



Organisational development

A brief introduction to services
from SOLACE Enterprises



Creating real and lasting improvement

SOLACE Enterprises is one of the most respected public service improvement companies in the UK and one of the most widely consulted. We provide high quality, customer-focused and practical support to the public sector. Operating across the UK, we offer consultancy, development and resourcing services delivered by experienced practitioners with public and private sector experience. Our clients say it's our first-hand experience and thorough understanding of the issues that makes us their consultancy of choice.

SOLACE Enterprises is perhaps best known for its organisational development work. We have the knowledge, expertise and track record to help you achieve lasting change in your organisation or radically improve service delivery. Our outstanding record of guiding and supporting the thinking, planning and delivery of change and our ability to understand our client's challenges from the inside, is what sets us apart from our competitors. We work in a strategic, practical way, deploying Associates who have first hand experience, not just as consultants but as senior managers in the public sector. Our approach involves dealing with causes rather than symptoms; working with and changing the whole rather than a part; creating real change by focusing on organisational culture not just individual behaviour. We take a genuine OD approach, giving equal prominence to structures, systems and processes, and to culture, values, and new ways of working and thinking. Once we understand your objectives, we use our expertise, understanding, and the most appropriate tools and techniques to make it happen.

Our experience of working within organisations to deliver culture change and organisational improvement is extensive. We have supported organisations on their improvement journey, delivering cultural and organisational change; helped to implement customer contact centres and shared services, embedding new approaches to organisational and leadership thinking alongside the introduction of technology; supported organisations in the development of partnerships and new approaches to service delivery; provided skills development on OD techniques at strategic, operational and expert level, and through our partners introduced a new range of techniques such as OpenStrategy. We have also created toolkits and resource documents which provide advice on OD techniques, working in a governance environment and on community engagement.

Performance management

All well-run organisations operate robust performance management systems. Performance is translated into business priorities. All organisations are different and each well-run organisation uses different approaches and solutions to meet its needs. Working in partnership with Price Waterhouse Coopers, SOLACE Enterprises has developed the 'Real Improvement, Real Time' programme. Commissioned by government, this programme can be used to help create the right performance management culture within individual organisations and local partnerships, and to construct the right platform for the successful delivery of partnership targets. The programme focuses on tackling real issues and reflecting best practice, raising the capacity of the organisation, and building a team of performance champions who can make change happen.

Shared services

SOLACE Enterprises has played a considerable part in establishing a variety of shared service arrangements. Whether in-house programmes (bringing a range of support services into a single service centre), 'whole' organisation programmes (working with strategic external partners to create a new organisation), or assisting groups of organisations to form consortia specifically to deliver services, our 'intelligent client' offering forms the core of our service. We help you to decide on the most practical and feasible approach, develop a robust business case, find the right partner, and develop an effective

management function. Our neutrality regarding the outcome is key to success, and regularly praised by clients.

Efficiency

Getting the most out of available resources is essential for any organisation which cares about its customers, its staff and its impact on the wider community. SOLACE Enterprises' knowledge of the issues combined with our consultancy expertise puts us in an ideal position to help you get the most out of your services. We can offer practical experience, case studies and expertise, including an assessment of your capacity and capability to respond to the efficiency agenda, advice on the opportunities available to maximise efficiency, and support on the implementation of an efficiency strategy.

Partnership working

Partnerships are central to the planning, shaping and delivery of modern public services. By recognising that all partnerships are unique in their makeup and objectives, we have developed a portfolio of approaches and services to suit individual circumstances. We help authorities and their partners establish an effective and enduring Local Area Agreement; offer tailored support to engage public, private, voluntary and community sector partners with government; build on existing partnership arrangements; place local ambitions within a national context; and build the capacity and capability of all the partners. We have developed models including a partnership and stakeholder survey that identifies difficult areas and partner perceptions, a Local Strategic Partnership (LSP) peer challenge model with Warwick University Business School and the IDeA which helps them to gauge performance and identify areas for improvement, an extension of Price Waterhouse Coopers' 'Real Improvement, Real Time' performance improvement programme to include LSP working, and the OpenStrategy programme. This is an important practical tool which makes it easier to identify, agree and deliver joint goals. The programme facilitates collaborative working by focusing on outcomes and not just outputs, and includes a comprehensive element on community involvement. And, of course, an important future element of partnership working is the CAA – a new challenge to the way public sector organisations work together for the benefit of their communities.

About SOLACE Enterprises

SOLACE Enterprises is unique because it uses all of its surplus income to fund research and policy development for the public sector through the SOLACE Foundation, and provides capacity to help strengthen its national influencing and thought leadership role.

The company is probably also unique among public sector consultancies in operating internationally, providing election expertise and governance support to governments overseas. And the special link with the public sector doesn't end there. Our consultants have direct managerial and political experience in the sector, bringing understanding, specialist expertise and innovation to our wide ranging list of customers.

A natural choice for any public sector organisation thinking about the way it delivers its services, exploring its relationship with its partners and customers, developing its talent or seeking specialist expertise.



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Our services

Flexible Resourcing

- Specialist individual interims and teams
- Service review and challenge
- Independent investigations
- Mediation services

Developing Leadership

- Tailored leadership programmes
- Elected member development
- Team building
- Collaborative leadership
- Coaching and mentoring
- Independent appraisals
- Personal development planning
- 360° feedback
- Action learning
- New Chief Executive briefing
- Open Programmes and master classes

Recruitment and Selection

- Fully flexible recruitment and selection service
- Assessment centres
- Candidate management
- Talent management
- Career development
- Job design and evaluation
- Salary reviews
- Diversity expertise

Organisation Development

- Culture change
- Community engagement
- Partnership working
- OpenStrategy
- Organisational performance
- Organisation design
- Peer challenge and assessment - CPA, CAA
- Organisational and efficiency reviews
- Customer service models
- HR advice