Our Clients

We are pleased to have provided training solutions to a range of organisations...

NHS Digital    DFT    Home Office    ESRC
Forestry Commission    Cabinet Office    DVLA
Crown Commercial    House of Commons
DWP    GSI    Government Digital Service
Ministry of Justice    Environment Agency
Welsh Government    Department of Education
DEFRA    Ministry Defence    and many more.

For further details visit us at: www.civilservicecollege.org.uk
Our Courses – January – December 2020

UK Open & In-house Courses

Accountability & Governance
- **POPULAR** Accountability & Governance for Arms Length Bodies 9
- **POPULAR** Being an Effective Non-Executive Director 9
- Board Skills Audit 10
- Cultivating Essential Board Behaviours 10
- **POPULAR** Chairing Meetings 11
- Strategic Planning for an Uncertain Future 11
- **POPULAR** Introduction to Audit & Risk Assurance Committees 12
- **POPULAR** Public Accountability for New Accounting Officers 12

Media & Data Management
- **POPULAR** Complete Communications 14
- **POPULAR** Data to Insight: How to Make Your Data Work for You 14
- Data Visualisation: Bringing Data to Life 15
- Mastering the Media 16
- **POPULAR** Introduction to Social Media 16

Financial & Commercial Skills
- Building Better Business Cases 18
- Finance for Non-Finance Managers 18
- Risk Management 19
- Value for Money 19
- **NEW** Overview of Central Government Finance 20

Law & Legal Awareness
- Data Protection (GDPR) and Freedom of Information 22
- Legal Awareness for Regulators 23
- Understanding the UK Legal System 23

Leadership & Management
- **POPULAR** Coaching and Mentoring Skills for Leaders 25
- **POPULAR** Event Management in the Public Sector 25
- Executive Presence: Style, Substance & Character 26
- Getting the Best from People: 8 Way to Empathise and Motivate in Difficult Times 26
- Introduction to Behavioural Economics 27
- **POPULAR** Introduction to Management 27
- **POPULAR** Persuasive Storytelling 28
- Emotional Intelligence Leadership 28
- Wicked Problems and the Complex World 29
- **POPULAR** Women and Breakthrough Leadership 29
- Strategic Thinking for Senior Executives 30
- **NEW** Leadership Communications 30
- **NEW** Implementing Succession Planning 31
- **NEW** Sourcing and On Boarding New Employees 31
- **NEW** Unlocking Employee Engagement 32

Policy Skills & Knowledge
- Co-Production: Delivering in an Equal & Reciprocal Relationship 34
- Effective Policy Making 34
- **POPULAR** How Does Whitehall Really Work? 35
- Policy Implementation: Delivery Results 35
- The Legislation Process: From Policy Development to an Act 36

Professional Development Skills
- Building Personal Resilience 38
- **POPULAR** Building Relations & Asserting Influence 38
- **POPULAR** Career Transition: Life Skills to Shape Your Future 39
- Dealing with Pressure 39
- Mastering Great Performances in Public Presentation 40
- Speechwriting 40
- **POPULAR** The Next Step: Preparing for Retirement 41
- **NEW** Holding Honest Conversations 41

5-Day International Courses

Financial Management & Commercial Skills
- Accounting Standards: IPSAS & IFRS 45
- Combating Risk and Fraud in Procurement 46
- Effective Public Financial Management 47

Human Resources & Organisational Development
- Negotiation and Dispute Resolution 48
- Talent Management: Resourcing, Development, Reward & Retention 49
- Gender Mainstreaming 49

Leadership & Management
- Leadership and Capacity Building 50
- Women and Breakthrough Leadership 50

Legislation and the Judiciary
- Judicial Case Management and Ethics 51
Civil Service College (CSC) is an independent organisation that caters for middle management, executive and senior professionals who work across the civil service and the wider public sector. We are a well-established training provider and are well recognised in the eyes of civil service world (UK and abroad). We have built our reputation on quality training programmes that were previously acquired following the closure of the National School of Government in 2012.

We pride ourselves on being incredibly flexible with regards to learning content, style and logistics. Our services offer open, bespoke in-house and international programmes, so that each delegate leaves with a wealth of relevant skills.

Discover innovative programmes, Explore your potential and Learn from professional practitioners.

For further details visit us at: www.civilservicecollege.org.uk
Quality
Designed by former senior civil servants for the civil service. Our company core comprises of knowledgeable trainers with the upmost expertise in their field. Our specialists have vast experience in government settings, political and administrative environments in the UK, Europe and Internationally.

Innovation
Conceptual, experimental and reflective learning underpin our courses. Civil Service College offers innovative training courses with each trainer delivering in a unique learning style and services such as **applied improvisation**, **forum theatre** and **board evaluations** as well as many other additional services.

Surpassing Expectation
We tailor our courses based on ‘really’, listening to the clients’ individual needs. From that, our excellent framework aims to meet your organisation’s expectations and individual delegate requirements. We will always go above and beyond to deliver the training you want.

Reliability
We offer exceptional and professional learning solutions to meet government and organisation needs. We are resilient, committed to delivering the best to our clients whatever the obstacles or challenges we may face, you can guarantee a brilliant service from us.

We are a friendly bunch at CSC. The team are **honest**, **passionate** and **dependable**, who work together to provide an excellent customer experience. We work closely with Learning & Development departments to ensure our services reflects the ever-changing needs in the public sector.

Our Values

Meet the Team
Our Services

360 Feedback
We offer experienced coaches to work with senior managers on developing intrapersonal, interpersonal and leadership skills to maximise performance. These skills could include emotional intelligence, leading and managing change and conflict, developing teams or personal impact. Clients can choose a package of coaching sessions, this facilitates a very effective four stage approach of diagnosis, planning, intervention and review.

Applied Improvisation
This tool can be used to address many workplace issues – team functioning, innovation and creativity, customer service, pitching and presenting, networking, confidence and personal impact and more. Applied Improvisation training is effective, experiential, accelerated learning that inspires, educates, and engages. It takes concepts, ideas, and techniques from the world of improvised theatre, and applies them in other settings.

Bespoke Team Away Days
We can help teams to understand themselves and the world in which they operate, so that they can respond in stronger and more creative ways. Though each package will be bespoke to the needs of the team, typically a facilitator will first undertake a diagnostic stage by holding confidential discussions with each team member to fully understand all perspectives, before designing the event.

Coaching
The coaching relationship provides a uniquely empathetic, yet challenging, support structure. It helps leaders make sense of the issues they face, to identify options to address them and to develop and implement an action plan. Our executive coaches have worked with established and aspiring leaders to help them reach their individual potential, develop their personal resilience and deliver huge benefits for their organisation.

For further details visit us at: www.civilservicecollege.org.uk
Forum Theatre
Forum theatre is an innovative, engaging and practical way of exploring common leadership and management issues. It allows participants to develop their understanding and skills in resolving difficult workplace scenarios, while avoiding the discomfort of taking part in role-play. We use similar techniques to design realistic, tailored scenarios and use these as the basis for powerful and engaged audience experiences. Participants can ‘coach’ the actor/facilitators to experiment with a variety of behavioural choices, and see what happens – this allows participants to truly understand how small changes can have a big impact.

Mentoring
The vast majority of our trainers have had long and successful careers in public service. Having navigated their way through significant periods of change, across a wide range of policy and delivery areas, they are uniquely placed to offer mentoring support to current public servants. As a mentor, they openly share their personal experiences – both successes and failures – to help existing leaders work their way through their own career path.

Independent External Board Evaluations
Effective boards – and successful organisations – build trust and confidence among funders, investors, employees, customers and all those who have a stake in the company’s on-going success. Independent external board evaluations were first recommended by the UK Corporate Governance Code in 2010 as a mechanism for assessing board effectiveness more rigorously than the practice of internal board evaluations recommended up to that point. Since then, they have become increasingly accepted – in all sectors and, increasingly, around the world – as a powerful means by which a board can assess its performance, and establish whether it is operating to high standards of governance.
Accountability
& Governance

Our series of courses range from introductory to in-depth training, focusing on providing governance and effective culture of accountability. This chain of essential training is designed to benefit new accounting officers to board members within the public sector.

Looking to enhance your core skills and develop a deeper understanding of liabilities and responsibilities?

Gain the knowledge from constructive guidance and best practice to enrich your ability and confidence to deliver good governance.

LEAD TRAINER – Bill Malloy

Bill has significant first-hand experience in the public sector across central government, arm’s length bodies, police, local government and NHS Foundation Trusts.

He has advised on reporting for the Intelligence and Security Committee and has appeared at the Public Accounts Committee.
Accountability and Governance for Arm’s Length Bodies

In need of a deeper understanding?
An introduction to accountability is needed as these roles involve a working knowledge of how ALBs interact with government departments. This course will give participants a full appreciation of their duties and responsibilities.

PROGRAMME KEY FEATURES
- The role of the Accounting Officer
- Current government policy
- The oversight role of the sponsoring department
- Current developments in governance of ALBs

DESIGNED FOR
- Newly appointed Board Members across Arm’s Length Bodies
- Non-Executive Board Members of NHS bodies
- Senior Managers working in the ALB sector
- Individuals working in the Civil Service in sponsoring departments

LEARNING OUTCOMES
1. A deeper understanding of the relationship between ALBs and their sponsoring departments
2. Learn about the public sector governance and accountability arrangements
3. Understand the differentiation between private sector entities
4. Gain a better understanding of the governance responsibilities for ALBs

The trainer’s knowledge of the subject was second to none, and the use of case studies and videos added to the value of the course a lot. — Department for Transport

TRAINING DATES
12 March 2020
21 May 2020
22 July 2020
25 September 2020
25 November 2020

Being an Effective Non-Executive Director

Non-Executive Director is a demanding position that is built on extensive past experience and thus requires up-to-date skills in strategic positioning, good governance, risk management and financial literacy.

Want to be more effective in your role?
Learn how these skills should be applied and any challenges that the new NED may face and how certain skills can be developed to enable them to become more effective in their role.

PROGRAMME KEY FEATURES
- Valued behaviours
- Behaviours to avoid
- Enhancing knowledge and performance as an NED

DESIGNED FOR
- Newly appointed Non-Executive Board Members
- Non-Executive Directors

LEARNING OUTCOMES
1. Learn through case studies what experience and skills are needed
2. Understanding of good and bad behaviours when acting as an NED
3. Identify which skills are necessary and valued in public sector bodies

“Very well executed session and extremely helpful.” — Home Office

TRAINING DATES
16 January 2020
22 April 2020
30 September 2020
24 November 2020
Board Skills Audit

Looking to improve your boards’ performance?
Who sits around the boardroom table is the most important piece in the governance jigsaw puzzle. If a board is ineffective, the performance of the rest of the organisation will inevitably suffer, hence the sentiment that ‘it all begins and ends with the board’.

PROGRAMME KEY FEATURES
- The attributes needed by directors for them to be effective
- The balance of skills to be struck in terms of composing an effective board
- How to identify gaps in the skills based in the boardroom
- Having a robust framework for board recruitment
- Training and developing those already on the board

DESIGNED FOR
- Chairs of Boards
- Board Directors/ Aspirant Board Directors
- Internal/external HR professionals involved in advising the board
- Company secretaries and other professionals responsible for advising on board composition

LEARNING OUTCOMES
1. Develop the capability to analyse the skills exhibited by board members
2. Assess whether the ‘mix’ creates the right conditions collectively
3. Actions to address any gaps found

Cultivating Essential Board Behaviours

Do you have boardroom dilemmas?
Examine what boardroom behaviours are now considered ‘essential’ as defining characteristics of an effective board. Grasp how they can be developed to help the organisation to achieve sustainable long-term success and stability.

PROGRAMME KEY FEATURES
- Understand the key features of an effective board, and what an effective board does not look like!
- Gain an insight of essential and desirable board behaviours
- Analyse the behaviours expected of the key roles in the boardroom
- Consider various board dilemmas, and how they can be resolved
- Develop an ability to spot (potential) red flags concerning board behaviour

DESIGNED FOR
- Chairs of Boards
- Board Directors/ Aspirant Board Directors
- Internal/external HR professionals involved in advising the board
- Company secretaries and other professionals responsible for advising on board composition

LEARNING OUTCOMES
1. Study the latest body of work and how it fits into the history of governance practice
2. Philosophically understand ‘the hard stuff is the soft stuff’ – Sir David Walker
3. Develop a greater understanding of board teamwork and dynamics
4. Learn what work is needed to ensure ongoing organisational resilience
Chairing Meetings

How comfy is your chair?
The course will enhance participants’ board leadership skills and develop their capability to create a performing team of directors who are aligned in helping the organisation achieve its purpose, and deliver its strategy.

PROGRAMME KEY FEATURES
- Role of the Chair vs role of the Director
- Help the Chair improve overall board committee and meeting effectiveness
- Understand the Chair behaviours to display in meetings which are key to delivering effective group dynamics and high-quality decision-making
- Facilitate effective interactions between board members and maximise individual member performance

LEARNING OUTCOMES
1. Develop theoretical and practical, understanding of what is required
2. Approach tasks with a stronger sense of purpose and gain confidence
3. Add value to delivering the strategic direction of the organisation

DESIGNED FOR
- New/experienced/aspirant Chairs
- Company secretaries and other governance professionals responsible for board support
- Management interacting occasionally with the Chair

Strategic Planning for an Uncertain Future

Don’t know where to start?
Organisations have a duty to look and scope into the future of how to operate in 5 or 10 years’ time. The course provides a clear model for establishing what the future may hold. Looking at the legal and regulatory framework, changes in society and technology, workforce and economic considerations, global trends and UK changes including Brexit.

PROGRAMME KEY FEATURES
- Case studies of where horizon scanning has worked well, and where it has been ignored with negative effects
- Models of horizon scanning to use within your own organisation
- Key areas for consideration, e.g. economy, workforce, regulation and law, technology and culture
- How to plan for the unexpected

LEARNING OUTCOMES
1. Understanding of horizon scanning for strategic planning
2. Learn the tools needed to spread the horizon scanning methodology
3. Opportunity to practise horizon scanning for your organisations

DESIGNED FOR
- Managers and board members
Introduction to Audit & Risk Assurance Committees

Want to improve your performance?
This course provides a comprehensive introduction to the role of the committee in relation to governance, risk, internal control and financial management. It establishes the role in the central government context, with reference to the governance and financial management arrangements that apply to government departments, non-ministerial departments, NDPBs and public corporations.

PROGRAMME KEY FEATURES:

- Understanding of the role of the audit and risk assurance committee in government departments, Non-Departmental Public Bodies and other public bodies
- Practical insights into best practice for audit and risk assurance committees
- How audit committees should interact with internal and external auditors and their reports

DESIGNED FOR:

- Members of departmental
- ALB audit and risk assurance committees
- Executive team members who work with the audit and risk assurance committee

LEARNING OUTCOMES:

1. Gain a better understanding of the function of an ARAC
2. Enhance confidence as members of ARAC
3. Improve the performance of the committees as a whole

Public Accountability for New Accounting Officers

Are you accountable?
This course is delivered by one of the UK’s most experienced accountability trainer; Bill Malloy. He provides a thorough grounding in the key mechanisms of public accountability. Equipping participants with an in-depth understanding of how public money should be handled and how public business should be conducted, and demonstrated through the use of real-life case studies.

PROGRAMME KEY FEATURES:

- Role of an Accounting or Accountable Officer
- The proper and practical conduct of public business, including operating with regularity and propriety
- The scrutiny role of the relevant Audit Office and associated Public Accounts Committee (not only in England but in Scotland, Wales and Northern Ireland with reference to the work of local PACs as well as the Westminster Committee)
- Financial aspects of public accountability for departments, executive agencies and sponsored bodies

DESIGNED FOR:

- Chief Executives of ALB
- Accounting or Accountable Officers (NHS bodies)
- Senior staff who work in supporting the Accounting or Accountable Officer

LEARNING OUTCOMES:

1. Understand responsibilities in dealing with public money
2. Learn to ensure that accountability is pivotal to all working practices
3. A comprehensive insight into the responsibilities of an Accounting or AO
We take for granted that we live in the ‘digital age’, but what does that really mean and how does it impact on the way we work?

These courses help to enlighten participants to communicate effectively through the use of digital tools and media. From presenting data in a expressive and engaging way, through to utilising various forms of media to ensure your message is prominent and impactful.

LEAD TRAINER – Simon Hall
Simon is a journalist with 25 years’ experience of covering some of the biggest stories Britain has seen. Most of his career has been spent as a BBC News Correspondent, specialising in local government, politics, policing, legal, and home affairs reporting, working for television, radio and online.
Complete Communications

Want to get your message across?
Learn how to write internal reports with real impact. From adapting your message for different audiences to trimming and polishing the information into attention-grabbing presentations and speeches. Acquire the knowledge to package your findings for the media for both conventional and social.

PROGRAMME KEY FEATURES:
- Deciding on your narrative – the golden thread for all communications
- Structuring your report, presentation, speech or news release, to make it attractive and appealing
- Writing openings that demand attention, midsections that make your argument, and endings that leave just the right impression
- How less is more – making the maximum impact, and minimising your workload, by saying what you want to say, no more and no less
- Tricks of the trade in making your words stand out by constructing clear, memorable and resonant messages and soundbites

DESIGNED FOR:
Anyone who writes reports, presentations, speeches or external communications, and wants to know how to maximise the impact of their work in the most efficient way.

LEARNING OUTCOMES:
1. Equip participants with a range of skills to produce effective and impactive communications
2. Adapting internal reports for external audiences
3. Securing positive publicity by attracting favourable media attention

Data to Insight: How to Make Your Data Work for You

We live in an age where it is becoming increasingly important for us to feel comfortable reading, analysing and understanding this information.

Drowning in a sea of data?
This course will show individuals how to navigate through the data to turn it into valuable insight to support evidence-based decision making.

PROGRAMME KEY FEATURES:
- A clear set of techniques and best practice guidelines
- Learn key principles of statistical data analysis
- Practical tools to build compelling insights and recommendations
- Understand limitations of data
- Design and present data in graphics and charts to maximise impact and memorability
- Feel confident in interpreting and selecting the data that’s right for the individuals type of audience

DESIGNED FOR:
Anyone who needs to work with data in their role, who is either new to this area or is wanting a reminder and fresh perspectives.

LEARNING OUTCOMES:
1. Learn practical tools to interpret, understand and select data with confidence
2. Learn to build compelling insights and recommendations
3. By using real-life examples, participants can apply their learning straight away
Bored of dry data?
Move beyond dry data and use visuals and stories to create compelling presentations and reports that will resonate with audiences and bring data to life. This interactive course will help participants to understand how to translate seemingly dry data into graphical and persuasive arguments that will inspire and inform spectators with an impressionable delivery.

PROGRAMME KEY FEATURES:
• Understand the importance of good visual storytelling
• A clear set of techniques and best practice guidelines to take-away
• Design and present graphs and charts to maximise impact and memorability
• Feel confident in interpreting and selecting the data that’s right for individual audiences
• Understand the best software and programmes out there to bring data to life

LEARNING OUTCOMES:
1. Learn tools and techniques to deliver a change in how participants and teams can report data
2. Maximise influence, engagement and understanding through presentations
3. By using real-life examples, participants can apply their learning straight away

DESIGNED FOR:
• Managers
• Data analysts
• Report writers

DURATION
1 day

PROGRAMME FEE
£595 + VAT

TRAINING DATES
18 February 2020
7 May 2020
29 July 2020
29 October 2020
Mastering the Media

Internet has turned broadcasters into publishers, and publishers into broadcasters. Media has seen a revolution in recent years and social media has given rise to the citizen journalist. To be a success, an in depth knowledge of how the media operates, and how to work with journalists are essential arts.

In this highly interactive day of learning, we cover all the concepts of how to handle the media to handle the media in all its forms, from newspapers, television to the bear pit of social media.

PROGRAMME KEY FEATURES:

- The different social media platforms, understanding the varying importance, strengths and weaknesses
- How to present yourself online, from the basics of your biography to posts, photos and videos
- The art of being interviewed
- Into the lion’s den: the hostile interview and how to handle it
- The art of social media, including the various different platforms, and how best to use them

DESIGNED FOR:

Anyone who works in an area of media interest, whether in front of the cameras or behind the scenes and needs positive publicity to further their cause.

LEARNING OUTCOMES:

1. A thorough understanding of how the modern media functions
2. How journalists see stories, how to make them work, and to use that to an advantage
3. Tricks for writing a press release that makes stories stand out from the crowd
4. The importance of rapid reaction in the social media age

Introduction to Social Media

Want to get a handle of social media? The number of platforms and the strengths and weaknesses has become one of the impenetrable techno-jungles of modern life. This course is delivered by former BBC News Correspondent Simon Hall, who uses social media in his work, and has trained prominent public figures in how to present themselves on a range of internet platforms.

PROGRAMME KEY FEATURES:

- The different social media platforms, understanding the varying importance, strengths and weaknesses
- How to present yourself online, from the basics of your biography to posts, photos and videos
- The use of social media to present a clear and resonant message
- Strategies to make the maximum use of social media and tips of timing and tradecraft to give posts the biggest footprint
- The art of blogging, taking photographs and making videos that work for social media

DESIGNED FOR:

Anyone who wants a deeper understanding of social media and the ability to use it more effectively.

LEARNING OUTCOMES:

1. Understanding the key fundamentals of social media works
2. The importance of brevity and how to go viral
3. How to take photos and make videos to give posts greater impact
4. Writing a powerful and attention-grabbing blog, and using it to heighen delegate profiles
Financial & Commercial Skills

This series of courses cover a number of indispensable skills for those working from middle and senior management to new roles in the public sector finance.

Want to build a better business case? Get to grips with financial reports or simply gain better understanding of government finance?

This training category emphasises on key financial aspects such as risk management, attaining value for money, assessing organisational finances and making the best of often limited resources.

LEAD TRAINER – Jane Stephens

Jane is an experienced finance professional having held senior posts in both large (Chief Financial Officer AstraZeneca UK) and smaller organisations. Jane has been a director of a number of start-up businesses and provided consultancy, facilitation and finance and management training to a number of large organisations.
Financial & Commercial Skills

Building Better Business Cases

Want to increase your skill in preparing or reviewing business cases?

Continuous downward pressure on resources in the public sector within the context of increasing demand for public services continues to challenge public sector organisations as they make important choices.

In this environment, the importance of robust and relevant business cases to aid decision-taking has never been more important. This course will provide an introduction to the development of business cases and the key things to look out for when reviewing and challenging them.

We will explore the key elements of the five case model, based upon the HM Treasury Green book Guidance on Public Sector Business Cases.

PROGRAMME KEY FEATURES:

- The importance of the business case
- The different types of business cases
- Developing a business case from the strategic level to the detailed business case for major projects
- Effective scrutiny and challenge over business cases

DESIGNED FOR:

- Managers/Officers

LEARNING OUTCOMES:

1. Understanding of the key elements of the 5 case model
2. Learn about the lifecycle of business cases
3. Knowledge to improve the quality and robustness of business cases

Finance for Non-Finance Managers

Want to understand the figures?

Public managers have to strike a balance between creating public value and managing the bottom line. Sound financial management is critical to the long-term health of any public body. Those in senior management positions need to be able to read financial reports accurately, ask the right questions to their financial officers and make strategic management decisions based on a solid understanding of the general business principles that apply to all public bodies.

This one-day course is designed to help managers in public bodies understand the tools, techniques and concepts of good financial management.

PROGRAMME KEY FEATURES:

- Understanding financial statements
- Tools, frameworks and concepts in financial management
- Budgeting and resource allocation

DESIGNED FOR:

Managers who are responsible of managing public funds across central and local government.

LEARNING OUTCOMES:

1. Learn how participants make decisions through interpretation of financial information
2. Understanding of the tools, techniques and concepts of good financial management
3. Learn the ability to read and articulate finance reports

“Good opportunity to discuss and learn with a wide range of other CS and Arm’s length delivery agencies, helped understand the challenges that other face can be very similar.”

Government Digital Service
**Risk Management**

**Is your risk management in a good or bad shape?**

All non-profit organisations operate in a changing environment, facing risks on a day to day basis. The difference between good and poor management of risk can fundamentally affect the ability of the organisation to deliver its key objectives. Indeed, there are recent well publicised examples where poor management or risk has directly affected the ability of that organisation to survive.

This course explores how risk can be effectively managed to deliver better outcomes. We will consider the differences and overlaps between performance management and risk management and offer delegates tools and techniques.

**PROGRAMME KEY FEATURES:**

- Understanding risk management
- The 5 elements of risk management
- Identification and assessment of credible risks
- Action planning
- Preparing and using a risk register
- Risk monitoring and control

**DESIGNED FOR:**

Middle and senior managers who are either accountable or responsible for managing risk in their area, function or organisation.

**LEARNING OUTCOMES:**

1. Understand how to manage risk to optimise outcomes
2. Enhance delegates understanding of what risk management is
3. Improve risk management in their own organisation

---

**Value for Money**

In the current cash constrained environment, most non-profit organisations face downward pressure on budgets alongside a growing demand for services. The need to achieve value for money for stakeholders has never been greater. Good value for money is the optimal use of resources to achieve the intended outcomes.

Key elements will be explored alongside a discussion about the challenges in achieving the appropriate balance between these elements.

**PROGRAMME KEY FEATURES:**

- The 3 key factors (the 3 E's) of value for money (Economy, Efficiency and Effectiveness)
- The 4th E - Equity
- The role of the manager in ensuring value for money is achieved
- How organisations demonstrate providing value for money
- How to spot inefficiencies in processes and procedures

**DESIGNED FOR:**

Middle and senior managers who are either accountable or responsible for managing risk in their area, function or organisation.

**LEARNING OUTCOMES:**

1. Understand the key elements of value for money
2. Learn to manage value for money outcomes on a day-to-day basis
3. How to be more efficient and effective in the ways of working

---

**DURATION**

1 day

**PROGRAMME FEE**

£595 + VAT

**TRAINING DATES**

- 26 March 2020
- 7 July 2020
- 4 November 2020

---

**DURATION**

1 day

**PROGRAMME FEE**

£595 + VAT

**TRAINING DATES**

- 13 January 2020
- 20 April 2020
- 27 July 2020
Want to understand government finance as a whole?
This course delivers a broad overview of the responsibilities, accountabilities and systems behind public finance. It introduces a clear context for the government’s financial position and demonstrates how this can be translated into the process of delivery through Parliamentary Supply, Treasury Control and the management of public finances.

PROGRAMME KEY FEATURES:
- Parliamentary & HMT Control & Supply – what, when and how?
- Jargon Busting! - Total Managed Expenditure, DEL and AME Capital and Revenue – what it all means and why
- Roles & Accountability – HMT, Cabinet Office, Accounting Officers, NAO, and Public Accounts Committee – how do they fit together?
- Regularity, propriety, feasibility and value for money – the cornerstones of public finance
- Key guidance including the FREM, MPM, CBG, HMT business case model and more
- Use of case studies and committee videos to give real example

DESIGNED FOR:
- Anyone new to public sector finance who needs to understand the government finance
- Anyone external to central government who needs an awareness of how government financial planning and delivery fit together

LEARNING OUTCOMES:
1. Understand government finances, from spending reviews to annual budgets
2. Learn key challenges of the government finance process and the relevant guidance
3. Apply learning to their roles in their own organisations
Law & Legal Awareness

These courses cover the A-Z of the constitutional structure, aiming to give participants a thorough introduction to legal terminology. Whether you are a civil servant working with sensitive data to a delegate with no legal background looking to enhance knowledge in the legal environment.

**Are you up to date with your responsibilities?**
**Looking for clarity and deeper understanding of legal concepts?**

From data protection to understanding the UK legal system. We have a variety of options and more training courses available on our website.

**LEAD TRAINER – Daniel Greenberg**
Daniel served as Parliamentary Counsel (UK) from 1991 to 2010 and is now a consultant at Berwin Leighton Paisner LLP; a legal adviser in the Office of the Speaker’s Counsel and House of Commons. He is also the General Editor of Westlaw UK Annotated Statutes and Insight Encyclopaedia, the Editor of Craies on Legislation, Stroud’s Judicial Dictionary and Jowitt’s Dictionary of English Law and the Editor of the Statute Law Review.
Law & Legal Awareness

Data Protection (GDPR) and Freedom of Information

The new legislation increased organisational transparency and accountability in the collection and processing of personal data, and the rights of those whose personal data is being collected and processed.

**Is your organisation GDPR compliant?**
Government activities are not wholly exempt from these new obligations, and together with responsibilities under the Freedom of Information Act 2000 it is important that staff working in government understand the impact of these changes.

**PROGRAMME KEY FEATURES:**
- What is Freedom of Information (FOI), what is Data Protection (DP) and what are the broad obligations?
- Government transparency, open data and big data and how FOI and DP fit within the broader government agenda
- What were the changes to Data Protection as a result of the GDPR and how have they impacted on the participant’s organisation?
- How to handle FOI and Subject Access Requests?
- Exemptions and dealing with data breaches
- What is needed next and how to tie actions into information governance and security

**DESIGNED FOR:**
All civil servants who are dealing with personal data.

**LEARNING OUTCOMES:**
1. Understand FOI and DP and the impact of the GDPR changes
2. Learn to apply responsibilities regarding FOI and DP to their organisations
3. Be able to discuss an action plan with achievable next steps

**DURATION**
1 day

**PROGRAMME FEE**
£595 + VAT

**TRAINING DATES**
27 February 2020
8 July 2020
27 October 2020

For further details visit us at: www.civilservicecollege.org.uk
Legal Awareness for Regulators

Regulators’ code, principles of regulatory function, judicial review, legal implications and risk are concepts that, to those with limited regulatory knowledge, seem rather abstract. This course will help to demystify the legal concepts and terminology that underpin regulatory systems, clarify their workings within the European Union and highlight any international law issues that can arise.

**LEARNING OUTCOMES:**

1. Through the use of case studies, learn insights into how regulators defend their judgments
2. Gain clarity in judicial interpretation of regulators remit
3. Understand that robust decisions are made can be defended in a case of Judicial Review

**PROGRAMME KEY FEATURES:**

- Basic legal framework and terminology
- Legislation and common law: both UK and EU law
- Working effectively with lawyers
- Your remit and your powers
- The law of Judicial Review
- The impact of Human Rights Law
- Handling a case

**DESIGNED FOR:**

Delegates with no legal background from organisations with regulatory and enforcement functions.

---

Understanding the UK Legal System

The UK legal system can seem overwhelmingly complicated and confusing for anyone who has not had a comprehensive introduction. For those that require an introduction into the legal framework that underpins government in Britain, this course offers an overview of the legal workings of the UK and will decode and demystify key legal terms and concepts for anyone working in the public sector.

**LEARNING OUTCOMES:**

1. Participants will gain a thorough understanding of legal fundamentals
2. Assisting participants to navigate the legal environment that they work in
3. Participants will be able to utilise the legal resources available to them

**PROGRAMME KEY FEATURES:**

- The constitutional structure of the UK: Parliament, the Judiciary and Government
- Making legislation: legislative process, the common law devolution in the UK
- The court and tribunal system and working effectively with lawyers

**DESIGNED FOR:**

Participants with no legal background who work with legal terminology and/or the legal system.

---

Overall, an outstanding course that exceeded expectations. Daniel was extremely engaging and made the training relevant to his students with pertinent examples... For me, it was extremely useful and has filled in a significant gap in my working knowledge.  
HMI Probation – Criminal Justice Inspectorates
Leadership & Management

Join us on our most popular course series into the world of leadership and management. Being an effective leader is essential in order to make an impact within your organisation. Competent, empowered leaders develop from strong foundations and though one leadership style does not fit all, we offer numerous courses that are tailored to address a variety of leadership challenges.

Looking to improve your coaching? Want to effectively motivate your team? Or aspiring to be an inspirational leader?

We are proud to have a large range of popular and topical courses from emotional intelligence leadership, event management, introduction to behavioural economics and more.

LEAD TRAINER – Angela Blacklaw

Angela designs and facilitates training on a variety of topics including identity and branding, action learning, and career coaching. Angela has delivered training to a variety of public sector clients such as Ministry of Justice, Hampshire County Council, DWP and DfID on a range of topics including communication, leadership, wellbeing and resilience, and talent development.
Coaching and Mentoring Skills for Leaders

Even for experienced leaders, evidence shows that time spent honing coaching skills can return huge dividends. Organisational culture drives successful outputs while coaching and mentoring. Skilfully used, can help create a performance enhancing culture.

This course will demonstrate the benefits of effective coaching leadership within organisations. Delegates will develop and practice the core skills needed to coach and mentor productively.

PROGRAMME KEY FEATURES:
- Introduction to the Coaching Style of Leadership
- Becoming an active and effective listener
- The ToGROW coaching model
- Establishing a ‘coaching contract’ and developing individuals own coaching style

DESIGNED FOR:
- Current leaders
- Board members
- Senior executives/managers
- Line managers

LEARNING OUTCOMES:
1. Participants can engage in coaching conversations
2. Develop individuals own coaching style and reflective practise
3. Learn the tools and insights to build a coaching culture in their organisation

Event Management in the Public Sector

Planning a successful event?

It takes a person with energy and passion to enjoy the experience of successful event planning. It can be intense and stressful, however, with the right approach, relevant tools and a great team it can be an exciting and rewarding role. In this interactive course, learn how to successfully plan and market an event with real examples, plus practical tools to stay organised, on schedule whilst avoiding unwanted surprises. There will also be the opportunity to share ideas about improving participants’ experience and how social media can add value prior to, and during the event.

PROGRAMME KEY FEATURES:
- Planning for audience, purpose and budget
- Pre-event planning, date venue and team
- Event day: technical timing, social media build up and participants’ experience
- Post-event: building on success, keeping in touch and following up no-shows

DESIGNED FOR:
New role in event management or supporting role.

LEARNING OUTCOMES:
1. Participants will understand the logistics and planning processes involved in event planning
2. Learn about project management and people skills requirements

“... I do think for future, the templates and what I learnt on this course will definitely go along way!”

DEFRA
Leadership & Management

Executive Presence: Style, Substance and Character

Create your own ‘wow’ factor!
Some people seem to be innately able to make others gravitate towards them, from instantly inspiring, to trusting or having confidence in, are immediate likeable traits. But what exactly is it that gives individuals this stand-out presence? According to the three dimensions of executive presence, one needs to have style, substance and character in order to command presence. These refer to the first impressions made, through genuineness and charisma.

PROGRAMME KEY FEATURES:
• Confidence, poise under pressure and decisiveness appropriate for the environment
• Speaking skills, assertiveness and the ability to read an audience or situation

DESIGNED FOR:
Senior executives or anyone who aspires to be a senior executive.

LEARNING OUTCOMES:
1. Participants will learn the importance of building a presence
2. Develop a personal action plan which will help delegates develop their own presence
3. Gain confidence with own style, substance and character

The trainer was very knowledgeable and friendly, he certainly helped make the course. The small group size was also ideal to allow for the exchange of ideas without overshadowing individual requirements. I have already recommended the course to other colleagues.

Environment Agency

Getting the Best from People: 8 Way to Empathise and Motivate in Difficult Times

Want the best from your staff?
This course is designed to help participants make the most out of the eight keyways to enhance empathy and motivation. It will also explore how managers can learn more about the differences between team members and maximise the value in diverse talents. Perspectives also add to the team’s overall performance.

PROGRAMME KEY FEATURES:
• Understanding diverse talents and perspectives
• Build solidarity of purpose and guard against numbing conformity
• How to thrive on critical feedback
• How to retain the best
• Help those who need to find the exit
• Selection and development strategy for what’s missing

DESIGNED FOR:
• Public Sector managers

LEARNING OUTCOMES:
1. Participants will learn to get the best from their staff by understanding their distinct talents
2. Learn by understanding value in their diversity and originality
3. Learn knowing how to motivate them in different circumstances
Introduction to Behavioural Economics

Want to understand people’s behaviour?
All policy implementations and project delivery depends on human beings. Anything that helps us better understand how people make decisions will improve our chances of success. This course offers a more scientifically robust and accessible model for understanding the basis of behaviour change in a fundamentally different way and how to implement against it.

PROGRAMME KEY FEATURES:
• Explore why the old rational/cognitive model still clings on and the limits of the information-processing and ‘messaging’ models of communication
• New understanding of the brain with an emphasis on the role of System 1 and System 2 and how they differ
• Understand the role and importance of engaging the emotions
• Open up new areas such as priming, norms, heuristics and availability

DESIGNED FOR:
Participants from all background as this course touches on a range of topics, from communications development to culture and change management.

LEARNING OUTCOMES:
1. Participants will learn a new model of the rational consumer
2. Individuals will learn about emotional and social triggers that underlie behaviour change
3. Develop participants in their decision making within their organisation’s culture

Introduction to Management

What type of manager do you aspire to become?
Managing staff is a huge responsibility, and often we are promoted to managerial positions because of our technical expertise rather than our ability to manage. Equipping managers with essential tools can ensure they are prepared for different situations. Participants will experiment with adapting different management styles to get the most out of their team and explore how to deal with difficult issues such as underperformance.

PROGRAMME KEY FEATURES:
• The transition into management
• Exploring different management style, and adapting to the needs of each individual
• Communication and interpersonal skills: with clarity and consistency
• Recognising team’s strength and developing individuals’ potential
• Linking individual effort to team and organisational goals

DESIGNED FOR:
Managers who are new to a managerial role.

LEARNING OUTCOMES:
1. Participants will learn the necessary tools to help transition into managerial positions
2. Better understanding of how to adapt management style to the needs of the team
3. Learn to deal in difficult scenarios such as managing under performance

The course was invaluable and helped me to understand the complexities and techniques to help deal with people who are different to me. The course wasn’t too heavy and we had time to discuss various themes as well as undertake really useful practical exercises to consolidate the learning...”

DFT

DURATION
1 day
PROGRAMME FEE
£595 + VAT
TRAINING DATES
13 March 2020
11 May 2020
10 September 2020
Persuasive Storytelling

Want to go beyond facts and figures? Storytelling is a proven technique used by authors, journalists and thinkers. This can have a dramatic impact on the way individuals and organisations communicate. This course shows participants how to move beyond data, facts of data and information and how to harness the power of storytelling in order to become more efficient and effective in all communications.

**PROGRAMME KEY FEATURES:**
- An understanding of how the story framework shapes human interaction
- Techniques to develop a collective purpose that motivates team members
- Tools for understanding hidden values, and for helping everyone to live up to the values they aspire to
- An introduction to the concept of mentor leadership
- Opportunities to practice the application of tools and techniques
- Developing the skills and confidence required to apply the learning in practice

**DESIGNED FOR:**
All levels from Director downwards and for those who present data or research who will find it of particular interest.

**LEARNING OUTCOMES:**
1. Participants will be able to think, speak, present data and information in stories
2. Learn to put together an engaging story and develop insightful content
3. Learn to write stories that flow and are succinct

Emotional Intelligence Leadership

Need help to lead your team through stressful times? This one-day workshop on Emotional Intelligence Leadership introduces the key concepts of emotional intelligence and equips those in senior positions with the skills and knowledge to lead teams through times of challenges. As well as giving an introduction delegates will understand how EI competencies relate to awareness and management of self and others, and introduction to different leadership styles.

**PROGRAMME KEY FEATURES:**
- What is emotional intelligence and how does it relate to awareness and management of self and others?
- What is your natural leadership style and which styles you might wish to adopt depending on changing circumstances
- Learn to apply coaching skills to drive team development, performance and culture

**DESIGNED FOR:**
Current leaders, board members, senior executives, senior managers and anyone who aspires to take on a leadership role.

**LEARNING OUTCOMES:**
1. Become self-aware by identifying emotional intelligence (EI) strengths and development areas
2. Learn skills to influence and lead whilst being better equipped to sense, analyse and deal with situations
3. Discover own natural leadership styles
Wicked Problems and the Complex World

The modern world is fast-paced and dynamic, and approaches that used to work for us don’t work any more. Some issues are just too complex, subjective and unpredictable, to ever be neatly solved.

How can leaders ensure these issues are addressed effectively?

This course will examine the complex and ambiguous world that we live and work in, and practice developing effective responses to these challenging situations.

PROGRAMME KEY FEATURES:
- “Wicked” versus “tame” problems
- Traditional “mechanical” thinking versus a systems-based approach
- How to lead through complexity and ambiguity
- The importance of connecting with people in all parts of a system
- Using insights from neuroscience to consider how basic human drivers affect how people work together
- Applying all this learning to work-based “wicked” problems

DESIGNED FOR:
Current leaders, board members, senior executives, senior managers, line managers with challenging teams and anyone who aspires to take on a leadership role.

LEARNING OUTCOMES:
1. Participants will be able to recognise “wicked” challenges and apply techniques to inspire
2. Engage, motivate and lead others when the way ahead is unclear

Women and Breakthrough Leadership

Have you hit a barrier?

Though women are steadily gaining visibility in public leadership, there is still a notable absence of females represented in the highest echelons of public positions. This course addresses the issues and challenges that women face with an honest and practical approach. Offering participants unique personal tips and tactics for successful leadership and management, as well as exploring steps that participants can take in the lead-up to a career change or promotion.

PROGRAMME KEY FEATURES:
- Identifying and dealing with issues and barriers in advancement faced by women in the workplace
- Recognising and dealing with common mistakes and traps faced by women
- Breaking through: establishing your brand and your story
- Identifying and dealing with issues and barriers in advancement faced by women in the workplace
- Recognising and dealing with common mistakes and traps faced by women
- Breaking through: establishing your brand and your story

DESIGNED FOR:
Women at any level and in any sector interested in developing careers or refreshing leadership approach, presence and impact.

LEARNING OUTCOMES:
1. Participants will be able to tackle stereotypes and invisible barriers to women’s advancement on the career ladder
2. Participants will also have a new appreciation of themselves as leaders and managers
3. A greater understanding of themselves as prospective candidates for career change
4. Learn new insights into the ways selection and promotion panels work

DURATION
1 day

PROGRAMME FEE
£595 + VAT

TRAINING DATES
30 March 2020
9 July 2020

DURATION
1 day

PROGRAMME FEE
£750 + VAT

TRAINING DATES
23 January 2020
31 March 2020
13 July 2020
1 September 2020
Strategic Thinking for Senior Executives

**Need to think more tactful?**
Strategic thinking is an essential core skill for senior executives. Establishing a culture of innovation and developing positive future outcomes, requires those overseeing or accountable to projects to think strategically and anticipate change.

This course is designed to offer delegates the chance to explore the concept of strategic thinking, and practise using the different tools that would enable them to think tactically in the face of various possible futures.

**PROGRAMME KEY FEATURES:**
- Strategic development: option generation and analysis
- Strategic deployment: turning plans into action
- Overcoming resistance to change

**DESIGNED FOR:**
- Senior Managers and Senior Executives

**LEARNING OUTCOMES:**
1. Learn skills to effectively anticipate, plan and manage change and transformation
2. Learn to seek innovation and develop different options for the delivery of organisational goals

Leadership Communications

Leaders may work at getting communications right, yet many are unaware that the impact it has on others is different from the intention. Often, individuals do not realise they are unconsciously undermining messages by small things said and done.

**Are you communicating right?**
This one-day course enables leaders to adapt communications to their audience needs, rather than to rely on merely giving information. Ensure that "micro" messages are compatible with "macro" ones.

**PROGRAMME KEY FEATURES:**
- Some of the differences we experience in workplace populations
- The small things we say and do that make people around us feel included, appreciated and respected — or excluded, undermined and disempowered
- Understand how our brains interpret social stimulus in terms of threat and reward
- Communication issues are brought to life with via forum theatre techniques. This is an innovative, engaging and practical way of allowing participants to develop understanding and skills, while avoiding the discomfort of taking part in role-play

**DESIGNED FOR:**
- Current leaders, Board Members, Senior Executives, Senior Managers and anyone who aspires to take on a leadership role or have maximum impact when they communicate.

**LEARNING OUTCOMES:**
1. Appreciate the unconscious and unintended impact that the behaviour of leaders can have
2. Consider how to adapt individual style to meet different people's needs
3. Be alert to any differences between intention and the impact they are actually having
4. Be able to adjust communications accordingly
Implementing Succession Planning

Do you know what ‘talent’ looks like?
Organisations also need to understand what ‘talent’ looks like so they can retain and motivate great people, so that they maximise their performance – this is critical for the continuation of success. Succession planning enables organisations to make plans about ‘business critical’ posts - when talent management and succession planning are integrated. They are able to fully utilise their people to meet both individual and organisational objectives.

PROGRAMME KEY FEATURES:
• What talent management and succession planning are and how to use them
• The principles of succession planning and the link to the organisation’s objectives
• How to identify ‘business critical’ roles, potential vacancies and future talent
• What the ‘talent pipeline’ is and the metrics of talent management
• Use of techniques to assist in talent management such as the ‘retention toolkit’

DESIGNED FOR:
Anyone who is responsible for managing and developing people. It has particular benefit to leaders, managers and HR professionals.

LEARNING OUTCOMES:
1. Understand how to create, design and implement a robust succession plan
2. Be able to identify talent based on performance and potential
3. Participants will be able to use a ‘retention toolkit’ to identify risks

Sourcing and On Boarding New Employees

Right for the job and culture?
Successful organisations are built on the effective recruitment, selection and on-boarding of great candidates. The challenge for many organisations is not about attracting enough candidates but, ensuring that they get those that are right for the job and the culture. Once recruited, it is important that applicants are integrated to the job, team and organisation so that they can be effective as quickly as possible.

PROGRAMME KEY FEATURES:
• The key elements that make up a Resourcing Strategy
• How to apply the appropriate recruitment and selection tools to attract quality candidates
• How to select candidates using high validity techniques such as anchored rating scales
• How to induct candidates so they are effective in their job, team and organisation
• How to measure employee turnover using HR metrics and how to increase retention rates

DESIGNED FOR:
Managers and HR professionals who are responsible for understanding and improving employee turnover.

LEARNING OUTCOMES:
1. Participants will gain an understanding of how to ensure they get the candidates for the right job
2. Learn to successfully integrate into the organisational culture
3. Delegates will learn how to run high validity interviews and how to on-board candidates
Unlocking Employee Engagement

Need more engagement from your team?
Organisations that recognise the importance of having engaged employees find that performance at individual, team and organisational level rise allowing them to achieve competitive advantage. Those who are engaged understand why it is important to the organisation's strategic aims to do their jobs well, support their colleagues and communicate effectively.

PROGRAMME KEY FEATURES:
• What Employee Engagement is and the current trends
• Engaging people from the head, heart and hands
• Improving employee engagement
• Building Resilience and understanding the risk of low engagement
• How to manage change effectively – understanding it and using tools to get buy-in

DESIGNED FOR:
Managers and HR professionals who are responsible for managing employee engagement and managing change.

LEARNING OUTCOMES:
1. Learn to think around the topic that has developed and learn how to manage change
2. Enable participants to leave the course knowing how to improve engagement levels
3. Build resilience and have practical tools to apply to real organisational challenges

DURATION
1 day

PROGRAMME FEE
£595 + VAT

TRAINING DATES
3 February 2020
17 August 2020
7 December 2020

NEW
Policy Skills

If you work in policy making and implementation, we offer numerous courses to make the process smoother and clearer. Discover how to positively co-produce with stakeholders, and towards implementing policies and delivering results.

Want to positively influence public behaviour and manage ministerial expectations?

This series also includes courses for those whose roles require in-depth introductions to Parliament, EU functions and Select Committees.

**LEAD TRAINER – Clair Fisher**

Clair’s career began in the Civil Service, where she worked in the Department for Constitutional Affairs (Now Ministry of Justice), the Home Office, and the Government Office for the South East. Clair rose quickly to hold senior roles and worked closely with Ministers to lead complex projects during turbulent and challenging times. Her expertise is in development and improvement work with senior leaders and their teams, as well as managing collaborative projects and delivering within complex organisational structures.
Co-Production: Delivering in an Equal and Reciprocal Relationship

What can the public sector do to implement a similar community partnership?

Diminished budgets and increasing demands present a continuous challenge to public sector organisations, forcing them to adapt with new and innovative cost saving methods. Many private sector organisations such as banks and supermarkets have harnessed the activities and energy of their consumers in order to co-create outcomes.

PROGRAMME KEY FEATURES
- A guide to using co-production tools: its power and limits
- How co-productive is your organisation?
- Case studies looking at where co-production has made a tangible impact

DESIGNED FOR
Senior managers and those aspiring to senior roles.

LEARNING OUTCOMES
1. Think creatively about value created by citizens to reshape and enhance public services
2. Understand the theory of co-production
3. Learn to apply it to an individuals own practice and organisation

Effectively Policy Making

Are you looking at the bigger picture of policy and decision making?

Whether it is at an individual or an organisational level, poor understanding, thinking and practice can lead to bad decision making. This in turn can lead to unworkable policies and meagre outcomes. This training course provides delegates with the tools and techniques needed to help would-be policymakers use evidence more effectively, ultimately leading to better decision-making and improved real-world outcomes. A two-day format is also available on request which incorporates the use of case studies and exercises and is ideal for those who need to hit the ground running in policy making.

PROGRAMME KEY FEATURES
- Generating, sifting and appraising options
- Decision-making
- Implementation and evaluation
- Reality checking

DESIGNED FOR
This course is suitable for delegates who are involved in, or would like to influence, the policy-making process.

LEARNING OUTCOMES
1. Understand and experience the reality of policy-making today and what influences it
2. Learn techniques and understand how these tools can be deployed for maximum impact
How Does Whitehall Really Work

Looking for tips to work with/within Whitehall?
It can be hard understanding the workings of Whitehall. There are multiple departments, plus all their agencies and arms-length bodies. The policy making landscape is complex and involves Whitehall, external stakeholders and Parliament.

PROGRAMME KEY FEATURES

• Introduction to the Civil Service and the Departmental structure
• Understanding how business gets done in Government and how decisions get made
• Formal and informal aspects of working in or with Whitehall
• How do Ministers operate?
• Explanation of the interactions between Whitehall and Parliament
• How does policy get decided and agreed?

DESIGNED FOR
Civil servants and wider public sector employees who want an introduction to how the Civil Service and Government work. Also relevant to private sector employees who need to work with Whitehall.

LEARNING OUTCOMES

1. Understand of how Whitehall and the civil service operates from a formal and informal point of view
2. Learn the relationship between Whitehall and Parliament
3. Understand of the different rules and responsibilities for civil servants, Ministers and Special Advisors
4. Learn how to operate successfully within Whitehall

Really enjoyed the day and found it very useful to provide the background that I was looking for.
ONS

Policy Implementation: Delivering Results

Poor engagement with those responsible for delivering policies can lead to misunderstandings and weak implementation, which can in turn result in unintended consequences at both the individual and organisational level.

How engaged are you with your stakeholders?
Using real-life examples and a coaching style of teaching, this course will equip delegates with the tools needed to strengthen their chances of successful implementation.

PROGRAMME KEY FEATURES

• Three key areas to successful implementation: programme project management, change management and procurement
• Systematic approaches: collaboration and engagement
• Working together to identify the wrinkles

DESIGNED FOR
Participants involved in policy delivery and implementation.

LEARNING OUTCOMES

1. Participants will gain the confidence to engage meaningfully with different stakeholders
2. Ability to deliver more sustainable implementation that will help realise the full benefits of policies
3. Develop an action plan with practical techniques that can used every day

Really enjoyed the day and found it very useful to provide the background that I was looking for.
ONS
The Legislation Process: From Policy Development to an Act

Turning policy into legislation?
This requires several parties working effectively together. Whether the idea was generated domestically or has been driven by an EU obligation, navigating the process can often feel like going through a labyrinth. This course will illustrate through case studies and examples, the resources that are available to participants as well as how efficient collaboration and coordination can help drive policy smoothly through the legislative process.

PROGRAMME KEY FEATURES
- The statutory context: varieties of domestic legislation such as Acts and statutory instruments, including the implementation of EU obligations and treaty obligations
- How a policy maker turns policy into legislation, either domestic or driven by EU obligation
- What needs to happen before a Bill reaches Parliament to ensure it is passed quickly
- An overview of the legislative process and its key players
- Understanding legislation – commencement and statutory interpretation

DESIGNED FOR
Participants who are members of Bill teams and who are part of, or in a position to, influence the process. Course materials will be adapted for participants from Welsh, Scottish and Northern Ireland public bodies.

LEARNING OUTCOMES
1. Comprehensive understanding of what the legislation processes involves
2. Participants will leave with an enabling them to work effectively with other key players
Professional Development Skills

Those working across the Civil Service and Public Sector require a wide range of skills; from the ability to write and even deliver a compelling, memorable speech to building successful relationships, utilising diversity within a team, and identifying and retaining the top talent among employees.

These courses offer essential insights into building a strong organisation. This section also includes courses to prepare participants for a career change; be it a promotion, retirement, or even a new direction entirely in our Career Transition series.

LEAD TRAINER – Keith Ridland

Keith has 10 years’ experience, initially at Director Level and then as Chief Executive, working for a charity providing individually tailored, confidential mentoring and advice on career transition embracing both employment and financial aspects. In these roles Keith gained experience liaising with supporting companies, associated advisors and mentoring organisations, which has provided him with a wide range of contacts in the field of recruitment, finance and career change.
Building Personal Resilience

Want to bounce back from difficult experiences?
Highly resilient people are flexible, adapt to new circumstances quickly and thrive in a dynamic work environment. However, not everyone is wired this way; in fact, most of us dislike change and being put in stressful situations.

This course offers participants an opportunity to reflect on their challenges and the changes they are facing, offering practical tips and techniques to help them develop their own personal resilience.

PROGRAMME KEY FEATURES:
- Identify the signs of low resilience
- Learn about the four key components of resilience

DESIGNED FOR:
Participants who would like to develop greater personal resilience.

LEARNING OUTCOMES:
1. Participants have the opportunity to reflect on challenges
2. Learn tips and techniques to help develop personal resilience

Building Relations & Asserting Influence

Want to be a better communicator?
Building and maintaining good relations with people is crucial for any type of role. This programme helps participants understand what their own communication styles are and what can be changed to be a more effective communicator and thus help build those key relationships.

PROGRAMME KEY FEATURES:
- Increase influence by using a broader range of communication approaches, and by being mindful of what happens when communication preferences in a relationship are mis-matched
- What can psychology and economics tell us about how people make choices and decisions, and how can participants use that awareness for positive influence?
- How to build effective relationships by establishing rapport, listening to understand, and asking the right questions.
- Explore how to maximise your influence by establishing clear goals and choosing the right people to influence

DESIGNED FOR:
Aspiring managers looking to develop and extend their ability to influence individuals and organisations.

LEARNING OUTCOMES:
1. Understanding of their own and others’ styles and preferences for communicating
2. Learn how to build effective relationships with individuals
3. Learn how to assert influence among groups drawing positively upon psychology and behavioural insight

"It was an excellent course for viewing others thought processes and perceptions. The facilitator was excellent at steering the cohort to discuss and engage in the serials which built a skill set for all to utilise regardless of rank / level or experience."
Ministry of Defence
Career Transition: Life Skills to Shape Your Future

Don't be afraid to change?
Career transition is an inevitable result of the dynamic nature of the modern world. For some, change can be foreseen well in advance but for others it can be unexpected and occur at very short notice.

PROGRAMME KEY FEATURES:
- Taking stock and closing the gap: building the right tools for successful transition
- Sources of job opportunities: running your own business, transition to the charity sector etc
- Networking, accessing unadvertised jobs and getting the best out of Career Consultants and Executive Search companies
- Interview technique and salary negotiation

LEARNING OUTCOMES:
1. Leave with increased confidence in their own ability to achieve successful career changes
2. Gain practical information on possible career avenues

DESIGNED FOR:
Suitable for those in all aspects of career progression; from those facing imminent career changes to those for whom career change still seems some way off.

DEFRA
Good course, really enjoyed the fact that it was a small group, given the subject matter that aided the discussion as we all felt able to open up about issues, that we would not have done had there been 10+ in room.

Dealing with Pressure

Want to enhance your performance at work?
The phone is ringing, another email pings into your intray, your colleagues need this document, your boss wants that report, an important contact needs a meeting, and all ASAP, if not quicker.

Pressure is an ever present part of modern life. But it can be managed and eased, and even used to your advantage, with a little thought, some planning and preparation, and a few tricks.

PROGRAMME KEY FEATURES:
- Identifying the causes of pressure
- The pluses of pressure – if it’s well-managed
- Recognising priorities
- Internal and external pressure
- Balancing work and personal life pressures
- Managing expectations and dealing with demand, from both above and below.
- The importance of clear thinking and effective communication in reducing pressure

LEARNING OUTCOMES:
1. Understand the many causes of pressure, and how they can be managed and alleviated
2. Learn how to use pressure in a positive way, to maximise their performance
3. Learn to be aware of the need for prioritisation

DESIGNED FOR:
Anyone, at any level, who feels pressure at work and wants to manage it effectively.

DEFRA
Professional Development Skills

Mastering Great Performances in Public Presentation

Want to inspire others?
The ability to master personal appearances on a whole spectrum of channels and formats is vital to inspire, persuade or successfully convey a message. However, this is an area that British organisations’ are guilty of neglecting, with minimal investment in resources or training despite public reputations and organisational agendas being at stake.

PROGRAMME KEY FEATURES:
- Analysis of what great performers do – and what they don’t
- A study of the power of body language, with tips on how to prepare for a public appearance
- Defining the type of communicator, you are – and the type you want to be

DESIGNED FOR:
Senior leaders who are required to give public presentations of any type.

LEARNING OUTCOMES:
1. Participants can enhance their own presentation skills
2. Gain a firm grasp of how to effectively prepare for public appearances

Speechwriting

Need a compelling speech?
Speeches have always been one of history’s most powerful forms of communication. It is therefore vital to get them right as when they go wrong, they are, at best, a lost opportunity and, at worst, an unmitigated disaster. With such high stakes at a time where speeches are required more than ever before, the prospect of having to write and deliver one incites fear like little else.

This speechwriting course helps delegates to understand how to put together a compelling speech that powerfully communicates the message. With practical frameworks, case study analysis, and iterative practice, this training course on speechwriting helps delegates to understand how to think about the different dimensions of the speechwriting process. Armed with that knowledge, they will be able to craft speeches that people remember.

PROGRAMME KEY FEATURES:
- Getting Personal: how to use references, jokes, stories and the odd statistic
- Writing to speak speeches that sound like they should be spoken
- Speeches of character: how to add personality to your speeches and learn from history’s best speeches

DESIGNED FOR:
- Senior leaders
- Speechwriters

LEARNING OUTCOMES:
1. Participants will understand how to put together powerful and compelling speeches

DURATION
1 day

PROGRAMME FEE
£595 + VAT

TRAINING DATES
19 February 2020
23 April 2020
24 July 2020
2 September 2020
30 November 2020
Thought about your future?
The third age is a time for positive changes and new opportunities. However, in reality some people find it difficult to adjust to their new lifestyle of more free time and less money. It comes as a surprise to many that they miss the daily structure and mental challenge that work gave them, not to mention the social aspect of working with others.

PROGRAMME KEY FEATURES:
- Planning for lifestyle changes and career transition
- Wellbeing in retirement: taking an active and interesting retirement
- Opportunities for retirees and marketing your skills

DESIGNED FOR:
Participants in management roles at all levels considering retirement in the next one to five years. Plus including opportunities for and exploring new leisure activities and interests.

LEARNING OUTCOMES:
1. Participants will be prepared for the adjustment of the third age
2. Develop the skills to plan confidently for a well-balanced and rewarding future
3. Gain an insight into the key elements of retirement; for voluntary and paid work, career transition

Holding Honest Conversations
Do you ever feel you really SHOULD raise issues with someone at work – but yet you don’t raise them?
Often, we shy away from honest conversations: we feel awkward, don’t want to upset people, or are not sure how to start. Yet while these issues remain unresolved, there are consequences for us, for them and for the organisation. This half-day course will enable you to explore different approaches and techniques to ensure that these conversations really succeed.

PROGRAMME KEY FEATURES:
- The key importance of behavioural flexibility;
- Techniques to ensure you get your messages across with clarity;
- Techniques to enable others to contribute to the conversation;
- Honest conversations are brought to life with via forum theatre techniques, an innovative, engaging and practical way of allowing participants to develop understanding and skills, while avoiding the discomfort of taking part in role-play

DESIGNED FOR:
Current leaders, anyone who aspires to take on a leadership role or who wants to hold honest, authentic conversations with others.

LEARNING OUTCOMES:
1. Recognise the impact and consequences of failing to hold effective and honest conversations
2. Recognise that different individuals need to be supported in different ways
3. Understand what it takes for people to be able to listen to challenging messages
4. Explore and practice questioning and listening skills and set up an achievable action plan
We understand that one-size-fits-all programmes often aren’t a viable option when an organisation needs crucial training to help overcome challenges that are specific to that particular organisation or department.

To help address these needs, Civil Service College can deliver in-house training within your organisation that is exactly tailored to meet your individual training requirements.

We understand the need for flexible options to learning which suit a wide range of learning needs. For this reason, we have three main possibilities available: In House, Tailored and Bespoke.

To discuss bespoke in-house training options for your team, please get in touch with Ade Arimoro at ade@civilservicecollege.org.uk, or call 0208 069 9003 to let us know your training needs.
In order to meet your learning and development needs as well as maximise value for money within your department or organisation, we have put together a package which we can deliver at your department. With this option, our trainer delivers the training course anywhere in the UK at a location and date of your choice. At the cost of five participants attending our standard open course, you can have any of our in-house courses delivered to a maximum of 12 participants (6 for Speech Writing). This can be a more cost effective option.

In addition we have the capacity to design and build courses from the ground up, based on a framework from your organisational training needs analysis. With this option we can match not just your organisational learning needs but also incorporate the culture you will like to impart on members of your team. We have a host of highly experienced specialist trainers with senior management experience level from across both the public sector and private sector who are accomplished in their fields.

### Bespoke In-House Courses

#### Accountability & Governance
- Improving Audit Committee Effectiveness
- Preparing for Public Accounts Committee

#### Financial Management & Commercial Skills
- Overview of Central Government Finance
- Effective Contract Management in the Post-Carillion Era

#### Digital Information & Media
- Digital Leadership

#### Law & Legal Awareness
- Understanding Judicial Review
- Drafting Statutory Instruments

#### Leadership & Management
- Collaborative Leadership
- Effective and Efficient Systems and Processes
- Implementing Succession Planning and Talent Management
- Managing Difficult Conversations
- Managing Performance and Motivation
- Sourcing and On Boarding New Employees
- Transformational Leadership
- Understanding & Managing Risk
- Unlocking Employee Engagement

#### Professional Development Skills
- Thriving on Diversity: How to succeed and Manage Diversity
- Negotiation Skills
- Basic Drafting Skills
- Minute Writing and Note Taking
- Report Writing Skills

#### Policy Skills & Knowledge
- Demystifying the European Union
- Essential Briefing Skills
- Essential Skills for Working in a Political Environment
- Preparing to Give Evidence at Select Committees
- Utilising Evidence
Welcoming international delegations from across the globe. It is becoming increasingly common for senior civil servants to explore how overseas governments and systems function on international training programmes. This offers them insights into potential systems that will work particularly well within their own organisational structure.

Civil Service College has extensive experience in hosting international delegations from all over the world. We can create programmes that range from understanding government finance structures, the education system or enhance leadership skills to improve the operations of departmental processes. Tailored programmes include relevant study visits to government departments and key organisations, as well as distinguished guest speakers to help make the overseas delegation visit as informative and useful as possible.

Overseas clients that we have hosted in the past include government departments from Sri Lanka, Bangladesh, India, South Korea and China. We have also delivered in-country training to Mauritius and Turks and Caicos Islands in the past year.

To discuss international training options for your team, please get in touch with Christopher Ng at christopher.ng@civilservicecollege.org.uk, or call 0208 069 9006 to let us know your training needs.
Governments are moving away from traditional cash based accounting to accruals based financial reporting. Accruals accounting takes note of financial transactions regardless of when cash transactions take place because adjustments are made to capital assets over their lifetime and amendments are made for income and expenditure at the end of the financial year.

This enables public bodies to have a more accurate data of their performance. It also introduces consistency about the financial position of the organisation which cuts across variations such as location of the organisation, currency and language. In addition to accruals, generally recognised accounting practices are applied to accounting for assets, depreciation, assets which can be traded, losses which are written off, pensions and valuation.

The standards outline rigorous presentation and disclosure obligations. This sort of compliance is ever more sought by international partners such as ECOWAS, OPEC, NATO and the World Bank. Supervision for the standards is enforced under the authority of International Public Sector Accounting Standards (IPSAS) which caters to the public sector and the International Financial reporting Standards (IFRS) for the private sector.

**PROGRAMME KEY FEATURES**

- Ensure you are able to adopt the necessary measures to effectively implement the standards
- Understand the consequences to your organisation
- Cultivate a strategy that leads to a successful implementation
- Incorporate the broader effects of accountability and governance into the standards of your organisation

**DESIGNED FOR**

Financial managers in the public sector.

**LEARNING OUTCOMES**

1. Gain a better understanding of corporate governance and how it can be more effective
2. Contribute towards the process of ensuring continued international investment
3. Develop robust monitoring, improve budgetary control and effective reporting
4. Better understanding of the standards of accruals, its implications with regards to financial data, allocating assets and making decisions
Combating Risk and Fraud in Procurement

Procurement fraud can wipe out much of a company’s profits and damage a nation’s ability to invest. The quality of procurement can make the difference between success and failure – for private sector companies or of national economies. There is insufficient understanding of the benefits that a high performance procurement organisation can bring as well as a lack of understanding of what such an organisation might look like and how it can achieve first class results.

This programme looks at ways to combat fraud in procurement and provides participants with practice in the use of tools and checklists for reducing the risk of procurement fraud. The programme further looks at how to reform procurement within the public and private sectors, and how to create a world-class and a high performance procurement organisation.

PROGRAMME KEY FEATURES

- Scale, consequences and cost of procurement fraud to governments and private sector organisations
- Categories of procurement fraud, and which categories carry the greatest risks
- Why and how people commit procurement fraud
- Challenging conventional wisdom. The most effective Fraud Prevention Controls
  - Combating fraud through creating First Class Procurement: What it is and how can it be achieved
  - Combating fraud through creating an anti-fraud culture
  - Ethical codes and how to discourage fraud and corruption
  - Fraud detection and investigation
  - How to create an anti-fraud plan tailored for one’s own organisation

DESIGNED FOR

Senior managers involved in procurement or contract management.

LEARNING OUTCOMES

1. Develop plans to detect procurement fraud
2. Understanding how to discourage fraud and corruption
3. Gain the tools and knowledge to reduce risk of fraud and achieve better contracting outcomes that will deliver value for money for tax payers
Effective Public Financial Management

Since the 1990s, there has been a surge of interest among international agencies in the way public sector budgets are set, managed, and reported on. This reflects not only an increased demand for transparency, but also recognition that effective public financial management (PFM) is pivotal to economic and developmental success.

This five-day programme provides a thorough insight in public finance management (PFM) for those who are involved in policy work, sector programmes, or those who have management responsibilities in government ministries, departments and agencies. It has been designed specifically with the developing country context in mind.

PROGRAMME KEY FEATURES

- Be aware of the complex nature of PFM reform – the political dimension, the macro-economic context, the legal and regulatory framework, the institutional framework, the constraining dimension of functional linkages and the financial administration network
- Understand what is meant by political economy analysis
- Be equipped with some basic frameworks for identifying the strengths and weaknesses of a country’s PFM systems.
- Be equipped with some basic analytical frameworks for looking at Public Finance Management – based upon the objectives for sound PFM: fiscal discipline, allocative efficiency and technical efficiency.
- Understand Budget Formulation; Budget Classification; Budget Preparation; Budget Execution encompassing Budget Releases, the Treasury Single Account, Commitment Control Systems, Establishment Control, the Expenditure Cycle, elements of payroll management and procurement, Financial Management and Reporting, and Internal Control; External Audit and Parliamentary Oversight
- Understand elements of revenue management (tax, non-tax, royalties, grants and dividends) as well as debt management

DESIGNED FOR

Public financial managers.

LEARNING OUTCOMES

1. Gain in-depth knowledge of best practice government finance processes
2. Understand how all government finance roles should fit together
3. Take your public sector finance skills to an advanced level
4. Understand how to communicate with people who don’t have a finance background
5. Be able to move into a different public sector finance roles

DURATION

5 day

PROGRAMME FEE

£2150 + VAT

TRAINING DATES

Please visit website for more information.
Where there is workplace interaction there will inevitably be disagreement and dispute. As a manager or leader you need to be able to understand how to deal with conflict and confidently facilitate constructive conversations with those in dispute. It is important to recognise, understand and respond appropriately to manage disputes and bring them to a successful resolution.

This five-day highly interactive programme will look at a range of different approaches to alternative dispute resolutions, including how to have difficult conversations, the principles of negotiation and an in depth of exploration of how to mediate using various techniques and tools, this enhancing your skills and knowledge in this area.

**PROGRAMME KEY FEATURES**

- How to recognise different approaches to managing conflict in the workplace
- Create the conditions for successful dispute resolution within the culture of your organisation
- Enhance your knowledge and skills in this challenging area of dealing with workplace conflict
- Understand how situations can escalate if not dealt with swiftly
- Undertake a conflict mode instrument to determine how you deal with conflict
- Explore a conflict model and how you can utilise this to your benefit

**DESIGNED FOR**

Senior managers, HR professionals, learning and development professionals and anyone looking to introduce or review their talent management programmes or processes.

**LEARNING OUTCOMES**

1. Better understanding of why and how people react to conflict in the workplace
2. Take a key role in promoting good working relationships for your department or organisation
3. Develop constructive skills and knowledge to manage a range of situations that involve conflict

---

**DURATION**

5 day

**PROGRAMME FEE**

£2150 + VAT

**TRAINING DATES**

Please visit website for more information.
Talent Management: Resourcing, Development, Reward & Retention

Organisations need to be strategic and proactive in how they attract, identify, and develop, retain and reward talented people. Talent management requires organisations to consider a wide range of questions for this process. This five-day programme will explore key areas that need to be thought about when an organisation is considering introducing a talent management programme into the organisation or is currently working with a talent management programme in their organisation. Organisations need to be able to define what talent means in their organisation and ensure there is ‘buy-in’ from the senior leadership team which is critical for any successful talent management programme.

The programme will explore tools and techniques to identify talented individuals and will look at areas such as succession planning, learning and development and reward and management of talented individuals.

PROGRAMME KEY FEATURES

- What talent management and succession planning are and the key areas to consider
- How to identify talent and the link to succession planning
- Ensuring that Senior Managers are on board with Talent Management
- Exploring a range of learning and development opportunities
- Managing expectations of those talented staff in your organisation

DESIGNED FOR

Senior managers, HR professionals, learning and development professionals and anyone looking to introduce or review their talent management programmes or processes.

LEARNING OUTCOMES

1. Identify talent based on performance and potential
2. Plan for an effective talent management process and programme
3. Ask key questions before introducing talent management into the organisation
4. Explore a model of talent management
5. Link talent management to key processes in the organisation
6. Leave the programme with a talent management action plan

Gender Mainstreaming

Gender mainstreaming is the process of assessing and taking into account the implications for men and women of any planned action including legislation, policies or programmes. This programme will explore how gender mainstreaming strategies put gender issues at the centre of broad policy and programme decisions, institutional structures and resource allocation.

The programme will be interactive and participants will have the opportunity to apply the learning to their policy areas, developing tools and plans to use in their work.

PROGRAMME KEY FEATURES

- Key concepts and processes in gender mainstreaming and gender analysis
- Application of gender mainstreaming to policy development and implementation
- Gathering appropriate data and undertaking consultation
- Overcoming barriers
- Visits to high level UK organisations concerned with gender equality and active civil society organisations

DESIGNED FOR

Senior civil servants, managers and those involved in policy development and implementation.

LEARNING OUTCOMES

1. A good understanding of key concepts involved in gender mainstreaming
2. Awareness of the possible barriers involved in the process
3. Learn how to apply gender mainstreaming including developing an action plan
Leadership and Capacity Building

Public bodies are asked to deliver more with fewer resources, and public leaders are required to anticipate and think tactically in the face of various possible futures. Many of the critical areas that leaders face are universal but the solutions they need must consider the requirements, context, resources and culture of their own organisation. The programme will delve into how to build capacity within the organisation and explore key challenges that each delegate may be facing.

PROGRAMME KEY FEATURES

- What we actually mean by leadership and why effective change is impossible without it
- The latest contemporary approaches and thinking to leadership internationally
- The different types of leadership challenges and the types of tools and techniques that work best for each
- How to effectively develop and utilise your core leadership skills
- How to plan and think strategically and anticipate different possible scenarios
- How to overcome resistance to change

DESIGNED FOR

Senior officers, new leaders, or leaders looking to experience a range of learning solutions to enhance their leadership thinking and actions for the future.

LEARNING OUTCOMES

1. Anticipate, plan and lead transformational change
2. Seek innovation and develop options for the delivery of organisational objectives
3. Lead a high performing organisation with a shared sense of purpose, and common values that genuinely guide behaviour
4. Develop the right team to deliver your strategic plan
5. Enhance team performance and generate better output from your team

Women and Breakthrough Leadership

By bringing together a group of senior women, this programme creates an environment where participants can focus on the link between self-awareness, empowerment and leadership. As they explore leadership best practices, uncover their hidden resources and strengths and exchange ideas with their peers, participants will acquire new insights and strategies for creating environments that foster and sustain organisational success. They will return to work prepared to inspire their colleagues, act with confidence, and lead with lasting impact.

PROGRAMME KEY FEATURES

- Understanding how to utilise a range of appropriate and flexible leadership styles
- Build and manage teams with a collective sense of purpose and drive
- Strategic planning and leadership of innovative organisational change initiatives
- Learn and practice feedback and coaching skills
- Build and implement on-going personal learning and development strategies
- Knowing when to pull back an how to share responsibilities, thus creating a better work-life balance

DESIGNED FOR

Women who are currently operating at a leadership level and those who aspire to become the leaders of tomorrow.

LEARNING OUTCOMES

1. Gain cutting-edge leadership tools and techniques to hone and further develop their leadership potential
2. Develop confidence and self-awareness and create a learning
3. Identify and practice an authentic leadership style
Judicial officers are currently managing cases with increasing complexity. With this has come more emphasis on the need for effective case flow management, giving courts new responsibilities to secure the cooperation of the many agencies involved in judicial administration.

The Commonwealth Magistrates and Judges Association and Civil Service College have come together to organise this programme. This will take a detailed look at the principles and techniques for the development and management of a modern, efficient, fair and transparent system – not only from the court’s perspective, but also considering the obligations and responsibilities of others involved in the administration of justice. It includes a comprehensive overview of lessons learned from recent justice system reforms designed to improve the efficiency and effectiveness of judicial administration. It will also cover the scope of application and principles of judicial ethics.

**PROGRAMME KEY FEATURES**

- Recognising the key ingredients of a modern and successful case management strategy
- Understanding the fundamental case management practices and principles of the current systems for both criminal and civil cases
- Ensuring your judicial independence and integrity through the effective handling of cases
- Conducting a pre-trial review hearing and proactively monitor the progress of a case
- Adopting a multi-agency approach to improve all aspects of case progression
- Making use of special measures for the vulnerable
- Use of technology to support case management techniques
- Setting appropriate and challenging performance targets and monitoring performance

**DESIGNED FOR**

Judicial officers involved in judicial administration.

**LEARNING OUTCOMES**

1. Participants will be better equipped to develop and implement a case management plan through executing their leadership effectively. Participants will be able to administrate efficiency with limited resources

**DURATION**

5 day

**PROGRAMME FEE**

£2150 + VAT

**TRAINING DATES**

Please visit website for more information.
We understand that a one-size-fits-all programme is not suitable for organisations with specific challenges. To help address these needs, Civil Service College can deliver a range of customised programmes.

Whether you would like one of our current open programmes to be adapted specifically to your ministry or department’s workings and processes, or whether you would like us to develop a new programme designed to meet your current training needs. We will work closely with you to create a programme that works to ensure that you get the best possible results.

To discuss bespoke in-country or tailored training for your team, please get in touch with Christopher Ng on at christopher.ng@civilservicecollege.org.uk or call 0208 069 9000.
Tailored Training Courses

**Accountability & Governance**
- Inti-corruption: Cultivating Public Sector Integrity
- Effective Accounting and Transparency

**Leadership & Management**
- Emergency Planning
- Transformational Leadership: Leading and Managing Change

**Law & Legal Awareness**
- Professional Development & Knowledge Framework for Elected Leaders
- Drafting Legislation and Effective Policy Making

**Digital Information & Media**
- Innovation in a Digital World
- Records and Information Management for e-Governance
- Demystifying and Visualising Data

**Financial Management & Commercial Skills**
- Commercial Thinking for Government
- Public Private Partnership
- The Step by Step: The Procurement Cycle

**Human Resources & Organisational Development**
- Organisational development: Culture and Behaviour
- Transformational Leadership: Leading and Managing Change
Terms & Conditions

Booking procedure
You can book online at www.civilservicecollege.org.uk. Alternatively, please complete the Booking Form and email to enquiries@civilservicecollege.org.uk or post to Civil Service College Limited, 25 Queen Anne’s Gate, St James’s Park, London SW1H 9BU, United Kingdom.

Booking confirmation
A provisional place on the course is reserved upon receipt of your Booking Form. Course fees are payable upon booking. Delegates are confirmed on the course only once payment in full has been received.

Payment
Payment can be made through:
- Government Procurement Card, debit/credit card (Visa or Mastercard) by completing an online booking form or by phone or post
- Cheque payable to ‘Civil Service College Limited’
- Payment by bank transfer or BACS

Bank Name: HSCC, 333 Vauxhall Bridge Road, London SW1V 1EJ
Sort Code: 49-81-13  Account No: 41840576
SWIFT: HBUKGB4105K  IBAN: GB12HBUK0011341840576
Please quote your account and invoice numbers when making payment by bank transfer.

Fees
All Civil Service College training courses are subject to VAT at the current rate. Course fees include all relevant course materials and light refreshments. Light lunch is provided on all full day courses unless otherwise stated. Accommodation and travel to and from the course venue are the responsibility of the delegate.

Purchase order
An authorised purchase order may be accepted in lieu of payment at the time of booking at Civil Service College’s sole discretion. Acceptance of purchase orders is subject to Civil Service College’s terms and conditions as set out here. In particular, no terms and conditions accepted within your purchase order are treated as a variation of Civil Service College’s terms and conditions. Where a Purchase Order is accepted by Civil Service College, invoices will be sent via post/email to the name and address provided on the Booking Form. Payment must be received within fourteen days of the invoice date or no later than fourteen working days prior to the start of the course, whichever is the sooner. Payment must be made in pounds Sterling by cheque (made payable to ‘Civil Service College Limited’), debit/credit card or BACS.

Early bird discounts
Early bird discounts are available on some courses. Please contact us for further information. To take the benefit of this offer, booking and full payment must be made eight weeks before the start of the course. The discount cannot be used in conjunction with any other offer and places are subject to availability.

Group discounts
If three or more delegates book on the same course from the same organisation, they qualify for a fifteen percent discount off the combined course fees. To take the benefit of this offer, booking and full payment must be made eight weeks before the start of the course. The discount cannot be used in conjunction with any other offer and places are subject to availability.

Correspondence
Civil Service College will send all correspondence to the delegate primarily via email to the email address provided on the Booking Form, unless otherwise requested. It may be necessary, for reasons beyond the control of Civil Service College, to change the content and timing of the programme, the date, the venue or the trainer. In this event, Civil Service College will endeavour to inform all delegates a week before the course is due to take place, although please be aware that this is not always possible.

Special requirements
Civil Service College will make every effort to accommodate special requirements notified in advance on the Booking Form.

Joining instructions
Joining instructions including an outline Programme Schedule, venue details and map will be issued approximately three weeks prior to the course. If you have not received your joining instructions one week prior to the training course, please call us on 020 8069 9000. Civil Service College will not be held responsible for non-receipt of joining instructions and refunds will not be issued under such circumstances.

Cancelling your place
If you notify Civil Service College in writing (via letter, email or fax) 29 days or more before the start date of a course, you will receive a refund less a cancellation fee of 50% (plus VAT) of the course fee. If you withdraw for whatever reason 28 days or less, no refund is given. Failure to attend a course is treated as late cancellation and no refund is given.

Substitute delegates
You may transfer a place on a course to a substitute delegate free of charge. Please inform us of any changes a week in advance of the course date so that we can ensure that joining instructions are sent to the correct person and delegate lists and badges are correct on the day the course starts. No more than one substitution is permitted. Failure to attend by a substitute is treated as late cancellation and no refund is given.

Course transfers
There is no charge for transferring your booking to the same course on an alternative date or to an alternative course offered by Civil Service College provided you notify Civil Service College in writing (via letter, email or fax) 29 days or more before the start date of the original course and if there is availability. However, a transfer fee of 50% of the course fee (plus VAT) is payable if the notice is received 28 days or less before the start of the original course. No more than one transfer is permitted and transfer to the alternative course must be made within six months following the originally booked course. Failure to attend a transferred course is treated as late cancellation and no refund is given. Should a transferred booking be subsequently cancelled, the cancellation fees outlined above will be applied as from the original start date of the original booking.

Cancellation by Civil Service College
In extreme circumstances, it may be necessary for Civil Service College to alter published programmes, trainers or venues without prior notice, but we will endeavour to inform you as soon as possible in any such instance. Civil Service College cancellations will only take place under extenuating circumstances. In these rare instances, you will be offered a place on the same course on another date. If we cannot offer you an alternative option, we will provide a full refund of the course fees. Civil Service College shall not accept liability for any consequential loss and shall have no liability to reimburse any other costs that may have been incurred, including transport costs, accommodation etc.

Intellectual property
All intellectual property rights, including copyright, patents, design rights and know-how in or relating to the course or course materials provided, or made available in connection with the course, remain the sole property of Civil Service College or its licensors and no copies of course materials may be made unless expressly agreed in writing by Civil Service College.

Force majeure
Civil Service College shall not be liable to refund of fees or for any other penalty should courses be cancelled due to war, fire, strike lock-out, industrial action, tempest, accident, civil disturbance or any other cause whatsoever beyond their control.

Privacy and data protection
From time to time, we will send latest updates to you on the availability of programmes, courses and events offered by Civil Service College. We may contact you by direct mail, email and mobile phone by using your personal data registered with us at the time of your booking. As always, we abide by the law to protect your privacy, so please be assured that your personal data will be used for processing marketing materials from Civil Service College only. Civil Service College does not sell, trade or rent any personal information to others. Should you wish to unsubscribe at any time, please do so by email to enquiries@civilservicecollege.org.uk or by post to Civil Service College Limited, 25 Queen Anne’s Gate, London SW1H 9BU. Civil Service College may from time to time take photographs during the training course for marketing purposes which may be reproduced in future materials. If you do not wish to be photographed, please make yourself known to the photographer at the time.

Governing law
These Terms and Conditions shall be deemed to be a contract made in England and shall be construed and applied in all respects in accordance with English law and the parties hereto submit and agree to the jurisdiction of the English courts.

Contact us
If you have any questions regarding your booking(s), please call us on 020 8069 9000 or email customer.services@civilservicecollege.org.uk

For further details visit us at: www.civilservicecollege.org.uk
# Training Course Booking Form

**Please complete online and email it to us, or print out and post, see contact details below**

---

## COURSE DETAILS

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Code</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>£</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date (1st choice)</th>
<th>Date (2nd choice)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## DELEGATE DETAILS

<table>
<thead>
<tr>
<th>Title</th>
<th>Surname</th>
<th>Forenames (in full)</th>
<th>Job Title</th>
<th>Organisation</th>
<th>Phone Number (including gtn or national code)</th>
<th>Email</th>
<th>Business Address</th>
<th>Postcode</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Enabling Independent equal access

Additional requirements: e.g. dietary, equipment, a service relating to a disability.

Please contact me to discuss my requirements.

(Please tick if applicable)

---

## PAYMENT DETAILS

### PAYMENT BY CREDIT – Please use this form to pay by VISA or

<table>
<thead>
<tr>
<th>Cardholder's Name</th>
<th>Card Number</th>
<th>Expiry Date</th>
<th>Cardholder's Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Your signature on this form authorises us to charge the current fees to your card.

### PAYMENT BY INVOICE

Name and Address for Invoice *(if same as applicant, please tick this box)*

<table>
<thead>
<tr>
<th>Title</th>
<th>Surname</th>
<th>Forenames (in full)</th>
<th>Job Title</th>
<th>Phone Number (including gtn or national code)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Signatures

<table>
<thead>
<tr>
<th>Title</th>
<th>Surname</th>
<th>Forenames (in full)</th>
<th>Job Title</th>
<th>Phone Number (including gtn or national code)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Email

<table>
<thead>
<tr>
<th>Email</th>
<th>Your Address <em>(if same as applicant, please tick this box)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Postcode

---

Your Customer Reference or Purchase Order Number

If your organisation requires a reference or purchase order number, please include it here.

Failure to do so could result in your application being delayed or cancelled.

---

## RETURNING THE FORM

Send the completed form by email to: enquiries@civilservicecollege.org.uk

Or by post to: Civil Service College, Customer Services, 25 Queen Anne’s Gate, St James’s Park, London SW1H 9BU.