

SOLACE MEMBERSHIP

networking *influencing*
& *support...*

*the professional body
for top managers*

solace*annual*dinner

3 FEBRUARY 2010

The SOLACE Annual Dinner is one of the most prestigious dinners in the public sector calendar and a unique opportunity to network with leaders from the public and private sector.

Our flagship dinner is in its 37th year and for the last six years has completely sold out.

A leading speaker will be invited as the after dinner speaker.

The selected invite list includes:

- Public sector Chief Executives
- Public sector senior managers
- Senior civil servants
- Members of Parliament
- Presidents of the premier professional societies
- Leading professionals from the private sector



BOOK YOUR PLACE OR TABLE AT
<http://annualdinner.solace.org.uk>

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SOLACE GENERAL ENQUIRIES:

0845 652 4010

SOLACE

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SOLACE London Office: 020 7233 0081

SOLACE Fax Number: 0845 652 4011

SOLACE Email: hope.house@solace.org.uk

SOLACE Website: www.solace.org.uk

SOLACE ENTERPRISES

5th Floor, Hope House, 45 Great Peter Street, London, SW1P 3LT

SOLACE Enterprises Resource Centre: 0845 601 0649

SOLACE Enterprises Fax Number: 01977 707 070

SOLACE Enterprises Email: resource.centre@solaceenterprises.com

SOLACE Enterprises Website: www.solaceenterprises.com

SOLACE: The professional body for top managers.

SOLACE exists to give senior managers and those aspiring to senior management both the information and the influence they need in order to do their jobs better. We do this in a variety of ways.

The first is through the direct provision of information. Every week, SOLACE produces an electronic update on issues of interest to our members. This always arrives on a Friday, is never more than one side of A4 and never has any attachments. We also produce a bi-monthly electronic newsletter, called SOLACE Focus and a monthly policy briefing email. SOLACE Members also receive all SOLACE Foundation Imprint thought leadership pamphlets for free.

SOLACE organises a large variety of events, including an annual conference, an annual dinner and an annual reception in the Houses of Parliament. The latter event is free to all full SOLACE members. These are national gatherings, designed to complement local, regional events and events that are specific to different categories of members.

SOLACE also has a number of groups which are free to join. The groups cover a variety of issues including Comprehensive Area Assessments, Elections, oversight of our international work and various other areas of interest.

SOLACE members are heavily involved in influencing Government departments and major local government stakeholders. In Scotland, the Branch has very close links to the Scottish Parliament and to COSLA; in Wales, the Branch has undertaken a number of projects with the Assembly and the Branch in Northern Ireland works alongside NILGA. In England, SOLACE members serve on a whole variety of ministerial working parties and civil service groups.

SOLACE has a large number of business partners. SOLACE members often work alongside these to develop new ideas for joint working between the public and private sector. One recent project, involving a large number of SOLACE members and private sector colleagues, looked at the skills required for partnership working. This will hopefully develop a body of knowledge that will enable colleagues to assess their organisation's ability to work in partnership with others.

SOLACE also provides a number of direct benefits to its members. Naturally all members obtain discounts to all of our conferences, as well as to training courses put on by our trading company, SOLACE Enterprises Ltd. They also benefit from free copies of all the research papers, response documents, think tank reports, etc that we produce. We also offer a top rate legal defence insurance scheme with Zurich Municipal which provides added comfort for full members.

"Half of our members
join for support."
SOLACE survey 2008.

Through our trading company, SOLACE Enterprises Ltd, we offer a range of courses, consultancy and mentoring/coaching services. These are sometimes specifically targeted at new Chief Executives but others will be of interest to all members. For more information on company services please call 0845 601 0649 or contact Andrew Coleman their MD direct on andrew.coleman@solaceenterprises.com.

Members also have access to a Members' Room at our offices in Westminster (which includes a research library) and access to our policy officers based in Scotland, Wales and Northern Ireland.

Above all, SOLACE provides a huge amount of access to colleagues grappling with of day-to-day business issues. It has some 95% of the most senior strategic managers and professional leaders in the public sector as its members and, through them, can offer a wealth of knowledge to help you do your job better.

The strength of SOLACE comes from its members and the way they get involved in the organisation. In recent years, we have seen a big interest in members' involvement in the work of the Society and in their working together on issues of common concern.

I am writing therefore to ask if you would be interested in joining SOLACE or if you are a Member already whether you would be willing to recommend us to a colleague. I have outlined the sort of organisation we are but, if you want more information, please go to our website at www.solace.org.uk. On that, you will see examples of our bi-monthly newsletter, and links to other areas of interest including downloads and news.

I hope the above has given the impression of an exciting and dynamic organisation that is really trying to help people like you do their job better and trying to develop thinking about what it means to work in the public sector in the 21st Century. As SOLACE is so driven by its membership, obviously the more members we have, the stronger and more useful an organisation we become. It is for that reason that I look forward to welcoming you or a colleague into membership.

With all best wishes.



David Clark
Director General

david.clark@solace.org.uk

98% of members
receive the Member
Briefing 77% of
members find it useful
SOLACE survey 2008.

SOLACE Graduate Programme

The SOLACE Graduate Programme was created to capture future public sector leaders at an early stage in their careers with an overall aim to develop a wide base of public sector talent. The programme is proving to be very successful for graduates who are members of recognised graduate development programmes throughout the UK, management development schemes or to those new to the public sector.

At present membership of the programme costs £75 to join and exclusive benefits include access to two free conferences a year which are aimed exclusively at Graduates and new starters in Local Government plus full access to SOLACE publications. The SOLACE Graduate Programme also benefits from its close alignment to the IDeA National Graduate Development Programme.

POLICY INFLUENCING

SOLACE Management Network (SOLACENet)

SOLACENet is a new management scheme designed for the senior managers and chief executives of the future – aspiring managers who are not yet senior enough to become full SOLACE members. It is designed to support you in your general development and more specifically give you examples of working at the very top within local authorities.


SOLACENet is centred on five key elements:

1. Exclusive insider communication
2. Free master classes
3. Shadowing

SOLACENet gives you detailed information on innovative approaches to progressing in management. SOLACENet membership costs approximately £10 per month or £120 a year.

"82% of our members have used a SOLACE publication to assist their role."

SOLACE survey 2008.



Senior Manager Member (Head of Service and above)

Senior Manager membership is open to those who are Head of Service and above. As a full SOLACE member you become eligible for a number of additional benefits including Legal Expenses Insurance, Branch Officer Roles, Corporate Partner Shadowing, International Exchange Programme, attendance at the House of Commons Reception, hosted attendance at the SOLACE Annual Dinner, Royal Garden Party places (when available) and eligibility for the SOLACE Foundation Board.

Senior Manager Membership costs £203 per year..



Chief Executive Member (Local Authority or public sector body working with or alongside Local Government)

Chief Executive Membership is a full voting member category for Chief Executives' of local authorities or a local government related public sector bodies e.g. Fire, Police, and Health. As a full Chief Executive member in addition to Senior Manager benefits you are eligible to vote at the AGM, become a member of the Society Management Board, be nominated for the Presidency, you will receive Chief Executive only information for consultation with Government Departments and related organisations and you also have access to the discounted rate for the SOLACE Annual Conference.

Chief Executive Membership starts at £377 and is calculated according to population.

Society Officers

Derek Myers

Chairman of the Board
(Chief Executive, Royal Borough of Kensington and Chelsea)
derek.myers@solace.org.uk

Katherine Kerswell

President
(Chief Executive, Northamptonshire County Council)
katherine.kerswell@solace.org.uk

Kim Ryley

Senior Vice President - Becomes President July 2010
(Chief Executive, Kingston Upon Hull City Council)
kim.ryley@solace.org.uk

Terry Huggins

Junior Vice President - Becomes president in July 2011
Chief Executive, South Holland District Council
terry.huggins@solace.org.uk

Gillian Norton

Society Head of Finance Portfolio
(Chief Executive, London Borough of Richmond upon Thames)
gillian.norton@solace.org.uk

Ruth Hyde

Society Solicitor
(Chief Executive, Broxtowe Borough Council)
ruth.hyde@solace.org.uk

Trish Haines

Past President
(Chief Executive, Worcestershire County Council)
trish.haines@solace.org.uk

"97% of our members regard managing in a political environmental as highly important in their role."

SOLACE survey 2008.

Management and Staff

David Clark

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david.clark@solace.org.uk

Mike Bennett

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mike.bennett@solace.org.uk

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Policy Officer (Scotland)
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Graham Taylor

Head of Communications
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Heather Wiltshire-Bacchus

PA to the Director General
heather.wiltshire-bacchus@solace.org.uk

Governance

SOLACE is run by the members, for the members. An Annual General Meeting is held each year to elect the Officers of the Society, receive the Annual Report and Audited Accounts from the Management Board and agree membership subscription rates.

The main business of the Society is undertaken by the Management Board.

Management Board

The Society is a company limited by guarantee without a share capital. The Management Board provides the strategic direction for the Society and is the major decision-making body. The 7 Society Officers together with 2 non-executive Directors and the Director General are the directors of the Company. The Board meets approximately 5 times per year.

A list of Management Board Members is available on the SOLACE website or by email from:

John Mullooly

Company Secretary & Head of Governance

Tel: 020 7233 0081

Email: john.mullooly@solace.org.uk

“88% of our members attend our conferences for Networking and content.”
SOLACE survey 2008.

The Branches form the main regional network of the Society. They provide a forum for individual members to meet, share views and exchange information with colleagues. Branches also offer personal and professional development through seminars and events.

Scotland

Wales

Northern Ireland

London

South East

(Berkshire, Buckinghamshire, Channel Islands, East & West Sussex, Hampshire, Isle of Wight)

South West

(Somerset, Wiltshire, Dorset, Cornwall, Devon, Gloucestershire)

West Midlands

(Shropshire, Herefordshire, Staffordshire, Warwickshire, Worcestershire)

East of England

(Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk, Suffolk, Huntingdonshire)

East Midlands

(Derbyshire, Leicestershire, Northamptonshire, Lincolnshire, Nottinghamshire)

Yorkshire & Humberside

(Humberside, North Yorkshire, South Yorkshire, West Yorkshire, North East Lincolnshire, North Lincolnshire, East Riding of Yorkshire)

North West

(Greater Manchester, Lancashire, Merseyside, Isle of Man, Cheshire)

Northern

(Co. Durham, Cumbria, Northumberland, Tyne & Wear, Cleveland)

Each branch has its own unique identity and is managed locally by key SOLACE members.

If you would like to contact your branch please refer to the SOLACE website for contact details or email:

John Mullooly

Company Secretary and Head of Governance

Tel: 020 7233 0081

Email: john.mullooly@solace.org.uk

The core values of the society as agreed by the Management Board and adopted by the National Council on 3 June 2003 are as follows:

- Transformation and leadership
- Integrity and courage
- Judgement and responsibility
- Vision and creativity
- Learning and building capacity
- Good governance and accountability.

To further these core values and enhance “Excellence in Public Service”, the following principles have been prepared to guide the conduct of every member of SOLACE.

Every member of SOLACE shall:

1. Uphold “The Seven Principles of Public Life” as identified by the committee on standards in public life, July 1997, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
2. Work within the framework of the law at all times both in carrying out professional duties, promoting democratic accountability, and in the conduct of relationships within the society and outside it.
3. Make it a duty to improve the member’s professional ability and to develop the competences of staff within their employment.
4. Refrain from any activities which could reasonably be considered to undermine public confidence in or impair performance as a professional manager.

5. Uphold the standing of the Society and local government and conduct oneself in such a manner as not to bring either into disrepute.
6. If also a member of another professional association, uphold the principles contained within that association’s code of ethics and professional standards, any breach of which will initially be construed as breach of SOLACE’s code of ethics and professional conduct.

For more details contact:

John Mullooly

Company Secretary & Head of Governance

Tel: 020 7233 0081

Email: john.mullooly@solace.org.uk

“81% of our members
use the SOLACE
website.”
SOLACE survey 2008.

Individually in their organisations and collectively through SOLACE our members play a significant role in the administration of the UK. Our members are responsible for £140 billion of local spend, more than a quarter of the UK's Total Managed Expenditure. They are also responsible for the employment, management and leadership of approximately 2.5 million staff. In addition our members are the principal advisors on policy at the local level. This is the basis of our legitimacy in speaking to government – central or local - on matters of policy, legislation or organisation. Our position should not be confused with political advice, but it is our position to offer advice on policy and management issues across the public administration of the UK. This means working in partnership with other stakeholders and interest groups to help form shared understandings and policy positions with the aim of promoting public service excellence. SOLACE's reach is wide and our policy activities cut across social, economic, geographical and organisational ground. Our distinctiveness is that our members are grounded in their knowledge of the localities across the UK. Our policy approach is to work in partnership with others, to influence government systematically at local and central levels and to develop strong professional positions on public policy.

For more information contact:

As a SOLACE Member you will receive a monthly Policy Briefing giving brief outlines of the latest news. You will also receive free copies of all new policy publications produced by SOLACE.

Mike Bennett

Assistant Director General

Tel: 020 7233 0081

Email: mike.bennett@solace.org.uk

"64% of our members
have recommended a
SOLACE publication to
a colleague."

SOLACE survey 2008.

Throughout the membership year SOLACE undertakes a number of networking events and development opportunities for its members.

The current list of regular events in calendar order is:

| Month | Event Name |
|------------------------|--|
| February | SOLACE Annual Dinner – Members Only (Chief Executive & Senior Manager hosted places available) |
| March | SOLACE Wales Branch Conference SOLACE West & East Midlands Branch Conference SOLACE Scotland Branch Conference |
| May / June / July | SOLACE Graduate Programme Conference – Members (Graduates Only) |
| July (October in 2010) | SOLACE AGM - Members Only |
| September | SOLACE Northern Branch Conference |
| October | SOLACE Annual Conference |
| November | SOLACE South West Branch Conference SOLACE Graduate Programme Conference – Members Only (Graduates Only) |
| December | SOLACE House of Commons Reception – Members Only (Chief Executives & Senior Managers Only) |

To get more up to date information on each event please refer to the SOLACE website at www.solace.org.uk or keep an eye on the Member Briefing which will outline how to book your place.

Philip George

Head of Events

Tel: 020 7233 0081

Email: philip.george@solace.org.uk

“SOLACE conference
2008 - the best
conference I have been
to in 20 years”
SOLACE ex member 2008.

Publications

Access to a wide range of publications, many complimentary or at discounted rates. Further information can be found on the SOLACE website.

Discounted training courses provided by SOLACE Enterprises

Topic chosen with you in mind, the programme includes a number of new courses which reflect the rapidly changing environment in which we all operate. The Course Programme is updated throughout the year.

Further information can be found at www.solaceenterprises.com

Legal Insurance Scheme ... provided by our corporate partners Zurich Municipal

The cost of representation at court or tribunal proceedings can be expensive but Chief Executive and Senior Manager members, as part of their membership package can enjoy the benefits of a specially negotiated insurance scheme for legal expenses cover.

The Society has arranged Legal Expenses insurance with Zurich Municipal. DAS Legal Expenses Insurance Company Limited handles any claims matters and correspondence on Zurich Municipal's behalf.

Details are provided with your SOLACE registration email or can be obtained from sandra.bailey@solace.org.uk

Getting Involved

An additional benefit of being part of the SOLACE network is the option to put forward your views on local or national issues.

We will also ask for your views on business issues (through corporate partners), communications and policy discussions.

Discounts at high street stores

In October 2005 we launched a discount voucher scheme for all our members. The scheme allows members to enjoy discounts at high street stores such as:

| | | |
|-----------------|---------------|-----------------|
| Debenhams | M&S | Allied Carpets |
| House of Fraser | Ernest Jones | Johnsons |
| B&Q | Corus | H Samuel |
| WH Smith | Focus | Waitrose |
| Boots | BHS | The Body Shop |
| John Lewis | Theatre Token | Warner |
| Mothercare | Dixons | Village Leisure |
| ASDA | Currys | Vouchers |

Further information on the scheme can be found at www.solacebenefits.org.uk

Hotels Discounts

SOLACE receives exclusive preferential rates at Thistle Hotels throughout the UK.

SOLACE receives discount rates at the Marlin Apartments in London.

Details are provided with registration or available from membership@solace.org.uk

SOLACE Member Directory

A secure online searchable database of members to aid networking and development

Central Government and Private Sector Exchange Programmes

SOLACE are involved in shadowing and exchange programmes with central government here in the UK and with our corporate partners. Further details on the programmes can be gained by emailing james.jeynes@solace.org.uk

Special Interest Groups

As a member you are welcome to join our groups on International Working, Electoral Matters, Police Matters, Comprehensive Area Assessments and Management Practices & IT.

SOLACE Focus Newsletter

Our bi-monthly newsletter in clickable PDF form gives you information on the latest thinking in the public sector, best practice exchanges with the private sector and reports from the latest SOLACE Events. Each article has a live link to either a related website or the email address of a person who could provide you with further information on the article. You can find copies of Focus on the website at www.solace.org.uk

SOLACE Website

Our website can be found at www.solace.org.uk and provides online access to all SOLACE Reports, discounted training courses, online registration for all SOLACE Events, diary of events, links to sites of interest, free downloads, information on the SOLACE Business Partners and a secure Members Directory.

SOLACE Member Policy Briefing

A regular monthly PDF which gives a brief update on current policy or speeches undertaken by leaders in the field and a live web link to more detailed information. This member benefit,

introduced in 2008 provides concise and current information on key policy areas and has been very well received by our members.

SOLACE Rapid Report Sheets

The latest member benefit which was launched in June 2008. After each SOLACE conference or seminar a RRS is released which consists of a short PDF outlining the key points from the event. Although the RRS will never be as rewarding as being present at the event and hearing every aspect of the presentations and Q&A it does mean that our members receive some benefit from each and every SOLACE seminar and conference.

SOLACE Members Room

Located in the heart of Westminster, our headquarters office offers excellent meeting and business facilities including*:

- Wireless or wired laptop network
- Hot and cold drinks
- Air conditioned lounge
- Access to the SOLACE library (booking required)
- Air conditioned board room for up to 15 people (booking required)
- Data projector and flip charts available
- Latest local government publications and media information

* Available Monday to Friday 9am - 5pm

For more information on benefits of membership please contact:

James Jeynes

Head of Membership Services

Tel: 0845 652 4010

Email: james.jeynes@solace.org.uk

SOLACE is committed to Excellence in Public Service.

This is only achievable if we understand and can help our members to address the issues facing local government and the communities they serve. Those issues and the communities do not exist in isolation but are subject to local, national and international influences.

Since September 2005, we have committed to further developing our international role.

Our objectives for working internationally are:

- To facilitate the exchange of people, information and ideas across national boundaries, and between the local government, central government, voluntary and business sectors, where this can deliver benefits to communities in the UK and abroad.
- To work with partner organisations to seek out and promote examples of good practice and opportunities for development and learning, using the international dimension to provide a unique perspective on local issues.
- To utilise existing networks, or develop new ones, to shape the agenda for public services at an international level. Working in partnership with international or overseas organisations is vital to achieving these objectives.

SOLACE already has good relationships with a number of international local government representative bodies; we are working to strengthen those and to improve the ways we can pass on the benefits to our members.

We have refreshed the international manager exchange programme and hope to be able to offer further opportunities for study, experiential and networking visits in Europe, America, Australia and New Zealand. We are working with colleagues in South Africa to help them to strengthen their Local Government Managers' association which we hope will also yield future opportunities for members.

In Europe, SOLACE holds the Presidency of UDITE (Union Des Dirigeants Territoriaux De L'Europe), the European Association of Chief Executive's Associations. This offers an excellent European-wide network for sharing good practice and learning and is developing its position to influencing policy at the European level.

Within the UK, SOLACE is actively supporting the UK Local Government Alliance for International Development in its work to raise awareness of international development issues and the role local government can play in helping to achieve the Millennium Development Goals. There are many benefits to be realised in this area – both in the UK and abroad.

If you would like to find out more about SOLACE's international work, please contact:

Kathryn Rossiter

Director of Development & Operations

Tel: 020 7233 0081

Email: kathryn.rossiter@solace.org.uk

The SOLACE Business Partner Scheme represents an exciting opportunity for the commercial business community to work closely with local government and to interact with SOLACE members in their day to day roles. The scheme is unique in that it strategically promotes and encourages the exchange of creative ideas, improves communications between sectors and contributes to the development of innovative products and services to benefit citizens across the UK.

The key attraction for partners is undoubtedly the opportunity to develop and strengthen relationships with the corporate decision makers of local government, and to gain in-depth understanding of the market place. This is all made possible through a diverse range of benefits which include shadowing SOLACE members, strategic business planning sessions, product awareness advice and niche marketing opportunities.

BT
Oracle
Ordnance Survey
Zurich Municipal
Liberata
Fujitsu
Hitec
CIVICA
Public-i
Local Government Channel
Benenden Healthcare Society
Deloitte
Steria

To find out more about development opportunities with SOLACE's business partners contact:

Sonia Rheinlander

Business Relations Consultant for SOLACE

Tel: 07932 647 078

Email: partners@solace.org.uk

33% of members
are interested
in shadowing
opportunities with
Partners.
SOLACE survey 2008.



ORACLE®

FUJITSU



Deloitte.



The SOLACE Foundation is a Company limited by guarantee and is also a registered Charity constituted by a Deed of Trust. The objects of the SOLACE Foundation are to advance the education and training of serving local government officers (with special reference but not exclusively to those employed in the United Kingdom and not limited to members of SOLACE) by the provision of grants, bursaries and scholarships for study and travel. The Foundation is administered by officers appointed by the Trustees.

SOLACE Foundation Imprint

The SOLACE Foundation Imprint was established in 2005 with a remit to stimulate and support a wider range of (especially practitioner) voices on public services issues. Over the last two years SFI has established a reputation for authoritative and original comment and is able to attract both the biggest names and new voices. SFI draws on the range of views, experiences and interests among SOLACE members and public service leaders and its pamphlets show how problems appear from different angles. SFI poses challenges to senior public executives, but also tries to show how these challenges might be overcome - not 'solutions', but rather how different people have dealt or would deal with today's wicked issues.

The success of the SFI is led by Editor-in-Chief, Sir Michael Richard, and the Editorial Board is chaired by Clive Grace.

Editorial Board

Geoff Alltimes (Hammersmith and Fulham), Mike Bennett (SOLACE), Sir Michael Richard, Robert Black (Auditor General Scotland), Sandy Blair (ex WLGA and Newport), Steve Bundred (Audit Commission), Andrew Coleman (SOLACE Enterprises), Steve Freer (CIPFA), Clive Grace, Lucy de Groot (IDeA), Katherine Kerswell (Northamptonshire), Vivien Lowndes (De Montfort University), Steve Martin (Cardiff Business School), Mark McAteer (Improvement Service for Scotland), Peter McNaney (Belfast), Wendy Thomson (McGills University), David Walker (Guardian & Public), Anthony Snow (Welsh Audit Office).

For more information contact:

Mike Bennett

Assistant Director General

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Recent pamphlets include:

- | | |
|-----------------------|--|
| September 2006 | - Modernising the government's approach to public service reform |
| October 2006 | - Localopolis: Governance and citizenship in the 21st century |
| November 2006 | - Lest we forget: Democracy, neighbourhoods and government |
| December 2006 | - Complexity and cohesion |
| January 2007 | - On the frontline |
| February 2007 | - Loose talk and a hard nut: commissioning for better outcomes |
| March 2007 | - Challenging Educational Disadvantage |
| April 2007 | - Local leadership for global times |
| May 2007 | - The progressive agenda: revitalizing public service reform |
| June 2007 | - Comparing for improvement |
| October 2007 | - Conservatism, Change & Local Government |
| December 2007 | - Regulating Right |
| January 2008 | - Global Places & Local Forces |
| March 2008 | - Getting so much better all the time |
| May 2008 | - How Equality Shapes Place |
| June 2008 | - Efficient Local Government |
| July 2008 | - Innovation Through People |
| October 2008 | - Prosperity, People and Place |
| November 2008 | - Innovation by Design |
| January 2009 | - Would a Conservative government need LG? |
| February 2009 | - Governing a World City |
| May 2009 | - Active in Adversity |
| June 2009 | - Positive Outcomes |
| September 2009 | - Contemporary Social Evils |

Dear Member

As a senior public sector manager and organisational leader you will know that continuing personal and organisational development is essential if you and your organisation are to deliver performance excellence and continuous improvement. As an established public sector resourcing, improvement and development consultancy we really understand the challenges you face and have practical and innovative ways to help you meet them.

Our profound knowledge of local government and the wider public sector, our specialist development and consultancy expertise and our direct experience of delivering public services means that we can offer you personal support as you face new challenges. We can also provide individual or group development activities for fellow managers and councillors, help you to create new organisational cultures and structures, peer review and assess your services as a critical friend and support you in creating effective partnerships and to develop LAAs and MAAs. We can also help you get the right people around you through a tailored recruitment, selection and talent management service. And not only that we can provide you with experienced interim managers who can help you run and improve your business when you need additional resources or specialist expertise.

Last year, 240 authorities and other public sector organisations commissioned a total of 470 new assignments. If you have a local government or public sector challenge we are confident that we can help you work your way through it whether it's taking a fresh look at an ongoing issue or moving into uncharted territory. Our database on over 900 public sector experts means that there is almost no situation where we can't offer help.

If you would like further information on all of our many and varied services, please visit our website at www.solaceenterprises.com or telephone 0845 601 0649.

I hope to hear from you soon.

Yours sincerely



Andrew Coleman

Managing Director
Resource.centre@solaceenterprises.com

"74% of our members will need interim management or leadership development services in the next 2 years".
 SOLACE survey 2008.

SOLACE Website

www.solace.org.uk

SOLACE Annual Confererence

www.solaceconference.org.uk

SOLACE Annual Dinner

<http://annualdinner.solace.org.uk>

SOLACE Wales

www.solacewales.org.uk

SOLACE Scotland

www.solacescotland.org.uk

SOLACE Northern Ireland

www.solaceni.org.uk

SOLACE New Registrtrions

<http://registration.solace.org.uk> (right hand boxes)

SOLACE Member Details Update

<http://registration.solace.org.uk> (left hand boxes)

SOLACENet

www.solace.org.uk/solacenet.asp

SOLACE Graduate Programme

www.solace.org.uk/graduates.asp

SOLACE Foundation

www.solace.org.uk/sfi.asp

SOLACE Foundation Imprint

www.sfi.uk.com

SOLACE Benefits Scheme

www.solacebenefits.org.uk



Challenging Behaviour

www.solaceconference.org.uk/2009

book your place at:

Brighton
Centre

20-22 October 2009



ORACLE

