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Christopher Ng
Operations Director

Introduction

We are pleased to showcase our 2022 Training Catalogue.

All of us in the learning and development space had to find new ways of delivering and learning. The rapid increase in online training and meetings – and there have been so many in the past eighteen months – has united us all in an unprecedented way. Since March 2020, we have provided training to over 5,000 civil servants virtually, and our trainers and support team have honed their experience delivering effective and engaging virtual training.

We have some exciting new courses for 2022, a couple are highlighted below:

- Bouncing Back:** Learning From Failure and Building Resilience (pp 39) – a one-day course focuses on the inevitability and value of failure and its integral relationship to resilience. Resilience is not about forgetting these experiences but learning from adversity. Failure and difficulty will change us, impacting our emotional selves and our future response to crises.

This course will be led by Dr Susan Kahn. She is a business psychologist, a practitioner and an academic. She works as a coach, consultant, mediator and an observer of working life. She has a particular interest in the behaviour of people at work and below the surface dynamics in organisations. As a coach she works together with individuals and their organisations to help clients to develop and enhance their authentic leadership style.
- UK & EU:** The New Context for the UK-EU Partnership (pp 60) - This course cuts through the uncertainties and offers answers to questions related to European Union law. The Withdrawal Agreement (WA) and Trade Cooperation Agreement (TCA) will be discussed in detail.

Participants will be encouraged to engage actively in constructive and informed discussions led by our EU expert, Professor Catherine Barnard, alongside a pool of first-rate EU practitioners with a front line history of working in the EU/UK field and the wider global stage.

All of our 2022 courses will be delivered hybrid, allowing the flexibility for those wishing to attend, both in-person and virtually.

Finally, we are pleased to be awarded the Investors in People Award, Investors in Diversity Award and we are now Cyber Security Certified.

Our Impact



Our Values

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.

Expectations

We tailor our courses based on 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.

Our Offer

In-House

A course designed completely from scratch for your ministry or department. Our trainer will incorporate a training needs analysis to completely ensure that you get the exact solution to successfully address the issue and the culture within your team or organisation.

This usually takes place in the UK or a country of choice.

Bespoke

Existing open courses can be completely customised to fit your exact organisational requirements. This means you can add

your own specific work experience, culture and case studies which makes the learning even more relevant and effective. This usually takes place in the UK and includes relevant field visits.

In-Country

Here, you can choose one of our existing open or tailored courses to be run in your national location. There is also the option to mix and match between existing courses, for example spending a morning on oral briefings and the afternoon on written submissions. This does not include field visits but is more cost effective.

About us

Civil Service College was founded in 2012 following the closure of the National School of Government in 2010. Civil Service College acquired many of the training courses that were previously offered by the school and since then has increased the number of courses on offer, ensuring that the available training reflects the current needs of those working in the Public Sector.

Civil Service College offers innovative training courses across subjects, from accountability and governance to leadership training, finance management, project management and personal development. All of our courses can be customised to fit your specific training needs.



The Team



Andrea Davis
Account Manager for North East & Scotland

Since joining CSC in 2019, Andrea has developed experience in working with both UK and international clients,

where she has maintained positive relationships with key stakeholders and managed the coordination, implementation and the delivery of small to large training courses. Andrea also leads on contracts and tender opportunities at the college

Andrea is a graduate from Liverpool John Moores University with a BA (Hons) in Childhood Studies and Education.

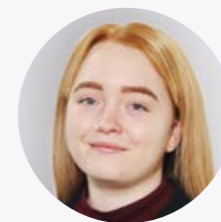


Shafia Malik
Account Manager for Open Courses

Shafia has over 10 years' experience in the management of transformation projects across the public sector and central government ranging from local

education boards and across London trusts. This has developed her understanding of the varying needs and challenges faced by departments and organisations because of the everchanging political landscape.

Shafia has developed an interest in lifelong learning since working on Learning and Development projects across government. This experience has allowed her to discover the ways in which people learn and train the best and has led Shafia to her current role as Account Manager at the Civil Service College, where she is committed to delivering client focused solutions based on customer needs.



Bethany Thorpe
Account Manager for ALB's, NHS, Local Government & Wales.

Following on from a 5 year work history within education and business support roles, Bethany joined the

Civil Service College in 2019 as a Course Coordinator and developed into an Account Management position earlier this year. In previous roles, Bethany has gained a vast amount of experience having worked in the private & public sector within various positions including administration, sales, customer service and course management.

Bethany's passion and drive is delivering genuine top quality customer service, managing honest and reliable relationships, and leading on high excellence training to meet her clients learning and development requirements.

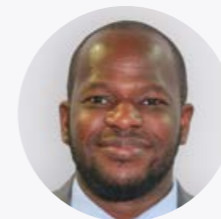


Kat Thorne
Associate Director for eLearning.

Kat has extensive experience in the management of international educational projects, ranging from single schools to large districts, gained

through seven years working in a range of senior, global roles at a fast-paced educational technology company. She has led a range of teams - from a small group of 15 in her role as UK Director, to entire international teams in her role as Global Commercial Manager.

As a qualified teacher and with her passion for meaningful educational technology, she has spent the last four years leading The Commonwealth Education Trust as Chief Executive Officer, launching its flagship digital, continuous, professional development course, Teach2030.



Ade Arimoro
Account Manager for Central Government & Northern Ireland

Ade is responsible for establishing new relationships with our central government department clients

and building on the current client base across the UK Civil Service. His main objectives include, developing sustainable business strategies based on targeted long-term objectives and performance indicators, and guiding key learning and development clients through the process of crafting tailor-made training courses.



Voices from our clients

“The trainer was very engaging – high quality materials.”

Sentencing Council

“I was very impressed with the research the trainer had done on our individual organisations – made the day much more relevant.”

Human Tissue Authority

“Best day’s personal development in a long time.”

Registers of Scotland

“Excellent Quality. Thought provoking and supportively challenging.”

Department of Health

“Impressed by personalisation of course – research into participants’ organisation was very evident.”

UK Atomic Energy Authority

“I am very pleased I attended, and have checked several ‘housekeeping’ aspect of my role. I have re-checked our overall agenda covering board activities to ensure we are fully compliant.”

Health and Safety Executive

“Pre-course questionnaire is helpful to identify and manage expectations.”

Legal Services Board

“Great to meet other NEDs and discuss issues.”

Public Health Wales

Open Courses – 2022

| ©Civil Service College – Course Listing 2022 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|-----------|-----------|-----------|----------|-----------|-----------|-----------|----------|-----------|-----------|-----------|----------|
| Accountability & Governance | | | | | | | | | | | | |
| Accountability & Governance for Arm’s Length Bodies | 19 | | 10 | | | 23 | | | 9 | | | |
| Being an Effective Non-Executive Director | 27 | | | 21 | | | | | 12 | | 16 | |
| Introduction to Audit & Risk Assurance Committee Members | | 10 | | | 11 | | | | 7 | | 11 | |
| Public Accountability for New Accounting Officers | | | 3 | | 27 | | | | 21 | | | 9 |
| Communications | | | | | | | | | | | | |
| Complete Crisis Communications: How to Lead when things go wrong | | 1 | | | 6 | | | | 5 | | 24 | |
| Concise Writing | | 7 | | | 12 | | 8 | | | 14 | | |
| Leadership Communications: From intent to impact | 28 | | | 27 | | | 15 | | 14 | | | |
| Mastering Great Performances | | 21 | | | 25 | | | | 26 | | | 12 |
| Persuasive Storytelling | | 25 | | | 16 | | | 2 | | 12 | | |
| Speechwriting | 17 | | | 25 | | | 4 | | | 6 | | |
| Equality, Diversity & Inclusion | | | | | | | | | | | | |
| Inclusive Leadership | | 2 | | | | 7 | | 1 | | 21 | | |
| Unconscious Bias | 13 | | | 19 | | | 11 | | | 10 | | |
| Women & Breakthrough Leadership | | 23 | | | 17 | | 6 | | 23 | | | |
| Leadership & Management | | | | | | | | | | | | |
| Emotional Intelligence | | | 9 | | | | 19 | | 16 | | 10 | |
| Introduction to Management | | 4 | | | | 12 | | | 13 | | 23 | |
| Leading with Impact | | 1 | 25 | | | | 20 | | | 27 | | |
| Personal Development Skills | | | | | | | | | | | | |
| Assertiveness for Women | 12 | | 17 | | | 14 | | | | 4 | | |
| Being a Successful Introvert in the Workplace | | 8 | | | 18 | | | 4 | | 13 | | |
| Bouncing Back: Learning from Failure | | | 1 | | | 15 | | | 1 | | 9 | |
| Building personal resilience | | | 7 | | 9 | | 22 | | | | 4 | |
| Building Relations & Asserting Influence | | | 3 | | | 7 | | | | 20 | | |
| How to get your voice heard in meetings | | | 4 | | | 21 | | | 22 | | 15 | |
| How to Successfully Transition into a new career | 20 | | 15 | | | 9 | | | 29 | | | |
| Overcoming the Imposter Syndrome | | | 23 | | | 28 | 12 | | | | 17 | |
| Preparing for Retirement | 11 | | | 20 | | | 14 | | | 5 | | |
| Policy Skills | | | | | | | | | | | | |
| Effective Policy Making | 14 | | | 28 | | | 21 | | | 25 | | |
| Introduction to Behavioural Economics | | | 9 | | | | 22 | | 28 | | 17 | |
| Reflections of a Minister | | | 11 | | | | 23 | | | 24 | | |
| HR | | | | | | | | | | | | |
| Coaching & Mentoring Skills for Leaders | | | 14 | | | 22 | | | | 7 | 5 | |
| HR for Non HR Managers | 21 | | 24 | | | 10 | | | | 3 | | |
| Making Mental Health Everyone’s Business | | 9 | | | 4 | | | | 7 | | 9 | |
| Managing performance & motivation | | 22 | | | 19 | | | 3 | | 19 | | |
| Mental Health First Aider Course | | 3 | | | 23 | | | | 15 | | 18 | |
| Mental Health First Aider Refresher Course | | 24 | | | | 6 | | | | 18 | | |
| Hybrid Working | | 11 | | | 24 | | | | 19 | | 15 | |
| Financial Management | | | | | | | | | | | | |
| Building Better Business Cases | 26 | | | 29 | | | 21 | | | 11 | | |
| Finance for Non Finance Managers | 31 | | | 26 | | | 1 | | 6 | | | |
| Fundamentals Of Public Administration & Government | | | | | | | | | | | | |
| How Does the UK Parliament Really Work? | 28 | | 22 | | | 16 | | | 8 | | | |
| How Does Whitehall Really Work? | | | 2 | | | 8 | | | 20 | | 22 | |
| Law & Legal Awareness | | | | | | | | | | | | |
| UK:EU Transition | | | 16 | | | 17 | | | | 26 | 28 | |
| Data, Digital & Technology | | | | | | | | | | | | |
| Turning Data into Insights: Data Driven Decision Making | 25 | | | 22 | | | 13 | | | 17 | | |
| International Courses | | | | | | | | | | | | |
| Judicial Case Management & Ethics | | 8 to 14 | | | | | 11 to 15 | | | | | |
| Coroners Course | | | | | | | | | | | | |
| Total sessions | 14 | 15 | 18 | 9 | 13 | 16 | 15 | 4 | 20 | 19 | 13 | 5 |



Accountability & Governance

Bill Malloy
Lead Trainer



Bill has significant first-hand experience in the public sector across central government, Arm's Length Bodies, Police, local government and NHS Foundation Trust.

His public sector experience over the last 15 years has covered social care, education, police, and national security with a focus on finance, performance and governance improvement, working with boards, partnerships and numerous inspectorate regimes. This work has included significant participation in Safeguarding Boards, Children's Trusts, Scrutiny Committees, Head Teacher Associations, Police Authorities, Cabinet Office, HM Treasury and NDPBs.

He has worked with Social Services Inspectorate, Ofsted, Care Quality Commission, HMIC and the National Audit Office including briefings for the Intelligence and Security Committee and have appeared at the Public Accounts Committee to give

evidence on a Value for Money Audit carried out by the National Audit Office into the expenditure of a mobile technology in policing grant. He brings the practical knowledge and application of governance and accountability across different tiers of government and public sector bodies.

His early career was spent in the export and distribution sectors as a management accountant and Financial Controller for Hays Plc and Christian Salvesen Plc.

A qualified public sector accountant (CPFA) with additional qualifications in export management from the Institute of Export as well as an MBA, BSc in Economics with Law, PRINCE2, ITIL and HM Treasury Better Business Cases (5 case model).

Accountability & Governance for Arm's Length Bodies

For those in newly appointed board member and senior staff positions working within Arm's Length Bodies, an introduction to accountability is vital as these roles require a working knowledge of how ALB's interact with the government, and for employees to have a full appreciation of their duties and responsibilities.

Designed to give participants the knowledge needed to effectively support their Accounting Officer within an Arm's Length Body, this one-day Accountability and Governance for Arm's Length Bodies training course addresses all the essential aspects of delegate's new roles including the role of the Accounting Officer, the audit and risk assurance committee, the board and current government policy.

Key training features:

- The role of the Accounting Officer
- The rationale for ALBs
- Current government policy
- The oversight role of the sponsoring department
- The Board - Board Governance Training
- The audit and risk assurance committee
- Current developments in ALB governance

Who can attend:

This training course on Accountability and Governance for Arm's Length Bodies is suitable for newly appointed Board Members across Arm's Length Bodies, Non-Executive Board Members of NHS bodies, Senior Managers working in the ALB sector, as well as those working in the Civil Service. Those in sponsoring departments who wish to gain a better insight into their responsibilities about oversight of all aspects of ALB governance are also welcome.

Learning outcomes:

Participants will gain a deeper understanding of the relationship between ALBs and their sponsoring departments, the opportunity to focus on public sector governance and accountability arrangements and how these might differ from a private sector entity as well as a better understanding and appreciation of the governance responsibilities of board members and senior managers (including the Accounting Officer).

Dates:

19 January 2022
10 March 2022
23 June 2022
9 September 2022

Duration:

10:00-16:00

Price:

£625 + VAT

"I am very pleased I attended, and have checked several 'housekeeping' aspect of my role. I have re-checked our overall agenda covering board activities to ensure we are fully compliant."

Health and Safety Executive

Being an Effective Non-Executive Director

The role of Non-Executive Director (NED) may have been viewed in the past as akin to semi-retirement, but these days the significance of the role has changed. It is a demanding position that is built on extensive experience and thus requires up-to-date skills in strategic positioning, good governance, risk management and financial literacy. A NED is a member of the board of directors of a company or organisation who does not form part of the employed executive management team and are not employees of the company.

Non-Executive Directors are expected to scrutinise the work of the Executives, be independent in character and judgement, and not allow relationships or circumstances to affect their decisions. In reality, the practical application of the skills required of a Non-Executive Director can often be challenging and it can be easy for NEDs to fall into the trap of adopting the same mindset as the Executive Directors.

This course gives those new to the role a thorough introduction to key skills required to be an effective Non-Executive Director, along with how these skills should be applied, challenges that the new NED may face and how certain skills can be developed to enable them to become effective in their role. This is also suitable for established non-executive directors who would like to strengthen their skills, deliver greater efficiency, help contribute to an effective board and to achieve their organisation's strategic objectives.

Key training features:

- How to research potential new posts to ensure they fit your skills and motivation
- Necessary and valued skills in public sector bodies
- Valued Behaviours
- Behaviours to avoid
- Enhancing knowledge and performance as a NED

Who can attend:

This training course is designed for both new Non-Executive Directors and board members who would like an introduction to the duties and responsibilities of their new positions as well as established NEDs who wish to further enhance their skills.

Learning outcomes:

Participants will have the opportunity to learn through the use of case studies what experience and skills are needed to make an effective public sector Non-Executive Director. Participants will also gain an understanding of good and bad behaviours when acting as a NED, which skills are necessary and valued in public sector bodies, as well as an understanding of how to enhance their knowledge and performance as a NED.

Dates:

27 January 2022
21 April 2022
12 September 2022
16 November 2022

Duration:

10:00-13:00

Price:

£625 + VAT

"Great to meet other NEDs and discuss issues."

Public Health Wales



Public Accountability for New Accounting Officers

Those that are designated as Accounting Officer (or Accountable Officer) for their organisation are answerable for the oversight of the stewardship of public funds, which will result in them being called upon to give an account to Parliament. It is therefore vital that those in these positions, hold accountability of all their working practices.

This course is delivered by one of the UK's most experienced Accountability trainers, who has delivered AO training across all parts of the UK and provided a thorough grounding in the key mechanisms of public accountability. Past attendees have been equipped with an in-depth understanding of how public money should be handled and how public businesses should be conducted.

This training is tailored to each participant's personal organisational context and the content is continuously refreshed to provide delegates with an up-to-date view of central government accountability and governance arrangements.

Key training features:

- Practical insight into the roles and responsibilities 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 also 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.

Who can attend:

This training is suitable for Chief Executives of Arm's Length bodies and NHS bodies who have recently been appointed as Accounting or Accountable officers. It is also aimed at senior staff who support the Accounting/ Accountable Officer, who need to understand their role in providing support and assurance. This course is also particularly suitable for senior staff taking up their first post in the central government sector.

Learning outcomes:

Participants will gain a clear understanding of their responsibilities in dealing with public money and learn to ensure that accountability is pivotal to all working practices. Participants will also acquire a comprehensive insight into the personal responsibilities of an Accounting or Accountable Officer, a deeper understanding of the accountability relationship between ALB and NHS boards and their respective sponsoring departments, as well as an update on current developments in central government sector.

| Dates: | |
|-------------------|-----------------|
| 03 March 2022 | 27 May 2022 |
| 21 September 2022 | 9 December 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £625 + VAT | |

"Impressed by personalisation of course – research into participants' organisation was very evident."
UK Atomic Energy Authority

Introduction to Audit & Risk Assurance Committee Members

It is crucial that newly appointed Audit and Risk Assurance Committee Members are fully inducted into their new roles, and that practising Audit and Risk Assurance Committee Members keep their understanding of the committee's functions up to date and relevant in order for the Committee to function as effectively as possible.

This course provides a comprehensive introduction to the role of the Committee in relation to governance, risk, internal control and financial management. It also clearly establishes the committee's role firmly 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.

Key training 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

Who can attend:

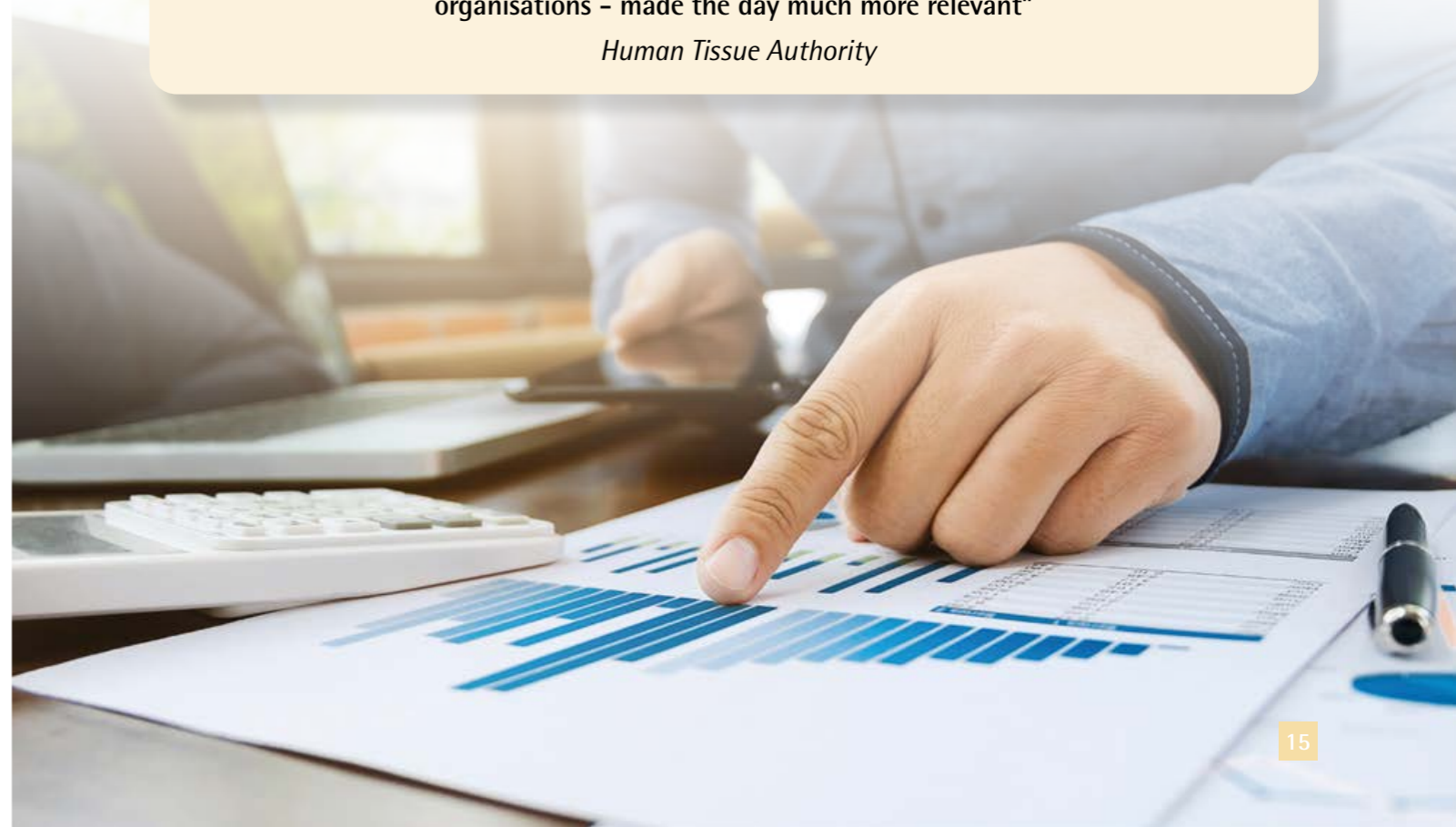
This is designed for members of departmental and ALB Audit and Risk Assurance Committees, as well as executive team members who work with the ARAC, such as committee secretary and internal audit staff.

Learning outcomes:

Participants will gain a better understanding of the function of an ARAC and the roles and responsibilities of their membership. This will help to enhance their confidence as members of ARACs and thus improve the performance of the Committees as a whole.

| Dates: | |
|-------------------|------------------|
| 10 February 2022 | 11 May 2022 |
| 07 September 2022 | 11 November 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £625 + VAT | |

"I was very impressed with the research the trainer had done on our individual organisations – made the day much more relevant"
Human Tissue Authority





Communications

Matt Greenough Lead Trainer



Matt is passionate about words – and the power they have to make real and lasting change in the world.

He had a successful career in politics, culminating in his role as the Chief Special Adviser in the Welsh Government. Prior to that he was the Special Adviser for Media & Strategic Communications, and the Education Special Adviser. As the most senior adviser working for the First Minister of Wales, Matt worked with politicians, officials, and external partners to help deliver the Government's course. He also had responsibility for writing keynote speeches and leading on high profile communications challenges. In addition to his work

for Government, Matt worked in various roles for the Labour Party in Wales, including as Director of Communications for the successful 2016 Assembly elections.

Working at the top of government in strategic, policy and communications roles has given him wide-ranging and high-level experience of: speechwriting, media handling and training, change management, crisis communications, briefing senior teams, and stakeholder management.

Complete Crisis Communications: How to Lead when things go wrong

Being able to communicate clearly and convincingly in a crisis has always been vital for leaders and organisations. With COVID-19, we can see that getting things right under pressure can often be a matter of life and death. Our crisis communications course has been brought up to date so we can use examples from the UK and around the world to develop good practice.

Warren Buffet once said that it takes 20 years to build a reputation and five minutes to ruin it. This is a warning that rings true for any leader under pressure in a time of crisis. No matter how brilliantly we organise, and how diligently we prepare, we will always be challenged by the unexpected. This is when our leadership skills and our crisis communication plans really need to shine through.

Key training features:

- This course will discuss how leaders need to exhibit the key elements of a successful response to any crisis: honesty, transparency, accountability and consistency.
- Bad news travels fast. Now, in the age of social media, the need to communicate early, clearly and often has become even more vital.
- Always expect the unexpected – this course will discuss how proper planning can make managing a crisis less chaotic and dangerous to the reputation of your organisation.

Who can attend:

Established or aspiring leaders in any organisation who will have a role to play in tackling bad news or crisis communications planning.

Anyone with an interest in developing their resilience and coping with high-pressure working environments.

Learning outcomes:

- How to plan for the worst – developing a structure for responding to any crisis.
- Understand your audience – how to handle media, social media and stakeholders.
- Understand the techniques used by great leaders in times of crisis.

Dates:

1 February 2022
6 May 2022
5 September 2022
24 November 2022

Duration:

10:00-16:00

Price:

£595 + VAT

Leadership Communications: From intent to impact

Leaders may work at getting communications right, yet many are unaware that the impact they are having on others is different from their intention. Often, they do not realise they are unconsciously undermining messages by small things they do or say. This one-day course enables leaders to adapt communications to their audience needs and to ensure that their "micro" messages are compatible with their "macro" ones, rather than to rely on merely giving information.

Key training features:

- Different communications we experience in the workplace.
- The use of Forum Theatre to put techniques learnt into practical use.
- The things we say and do that make people around us feel included, appreciated and respected or excluded, undermined and disempowered.
- Understand how our mind interprets social stimulus in terms of threat and reward.

Who can attend:

Board Members, Senior Executives, Senior Managers and anyone who aspires to take on a leadership role.

Learning outcomes:

- Be able to appreciate the unconscious and unintended impact that behaviour can have;
- Be able to consider how to adapt styles to meet different peoples needs;
- Be alert to any difference between their intention and the impact they are actually having; and
- Be able to adjust their communications accordingly.

Dates:

28 January 2022
27 April 2022
15 July 2022
14 September 2022

Duration:

10:00-16:00

Price:

£625 + VAT

Mastering Great Performances in Public Presentation

Modern life dictates the need to always be communicating. The ability to master personal appearances on a whole spectrum of channels and formats is vital in order to inspire, persuade or successfully convey a message to the public.

However, this is an area that British organisations are guilty of neglecting with minimal investment in resource or training despite public reputations and organisational agendas being at stake.

This course allows participants to understand how to perform in different situations in order to communicate in a compelling way. It gives participants a chance to enhance their own public presentation skills, providing them with the frameworks and tips to share within their organisation.

Key training features:

- Analysis of what great performers do and what they don't
- A study of the power of body language
- Tips on how to prepare for a public appearance and practice of your presentation style
- Define the type of communicator you are and want to be

Who can attend:

This course is suitable for anyone who is required to give public presentations of any type.

Learning outcomes:

Participants will have an understanding of how to effectively prepare for their public appearances.

| Dates: |
|--|
| 21 February 2022 25 May 2022 26 September 2022 12 December 2022 |
| Duration: |
| 10:00-16:00 |
| Price: |
| £595 + VAT |

Persuasive Storytelling



Speeches have always been one of history's most powerful forms of communication. From Churchill to Obama, from Emmeline Pankhurst to Hillary Clinton – speeches have always been and will continue to be, one of the greatest tools of message delivery. Although each speechwriter has a different purpose they all have a clear vision and message in common.

This training helps participants to understand how to put together a compelling speech that communicates the message powerfully. With practical frameworks, case study analysis, and practice, this course will allow participants to think about the different dimensions of speechwriting processes. Participants will understand how to think about the different dimensions of the speechwriting process.

Key training features:

- Developing your topic and structuring your content.
- 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.
- Inspiration from history's best speeches.
- Analysis of what great speakers do – and what they don't.

Who can attend:

This course is designed for senior leaders who are required to give speeches or their speechwriters.

Learning outcomes:

Participants will have a firm grasp of how to put together a powerful, compelling speech that will effectively communicate their message and better persuade their audiences

| Dates: |
|---|
| 17 January 2022 25 April 2022 4 July 2022 6 October 2022 |
| Duration: |
| 10:00-16:00 |
| Price: |
| £595 + VAT |



Equality, Diversity & Inclusion

Minaxi Mistry
Lead Trainer



" The business case for equality, diversity and inclusion (ED&I) is more compelling than ever before. Multiple studies across decades has proven it is essential to the growth and prosperity of people and organisations. Public bodies who are successful, have built ED&I into their wider business and social strategy with a range of approaches and perspectives, and we know the more diverse organisations are, the more they are likely to outperform non-diverse organisations.

We are a team of expert trainers, who have experience of working in the diversity and inclusion field. We have worked across a multitude of sectors, both domestically and globally, bringing knowledge, experiences and good practices to the forefront. Take on this journey with us to

make your organisation a more diverse and inclusive place through better understanding of inclusive leadership; gender equality, disability inclusion, race and ethnicity, menopause training; mental well-being, conscious inclusion cultural intelligence and LGBT inclusion training."

Inclusive Leadership

NEW

The benefit of building diverse teams is well understood, with clear evidence that this results in increased performance, customer/employee satisfaction, staff retention and overall organisational capability. In an increasingly diverse environment, it is key that leaders can develop organisations where inclusion is embraced, ensuring everyone feels they belong and can perform to the best of their ability.

We will explore the leadership attributes and traits necessary to create an environment, including discussion and self-reflection to improve our capability as inclusive leaders.

Who can attend:

Senior managers in positions of leadership seeking to broaden their understanding of inclusive leadership in support of creating highly effective teams and organisations.

Learning outcomes:

- Understand the key traits of an inclusive leader
- Enhance self-awareness and understanding your personal leadership style
- Understand the interdependence between values, unconscious bias and organisational behaviours

Key training features:

- Leadership attributes, styles and emotional intelligence
- Traits of an inclusive leader
- Understanding empathy, interpersonal dynamics and the creation of an inclusive environment
- Values, behavioural norms and unconscious bias

| | |
|-----------------|--|
| Dates: | |
| 2 February 2022 | |
| 07 June 2022 | |
| 01 August 2022 | |
| 21 October 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

Normalising Emotional and Mental Health in the Workplace

NEW

Mental and emotional health is an area that has had increased attention in the last 20 years widening our understanding but more importantly humanising our experiences. Despite this increase in our understanding, mental and emotional health concerns can still be taboo especially in the workplace where employees may have anxieties about performance and outcomes.

This course is an introduction to mental health and emotional wellbeing. It is aimed to help you to have some techniques to improve your own mental and emotional health as well as support you in developing a better work life balance.

Key training features:

- Understanding your rights and your responsibilities at work
- Working with self-reflexivity and resilience
- Stigma around mental health and how it impacts us
- How do we foster good mental health and wellbeing?
- When to get help? What is available?

Who can attend:

This course is designed for who is passionate to improve mental wellbeing at their workplace.

Learning outcomes:

- To be aware of the stigma around mental health
- To know how mental health impacts us
- To develop self-reflexivity and resilience strategies
- To understand your rights and responsibilities at work
- To better communicate your emotional mental health needs
- To know when to seek additional help
- To be aware of what support is available

| | |
|-------------------|--|
| Dates: | |
| 9 February 2022 | |
| 04 May 2022 | |
| 07 September 2022 | |
| 09 December 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

Conscious Inclusion

NEW

Everyone is prone to stereotypes based on past experiences. As managers, we should be aware of how our viewpoint can impact the decisions we make about who we hire, how we manage and interact with people, and who we develop and promote.

This course will help you to recognise positive conscious thoughts and actions leading to better people management decisions.

Key training features:

- Learn about social science theories associated with conscious inclusion
- Learn how conscious inclusion can manifest itself in day to day people interactions
- Identify behaviours associated with conscious inclusion that can limit the assessment of talent
- Apply conscious inclusion social science theories to core people management processes; recruitment, development and advancement

Who can attend:

Managers who have people management responsibilities, particularly those who hire on a regular basis or are asked to assess those with high potential and make decisions on promotion.

Learning outcomes:

Understand the social science theory of conscious inclusion

Recognise signs of potential bias when making decisions about people

Determine ways to eliminate the unintended impact of conscious inclusion decisions

| | |
|-----------------|--|
| Dates: | |
| 13 January 2022 | |
| 19 April 2022 | |
| 11 July 2022 | |
| 10 October 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |



Mental Health First Aider Course

Being a qualified Mental Health First Aider in your workplace can drive meaningful conversations about mental health, and be a role model for how to manage mental health, promote greater understanding of the importance of mental health, and play a significant part in ending stigma and discrimination around mental health in the workplace.

Who can attend:

This course is designed for anyone who has a passion to improve mental wellbeing at their workplace and would like to support their colleagues facing mental health issues.

Learning outcomes:

Upon completing the course, participants will become certified mental health first aiders (through Mental Health First Aid England) in the workplace and can help colleagues with a mental health issue receive the support they need to recover or manage their symptoms.

Key training features:

- Understanding of mental health and factors that can affect wellbeing
- Recognise the symptoms of mental ill-health
- Guide the person towards appropriate professional help

| Dates: |
|--|
| 03 February 2022 23 May 2022 15 September 2022 18 November 2022 |
| Duration: |
| Two days - 10:00-16:00 |
| Price: |
| £795 + VAT |

Mental Health First Aider Refresher

This refresher course ensures that mental health first aiders keep their skills and knowledge fresh and maintain their confidence to continue supporting their colleagues' mental health at their workplace.

Who can attend:

Mental Health First Aiders who have completed Mental Health First Aide course more than 12 months ago, but have not attended any refresher course.

Learning outcomes:

Mental Health First Aiders will have the latest understanding of mental health and factors that can affect wellbeing. Participants will be confident to continue carry out their role as a Mental Health First Aider.

Key training features:

- Refresh their knowledge on the role of a mental health first aider
- Renew their skills to recognise symptoms of mental ill-health
- Review how the current workplace environment can affect mental health

| Dates: |
|---|
| 24 February 2022 06 June 2022 18 October 2022 |
| Duration: |
| 10:00-16:00 |
| Price: |
| £495 + VAT |

The Business Case: Equality Inclusion & Diversity – Enhancing Objectivity & Decision Making

NEW

It is widely recognised that organisations that are more diverse perform better. For public bodies, this is also about being reflective of those that they serve. Being diverse is the start of the journey. Enhancing equality and inclusion to leverage the power of diversity is the glue that enables organisations to see a problem and offer advice to solve it.

Key training features:

- What is Equality and Diversity and why does it matter?
- Barriers to inclusive cultures
- Demographic diversity and cognitive diversity
- The power of diverse thought
- The leadership challenge - creating a culture to harness the power of diverse thought

Who can attend:

Everyone.

Learning outcomes:

Enhance understanding of diversity

Increase the awareness of the importance of cognitive diversity in objective decision making

Generate ideas for implementation structures to enable a more inclusive culture

| Dates: |
|--|
| 04 February 2022 10 May 2022 28 September 2022 29 November 2022 |
| Duration: |
| 10:00-16:00 |
| Price: |
| £595 + VAT |

Gender Equality: How to create a more gender equal workplace

NEW

There are more similarities than differences in gender between men and women yet they can have very different working experiences. This can be to the detriment of the organisation and the people that work in it.

This course explores why gender equality is important for a productive and inclusive workplace; how managers are critical to ensuring a gender-equal workplace and have a responsibility to ensure equal and fair treatment.

This course covers how in everyday people management processes a manager can create a more diverse and equal work environment, the importance of being an active ally rather than a bystander.

Key training features:

- The business case for gender equality
- The importance of allyship
- Five key actions you can take to promote and progress gender equality
- Legislation supporting gender equality
- Equal pay and gender pay gap

Who can attend:

Those who have people management responsibilities, particularly those who hire on a regular basis; are asked to assess those with high potential and make decisions on promotion.

Learning outcomes:

Understand why gender equality is important to an organisation

Learn how to become an ally for gender equality

Understand what actions you can take to improve gender equality in your organisation

| Dates: |
|--|
| 28 February 2022 03 May 2022 01 September 2022 01 November 2022 |
| Duration: |
| 10:00-16:00 |
| Price: |
| £595 + VAT |

LGBT+ inclusion

NEW

In this interactive course you will explore gender identity, sexual orientation, terminology, lived experiences and barriers to belonging. Participants will learn how to be a great ally and create a culture where everyone can thrive.

Who can attend:

Everyone!

Learning outcomes:

Have a good understanding of the terminology within and meaning of sexual orientation and gender identity

Build empathy through hearing experiences and having an opportunity to build your knowledge and hear personal stories of inclusion and exclusion

Learn how to be inclusive towards the LGBT+ community

Key training features:

- What is gender identity and sexual orientation
- The lived experiences of being LGBT+
- How to be inclusive in your language, thinking and behaviours
- How to challenge exclusion positively

| Dates: | |
|------------------|-----------------|
| 16 February 2022 | 01 April 2022 |
| 14 July 2022 | 31 October 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

Race, Equity & Leadership

NEW

When it comes to leadership diversity, the rationale spans across theoretical arguments, moral obligations and commercial reasoning. However, the lack of racial diversity within public and civil service leadership remains low and presents unique issues. Furthermore, public and civil service sector leaders are increasingly being challenged to be leaders who can create inclusive environments and set positive examples for their organisations.

This course aims to help participants understand the pervasive barriers, challenges and interconnected forms of systemic oppression that have implications for current and aspiring non-white leaders. They will learn to recognise structures that perpetuate inequality, address assumptions and challenge perceptions.

Key training features:

- Understanding the context for race, equity and leadership
- Key research for consideration
- Intersectionality: what it means and why it is important
- The role of senior leaders in building a race equity culture
- Opportunity to learn as a group through engaging discussions

Who can attend:

This course applies critical thinking to the issue and is suitable for anyone interested in deepening their understanding of the intersections of race and leadership.

Learning outcomes:

Participants will have the opportunity to explore the intersection of race and leadership, and will leave the course with a deeper theoretical and practical knowledge that will help start chart stronger paths to leadership diversity.

| Dates: | |
|-------------------|------------------|
| 18 March 2022 | 13 June 2022 |
| 06 September 2022 | 13 December 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

Understanding the Social Model of Disability

NEW

Approximately 22% of the U.K.'s population consider themselves as having an impairment. More than half of households have a connection to a Disabled person. It wasn't until the Disability Discrimination Act of 1995 that equality was truly addressed, whereby disabled people were included in the conversation about equality.

This equality training addresses how society affects a person with an impairment due to the barriers they often face. You will learn how disability is a social and human rights issue, rather than a medical problem.

This course will explore the history and the attitudes in disabilities. Interactive discussions on changes over the years as well as the similarities we face today. Participants will cover facts and figures that impact disabled people and society and the different models, and barriers faced on a daily basis. Explore what the law says about disability as well as appropriate language to use and why. We will also cover unconscious bias and go through some case studies to learn how each of us and help others overcome barriers.

Who can attend:

People who employ, work with, live with or interact with disabled people.

Learning outcomes:

Increasing your understanding of disability equality & access issues

Understanding what the law says about disability discrimination

Learning the difference between Medical Model & Social Model of disability.

Key training features:

- History and society
- The Disability Discrimination Act 1995 / Equality Act 2010
- Different ways of thinking about disability and facts and figures in society including the impacts of COVID-19
- The difference between equality and equity
- Appropriate language to use
- What the law says about disability
- Conscious Inclusion
- Discussion around equality and inclusion

| Dates: | |
|-------------------|------------------|
| 25 February 2022 | 20 May 2022 |
| 12 September 2022 | 16 December 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |



Menopause Demystified: Busting the myths & empowering women

Most women will go through menopause during their working lives. 60% of women reported that it has a negative impact on their work. There are around 34 symptoms that are most common, and 80% women will have additional symptoms for some time. Despite this being a normal part of life, in some places, it's a taboo to talk about menopause. As public bodies strive to be an inclusive employer, women should be encouraged to speak openly about menopause and have access to the right support whether this is from their line managers and colleagues.

52% of the population are women. In 2020 there were just over 11 million women between the ages of 40 and 60 which are key menopause and midlife years. Yet a lot of these vital women struggle to find reliable, evidence-based information that can support them.

Menopause Demystified is that resource. In this full-day session women learn about their hormones, what exactly IS menopause. HRT is broken down and the facts are given. A variety of non-medical options are explained.

In Asia, they refer to menopause as the second spring. In the UK it is too often viewed as 'the end'. This session empowers women to recognize that this can be the most powerful and potent time of their life, once they have discovered how to navigate it in the way that is right for them!

This session is for women who want to take control, support themselves, hear the facts (not the fiction) and lead themselves through to a stronger, positive future.

Key training features:

- What is the menopause and when does the menopause happen?
- How many people are affected and how does menopause affect wellbeing at work?
- How does discrimination relate to menopause?
- The legal framework
- What support can managers and colleagues offer?

Who can attend:

Anyone who wants to have a better understanding of menopause.

Learning outcomes:

Participants will have a better understanding of menopause and have the confidence to speak openly about menopause. Participants will also be confident to seek appropriate support or provide support to their colleagues who are going through menopause.

Dates:

23rd February 2022
15th June 2022
14th September 2022
16th November 2022

Duration:

10:00-16:00

Price:

£595 + VAT



Leadership & Management

Angela Blacklaw Lead Trainer



Angela has years of senior expertise in personal and organisational development, leadership, change, wellbeing and resilience, operating at both strategic and practitioner level. Questioning and curious, she often brings an alternative perspective and encourages others to see things differently too.

Following 20 years of supporting individual and organisational learning and change in the civil service, latterly as Head of Talent Development in the Department of Health, Angela quickly built a reputation for solid delivery. In that time Angela has worked as an associate for respected consultancies such as Ernst & Young, Korn Ferry

and the Civil Service College and is a member of the faculty of the NHS Leadership Academy. She has worked with clients from varied backgrounds including civil servants, scientists, analysts, musicians, High Court Judges and healthcare practitioners at all levels.

Coaching & Mentoring Skills for Leaders

Even for experienced leaders, evidence shows that time spent honing coaching skills pay huge dividends. In times of change, nothing embeds new procedures and behaviours like a focus on coaching individuals and teams. Organisational culture is driven forward by coaching, mentoring and when skilfully used can result in a performance-enhancing culture.

This one-day course will demonstrate the benefits of effective coaching leadership within organisations, providing delegates with the foundation to understand the value and positive outcomes of a coaching and mentoring structure.

Participants will develop and practice the core skills needed to coach and mentor productively, including learning how to construct a clear agreement between coach and coachee relating to the scope, objectives, confidentiality and various practical aspects of the coaching engagement. Participants will gain renewed confidence and some new tools to be better coaches, as well as having the basic knowledge to introduce a coaching culture across their organisation. During the course participants will also practice active listening skills; gain insights through the use of open

Key training features:

- To clarify the similarities and differences between coaching and mentoring
- To understand how it sit against other leadership skills
- To understand the emotional impact of change and uncertainty
- To explore and practice skillsets for coaching and mentoring

questions; employ proven coaching frameworks such as the GROW Coaching Model; experience examples of effective coaching through observational exercises; and use methods of reflective practice in order to hone mentoring abilities.

Who can attend:

This course is suitable for current leaders, Board Members, Senior Executives, Senior managers, Line managers with challenging teams and anyone who aspires to take on a leadership role. This course is particularly valuable for leaders in organisations or teams undergoing change.

Learning outcomes:

Participants will be able to engage in coaching conversations in order to begin to develop their own coaching style and reflective practice. Through a fuller understanding of the power of coaching, leaders will be able to make a difference to the people they coach and provide a sound basis for improved performance. Participants will gain the tools and insights needed to build a coaching culture in their organisation.

| | |
|------------------|--|
| Dates: | |
| 14 March 2022 | |
| 22 June 2022 | |
| 7 October 2022 | |
| 5 December 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £750 + VAT | |



Emotional Intelligence Leadership

Emotional intelligence leadership is a vital skill for managers to possess when helping lead their teams through stressful times to meet organisational goals.

This one-day course introduces the key concepts of emotional intelligence and equips those in senior positions with the skills and knowledge to lead their teams through this time of challenge. As well as giving an introduction to Emotional Intelligence (EI), delegates will understand how EI competencies relate to awareness and management of self and others, an introduction to different leadership styles and an opportunity to discover their own natural leadership styles.

Key training features:

- What is emotional intelligence and how does it relate to awareness and management of self and others
- Different leadership styles: What is your natural leadership style and which styles you might wish to adopt depending on changing circumstances
- The use of a coaching leadership style to apply coaching skills to drive people development, performance and culture.

Who can attend:

Current leaders, Board Members, Senior Executives, Senior Managers and anyone who aspires to take on a leadership role.

Learning outcomes:

Participants will gain self-awareness by identifying emotional intelligence strengths and development areas, use their new skills to influence and lead their team as well as being better equipped to sense, analyse and deal with the situation around them.

| | |
|-------------------|--|
| Dates: | |
| 9 March 2022 | |
| 19 July 2022 | |
| 16 September 2022 | |
| 10 November 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £750 + VAT | |



Introduction to Management

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.

This is a management course for new managers. Participants will experiment with different management styles and decide which styles to adopt in order to get the most out of their team. Participants will also explore how to deal with difficult issues, such as underperformance.

Who can attend:

Managers who are new to their managerial role.

Learning outcomes:

Participants will be equipped with the necessary tools to help their transition into managerial positions. They will have a better understanding of how to adapt their management style to the needs of their team as well as how to manage difficult scenarios such as managing under performance and dealing with grievances.

Key training features:

- The transition into management
- Exploring different management style, and adapting management style to the needs of everyone
- Communication and interpersonal skills: with clarity and consistency
- Recognising teams strength and developing our individuals' potential
- Linking individual effort to team and organisational goals

Dates:

4 February 2022
12 June 2022
13 September 2022
23 November 2022

Duration:

10:00-16:00

Price:

£595 + VAT

Leading with Impact & Purpose

Leadership ensures people perform at their best, develop their potential, and enjoy their work. This course addresses modern leadership thinking and practices, offering a participative exploration of leadership excellence in today's highly connected and fast-paced world. It's about 'making the workplace a better place.'

The learning is complemented by post-workshop reading, Leading with Impact, which reinforces and expands upon the workshop content.

Key training features:

- A practical review of how modern leadership is changing towards *high inclusion*
- The role of *continual improvement*, and why leaders need to offer both support and challenge
- Recognise how *Co-creative* leadership requires a coaching approach
- The importance of an *Outward Mindset* in developing empathy and close connections
- The challenges of being both adaptable and authentic, and being resilient under pressure

Who can attend:

This course is designed for leaders, both experienced and new. The key criterion is to be committed to creating a positive work environment through high-impact leadership.

Learning outcomes:

A practical framework for considering personal leadership styles and approaches.

The ability to role model excellent leadership, from the 'front', 'alongside' and 'behind'.

Recognising the benefits of encouraging high-inclusion and engaging everybody's talents.

The impact of building a positive culture that embraces change and continuous improvement.

Dates:

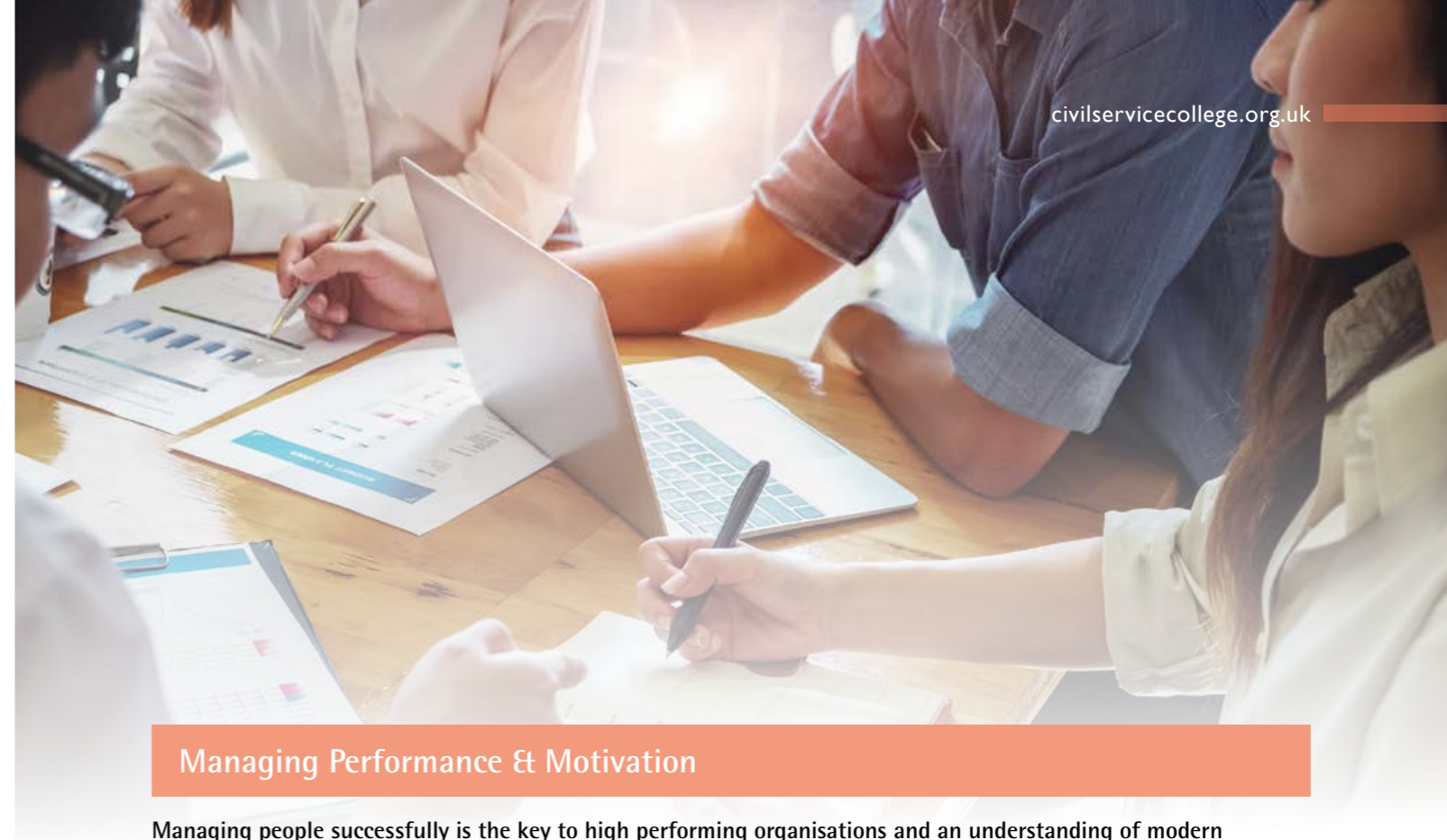
18 January 2022
25 March 2022
20 July 2022
27 October 2022

Duration:

10:00-16:00

Price:

£650 + VAT



Managing Performance & Motivation

Managing people successfully is the key to high performing organisations and an understanding of modern motivational techniques is at the heart of the individual performance. Effective management of performance is built around moving from extrinsic 'carrot & stick' motivation to 21st century intrinsic methods of understanding people so that motivation is shaped for individuals.

Recent studies show that performance is enhanced by managers who understand how to challenge employees constructively based on their current levels of skills to achieve 'flow'. Too much challenge will lead to stress and too little to boredom – both resulting in the underperformance of individuals and discontentment in the team.

It will give an overview of reward strategies, performance culture, HR performance metrics and how to conduct effective 1:1 performance management. It will enable participants to leave the course feeling that they not only understand the topic but that they have useful tools to apply to real organisational challenges.

Key training features:

- The key differences between the 20th Century and 21st Century motivation
- A range of reward strategies from basic to sophisticated
- How to create an environment of achieving maximum engagement and performance
- The psychological contract and how it can be used effectively at work
- How to hold effective 1:1s and measure performance using HR metrics

Who can attend:

The training course will be of interest to anyone who is responsible for managing people in an organisation – it will help them understand human motivation and give useful tools to build trust and inspire excellence. It has a particular benefit to managers and HR professionals who are responsible for understanding and improving performance management.

Learning outcomes:

Participants will gain an understanding of how to ensure they set the right climate for high performance. Participants will have practical tools that enable them to explore performance topics such as holding effective 1:1s, the Psychological Contract and performance metrics.

Dates:

22 February 2022
19 May 2022
3 August 2022
19 October 2022

Duration:

10:00-16:00

Price:

£625 + VAT

Women & Breakthrough Leadership

Although women are now more visible in public leadership roles, there is no denying that they are still under-represented at the top levels. This highly practical course addresses the issues, and the challenges women face in leadership and offers advice and approaches based on what is proven to work well in terms of leading, managing and preparing for a career change or promotion.

By taking a highly practical, honest approach to the barriers facing women striving for a leadership position, and how they can be overcome, this one-day course offers participants unique tips, insights and tactics for successful leadership and management, as well as exploring steps that participants can take in the lead-up to a change in role.

Besides drawing on the trainer's personal and vast experience, the course provides a coaching/mentoring teaching method that provides opportunities for personal reflection and support.

Key training features:

- Leadership and gender: stereotypes and realities
- Identifying and dealing with issues and barriers to 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
- Networks, support mechanisms and managing work-life balance

Who can attend:

This is designed for women at any level and in any sector and are interested in developing their careers or refreshing their leadership approach, presence and impact.

Learning outcomes:

Participants will be able to tackle stereotypes and invisible barriers to women's advancement on the career ladder. Participants will also have a new appreciation of themselves as leaders and managers, a greater understanding as prospective candidates for a career change.

| Dates: | |
|-------------------|--|
| 23 February 2022 | |
| 17 May 2022 | |
| 6 July 2022 | |
| 23 September 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £750 + VAT | |



Personal Development

Jo Clift
Lead Trainer



Jo is an expert on central Government and personal development. She works as a Non-Executive Director, consultant and coach. Jo had senior roles in the heart of the UK Government for over twenty years, across a range of disciplines including communications, strategy, policy and legislation.

Jo has a particular interest in personal development, and helping people to bring their whole selves to work, including dealing with the Imposter Syndrome.

She has worked closely with many ministers over the years, and has also worked at Number 10 in the Prime Minister's Press Office. Other Government roles included leading the Coalition government's ICT strategy, Head of Communications for the BSE Inquiry and creating a new model for corporate shared services across Whitehall. Jo also gained

private sector experience as a senior change consultant at Deloitte Consulting.

She currently works as a consultant with organisations who need to understand and engage with the UK Government. She is also an executive coach, and a Council member for the Institute of Osteopathy.

Jo is a fellow at the Royal Society of Arts and a published writer on the Civil Service and Brexit.

Assertiveness for Women

Women are working their way into key roles across many sectors, but one of the main barriers to success is their own view of their skills and lack of confidence, which is sometimes referred to as the Imposter Syndrome. A lack of confidence can be accentuated by a feeling that they are not being heard at work

Key training features:

- Providing women participants with:
- A safe space to explore challenges and issues at work and how to deal with them
- Clear guidance and practice on how to behave in a confident and assertive way, particularly when there are competing voices
- A personal toolkit to enable participants to handle the situations that they find most challenging at work
- Tools for networking and influencing
- A skills audit to remind participants what they do well!
- Guidance on how to get your message across, and how to work with difficult stakeholders
- Greater personal impact at the workplace.

(or seen), and that others are getting the limelight and taking the credit.

This course is for women who want to feel more confident and more assertive (not aggressive) in the workplace, and to make sure that they can get their voices heard around the table.

Who can attend:

This course is suitable for those at any level of their career.

Learning outcomes:

Participants will leave this course with the confidence and skills to be able to lead teams. They will learn how to deal with difficult stakeholders by learning key assertiveness techniques looking through practical examples, which will result in the development of tools for future engagements.

| Dates: | |
|-----------------|--|
| 12 January 2022 | |
| 17 March 2022 | |
| 14 June 2022 | |
| 4 October 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

Being a Successful Introvert in the Workplace

Many people describe themselves as introverted, or a mixture of introvert and extravert. It is not 'right' or 'wrong' to be an introvert or an extravert, it's just a part of our human nature. Some introverts find that the organisations they work in are geared up to suit extraverts rather than introverts. This is a course for introverts who want to have a better experience at work. If you have ever struggled to speak up in meetings, even though you know that you have the answers, then this is the course for you.

Who can attend:

This course is suitable for those at any level of their career. It is a great course for managers who would like to know how to motivate the introverts within their teams.

Learning Outcome:

Participants will leave with a greater understanding of how to create suitable environments where introverts thrive while also receiving a deep overview of what it means to be introverted.

Key training features:

- Definitions and advantages/disadvantages of being an introvert
- How 'user-friendly' is your organisation towards introverts
- How you can get the best out of your working environment
- How to educate your peers and managers in creating a successful environment for introverts
- Getting support along the way

| Dates: | |
|------------------|--|
| 08 February 2022 | |
| 18 May 2022 | |
| 4 August 2022 | |
| 13 October 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |



Bouncing Back: Learning from Failure

We are working in such uncertain and stressful times, making decisions without precedence and as leaders being looked to for answers to questions for which we have no response. It is impossible to conduct yourself at work without disappointments, challenges and trauma from which we will need to recover and get back to the job.

Resilience is not about forgetting these experiences but learning from adversity. Failure and difficulty will change us, impacting our emotional selves and our future response to crises.

This is a course that focuses on the inevitability and value of failure and its integral relationship to resilience. Delegates will have time to examine their own relationship with failure and to learn practical techniques and tools to help develop resilience. This course will look at the themes of vulnerability, providing delegates with a safe and supportive space in which to think and work.

Key training features:

- Fear of failure is natural, yet failure is inevitable
- Failure in different contexts
- Fail fast, learn fast
- Relationship between failure and resilience
- Tools & techniques to deal with failure and to develop resilience
- Learned resilience, how to respond to failure

Who can attend:

This training can be for anyone in any level or sector. Failure is universal. It is recommended particularly for anyone who has a complicated relationship with failure and would like to develop their resilience. This is a course that will give attention to a subject that is often overlooked, a celebration of what has gone wrong and what we have learnt from that experience of failure.

Learning outcomes:

Participants will leave with a greater understanding of their capacity for resilience, of the inevitability of failure and their capacity to respond to that failure.

| Dates: | |
|------------------|--|
| 1 March 2022 | |
| 15 June 2022 | |
| 1 September 2022 | |
| 9 November 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £625 + VAT | |

Building Personal Resilience

Changes can be immensely stressful and sometimes harmful to mental health and emotional wellbeing of those working in the public sector, as navigating new systems, and facing uncertainty can cause considerable anxiety.

Developing greater levels of personal resilience can help individuals not only weather the changes but even actively flourish. While some may shy away from seeking help in the face of turbulence, it is important to remember that resilience is not an innate quality but a skill that must be developed, like any other professional tool.

'Building Personal Resilience' course offers delegates an opportunity to reflect on current changes and look at the impact of change and uncertainty.

Who can attend:

This course is suitable for participants at all levels who would like to develop greater personal resilience.

Learning outcomes:

Participants will gain a better understanding on how to develop greater personal resilience. To be resilient through changes and uncertainty, thriving, challenging and turbulent environments.

Key training features:

- The opportunity to contribute to open group discussions
- Identifying the signs of low resilience
- Learning about the four key components of resilience
- Implementing these key components into everyday roles
- Identifying the steps needed to develop greater personal resilience

Dates:

7 March 2022
9 May 2022
22 July 2022
4 November 2022

Duration:

10:00-13:00

Price:

£595 + VAT

Building Relations & Asserting Influence

Building and maintaining good relations with people is a key skill in any type of role, but the art of building trust, establishing strong relationships, and delivering a successful message isn't just what you say. How you communicate and present yourself plays a huge part in how effectively your message is shared. Your audience needs to see you as a reliable, confident figure, and immediately connect with you and your message.

This course will help participants to recognise their dominant and preferred styles of working and help them developed neglected areas of their personality.

Who can attend:

This course is designed for actual and aspiring leaders looking to develop and extend their ability to influence individuals and organisations.

Learning outcomes:

After attending this training, participants will leave with: a better understanding of their own and other's styles and preferences for communicating; how to build effective relationships with individuals; and how to assert influence among groups drawing positively upon psychology and behavioural insight.

Key training features:

- The exploration of different communication styles and what happens when communication preferences in a relationship are mis-matched
- Increase influence by using a broader range of communication approaches
- 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; 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

Dates:

3 March 2022
7 June 2022
20 October 2022

Duration:

10:00-16:00

Price:

£595 + VAT

Concise Writing

NEW

When writing for business, it's important to use concise language. Word choice is of the utmost importance. The goal of concise writing is to use the most effective words. when only these remain, your writing will be clear and readable.

This course is designed to develop the skills of recognising and creating good content. We will focus on the areas to achieve your objectives.

Who can attend:

This training is suitable for anyone who is required to write complex information in a understandable format.

Learning outcomes:

Participants will gain a better understanding of vocabulary, grammar and style use in business context through real-life based practical tasks. You'll leave with practical tips and techniques that will immediately make you a stronger and more productive writer.

Key training features:

- Composing sound sentences that make precise points
- Employing language that readers will understand
- Writing in the active voice
- Untangling intricate constructions
- Summarising long and complicated sentences palatable formats
- Selecting necessary and well-chosen words
- Improving sentence clarity

Dates:

7 February 2022
12 May 2022
8 July 2022
14 October 2022

Duration:

10:00-16:00

Price:

£525 + VAT

How to get your voice heard in meetings

NEW

Even before we moved our work online, lots of people found it hard to get their voice heard in meetings. It can often feel as though the same people dominate meetings, and that it is hard to get your point across. Also, some people don't do their best work when they are thinking on the spot, so they get scared that they will be asked questions that they can't answer in the moment.

Key training features:

- How you can get your voice heard in meetings
- How you can stay present in meetings, get your point across and find a good dialogue with others
- Tools and techniques for getting your voice heard and getting your point across in meetings
- What are the barriers to being heard in meetings?
- What are the main tools and techniques for being heard and getting your point across in meetings?
- How to deal with online vs face to face meetings
- Tools for dealing with different audiences (and difficult audiences)
- Preparation, dialogue, and the PAC model

Who can attend:

This training is suitable for anyone who wants to get their voice heard in meetings.

Learning outcomes:

Participants will be equipped with different tools and techniques to voice their views at meetings. They will use their personal action plan to take their learning forward in the workplace.

Dates:

8 March 2022
21 June 2022
22 September 2022
15 November 2022

Duration:

10:00-14:00

Price:

£595 + VAT

Successful Career Change

Career change is an inevitable result of the dynamic nature of the modern work. For some, change can be foreseen well in advance, but for others, it can be unexpected.

This course is suitable for all aspects of career change; from those facing imminent career changes to those for whom career change still seems some way. Sensibly and constructively preparing participants for a successful future by equipping them with the necessary career transition skills, knowledge, networks and encouragement to take a proactive stance in their careers.

Who can attend:

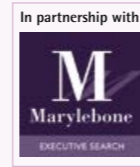
Anyone who is at a career crossroads, or who may wish to prepare for a career change in the future.

Learning outcomes:

Participants will leave with increased confidence in their own ability to achieve successful career changes through design and preparation.

Key training 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



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| Dates: | |
| 20 January 2022 | |
| 15 March 2022 | |
| 9 June 2022, | |
| 29 September 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £650 + VAT | |

"Best day's personal development in a long time."

Registers of Scotland

"Excellent Quality. Thought provoking and supportively challenging"

Department of Health

Overcoming the Imposter Syndrome

It is staggering how many people experience imposter syndrome. Did you know that Meryl Streep, Albert Einstein and Maya Angelou all suffered from this condition? It can have negative effects on our work and the way that we view ourselves in the workplace.

The Imposter Syndrome is the feeling where we feel that we don't deserve the position or responsibility that we have. Often finding it difficult to take pride in our achievements and have the feeling that we are a 'fraud'.

Who can attend:

This course is for anyone who often feel they are a 'fraud', who worried what may happen if they get 'found out', and want to make a positive change.

Learning outcomes:

Participants will gain a clear understanding of what Imposter Syndrome is and will have the opportunity to start thinking through the impact of it on their behaviour. Participants will also be provided with the tools needed to become more effective and confident individuals through practical means. This course provides an environment to discuss issues in a small classroom environment.

Key training features:

- Understand Imposter Syndrome and where it comes from
- Look at the effect it may be having on you and your work
- Develop strategies to combat it and to monitor your progress

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| Dates: | |
| 23 March 2022 | |
| 28 June 2022 | |
| 12 July 2022 | |
| 17 November 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

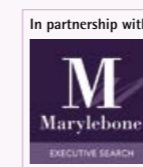
Preparing for Retirement

Retirement is a time for positive changes and new opportunities. However, in reality, some people find it difficult to adjust to their new lifestyle. It comes as a surprise to many people that they miss the daily structure and mental challenges that they had not to mention the social aspect of working with others.

This course promotes a realistic and positive approach to the opportunities presented by retirement. Participants will be given the insights to build a pro-active approach to continued well-being, a retirement "check list" and will acquire an understanding of the many ways in which career skills can be used to satisfy life ambitions and develop future work opportunities.

Key training features:

- Planning for lifestyle changes and career transition
- Financial planning options - income, savings, investments, tax, and benefits
- Wellbeing in retirement: an active and interesting retirement
- Developing existing and new interests
- Working in retirement
- Marketing your skills as a retiree
- Opportunities for retirees



Who can attend:

This course is suitable for participants at all levels who are looking to plan ahead for their retirement.

Learning outcomes:

Participants will be prepared for the adjustment to retirement and have developed a checklist to plan confidently for a well-balanced and rewarding future. They will gain insight into the key elements of retirement, in particular, a fulfilling life after work including opportunities for voluntary and paid work as well as exploring new leisure activities and interests.

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|-----------------|--|
| Dates: | |
| 11 January 2022 | |
| 20 April 2022 | |
| 14 July 2022 | |
| 5 October 2022 | |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £650 + VAT | |



Policy Skills

Zoë Collier
Lead Trainer



Zoë is a highly experienced, CIPD-qualified training consultant, delivering strategic advice, coaching and training in policy, strategy and communication skills. She started her career as a policy adviser to ministers in HM Treasury, where she ended up working as a Private Secretary to the Rt Hon John Major MP. Zoë moved to become a diplomat in the Foreign Office and then head of strategy at DCMS, before being appointed as a senior lecturer in policy and government at the National School of Government. It was here she discovered her passion for helping people to work more effectively and with impact and confidence.

She is a highly effective and motivational coach and trainer, and has applied her professional experience, together with her training and coaching skills, to deliver training courses for a wide range of organisations, both in the UK and EU as well as extensively across the world.

Zoë has also worked in the private, local government and voluntary sectors, and is a published author of several short stories.

Effective Policy 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 course provides participants with the tools and techniques needed to help would-be policymakers use evidence more effectively, leading to better decision-making.

Key training features:

- Recent developments in policy-making in the UK
- Systematic approaches: policy process and policy framework
- Setting a vision
- Understanding the context
- Analysis and use of evidence
- Strategic thinking
- Generating, sifting and appraising options
- Decision-making
- Implementation and evaluation
- Reality checking

Who can attend:

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

Learning outcomes:

Participants will gain a thorough understanding and experience the reality of policy-making today and what influences it. Using case studies, delegates will be equipped with a "toolkit" of techniques and approaches, and understand how these tools can be deployed for maximum impact.

Dates:

14 January 2022
28 April 2022
21 July 2022
25 October 2022

Duration:

10:00-16:00

Price:

£595 + VAT

Introduction to Behavioural Economics

All policy implementations and project delivery depend 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.

Delivered with an entertaining and lively mixture of collaborative learning and team exercises, the introductory course on Behavioural Economics will be in line with the principle of behavioural economics itself – full of experiments, case histories and even some psychological illusions. Participants are encouraged to bring their own stories and examples.

Key training features:

- Explore why the old rational/cognitive models still cling 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

Who can attend:

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

Learning outcomes:

Participants will replace the old faculty model of the rational consumer, with one that is more in-line with the cutting-edge thinking about the emotional and social triggers that underline behaviour change. In addition, this will help participants in their decision making within their organisation's culture.

Dates:

9 March 2022
22 July 2022
28 September 2022
17 November 2022

Duration:

10:00-16:00

Price:

£595 + VAT

Human Resources

Mel Owers Lead Trainer



Mel had an outstanding career in the UK Civil Service up until 2011 and held roles such as HR and Organisational Development Manager in organisations such as HM Treasury. Since then he has operated as an Independent HR Consultant, Assessor, Business Coach and People Management Trainer.

He is a qualified HR professional with over 20 years strategic and operational business experience operating worldwide, in countries such as the Czech Republic, Finland, France, Germany, Holland, India, Spain, Switzerland and United Arab Emirates (UAE).

Mel is an excellent trainer who has extensive expertise in Leadership, Management & Interpersonal Skills Training – this has been underpinned by his professional knowledge and practical experience. This experience includes the development of competence frameworks, coaching senior leaders, leadership of large scale recruitment and the delivery of training to improve recruitment. He is also an excellent communicator, who makes training participative and engaging.

Mel is a Chartered Fellow of the CIPD and holds the Certificate in the Psychology of Management. He is qualified in Coaching and Psychometrics and frequently uses them as part of leadership development. In 2012, he became a CIPD Experience Assessor and has since assessed a range of HR Directors and, led the assessment of a large organisation's HR function in the UAE. Due to his business credibility, Mel was asked to speak at a Leadership conference in 2015, alongside Nick Clegg (former UK Deputy Prime Minister) about Emotional Intelligence.

HR for Non-HR Managers

Non-HR Managers are often the first point of contact for many issues relating to their team members. Some issues can be and are best dealt with by the non-HR managers, while some are best supported by their HR team. What are the HR responsibilities that non-HR managers have? When should they seek support from their HR team? It is important for managers to have a good understanding of HR, so they are compliant with employment law and carry out HR responsibilities within every managerial position. This ranges from managing absence to dealing with difficult employees.

Key training features:

- Fundamental employment rights and employer responsibilities
- HR responsibilities for non-HR managers
- Managing absence
- Dealing with difficult employees, including discipline and termination

Participants will be encouraged to share their own experiences and have their queries answered.

Who can attend:

This course is designed for all managers who would like to know the fundamentals of HR.

Learning outcomes:

Participants will have a better understanding of the fundamentals of HR and be more confident in carrying out their HR responsibilities. Participants will know when and how to approach issues, such as absences and poor performance. Participants will also know how they can work effectively with their HR colleagues.

| Dates: | |
|-----------|-----------------|
| | 21 January 2022 |
| | 24 March 2022 |
| | 10 June 2022 |
| | 3 October 2022 |
| Duration: | |
| | 10:00-16:00 |
| Price: | |
| | £595 + VAT |

Hybrid Working and Personalisation of Work

As we emerge from the pandemic a range of new challenges, uncertainties and opportunities are ahead of us. What we know is the nature of how work gets done; where work is done and we feel about our working lives, has changed. This short series of 2 sessions will support organisations and teams to reflect on, and reframe, how they structure and design the next stage of working in ways that meet and maximise opportunities for individuals, teams and the organisation.

It is not "back to normal" it is not even a "new normal" - it is our chance to continually evolve work, fit for humans in the 21st Century.

Who can attend:

Managers and Operational leaders looking to support their teams and organisations to maximise hybrid and blended working opportunities that benefits individuals, teams and organisations.

Session 1: Hybrid Working by Design

For the first time, an appreciation of the value of working together is shared. It is an opportunity we must take.

We are now facing formalising – by design – what often previously was loose, informal arrangements, into a HYBRID WORKING structure. This means taking the best of the pre-COVID world, the learning from the COVID era, and building in leading new thinking to shape the future of work.

Everyone is talking about it – but how do we create it? This session offers a workable and inclusive framework to help you prepare for, plan and implement the necessary practices focussed on people and culture, technology and process, and the emerging ecosystem of place.

Learning outcomes:

- Exploring different approaches and structures to hybrid working which balances the needs of teams, individuals and the organisation as a whole
- Space and activities to explore different factors to consider when it comes to maximising the potential of hybrid and future working in a breakout session
- Practical ideas of how to implement hybrid whilst sharing learning and case studies from early adopters in this space.

| Dates: | Duration: | Price: |
|----------------------------------|--------------|-----------|
| 11 February, 22 June, 19 October | 10.00 -16.00 | £595 +VAT |

Session 2: Personalising our Future Ways of Working

How do we enable people to thrive rather than survive when we move to hybrid and blended approaches to working. There will be no one size fits all when it comes to new ways of working. The secret is to get personal.

As a society and in business, people embrace opportunities for the personalisation of products and services. We enjoy and value having our own individual style, beliefs and passions reflected in what we do and how we do it. Now more than ever is the time to encourage people to reflect on how, why, where and when they do their best work and can make the best contribution to their colleagues and their organisation. So how can we bring this personal touch to our work? The answer lies in Job Crafting.

What if we encouraged people to customise their work the way a tailor would for the final fit of a semi-tailored suit? What if we started to shape work around people rather than expecting people to constantly contort themselves around their jobs? What if we took a more personalised approach?

Job Crafting encourages us to explore how we act, interact. Think our thoughts, relationships, as well as, personalise aspects of our work in ways that foster engagement, job satisfaction, resilience and thriving. Job Crafting is a research-informed and evidence-based approach and the research into this practice is compelling. Job Crafting boosts innovation and agility, nurtures health and wellbeing and amplifies meaning, purpose and productivity.

The practice of Job Crafting is a growing field of academic study, but to date the concept and approach is largely untapped and unknown from an organisational perspective. There have been some early adopters including Google, Logitech, Burts Bees in the US, Wideroe Airlines in Norway and Connect Health, the University of Leeds and Virgin Money in the UK.

The session will share insights and case studies from these organisations who have found innovative ways of encouraging a personalised – human-centred – approach to work.

The session will be filled with practical job crafting strategies, studies and stories, based on the latest science, combined with the author's extensive research and applied experience.

Learning outcomes:

- Exploring the why, the what and how of job crafting
- Space and activities to explore how to encourage job crafting individually and with teams
- Practical ideas of how to implement job crafting by sharing learning and advice through case studies and stories
- A practical workbook with materials and resources will complement the session.



Financial Management

Jane Stephens
Lead Trainer



Jane is an experienced finance professional having held senior posts in both large (Chief Financial Officer AstraZeneca UK) and smaller organisations. She started her career as a graduate recruit to The Post Office moving into the private sector with ICI and AstraZeneca. She has held voluntary positions in recent years in the public sector including Independent Director of a housing trust.

As an independent consultant 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.

She is passionate about the important role that Finance has to play across all organisations and the need to ensure finance issues are properly understood by non Finance specialists, to ensure finance issues are properly incorporated in decision taking at all levels.

Building Better 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 about where to invest their limited funds. In this environment, the importance of robust and relevant business cases to aide decision-making has never been more important. This course will introduce the development of business cases and what to look out for when reviewing and challenging business cases.

In this course, participants will explore the key elements of the five-case model, based upon the HM Treasury Green book Guidance on Public Sector Business Cases.

Who can attend:

The course is aimed at managers/officers with limited previous experience of business case development, who are expected to be involved in the development, scrutiny and/or review of business cases in the future.

Learning outcomes:

Participants will leave the course with a better understanding of the key elements of the 5-case model and the lifecycle of business cases, and how they can use this knowledge to improve the quality and robustness of business cases in their areas.

Key training features:

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

Dates:

26 January 2022
29 April 2022
21 July 2022
11 October 2022

Duration:

10:00-16:00

Price:

£625 + VAT

Finance for Non-Finance Managers

Those in public management roles must be able to strike a balance between creating public value and managing the bottom line, and sound financial management is critical to the long-term health of any public body.

Those in management positions need to be able to read financial reports accurately, to ask the right questions to their financial officers and make strategic decisions based on a solid understanding of the general business principles that apply to all public bodies.

Who can attend:

This training course is designed for those in management positions who are responsible for overseeing public funds across central and local government.

Learning outcomes:

New approaches into how to make decisions, the consequences of those decisions and the alternative strategies that might be available to them. The opportunity to share their experiences and problems with their peers in a structured discussion where our expert trainer will support them.

Key training features:

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

Dates:

31 January 2022
26 April 2022
1 July 2022
6 September 2022

Duration:

10:00-16:00

Price:

£595 + VAT

Fundamentals of Public Administration & Government

Joan Ryan
Lead Trainer



Rt Hon Joan Ryan is the former UK Member of Parliament for Enfield North. Joan stood down in December 2019 having served as the representative for the constituency for 18 years, from 1997 to 2010 and then regaining the seat in the 2015 General Election. Joan was a Labour MP for the majority of her time in Parliament, but became a founding member of The Independent Group of MPs in February 2019.

From 2016 to 2019, Joan served as Member of the Environmental Audit Select Committee, specialising in the causes and impact of Climate Change, air pollution and the implementation of the Millennium Development Goals.

How Does the UK Parliament Really Work?

It is no surprise that Parliament can be complicated. Those working in or around government need to ensure that they have a good knowledge of the constitutional role and importance of Parliament.

A good understanding will enable those who have recently entered the Civil Service or Public Sector to navigate through parliamentary processes and engage with parliamentarians and clerks effectively. Those who are already engaging with parliament may benefit from a refresher and update their current knowledge. This course provides insights into how Parliament works in practice through the lens of an expert who has extensive experience in working in Parliament.

Key training features:

- Understand the system of parliamentary democracy
- The role of the UK Parliament, including specific roles of the two houses of Parliament
- Parliamentary scrutiny through questions, debate and committees
- The impact of devolution and the relationship between UK Parliament and devolved legislatures

Who can attend:

This course is designed for civil servants and public sector staff who engage with Parliament and would benefit from understanding how it works. This course is also useful for those outside of the public sector and would like to understand how the legislative process works and how they can contribute.

Learning outcomes:

Participants will gain a detailed understanding of Parliament's constitutional and practical role. Participants will understand how they can engage with Parliament, especially in legislative process and select committees.

Dates:
28 January 2022
22 March 2022
16 June 2022
8 September 2022

Duration:
10:00-16:00

Price:
£595 + VAT



How Does Whitehall Work?

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. This course will help to demystify how Whitehall works and will give participants a good insight into the practices and processes that the civil service and Ministers work in.

This course will cover the informal and formal aspects of working in Whitehall, and some tips on working within and with Whitehall. The course is suitable for those who are working in Whitehall who may want a broader picture, but also for those who need to work with Whitehall and would like to understand the civil service and Government better. The trainer will share case studies and personal experiences from a long Whitehall career to bring the issues to life.

Key training 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?

Who can attend:

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

Learning outcomes:

Participants will get a good understanding of how Whitehall and the civil service operates from a formal and informal point of view. Participants will have a better understanding of the relationship between Whitehall and Parliament, and the different rules and responsibilities for civil servants, Ministers and Special Advisors. Participants will feel more confident to operate successfully within Whitehall (also how to engage with Whitehall if they are outside of it).

Dates:

2 March 2022
8 June 2022
20 September 2022
22 November 2022

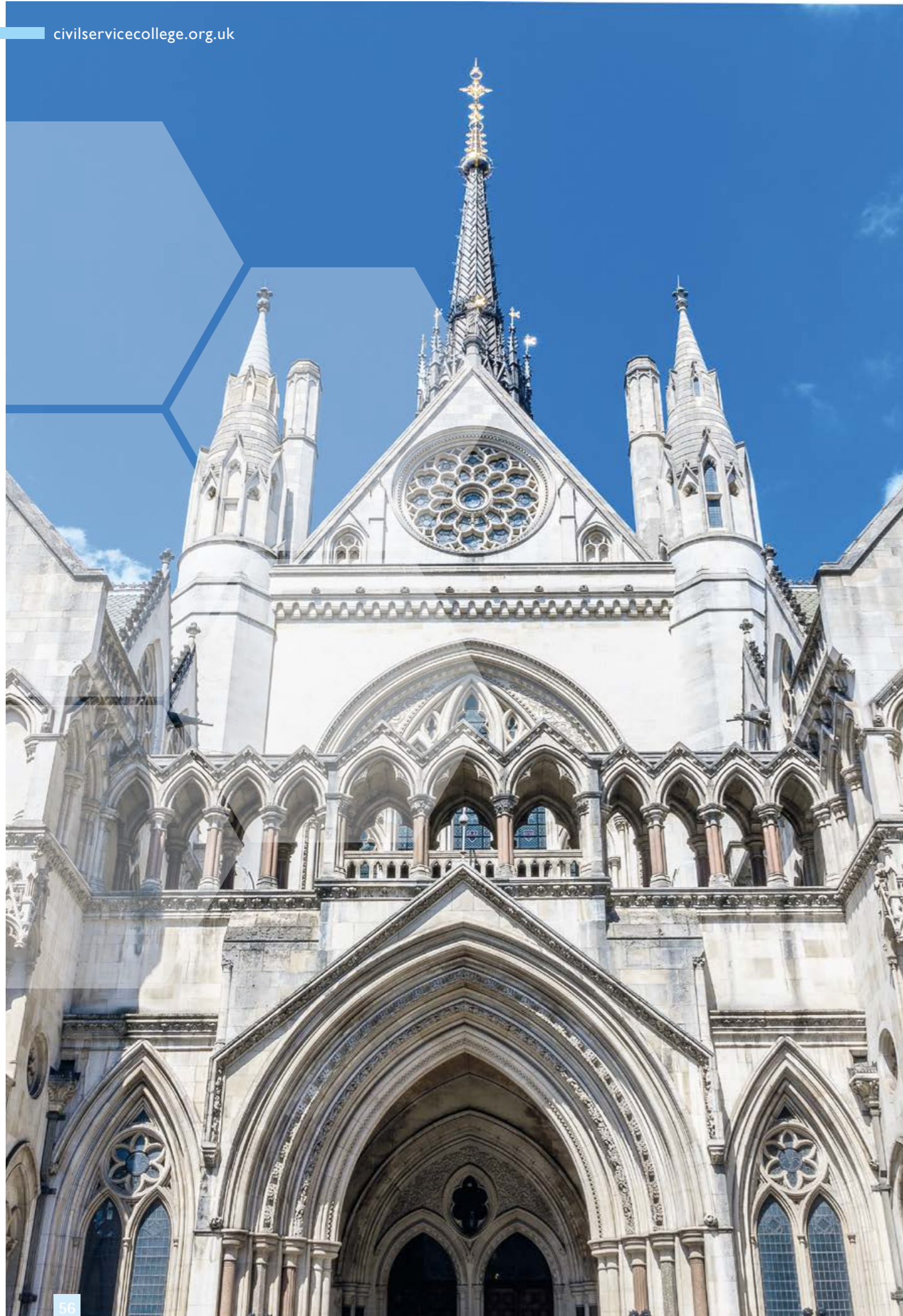
Duration:

10:00-16:00

Price:

£595 + VAT





Law & Legal Awareness

Daniel Greenberg CB Lead Trainer



Daniel Greenberg CB is a lawyer specialising in legislation and the legislative process. He has 30 years experience in the private and public sectors dealing with legislation. He was a Parliamentary Counsel for 20 years; he is now an officer in the House of Commons, and a writer, trainer and adviser.

In August 2016 he was appointed Counsel for Domestic Legislation in the House of Commons. He also serves as the General Editor of Westlaw UK Annotated Statutes and Topics Encyclopaedia.

He drafts primary and subordinate legislation in the UK, and has provided drafting and training services in Albania, Belfast, Cardiff, Edinburgh, Falkland Islands, Gibraltar, Isle of Man, Malaysia, Myanmar, Nigeria, South Georgia, Sri Lanka, the Solomon Islands and elsewhere. He is also the Editor of Craies on Legislation (2004, 2008, 2012, 2017), Stroud's Judicial Dictionary (2000, 2006, 2012, 2016) and Jowitt's Dictionary of English Law (2010, 2015, 2019), the Editor in Chief of the Statute Law Review, the Editor of Halsbury's Laws on Statutes, and a contributing editor to the Oxford English Dictionary.

His book 'Laying Down the Law' was published by Thomson Reuters in 2009. His Statutes for Students - a short guide to reading and applying legislation - was published in January 2019. He is an Associate Fellow of the Institute of Advanced Legal Studies, University of London, a teaching faculty member of the legislative drafting course of Athabasca University, an Associate Research Fellow of the Law Faculty of Bar Ilan University, a member of the Advisory Board of the Institute of Legal and Constitutional Research at the University of St Andrews, a Director of the Constitution Reform Group, a Fellow of the Bingham Institute for the Rule of Law and a Council Member of the Statute Law Society.

Legal Awareness for Regulators

Officers and staff of statutory regulators and other public authorities deal with the law all the time, whether as policy-makers, case workers or operational advisers. For those who do not have a formal legal qualification, navigating the law can be challenging.

This course aims to give those working in regulatory bodies the skills to navigate the law, and to acquire a working understanding of the institutions and processes of the law. It will also begin by mapping the UK legal system, to contextualise and consolidate participants' prior knowledge.

Legislation and the legislative process, subordinate legislation and quasi-legislation, are considered from the regulators' perspective. Administrative law in general, and judicial review in particular, are examined from a practical perspective, including discussion of how to liaise effectively with the organisation's legal officers. Finally, this course ensures that participants have a sufficient understanding of a glossary of core legal terms and concepts to be able to liaise with lawyers effectively and efficiently.

This course uses case studies relevant to participants' organisations, and is interactive in order to ensure that it builds on and does not replicate what participants already know.

Key training features:

- Basic legal framework and terminology
- Legislation and common law
- Your remit and your powers
- The law of judicial review
- Human rights law

Who can attend:

Anyone with no formal legal qualification and those from organisations with regulatory and enforcement functions.

Learning outcomes:

Participants will gain perspective of their role in the UK legal system and able to improve their decision-making to ensure robust defence of judicial review and other challenges. Participants will also better navigate relevant law efficiently and effectively.

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| Dates: | |
| 10 January 2022 | 01 April 2022 |
| 05 July 2022, | 28 October 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |



Information Rights – UK GDPR, FOI & Data Protection

As we are accustomed to the legal obligations that civil servants and public sector staff have in relation to the handling of personal data, developments in this area have occurred now that the UK has left the EU. It remains important for civil servants and public sector staff to remain up to date with UK GDPR, the Data Protection Act 2018 and Freedom of Information (FOI)

Participants will be updated with latest developments in this area. Participants will have a better understanding on the lawful basis of their legal obligations and able to fulfil their obligations with confidence.

Who can attend:

The course is designed for all in the public sector who are creating, managing, collecting and processing information and personal data.

Learning outcomes:

Understanding of FOI and DP and the impact of the GDPR changes

Be able to apply their responsibilities regarding FOI and DP to their organisations

Be able to discuss an action plan with achievable next steps

Have had an opportunity to ask questions about GDPR

Networked with other participants from Government in a small intimate learning environment

Key training features:

- Understand the lawful basis of processing personal data under the Data Protection Act 2018 and UK GDPR
- Gain an insight into the basic principles of Freedom of Information legislation
- Understand the difference between processing a Data Subject Access Request (DSAR) and a Freedom of Information Request (FOI)
- See the bigger picture – how freedom of information and data protection fit into the government's agenda to increase transparency
- Receive an update about Data Protection and UK General Data Protection Regulation (UK GDPR), following Brexit
- Know what to do if there is a data breach and how to avoid cyber crime
- Mitigate risks through information governance and security

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| Dates: | |
| 10 February 2022 | 05 May 2022 |
| 21 July 2022 | 20 October 2022 |
| Duration: | |
| 10:00-16:00 | |
| Price: | |
| £595 + VAT | |

UK & EU: The New Context For The UK-EU Partnership

This one-day intensive course addresses topics of paramount importance around UK & EU: The New Context for the UK-EU Partnership. This course cuts through the uncertainties and offers answers to questions related to European Union law. The Withdrawal Agreement (WA) and Trade Cooperation Agreement (TCA) will be discussed in detail. Participants will be encouraged to engage actively in constructive and informed discussions led by our EU expert, Professor Catherine Barnard, alongside a pool of first-rate EU practitioners with a frontline history of working in the EU/UK field and the wider global stage.

Key Training features:

- Examine key principles of EU law and their legacy effect
- Understand the effect of the EU(Withdrawal) Act 2018 and the broader legislative framework
- Understand the main pillars of the Withdrawal Agreement (WA) and the Trade and Cooperation Agreement (TCA)
- Examine how the civil service can and will experience the EU and its legislative machinery; how a non-Member State might influence the process; challenges facing the UK and the EU in the short and medium

Who Can Attend?

Those working in the following professions - Policy, International Trade and Negotiation, Legal, Commercial and Procurement - in both Central, Devolved and Local Government.

Learning Outcomes:

- Examining key principles of EU law and their legacy effect;
- Understanding the effect of the EU(Withdrawal) Act 2018 and the broader legislative framework;
- Understanding the main pillars of the Withdrawal Agreement (WA) and the Trade and Cooperation Agreement (TCA);
- Examining how the civil service can and will experience the EU and its legislative machinery - how a non-Member State might influence the process; challenges facing the UK and the EU in the short and medium term. The number of participants is limited and capped to encourage active and engaging participation. Book now to avoid disappointment!

Dates:

16th March 2022
 17th June 2022
 26th October 2022
 28th November 2022

Duration:

1 Day

Price:

£595 + VAT



Data, Digital & Technology

Andrea Daniels Lead Trainer



Andrea Daniels has over 25 years' experience utilising and harnessing data to drive audience understanding and empower innovation for some of our leading organisations and brands.

Andrea is currently the Director of Marketing and Digital at the RSA (royal society of arts, manufactures and commerce). Her role focuses on leading the brand and its communication channels connecting and engaging audiences to deliver social change for this 260 year old charity.

Before joining the RSA Andrea was a Marketing Director at the British Council and as a Senior Marketing and Strategy executive at the BBC and its commercial arm BBC Worldwide, Whilst here, she also led on the development and delivery of the corporations first and still most widely used, consumer engagement hub, bringing insight and understanding to all across the BBC through its digital delivery platforms.

Andrea also has extensive experience of leading research and activity within the public and third sector having worked as a senior researcher and trainer at Ipsos MORI and Kantar in both a qualitative and quantitative research capacity

Andrea holds an MBA from the Open University Business School, Market Research Society's Diploma in Research Methodology, CIM Certificate in Marketing and a London Business School Diploma in Digital Marketing. Andrea is a Fellow of the Chartered Institute of Marketing and is Prince 2 qualified.

Andrea is also currently the Chair of Trustees for Hackney Night Shelter providing support for the homeless in Hackney and a Board Trustee of Refuge the national domestic abuse charity.

Turning Data into Insights: Data Driven Decision Making

In the digital world, the level and types of data we generate just keep growing and growing.

Web analytics, performance data, customer feedback, market trends, annual reports and social media monitoring is just some of the data that we come across in our jobs every day. We live in an age where it is becoming increasingly important for us to feel comfortable reading, analysing and understanding this information. Yet, all too often we can find ourselves drowning in a sea of data, not knowing where to start and what it is really telling us.

This course will show you how to navigate your way through the data to turn it into valuable insight to support evidence-based decision making and make it work for you.

Who can attend:

This course is for anyone who works with complex data in their role or is wanting fresh perspectives on how to handle data.

Learning outcomes:

Participants will leave away with practical tools and techniques to enable them to interpret, understand and select data with confidence, as well as, build compelling insights and recommendations. By working through real-life examples, participants will be able to apply their learning straight away.

Key training features:

- A clear set of techniques and best practice guidelines to take-away
- 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 your audience
- An interactive class with the opportunity to apply tools and techniques learned

Dates:

25 January 2022
22 April 2022
13 July 2022
17 October 2022

Duration:

10:00-16:00

Price:

£595 + VAT



International

Ann Hall Lead Trainer



Ann is currently a trainer at Civil Service College. Ann previously worked at RIPA International as Director of Studies. In this role she was responsible for the design and delivery of all HR, management, and leadership courses for Senior Overseas Government officials attending London based training.

Additionally, Ann has designed and delivered bespoke in country training courses in a variety of countries including Qatar, Bahrain, Dominica, Botswana, Bangkok, Libya, Kenya, Sierra Leone, Kosovo, Uganda and Zambia.

Ann also undertakes Executive Coaching /360 feedback and has worked extensively with many Senior Civil Servants in this capacity.

Prior to joining RIPA International, Ann served as Senior Learning and Development Consultant at The Royal Borough of Kensington and Chelsea. In this role she designed and delivered a range of bespoke HR / Leadership courses as well as directing the NVO Level 4 Management course for the Chartered Management Institute (CMI). Additionally, she organised conferences for top

managers and carried out workplace mediation.

Ann has worked to provide exceptional training in both the private and public sector for over two decades. She possesses extensive experience in delivering domestic and overseas training on a variety of topics such as leadership, performance management, mediation in the workplace, train the trainer, developing a competency framework, and coaching courses. She is a qualified and experienced OCN Law Society Mediator and Chartered Institute of Personnel and Development (CIPD) Coach. Additionally, Ann is a member of the Association of Coaching and a Fellow of the Learning and Performance Institute.



Judicial Case Management & Ethics



The Commonwealth Magistrates and Judges Association and Civil Service College have come together to organise this course. 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.

This international training course 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.

All of our open courses are delivered in an interactive and engaging style and will require full participation from delegates. Therefore, we advise that you have a proficient level of written and spoken English language in order to gain the full benefits of our open courses.

Who can attend:

Judicial officers involved in judicial administration.

Learning outcomes:

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

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| Dates: |
| 5 Days 8th - 14th February 11th - 15th July |
| Duration: |
| 10:00-16:00 |
| Price: |
| £1,750 + VAT |

Key International Training 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

Practical Course for Coroners & Judges



The purpose of this course is to provide judges and coroners with the necessary knowledge and skills to prepare fully for an investigation into deaths and to conduct inquests. The course will also enable senior judges to supervise coroners in their work. The CMJA and Civil Service College have come together to organise this practical course which will explain and discuss the law and procedure of coroners.

This course will incorporate talks from CMJA professionals as well as virtual visits to various institutions for practical sessions.

Who can attend:

Judges and Coroners

Learning outcomes:

- Examining key principles of EU law and their legacy effect;
- Understanding the effect of the EU (Withdrawal) Act 2018 and the broader legislative framework;
- Understanding the main pillars of the Withdrawal Agreement (WA) and the Trade and Cooperation Agreement (TCA);
- Examining how the civil service can and will experience the EU and its legislative machinery. How a non-Member State might influence the process, the challenges facing the UK and the EU in the short and medium term.

Key International Training Features:

- A full understanding of the essence of coroner investigation and inquests
- Learn how to prepare for an inquest
- Work through the key points in conducting inquests
- Complete an exercise on a controversial death in custody
- See a coroner at work and discuss that work
- Consider and discuss the specifics of their local coroner statutes

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| Dates: |
| 5 Days |
| Duration: |
| 10:00-16:00 |
| Price: |
| £1,950 + VAT |

Macroeconomic Forecasting For The Public Sector And Civil Service

This five-day course developed by the National Institute of Economic and Social Research (NIESR) aims to equip participants with a skill set and tools in macroeconomic forecasting and modelling and is targeted at those who already have a background in statistics and econometrics at undergraduate level.

NIESR and Civil Service College have collaborated to offer this comprehensive course which will examine the possible economic landscape post-Covid and the forecasting and evaluation tools which can help steer public bodies and sector organisations through this period. Positioning will be broad-ranging and explore the economic implications and challenges from a wide range of different perspectives and include visits to either the Bank of England or the London Stock Exchange.

Key International Training Features:

- Key skills in macroeconomic forecasting and modelling
- The global impact of different Brexit scenarios
- Real-world techniques and practices applied to a variety of situations
- Examine economic forecasting country models for 36 OECD countries
- How to construct a macroeconomic model using the National Institute Global Economic Model (NiGEM) employed by leading policymakers and the private sector for economic forecasting
- What-if exercises using global macroeconomic models
- Understanding of a quantified framework for how economies work and interact, particularly China vs. the US
- Tools to help assess risk, policy responses and wider consequences
- How to handle tools which are multi-faceted and which can be adjusted and adapted for different applications

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| Dates: |
| 5 Days |
| Price: |
| £2,450 |

Course Director: Dr Corrado Macchiarelli, Principal Economist, NIESR

Course coordinator: Dr Xuxin Mao

Delivery team: Dr Ian Hurst, Iana Liadze, Dr Hande Küçük, Dr Kemar Whyte, Cyrille Lenoel, Janine Boshoff

Provide some certainty in a changing world where every economist will say something different, with access to valuable resources which will create a solid framework to navigate the post-Covid age.

The course will be delivered by an international team, comprising economists from the UK, Europe, Asia, Africa, and the Caribbean.

Who can attend:

All government officials are welcome to attend. The course is particularly relevant for officials involved in developing forecasts that are used to design and implement macroeconomic policy. Participants are expected to have a background in undergraduate statistics, macroeconomics and basic econometrics. The course is offered in English.

Learning outcomes:

- The acquisition of forecasting skills and tool to inform your decision-making about the future condition of the economy and how it will impact your area by using accredited and commonly employed indicators
- Skills and tools to help anticipate the outlook for inflation, the UK forecast, global GDP growth and various scenarios (Brexit, Covid-19, US-China trade war, climate change etc.)
- Studying and learning face-to-face and collaboratively will make real sense of the application of these tools alongside other Civil Service colleagues
- Enjoy debate and group presentations to test the application of your knowledge in a safe learning environment
- An appreciation and clear evaluation of the benefits of using NiGEM
- Establishing a long-term and supportive collaboration with NIESR

In Partnership with:



From Backbencher To Minister

The skills required to perform at a high standard as a Minister of State are unique and complex. Some will be taking on a government post for the first time. Others, with previous ministerial experience, will be taking on new briefs and responsibilities. The effectiveness of these individual Ministers is likely to have a significant impact on the standing of the government.

It is difficult to prepare for the realities of office – the sheer weight of responsibility, the round-the-clock media scrutiny, and the competing demands on a minister's time. Typically, new ministers receive little to no support in their new role. There is also a desire to prioritise 'getting stuck in' rather than focus on personal development. Induction and professional development are rare in the political system and the support structures around Ministers owe more to historic precedent than conscious planning.

The first few months in office are critical for any new Minister – setting the tone, forging relationships, and establishing their credibility. They can be supported in the challenges ahead. A five-day course developed jointly by the Commonwealth Parliamentary Association and the Civil Service College aims to equip new ministers with a skill set and tools in managing a department comprising of hundreds of public servants and a budget of billions.

The course will cover a combination of classroom engagements and experiential learning through study/field visits.

Key International Training Features:

- Ministerial Code setting out the standards of conduct expected of ministers and how they discharge their duties
- What is ministerial accountability?
- Speaking Truth - Ministers' and Officials' Duties
- Setting and managing Minister's private office
- The role of Special advisers
- Minister's Briefing and Senior Officials working across departments

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| Dates: |
| Duration 5 Days |
| Price: |
| £2,150 |

In Partnership with:



Who can attend:

Newly appointed Ministers and aspiring parliamentarians.

Learning outcomes:

- Examine and debate the key issues facing Ministers in the wide range of roles that they perform, and apply the experience and knowledge gained to your own ministerial role
- Identify and develop necessary skills to help perform your roles as a Minister more effectively
- Experience the working of the UK Houses of Parliament and meet informally with MPs and Peers to share experiences



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
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 – please contact our Finance Manager via selva@civilservicecollege.org.uk

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 incorporated 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. This 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 course, 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 Course 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 courses, 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

If you have given us your consent, from time to time, we may send you our latest updates on the availability of courses, courses and events offered by Civil Service College and information about how you may like to participate in them. 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 or enquiry. As always, we abide by the law to protect your privacy. Your personal data will only be used for processing marketing materials from Civil Service College if you have given your consent. Civil Service College does not sell, trade or rent any personal information to others. Should you wish to unsubscribe at any time, please let us know 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 wish to take photographs or videos during the training course for news updates of other related marketing purposes and these may be reproduced in future materials. We will always seek your consent beforehand.

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