millennium Dome (now the O2 Arena), extensions to the London Underground, showcasing new urban living as part of the Millennium Village development and hosting festivities with a local, national and international flavour this was a forerunner for the legacy principles now embedded in most large scale transformative projects. Keith was Greenwich Council's principal sustainability advisor, reviewing the Millennium Experience agency's ISO14001 sustainability programme and contributing to the judging of Millennium Village masterplanning submission entrants.

#greenwhichmillennium #greenwichcouncil #greenwhichmillenniumvillage #ISO14001



Environmental Regeneration

2000-2003

Wellbeing in urban areas is significantly influenced by the quality of its parks and public realm. Public investment in these assets can also be a catalyst for wider private developments. In Lambeth, in south-west London, historic underinvestment in such assets was reversed through a combination of masterplanning and targeted council and regeneration funding to enhance both community and metropolitan spaces, including Clapham Common and Brockwell Park. A comprehensive parks strategy, co-created with community groups, has led to a majority of parks from Waterloo and Vauxhall south to Brixton and Streatham now recognised under the international Green Flag Award. Associated public realm enhancements and a concerted clampdown on graffiti and flyposting fostered renewed community pride. Keith led the fifty-strong environmental services team managing parks, cemeteries, recycling and graffiti/flyposting enforcement (and associated service delivery contracts).

#lambethcouncil #greenflagaward #claphamcommon #brixtonwindmill #crossriverpartnership #bost



Partnerships and engagement

Partnership Brokers Training: Partnership Brokers Association (PBA)

Certificate in Engagement: International Association for Public Participation (IAP2)

Strategy, Planning and Sustainability

Strategic thinking for Policy Makers: University of Canterbury

Healthy Urban Planning: VicHealth

Advanced environmental management systems: Institute of Environmental Management & Assessment (IEMA)

Management

Leadership for Excellence: Traverse (Office for Public Management Limited), UK

Personal Development: Civil Service College, UK

Project Management: Management Centre, UK

Business Planning; Financial Management; Risk Management; Customer Care; Recruitment and Selection; Staff Appraisals; Managing Sickness Absence; Mentoring; Diversity and Equalities; Disability Awareness; Presentation Skills (internal courses run by consultants)

Academic

Masters Degree in Environmental Policy and Legislation: Lancaster University, UK

Bachelors Degree in Geography: Portsmouth University, UK

Employment

Partnership Manager: Greater Christchurch Partnership (2011-2020)

Senior Policy Advisor: Canterbury Earthquakes Recovery Authority (2010-2011)

Senior Policy Advisor (Urban Development): Environment Canterbury (2007-2011)

Head of Projects and Policy: Brent Council, UK (2003-2006)

Head of Environmental Management and Development: Lambeth Council, UK (2000-2003)

Strategic Planning Officer (Sustainability): Greenwich Council, UK (1997-2000)

Environmental Coordinator: Tendring District Council, UK (1993-1997)

