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SUMMARY SELECTION OF KEY PROJECTS

February 2011

Recent and On-going Headlines

Green Chair Gallery (online-only global art gallery)

- ★ Project to research, set up, promote and manage own online-only global art gallery at www.greenchair-gallery.co.uk - to date (Dec. 2009 to Jan. 2011) 12 online exhibitions shown

Client: Mid Sussex District Council/ Mid Sussex Partnership

- ★ Preparation & delivery of innovation day workshops to help partners address 'wicked issues' identified as high risk areas
 - Support for families with complex needs (November 2010)
 - Support for delivery of co-ordinated hard infrastructure (Spring 2011)

Client: Susila Dharma Britain (SDB) – working with the Board

- ★ Research/ workshop into activity expansion options & fundraising potential in current economic conditions; 2010

Client: Susila Dharma International Association (*international non-profit organisation with projects in 28 countries; mission "to relieve human suffering and promote just and sustainable development"*). See www.susiladharmainternational.org/)

- ★ Preparation and facilitation of strategic review of progress on Goals achieved 2005-2009, and identification of priorities for 2010-2014

Client: Local Government Improvement and Development¹

- ★ Consultancy Framework covering Generic Skills – 2009/2013
 - **Community Empowerment** website pages for IDeA Knowledge – review of existing content and development of new material. With Community Empowerment team (launched April 2009). <http://www.idea.gov.uk/idk/core/page.do?pageId=7381994>
 - Facilitation of IDeA Community of Practice "*Neighbourhoods - the role of frontline councillors*". This CoP has now closed but Makesfive played key role in facilitation, research and also publication of 14 news publications - 2007/2009
 - Shortlisted & interviewed (Jan 2010) for delivery of modules for **Leadership Academy** (2010-2013)

Client: Inquiry into the Future for Lifelong Learning (NIACE)

- ★ Researched the scale of investment ("what gets spent") on adult learning in & by the third sector (TS), and wrote research paper for the *Inquiry into the Future for Lifelong Learning (IFLL)*, established by NIACE – 2009
- ★ NB: *Learning Through Life*, the definitive report on the future for lifelong learning in the UK, was launched in London on Thursday 17 September 2009. See the IFLL at www.niace.org.uk/lifelonglearninginquiry/default.htm and how to order your copy of *Learning Through Life*
- ★ [Expenditure and funding models in lifelong learning](#) by Jenny Williams, Fiona Aldridge and Stephen McNair published 14 July 2010 (includes third sector focus, where Makesfive input forms the analysis)

¹ LG Improvement and Development was formerly the IDeA – for the most part this resume refers to "IDeA"

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Recent and On-going Headlines

Client: Progress through Partnership (capacity building programme for LSPs in the SE). Wide ranging support provided in 2008/09, including to the following. Further details in Partnership Development section)

- Rother LSP
- Havant Community Partnership
- Spelthorne Together
- Changing Lives Partnership (New Forest District)
- Arun Local Strategic Partnership (Board) - [see testimonial below](#)

PARTNERSHIP DEVELOPMENT & STRATEGIC FACILITATION

Client: Susila Dharma International Association (*international non-profit organisation with projects in 28 countries; mission "to relieve human suffering and promote just and sustainable development". See www.susiladharm.org/*)

- ★ Preparation and facilitation of strategic review of progress on Goals achieved 2005-2009, and identification of priorities for 2010-2014

Client: creating:excellence (Regional Centre of Excellence (RCE) for sustainable communities in the South West)

- ★ Delivery agency for Team and Partnership Working element of Egan Skills Learning Events for 2008. Two two-day "Skills for Successful Partnerships" workshops delivered in Bristol and Plymouth - 2008

Client: Learning and Skills Network

- ★ LSN Associate (www.lsneducation.org.uk/)
- ★ Contractor for the Facilitating Effective Partnerships service within "LSN Solutions" - 2004 (*on-going*)
 - Support to partnership between Further Education and Adult Education in West Kent in support of mainstream and Skills for Life programmes – 2005. See West Kent case study: http://www.makesfive.com/docs/about_makesfive/LSDAbriefing_WKcasestudy.pdf
 - Support to partnership between Great Yarmouth College and East Norfolk Sixth Form College to support enhancement of Post-16 provision – 2006/07
 - Support to partnership activities of National Star College (independent specialist college working with learners who have physical disabilities and associated learning difficulties) – 2008

Client: Local Government Improvement and Development (LGI&D) – formerly the IDEa

- ★ Consultancy Framework covering Generic Skills – 2009/2013
 - **Community Empowerment** website pages for IDEa Knowledge – review of existing content and development of new material. With Community Empowerment team (<http://www.idea.gov.uk/idk/core/page.do?pageId=7381994> launched April 2009)
- ★ Sustainable Communities and National Public Policy Approved Suppliers List of the Improvement and Development Agency for local government. Focus: (i) Partnership working; (ii) Voluntary and Community Sector - 2007/2009
 - Facilitation of IDEa community of practice "Neighbourhoods - the role of frontline councillors" - 2007/2009

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Client: Progress through Partnership (capacity building programme for LSPs in the SE: sponsored by IESE)

Rother LSP:

- ★ Facilitation of consultation event relating to East Sussex Integrated Sustainable Community Strategy for key stakeholders from Rother District (including LSP & general public) – 2008
- ★ Facilitation of “Strategy to Delivery” LSP workshop: focus on ensuring detailed delivery plans in place for District Sustainable Community Strategy and for role in supporting East Sussex Integrated SCS LAA delivery – 2008

Havant Community Partnership

- ★ Support to review partnership working and governance development needs in the light of forthcoming changes/ developments for LAA and CAA – 2008

Spelthorne Together

- ★ Support to Spelthorne LSP relating to performance management in the context of local delivery, including practical approaches to objective setting etc. – 2008

Changing Lives Partnership

- ★ Development workshops for CLP (New Forest District), focusing on (a) Core (Board) and (b) Community Action Network leads – relating to partnership health/ roles/ governance. Both strategic priorities and implementation – 2008

Arun Local Strategic Partnership

- ★ Development workshops for ALSP Board, focusing on (a) improving partnership working & enhanced buy-in; (b) developing greater partnership skills & identifying change processes – 2008/09

Testimonial:

“Arun LSP worked with Solihin of Makesfive to undertake capacity building work with the Steering Group via two, 3 hour workshops. His research and preparation was thorough and well-organised, and he managed to inject passion and enthusiasm into some of the fairly dry topics that were under consideration. The workshops were designed to be inclusive and engender participation from all attendees and on each occasion they were lively and participative, and delivered the desired outcomes. Solihin was challenging in a non-confrontational manner, making people reassess their views and start to address the “elephant in the room” issues that were previously skirted around. The foundation laid by the workshops has produced some real and positive changes in the way the LSP operates.”

Caroline Gosford (Senior Regeneration / LSP Manager, Arun)

Client: South West of England Regional Development Agency

- ★ Keynote address “*Making Partnership Work*” – to conferences for principal regional decision makers - 2000

Client: Gloucestershire County Council

- ★ Facilitation of partnership building for Gloucestershire Strategic Partnership (County LSP) Board – 2003
- ★ Support to Implementation Group to review partnership role, with special reference to developing a Local Area Agreement – 2005
- ★ Facilitation of first meeting of newly structured county Local Strategic Partnership – 2007

Client: Gloucestershire County Council

- ★ Facilitation of chief officer strategic planning workshop to review and progress Children and Young People’s Strategic Partnership – 2003

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Client: Gloucester City Council

- ★ Facilitation of capacity building workshops to enhance partnership working for Gloucester Partnership (LSP); also to assess purpose, value and strategy for developing neighbourhood level working – 2002/04

Client: Cheltenham Borough Council

- ★ Provision of support to Cheltenham Strategic Partnership (Management Group/ Lead Officer Group) in developing corporate governance to underpin partnership working; new-style LAAs; and proposed CAA structures. Focus on leadership & place-making/ performance management/ risk management. 2007/ 08

Client: Rother District Council

- ★ Seminar/ workshop for Board of Rother LSP – “Setting Targets and Managing Performance” – to support implementation of Community Strategy – 2005
- ★ Consultation workshop for “Local Strategic Partnerships: Shaping their future” consultation – 2006

Client: University of Chichester

- ★ Member of the award Approval Panel for MA in *Collaborative Working* - 2006

Client: Learning and Skills Council Kent and Medway; also Learning and Skills Council Gloucestershire

- ★ Workshops to build/ develop LSC staff networking and partnership skills – 2002-03 (*with Educe ltd*)

Client: Learning and Business Link

- ★ “Partnering 2000” – Project Director for regional ESF project to help business maximise the benefits of ‘collaborating to compete’ – 1999/2000

Client: (i) South East England Development Agency; (ii) Advantage West Midlands

- ★ Audit, review and building partnership agreements between the respective RDAs and their Sub-regional Economic Partnerships – 2001/02 (*with Educe ltd*)

Client: Wiltshire and Swindon Economic Partnership

- ★ Evaluation of partnership performance; developing options for strategic development; facilitating workshops to agree direction- 2000/2001

Client: Kent TEC

- ★ Kent Partners Skills Programme - training and development in support of Kent’s 10-year strategies for economic development, and learning – 1997/99

Client: Local Government Improvement and Development (LGI&D) – formerly the IDeA

- ★ Review of IDeA Knowledge LSP web materials – 2004

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TRAINING, LEARNING & SKILLS, PROJECT MANAGEMENT

Client: Learning and Skills Council Gloucestershire

- ★ *"Capacity to Deliver"* – Co-financing ESF contract holder for capacity building project, delivering project management & quality assurance skills (including the Common Inspection Framework) to LSCG training providers (incl. VCS) delivering learning-focused ESF contracts – 2004/06
- ★ *"Capacity for Learning"* – Co-financing ESF contract holder for project to develop the awareness/ understanding of new and aspirant training providers (incl. VCS) to enable them to participate in LSCG learning and funding activities, including Local Intervention and Development Fund and ESF – 2002/ 2003

Client: Learning and Skills Council Kent and Medway

- ★ Writing of training manuals and delivery of capacity building workshops for:
 - *"Improving your Bids"* – (for ESF) - *(with Educe ltd & Passe Partout)* - 2002
 - *"Managing and Monitoring Your Project"* – (ESF programme) – 2003/04 *(with Educe ltd & Passe Partout)*

Client: London Development Agency (contract with Zennor Consulting Ltd)

- ★ Delivery of workshops & one-to-one organisational support to build understanding and capacity for data protection and data sharing as part of *Capacity for Success* ESF project delivery in London – 2007/08

Client: National Training Resources for Learning

- ★ Delivery of JobCentre Plus provider partnership workshops for ALP Autumn Conference – 2005
- ★ Presentations on effective partnership working at national "Collaboration and Partnership" seminar for work-based learning providers – 2004

Client: Kent Children's Fund [Voluntary & Community Organisation]

- ★ Delivery of *Do We Make Ourselves Clear?* - workshop to enhance the quality of organisational internal communications – 2006

Client: Tewkesbury Borough Voluntary Forum

- ★ Facilitation of visioning seminar to determine local service delivery needs – 2004

Client: creating:excellence (Regional Centre of Excellence (RCE) for sustainable communities in the South West)

- ★ Panel member for provision of learning/ training on sustainable communities agenda – 2005-2008

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RESEARCH & DEVELOPMENT AND EVALUATION

Client: Inquiry into the Future for Lifelong Learning (NIACE)

- ★ Research into the scale of investment in adult learning within the third sector (TS) as part of the Inquiry into the Future for Lifelong Learning (IFLL), established by NIACE – 2009
- ★ [Expenditure and funding models in lifelong learning](#) by Jenny Williams, Fiona Aldridge and Stephen McNair published 14 July 2010 (includes third sector focus, where Makesfive input forms the analysis)

NB: *Learning Through Life*, the definitive report on the future for lifelong learning in the UK, was launched in London on Thursday 17 September 2009. See the IFLL at www.niace.org.uk/lifelonglearninginquiry/default.htm and how to order your copy of Learning Through Life

Client: Urban Forum, NAVCA, National Empowerment Partnership, IDeA

- ★ Research and writing of [“How Your Council Works – a handy guide for community groups”](#), widely disseminated to local groups (still available - as at December 2010) and mentioned in *Communities in control: real people, real power* - the Empowerment White Paper – 2008

Client: South East England Regional Assembly

- ★ “Select Committee on SEEDA & Sub-Regional working: context & Issues”. Researching (through desk and field research) and writing a “context & issues paper” to support SEERA’s select committee (January 2009) on SEEDA’s approach to working at the sub-regional and local level; with Educe Ltd – 2008/2009

Client: Local Government Improvement and Development (LGI&D) – formerly the IDeA

- ★ Development of Voluntary and Community Sector (VCS) presence on the IDeA Knowledge website – 2005/06 (see www.idea.gov.uk/vcs); also researching and writing of case studies/ “improvement journeys” re: local authority–voluntary and community sector collaboration

Client: Gloucestershire Infrastructure Group (GIG)

- ★ Project Manager for research and development of infrastructure support strategy for Active Community Unit “Early Spend” project (Voluntary and Community Sector) – 2004

Client: Local Government Improvement and Development (LGI&D) – formerly the IDeA

- ★ Research into Performance Management for Local Strategic Partnerships (Wealden Partnership; South Tyneside Transformation Partnership): publication of series of 10 articles on IDeA-Knowledge website – 2003-2005
- ★ Presentation/ workshop for performance management based on the learning from IDeA research project – CIPFA 2005

Client: Department for Communities & Local Government

- ★ Evaluation of Supporting Evidence for Local Delivery (SELD) national pilots – formative and summative assessment. Team member role to include widespread field research; responsibility for SW region focus; lead role in setting up and facilitating a national workshop in September 2006 – “Faith communities: evidence for strategy & delivery in neighbourhood renewal”. Report published at <http://www.communities.gov.uk/publications/communities/localdelivery> (With Educe Ltd et al) – 2005-2008

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Client: Office of the Deputy Prime Minister (now DCLG)

- ★ National evaluation of Skills and Knowledge Strand of National Strategy for Neighbourhood Renewal – (with Educe ltd) – 2003/05: Report - *Research Report 19 - Seeking the Lessons: Skills and Knowledge Programme Evaluation* (Available from Makesfive ltd)

Client: Office of the Deputy Prime Minister (now DCLG)/ Government Office for the North West

- ★ Investigation of ‘what works’ in data sharing, concentrating on four LSP areas in the North West (with Educe ltd) – 2005 (in use as source material for Ministerial Committee on Data Sharing). Report – Research Report 18: Data sharing for Neighbourhood Renewal: Lessons from The North West - at <http://www.neighbourhood.gov.uk/document.asp?id=1604>

Client: Association of Learning Providers

- ★ Research & writing of content, & facilitating consultation workshops for online guide “Working with Pre-16s: a “how to” guide for work-based learning providers” (with Answers & Solutions Kent GB LLP). Report available from Makesfive ltd – 2004

Client: Regional Action and Involvement South East (RAISE)

- ★ Research and development of South East Regional Compact on Learning and Skills (*with Educe ltd*) – 2003/2005

Client: Voluntary Sector National Training Organisation

- ★ Facilitation of national consultation workshops for the draft Voluntary Sector Skills Strategy (incorporated into the Workforce Hub) – 2003/04

PROJECT FUNDING SUPPORT

Client: The Learning and Business Link Co. Ltd. (formerly Kent TEC)

- ★ Project initiation, project development and bid writing: 1998-2000
 - ADAPT - University for Industry
 - 1 successful outcome [Total project cost: £1.1m]
 - ★ Objective 4
 - 3 successful outcomes [Total project value £1.6m]
 - ★ Objective 3 Priority 4
 - 2 successful outcomes (Total project value: £400,000)
- ★ Bid support – 1999-2000
 - Member of the Corporate Income Generation Unit bid evaluation editing team, monitoring quality & refining lbl bids prior to submission

Client: Charities Aid Foundation

- ★ Project initiation, project development and bid writing
 - Objective 3 Priority 4
 - Successful outcome [Total project value: £579,000]

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- ★ Support for project implementation – 1998-2000
 - Consultant to steering group - *Building Skills in Kent's Charities* (Objective 3 Priority 4).
 - Strategic support for project implementation and developing forward strategy
 - Consultancy support for ESF procedures
 - Final claim preparation

Client: Mid Kent College of Higher & Further Education

- ★ Research & writing bid for New Deal (18-24) – 2001

WEBSITES

- ★ www.makesfive.com - a website for Makesfive, but also for partnership development
- ★ www.makesfive.com/business_partnering - website for business partnering, partnerships, clusters and networks (with Educe ltd)

PUBLICATIONS

Published articles

- ★ Mastering the Art of Business Collaboration - *Sunday Times Enterprise Network*, June 2001
- ★ Business Partnerships: the Business View - *The MJ*, January/February 2001
- ★ Successful Partnerships: The Art of the Blindingly Obvious - *Economic Developments (CUED – USA)* January 2001
- ★ Learning to relate as Real Partners in Regeneration - *Urban Environment Today*, April 1998 (with Derrick Johnstone and Ian White)

Reports, research etc.

- ★ *Data Sharing for Neighbourhood Renewal: Lessons from the North West* (ODPM NRU, GONW co-author with Derrick Johnstone, Susan Johnstone), 2005.
Published at: <http://www.communities.gov.uk/publications/corporate/datasharing>
- ★ *Research Report 19 - Seeking the Lessons: Skills and Knowledge Programme Evaluation* (ODPM NRU, - co-author with Derrick Johnstone, Susan Johnstone, Peter Tyler, Geoff Fordham, Angela Brennan, Monica Otero-Garcia, Claire Campbell-Jones), 2005
Available from Makesfive ltd
- ★ *Voluntary and Community Sector case studies: stories of “improvement” brought about as a result of VCS and local government collaboration: IDEa Knowledge*, 2007
Published at: <http://www.idea.gov.uk/idk/core/page.do?pageId=5581014>
- ★ *Working with Pre-16s: a 'how to' guide for work-based learning providers* – on-line guide for 14-19 reforms (ALP, 2004 – with Answers & Solutions Kent GB LLP).

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Solihin Garrard Director and Principal Consultant, Makesfive Ltd

Solihin Garrard has led his own consultancy company, [Makesfive Ltd](#), for more than 15 years, supporting initiatives at national, regional, sub-regional and local levels. This experience has included national programme evaluation, research, analysis & national publication of good practice; also partnership development, managing European projects & higher education assignments, building capacity in a range of fields, and supporting performance improvement and management. The areas he has principally worked in include education and training, local government, voluntary and community sector, private sector, multi-agency working, local strategic partnerships. Prior to that Solihin was a local education authority project manager for a multi-agency/multi-authority network, and before that a secondary school teacher & head of department. Most recently and together with co-partner/proprietor Sofiah Garrard he set up and now project manages his own online only global art gallery.

Through Makesfive Solihin has supported many partnership and collaborative initiatives across all sectors and worked on many research and evaluation projects. He has delivered keynote speeches for senior RDA policy makers; undertaken national evaluation projects; helped develop effective collaborative working in LSPs. He has also run workshops to develop partnership skills; supported the development of national resources for the Voluntary and Community Sector; led ESF training and capacity building projects, for the voluntary, private, and public sectors. Following a review of “what works” for data sharing for LSPs with Educe Ltd, he worked in the team that evaluated the *Supporting Evidence for Local Delivery* pilots for the DCLG. Together Educe and Makesfive also supported SEEDA and AWM by auditing, reviewing and building partnership agreements between the respective RDAs and their Sub-regional Economic Partnerships. In January 2009 they supported the South East England Regional Assembly’s select committee on *SEEDA and sub-regional working*, researching and writing the background “context and issues paper” and participating in the select committee. In the spring of 2009 Solihin undertook ground breaking research into the scale of investment in adult learning within the third sector (TS) as part of the *Inquiry into the Future for Lifelong Learning (IFLL)* which reported in September 2009.

Makesfive led the *Facilitating Effective Partnerships* service within Learning and Skills Network *Solutions*. In this role Solihin has supported Further Education and Adult Learning strategic partnership developments. In March 2008 Solihin ran workshops on “*Skills for Successful Partnerships*”, delivering a powerful and innovative programme as part of the Egan agenda.

Makesfive has been on the Sustainable Communities and National Public Policy Approved Suppliers List of the IDeA since 2007, and now holds a Consultancy Framework (to 2013) covering Generic skills. In this role Solihin facilitated for 18 months *Neighbourhoods—the role of frontline councillors*, one of the IDeA’s on-line communities of practice; he has also worked with the IDeA in reviewing and building new content for its community empowerment website pages. He contributed to the debate led by Demos that led to the publication of “*The Collaborative State*” (March 2007); delivered capacity building support relating to data sharing and data protection with Zennor Consulting within the LDA Opportunities Fund. Solihin wrote a guide to “*How Your Council Works*” for NAVCA/ IDeA/ Urban Forum on behalf of the National Empowerment Partnership, published in September 2008. Solihin also facilitated strategic workshops for Susila Dharma International, helping international members plan key Goals for a new four-year work period. Solihin is an associate of Delta Partnership, a global management consultancy with a focus on building capacity in public services, including in developing countries.

Most recently Solihin set up, together with Makesfive co-director Sofiah Garrard, [Green Chair Gallery](#), an online-only art gallery, and has currently run 12 key exhibitions, with a forward programme through 2011 in place.

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