

**TRAINING AND HR SUPPORT  
SERVICES  
2011/12**



east of england  
LOCAL GOVERNMENT  
association



**SPEAKING UP**  
for the east of england

## The East of England Local Government Association (EELGA)

The East of England LGA represents the 52 authorities in the East of England. The political membership of the Association is represented by the Leader of each council.

We are a cross-party organisation, primarily funded by subscriptions from our member authorities and income generating services, to work on behalf of them all.

The East of England LGA's purpose is to harness the collective strength of local government to shape and serve their communities and localities.

We are committed to helping ensure that local government in the East of England have:

- fair public funding and the freedom and powers to stimulate economic growth;
- the opportunity to work together to ensure that they are better-placed to take strategic investment decisions, learn from each other and lobby for investment from public, private and European sources to bring about the best possible services for their communities;
- the capacity to deliver quality and cost-effective services to make life better for local people.

Further information is available on the EELGA website at [www.eelga.gov.uk](http://www.eelga.gov.uk) where you can sign-up to receive email bulletins on EELGA campaigns and events.

Book online at:  
**[www.eelga.gov.uk](http://www.eelga.gov.uk)**

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## Foreword

The challenge facing local authorities to deliver services with excellence while at the same time demonstrating the most efficient and effective use of resources has never been so great.

The East of England Local Government Association (EELGA) is available to help by providing a level of expertise and knowledge not readily available in most organisations.

Our services are designed for the specific needs of local authorities in the East of England and are aimed at managers, staff groups and elected members.

All of our staff are qualified professionals, with an established career background in local government at management level and with wider experience across their profession.

They can help solve specific business needs and problems within a single team, across the organisation or even in the wider context with partners or customers.

We also offer a suite of training programmes, tailored to the particular needs of individual local authorities, and delivered in-house or at our training centre at Flempton House.

EELGA also organises a range of conferences and events many with partner organisations including Improvement East, LGA, CLG, Audit Commission, SOLACE and the National Apprenticeships Service.

Finally, we aim to be responsive, flexible and to continuously improve our services. We would welcome any feedback on our current services and any suggestions for new services or programmes and look forward to welcoming you to our consultancy, training, events and conferences in 2011/12.



**Michelle Kirk**  
**Head of Employers Services**  
**East of England Local Government Association**

# HR Consultancy and Training

The East of England LGA provides a range of tailored HR, Learning and Development and OD support to local councils and the wider public and voluntary sector. We have a team of highly skilled specialists to provide the experience, knowledge and skills to meet the needs of our partners.

The services we provide includes:

- **Employment Help Desk**

The Help Desk is staffed throughout the working week to provide speedy, expert advice about any employment issue, we aim to respond to queries within 24 hours.

- **Support to Practitioners**

- Job evaluation/single status practitioner group
- Workforce and skills practitioner group
- Shared Service practitioner group.
- East of England Heads of HR/PPMA group

- **Specialist support**

In-depth help and advice about any employment, efficiency or improvement issue. Recent projects have included resolving disputes with trade unions, training top teams on single status issues, equal pay, senior pay benchmarking surveys, independent bullying & harassment investigations, organisational/pay and grading reviews.

We also offer free HR/OD surgeries to all our subscribers where our staff will spend half a day exploring and offering advice on “wicked issues” which are facing individual authorities.

- **Sharing best practice**

We organise and run topical and timely conferences on “issues of the moment”. In 2010/11 we have provided;

- Employment Law –The impact of the Equality Act
- HR Capacity building (two conferences) covering, Talent Management in turbulent times, workforce development, shared services and outsourcing.
- A conference on Social Enterprise and alternative delivery options for authorities.

- **Training**

Training for Elected Members on key skills for members. Training for officers on key skills and issues, such as change management, performance management, equalities, member appeal panels and bullying and harassment.

- **Recruitment and Selection**

We provide a complete and very cost competitive recruitment service for senior posts, including Chief Executives/ Chief Officers, or help with specific aspects of the recruitment process (e.g. assessment centre design and delivery).

- **Employment Research and Publications**

In addition to our surveys at the request of local authorities on key issues as they arise; we co-ordinate an annual research programme in partnership with national bodies and we have access to a wide range of employment information and publications. We can also design and deliver staff surveys and bespoke research.

- **Mediation**

We provide mediation services for individuals referred by their Authority. We also provide in-house Mediation Training.

- **Psychometric Testing**

We provide psychometric testing for all your recruitment and development needs.

- **Employment Law - basic training and regular updates**

Designed for HR staff newly involved in employment law, as well as managers and supervisors who have little previous employment law knowledge and require a general understanding. We also publish on a quarterly basis an employment law update of key cases and up and coming legislative changes.

- **Job Evaluation Training - National Scheme and New Senior Officer Scheme -**

To provide participants with a broad appreciation of the National Scheme/s and the processes recommended for its introduction.

- **Policy Development and Review**

To include creating and/or reviewing existing HR Policies for compliance and "fit for purpose" (e.g. Work-life balance, Redundancy, Discipline, Grievance, Harassment and Bullying).

- **Trade Union Relations**

Working at the direction of the Local Government Employers panel, we consult on national pay and terms and conditions. Meet with the Trade Unions at East of England level, promote good working arrangements, work to resolve local disputes and offer joint advice.

- **Other**

- Investigations (Disciplinary, Grievance, Harassment, Bullying) investigations
- Review of HR policies
- Reviews of pay and conditions

### **Costs**

Our standard daily fee for local authority in-authority training, development and consultancy is **£625 plus VAT**. For longer term development programmes or consultancy projects, individual quotations will be given depending upon the type of work and size of contract.

### **Contact**

If you have any queries about our HR consultancy, please contact:

Val Seaman, HR Assistant

t: 01284 729 435

e: [valerie.seaman@eelga.gov.uk](mailto:valerie.seaman@eelga.gov.uk)

## **Our Skills and Experience**

All of our staff and Associates are qualified professionals who have direct experience of the services provided by local government, associates and the public sector.

### **Our areas of expertise include:**

- **Absence and Sickness Management**
- **Change Management**
- **Coaching and Mentoring**
- **Communication and Influencing Skills**
- **Conflict Management and Internal Consulting Skills**
- **Customer Care**
- **Discipline and Grievances (including investigations)**
- **Equalities and Diversity**
- **Employee Relations and Trade Union Relations**
- **Employment Law**
- **Harassment and Bullying Investigations, Mediation and Advice**
- **Health and Safety**
- **Management and Leadership Skills**
- **Mediation**
- **Negotiation & Influencing**
- **People Strategy**
- **Partnership Working**
- **People Management**
- **Performance Management**
- **Policy Development and Implementation**
- **Project Management**
- **Psychometric Testing**
- **Recruitment and Retention**
- **Shared Services**
- **Single Status and Equal Pay**
- **Team building**
- **TUPE**
- **Workforce Planning**

**Michelle Kirk**  
**Head of Employer Services**  
**t: 01284 729 420**  
**m: 07801244823**  
**e: michelle.kirk@eelga.gov.uk**

Michelle Kirk is a commercially focussed, professional senior HR Manager with more than 25 years strategic and operational HR experience in the public, voluntary and private sectors. Michelle manages EELGA's regional employers service and has extensive knowledge of employment law, project delivery and change management, recruitment and training. She has post-graduate qualifications in Human Resource Management and Management and is a Fellow of CIPD (Chartered Institute of Personnel and Development)

**Leena Ghoshal**  
**Team Leader, Employer Services**  
**t: 01284 729 472**  
**m: 07710329906**  
**e: leena.ghoshal@eelga.gov.uk**

Leena is a CIPD qualified HR professional and is an experienced trainer and consultant. She has experience of working in the private and public sectors at operational and strategic levels and at Board level within the voluntary sector. Leena has experience of working within district and county councils and has managed small to large teams and large budgets.

Leena has a proven track record of building effective partnerships, successful project management experience (including multi-million pound projects) and extensive change management experience. Leena is qualified to conduct psychometric testing and has worked with a number of teams to resolve conflict and build relationships. Leena specialises in all aspects of people management, change management, project management, assertiveness skills, time management, chairing skills and negotiation and influencing skills.

## **HR and Learning Development Advisers**

**Lucy Powles**  
**t: 01284 729 422**  
**m: 07920257970**  
**e: lucy.powles@eelga.gov.uk**

Lucy is a CIPD qualified senior HR professional who has worked in the consultancy team at EELGA since 2007. In her role at EELGA, she is able to offer a wide range of human resources support including disciplinary and grievance investigations, policy development, equality impact assessment, pay and staffing reviews and providing support to elected members in relation to recruitment and pay review panels. In addition she provides employment law advice and training.

**Val Seaman**  
**HR Assistant**  
**t: 01284 729 435**  
**m: 07920257928**  
**e: [valerie.seaman@eelga.gov.uk](mailto:valerie.seaman@eelga.gov.uk)**

Val Seaman is the first point of contact for all HR and recruitment queries. She is a well qualified and experienced administrator with an OCR/RSA Higher Diploma in Administration and is also an Open University graduate. Val joined EELGA in 2008, having worked for several years in the schools sector and Social Services administration.

### **Events and Conference Management**

**Jayne Cole**  
**Events Organiser**  
**t: 01284 729 405**  
**m: 07500769751**  
**e: [jayne.cole@eelga.gov.uk](mailto:jayne.cole@eelga.gov.uk)**

Jayne is an enthusiastic, efficient and self-motivated member of the events team with over 8 years experience in local government. Jayne has an extremely organised approach, a great eye for detail and is passionate about all aspects of event management.

## Training Courses

The EELGA currently offers over 30 different training courses which can be provided in-house or are at our training centre at Flempton House in Suffolk.

Further information about each course is available in this brochure including the dates of when they will be running at Flempton House.

### Costs

#### In-house

Our standard daily fee for local authority in-authority training, development and consultancy is **£625 plus VAT**. This would also apply to evening courses (half day charge is £450 plus VAT). We will also charge for travel costs and expenses and, if required and agreed in advance, for overnight accommodation.

#### Flempton House

The cost of training courses at Flempton House depends on the course Price Band and the employee's organisation as detailed below.

Price Band	Local Authorities and Affiliates	Discounted	Other organisations
A	£90.00	£78.75	£101.25
B	£145.00	£126.88	£163.13
C	£175.00	£153.13	£196.88
D	£245.00	£214.38	£275.63

The Local Authority and Affiliate price is discounted by 12.5% for authorities that have contributed to the purchase of Flempton House.

Course fees are accurate at the time of publication. Should there be any change from the listed price we will notify you in advance of the course.

### Contact

If you have any queries about our training courses, please contact us:

t: 01284 728 151

e: [course.admin@eelga.gov.uk](mailto:course.admin@eelga.gov.uk).

Or

**Katie Foreman**  
**Business Administration Apprentice**

t: 01284 729471

e: [Katie.foreman@eelga.gov.uk](mailto:Katie.foreman@eelga.gov.uk)

# Training Course Calendar 2011/12

## Courses at our Flempton House training centre in 2011/12

(\*new courses)

<b>APRIL 2011</b>		<b>Page</b>
New to Local Government (am only)	8 April 2011	45
Speed Reading	13 April 2011	53
Improving your Negotiation and Influencing Skills	14 April 2011	36
Appraisals for Managers as Appraisers	15 April 2011	17
Improving Attendance	19 April 2011	35
Basic Employment Law	20 April 2011	19
Motivating Your Team	28 April 2011	44
<b>MAY 2011</b>		
Effective Chairing Skills for Officers	4 May 2011	28
Confident and Stress Free Minute Taking	5 May 2011	25
Action Learning Sets	10 May 2011	15 & 16
Job Evaluation National Scheme "Refresher/Taster" Day	10 May 2011	38
Job Evaluation Panel Training	10 & 11 May 2011	39
Public Speaking Skills	11 May 2011	50
Resolving Discipline and Grievance Issues	12 May 2011	52
Project Management	17 May 2011	49
Customer Care	20 May 2011	26
Managing Conduct and Behaviour	27 May 2011	41
<b>JUNE 2011</b>		
People Management Skills	2 & 3 June 2011	46
Time Management and Increasing Personal Effectiveness	8 June 2011	57
Dealing with the Public (Members)	9 June 2011	27
Preparing for Retirement	13 & 14 June 2011	47
Assertive Skills and Behaviours	16 June 2011	18
Effective Letter Writing *	20 June 2011	29
Effectively Managing Stress	22 June 2011	32
Handling Investigations of Discipline, Capability & Grievance Matters	29 June 2011	34
<b>JULY 2011</b>		
Training for the New or Occasional Trainer	24 June 2011 with a follow up day on 1 July 2011	58
Presentation Skills	5 July 2011 with a follow up day on the 15 July 2011	48
Recruitment and Selection Skills for Managers	6 July 2011	51
The Future of LSP's*	7 July 2011	56
Brush up on your Grammar, Punctuation and Proofreading	8 July 2011	20
Speed Reading	11 July 2011	53
Chairing Skills for Members	14 July 2011	22

<b>SEPTEMBER 2011</b>		
Surviving Change	7 September 2011	54
Project Management	15 September 2011	49
Facilitation Skills	22 September 2011	33
Leading Change	27 September 2011	40
Confident and Stress Free Minute Taking	29 September 2011	25
Improving your Negotiation and Influencing Skills	30 September 2011	36
<b>OCTOBER 2011</b>		
Dealing with the Public (Members)	4 October 2011	27
Improving Attendance	5 October 2011	35
Effective Report Writing	7 October 2011	31
Internal Mediation	10 October 2011	37
New to Local Government	11 October 2011 (am only)	45
Handling Investigations of Discipline, Capability & Grievance Matters	12 October 2011	34
Motivating your Team	12 October 2011	44
Public Speaking Skills	14 October 2011	50
Job Evaluation – National Scheme “Refresher/Taster” Day	18 October 2011	38
Job Evaluation Panel Training	18 & 19 October 2011	49
Mind Mapping and Memory Improvement	21 October 2011	44
People Management Skills	25 & 26 October 2011	48
Preparing for Retirement	27 & 28 October 2011	49
<b>NOVEMBER 2011</b>		
Appraisals for Managers as Appraisers	1 November 2011	17
Managing Conduct and Behaviour	3 November 2011	42
Customer Care	8 November 2011	26
Brush up on your Grammar, Punctuation and Proofreading	10 November 2011	20
Resolving Discipline and Grievance Issues	11 November 2011	54
Chairing Skills for Members	16 November 2011	22
Effective Chairing Skills for Officers	30 November 2011	29
<b>DECEMBER 2011</b>		
Time Management and Increasing Personal Effectiveness	1 December 2011	59
<b>JANUARY 2012</b>		
Effectively Managing Stress	17 January 2012	33
Improving Attendance	19 January 2012	36
Effective Report Writing	20 January 2012	32
Motivating your Team	25 January 2012	45
<b>FEBRUARY 2012</b>		
Project Management	2 February 2012	51
Public Speaking Skills	8 February 2012	52
Confident and Stress Free Minute Taking	10 February 2012	25

## Training Course A-Z Index

Course	Price Band	Page
Action Learning Sets	see course details	15 & 16
Appraisal for Managers as Appraisers	B	17
Assertiveness Skills and Behaviour	B	18
Basic Employment Law	B	19
Brush up on your Grammar, Punctuation and Proofreading	See course details	20
Bullying and Harassment Investigators		21
Chairing Skills for Members	B	22
Coaching		23
Confidential Advisors	See course details	24
Confident and Stress Free Minute Taking		25
Customer Care	B	26
Dealing with the Public (Members)	A	27
Effective Chairing Skills for Officers	B	28
Effective Letter Writing	B	29
Effective Member/Officer Relationships		30
Effective Report Writing	B	31
Effectively Managing Stress	B	32
Facilitation Skills	B	33
Handling Investigations of Discipline, Capability & Grievance Matters		34
Improving Attendance	C	35
Improving your Negotiation and Influencing Skills	B	36
Internal Mediation	D	37
Job Evaluation – National Scheme Refresher/Taster Day	B	38
Job Evaluation – Panel Training	D	39
Leading Change	B	40
Managing Conduct and Behaviour	B	41
Mediation – An Appreciation of the Skills and Techniques		42
Memory Improvement and Mind Mapping	C	43
Motivating your Team	C	44
New to Local Government	A	45
People Management Skills	D	46
Preparing for Retirement	See course details	47
Presentation Skills	D	48
Project Management	B	49
Public Speaking Skills		50
Recruitment and Selection Skills for Managers	B	51
Resolving Discipline and Grievance Issues	B	52
Speed Reading	B	53
Surviving Change	B	54
Team Building		55
The Future of LSP's	A	56
Time Management and Increasing Personal Effectiveness	B	57
Training for the new or Occasional Trainer	D	58
Training for the new or Prospective Member		59

### ACTION LEARNING SETS

## **A development programme designed for new or middle managers**

Are you a team leader or middle manager? Are you new into management? Do you often find yourself having to manage many different things on the go all the time?

For example:

- Learning on the job
- Managing change constantly
- Being at the sharp end of operational issues
- Making things happen
- Finding solutions to problems
- No time for own learning and development
- Working in isolation with limited access to support networks

### **The solution could be Action Learning**

Action learning is a tried and tested technique of building self-awareness, gaining insight into issues and problems, and developing new perspectives and solutions. Participants attend a series of structured sessions and work together on different issues that individuals bring, to develop new insight and solutions which will lead to greater personal effectiveness.

#### **Benefits to you**

- A supportive environment away from the workplace to reflect on issues or problems
- Derive solutions to problems or issues through a structured, facilitated process
- Gain insight into problems from different perspectives and learn new ways of tackling them
- Space to share issues with colleagues of similar professional groups
- Promote self awareness and personal effectiveness
- Build confidence and competences in fulfilling your role
- Improve your inter-personal skills
- Access to a new support network.

#### **Benefits to your organisation**

- A cost effective approach to the development of middle managers
- Increased personal effectiveness and competencies of middle managers
- Encourages middle managers to manage their own learning
- Develops new organisation insights and scope for innovative solutions
- Promotes a culture of organisation learning.

## **How**

Each Action Learning Set comprises 4 sessions which are all day events and will be facilitated by an experienced Action Learning Facilitator. Places are limited as each Action Learning Sets can only accommodate 6 people. Participants who sign up will be required to attend all 4 sessions.

- Cost** The total cost for the 4 sessions is £395 plus VAT which includes course materials, lunch and refreshments.
- Dates** **Introductory session:** 10 May 2011  
**Session 2:** 8 June 2011  
**Session 3:** 19 July 2011  
**Session 4:** 25 August 2011
- Venue** All the Action Learning Set meetings will take place at Flempton House which provides a tranquil environment for reflection and learning.
- Facilitator** Rowena Kerr

For further information please contact: [course.admin@eelga.gov.uk](mailto:course.admin@eelga.gov.uk)

## APPRAISAL FOR MANAGERS AS APPRAISERS

### Designed for

Managers who already perform appraisals and who want to achieve more from them or managers who will soon be required to do appraisals.

### Aim

To give participants an appreciation of the skills and techniques which make appraisals a powerful tool in management effectiveness.

### Content

- An introduction to the potential benefits of appraisal and performance management as an integral part of how you manage
- Principles and techniques
- How to design, set, and monitor effective targets
- How to prepare your staff to handle appraisals constructively
- Appraisal skills and your management style
- How to criticise to achieve results - not resentment
- The importance of staff development and how best to handle it
- Making appraisals effective by review and follow up
- Skills practice

### Method and duration of course

A one-day course with interactive tutorial work, and opportunity to practice skills.

**Dates** 15 April 2011 and repeated on 1 November 2011

**Facilitator** Leena Ghoshal

**Venue** Flempton House

*Please note: A half day course for employee's preparing for their own appraisals can also be delivered. For further details please contact [course.admin@eelga.gov.uk](mailto:course.admin@eelga.gov.uk)*

## ASSERTIVENESS SKILLS AND BEHAVIOURS

### Designed for

People at all levels, and in all roles, who want to develop assertive skills and behaviours to help them deal more effectively with others (customers, staff, colleagues) and feel more comfortable and confident within themselves.

### Aim

- To develop an understanding of assertive behaviour and skills
- To identify situations where it is difficult to be assertive
- To learn about useful tools, techniques and approaches
- To practice being assertive, and get feedback

### Content

- The benefits of assertive behaviour (for individuals and organisations)
- An overview of assertive skills and behaviours
- Recognising passive and aggressive behaviour in yourself and others
- Overcoming barriers to being assertive
- Tools and techniques to increase assertiveness and effectiveness
- Next steps – developing Personal Action Plans

### Method and duration of course

A one-day workshop conducted in a relaxed environment, drawing on the experiences of participants and using a variety of methods, activities, facilitator input and group discussion.

<b>Dates</b>	<b>16 June 2011</b>
<b>Facilitator</b>	Leena Ghoshal
<b>Venue</b>	Flempton House

## BASIC EMPLOYMENT LAW

### Designed for

Personnel staff newly involved in employment law; managers and supervisors who have little previous employment law knowledge and require a general understanding.

### Aim

To provide a basic understanding of employment rights and recent legislation. To consider other relevant issues raised by participants.

### Content

- Contracts of Employment including variation and termination
- Unfair dismissal and redundancy
- Discrimination
- New schemes dealing with maternity/parental and adoption leave
- Forthcoming legislation

### Method and duration of course

This one day workshop combines presentations, discussion and case studies. Participants are encouraged to raise problems experienced locally.

**Dates**            **20 April 2011**  
**Facilitator**     Michelle Kirk  
**Venue**            Flempton House

## BRUSH UP ON YOUR GRAMMAR, PUNCTUATION AND PROOFREADING

### Designed for

Anyone who would like to refresh their knowledge of grammar and punctuation and ensure that they are following best practice. The course is not a technical one, but is one that considers the practical application of grammar and punctuation to written communication.

### Aim

- Understand what is and what is not acceptable
- Feel more confident in the use of punctuation
- Know when you are writing grammatically
- Be practiced in basic proofreading skills

### Content

- Spotting different kinds of errors that can occur in writing
- Establishing the best way of checking written work systematically
- Using punctuation to ensure that the writing flows and is accurate
- Making best use of punctuation marks - when to use what and why
- Getting the grammar conventions right. Understanding what is correct, what may be acceptable and what is not
- Sorting out words that look or sound the same but which have different meanings and uses
- Clarifying singulars and plurals
- Writing sentences which are clear, unambiguous and easy to read

<b>Dates</b>	<b>8 July 2011</b> and repeated on <b>10 November 2011</b>	
<b>Facilitator</b>	Monika Wray	
<b>Venue</b>	Flempton House	
<b>Cost</b>	Local Authority	<b>£165.00</b>
	Discounted	<b>£144.38</b>
	Other organisations	<b>£185.63</b>

## BULLYING AND HARASSMENT INVESTIGATORS

### Designed for

Employees who have been designated “investigators” under their employer’s anti-bullying and harassment policies.

### Aim

To increase understanding of Bullying and Harassment, to understand the role of the investigator in practice, to understand the practical differences in investigating this type of case compared to investigating other types of grievance or disciplinary cases.

### Content

- Understanding harassment and bullying, the impact of the behaviours, the legal framework
- The responsibilities of managers and individuals and also how people experience difference
- The sensitivities with this kind of investigation, the boundaries, how the role fits with the organisations policy
- Listening skills and appropriate styles

### Method and duration

A three-day course involving a mixture of whole group discussions, small group work, tutor presentations, paired working and lone reflection. Viewing of training videos is incorporated into day one.

**This course is not intended to run on a regional basis in this current year’s programme, but is available to be run in-house.**

## CHAIRING SKILLS FOR MEMBERS

### Designed for

Councillors who are likely to chair Committees, Panels or Councillors who wish to learn more about the effective conduct of meetings, including public meetings, consultations, etc.

### Aims

- To enable participants to understand what is required in chairing different types of meetings
- To practice skills and techniques to build confidence
- To provide guidance in style, processes and behaviour

### Content

- Different types of meetings; their characteristics and demands
- Preparation for meetings
- Relationships between officers and members
- At the meeting – controls; rules of debate; points of order; manipulation of meetings by others; getting decisions; pace and timing
- Skills of chairing – assertiveness; listening; body language; techniques for stimulating contributions
- Handling problems and difficult people; public and other disruptions
- The perfect chairperson – control without controls

### Method and duration of course

One-day participative course. Practical advice and guidance will be given in handling tricky situations.

**Dates** 14 July 2011 and repeated on 16 November 2011

**Facilitator** Malcolm Cutts

**Venue** Flempton House

## COACHING

Executive coaching is a partnership between coach and client, working with the client's own agenda, to maximise the possibilities of the client reaching his or her full potential. The primary purpose of coaching is to achieve results, both for the individual client and their organisation. The coach supports and challenges the client in their desire for positive change, for example when they;

- are wishing to enhance professional performance
- are looking to improve their leadership skills
- are seeking professional or personal breakthroughs
- are making a career transition
- wish to improve work relationships
- are re-evaluating life choices

Coaching sessions are tailored to the individual, usually 1-2 hours long, at agreed intervals of between 2-4 weeks. The total number of sessions depends on the goal(s) the client sets, anything from 2 or 3 sessions to a rather longer period. The content of the coaching sessions is entirely confidential to the client and the coach.

An increasing number of organisations are using coaching as a powerful and proven process for improving individual and organisational success. It helps clients to see the range of options open to them, develop their strengths, reduce unwanted behaviours, improve teamwork and strengthen organisational change.

We have a number of experienced coaches who are able to provide individual coaching.

For further information, without obligation, please contact:  
[course.admin@eelga.gov.uk](mailto:course.admin@eelga.gov.uk)

## CONFIDENTIAL ADVISORS

### Designed for

Employees who have been nominated to become Confidential Advisers under their employer's anti-bullying and harassment policies.

### Aim

To increase understanding of Bullying and Harassment, to understand the role of the confidential advisor in practice, to understand practically the informal and formal processes for dealing with issues and to begin to develop confidential advisor skills. This course is delivered jointly by EELGA and Unison to show how Employers and Trade Unions can work together on good practice in this area.

### Content

- Understanding harassment and bullying, the impact of the behaviours, the legal framework
- The responsibilities of managers and individuals and also how people experience difference
- The specific role of the confidential advisor, the boundaries, how the role fits with the organisation's policy
- Listening skills and appropriate questioning styles

### Method and duration of course

A two-day course involving a mixture of whole group discussions, small group work, tutor presentations, paired working and lone reflection. Viewing of training videos is incorporated into day one.

**This course is not intended to run on a regional basis in this current year's programme, but is available to be run in-house.**

## CONFIDENT AND STRESS FREE MINUTE TAKING

### Designed for

Anyone with some experience of working in meetings – preparing agendas, writing minutes, taking notes or less formal minutes – who would like to build on their skills, knowledge and understanding.

### Aim

To provide an opportunity for those who attend meetings – committee meetings as well as other meetings – to practice their skills of listening, note taking and writing. To clarify why we use agendas and minutes and how best to prepare them.

### Content

- Preparing for meetings – what to do in advance; who to consult
- Preparing accurate, informative agendas – what to include and how
- Listening and note taking – deciding when to listen and what to write; using systematic note taking techniques
- Minutes – what to put in, what to leave out; how best to write them

### Method and duration of course

A one-day course involving practical exercises, individual and group work, discussion and tutor input, supported by informative handouts, question and answer sessions and feedback.

The course relates to any NVQ where meeting skills are relevant.

**Dates**            **5 May 2011** and repeated on **29 September 2011** and **10 February 2012**

**Facilitators**    Valerie Thackeray / Monika Wray – Trainers at Work

**Venue**            Flempton House

**Cost**             Local Authority        **£165.00**  
                         Discounted                **£144.38**  
                         Other organisations    **£185.63**

## CUSTOMER CARE

### Designed for

Anyone dealing with customers directly (face to face or over the telephone). These may be members of the public, internal/external partners or colleagues.

### Aim

- To gain an understanding of customer focus
- To recognise the differences between good and poor customer care
- Recognising the value of good customer relations
- Identifying and valuing your customers, their needs and expectations
- Identifying customers' key moments
- To recognise and practice dealing with difficult customers

### Content

- Sharing examples of good and poor customer experiences
- Identifying what can go wrong and how to deal with it
- Damage limitation and recovery
- Building rapport with customers
- Finding win/win solutions
- Communicating appropriately (verbal and non-verbal methods)
- Keeping yourself safe

### Method and duration of course

A one-day interactive course combining theory with practical exercises.

<b>Date</b>	<b>20 May 2011</b> and repeated on <b>8 November 2011</b>
<b>Facilitator</b>	Leena Ghoshal
<b>Venue</b>	Flempton House

## DEALING WITH THE PUBLIC (MEMBERS)

### Designed for

All Members, but particularly those who want to develop their representational role.

### Aim

To give an insight into the roles and responsibilities of members dealing with the public. To focus on the skills that improve members' effectiveness.

### Content

- Active Presentation
- Ward Work
- Personal Safety
- Working in the Community
- Behaviour
- Personal Skills
- Conflict and Tricky situations
- Influencing and Persuasion

### Method and duration of Course

A half day interactive course.

<b>Date</b>	<b>TBC (am only) and repeated on 4 October 2011 (am only)</b>
<b>Facilitator</b>	Malcolm Cutts
<b>Venue</b>	Flempton House

## EFFECTIVE CHAIRING SKILLS FOR OFFICERS

### Designed for

Managers who are required to chair meetings of their section/service or other business meetings within or outside the organisation.

### Aims

- To allow participants to determine appropriate ways of handling different types of meeting
- To practice skills and techniques to build confidence
- To explain the requirements, styles, processes and skills involved in chairing

### Content

- Meetings – benefits; identifying what goes wrong
- Before the meeting – preparation; agenda; composition
- Styles and controls
- Skills of successful chairing – assertiveness; listening; body language; summarising; motivating
- Processes of conducting different types of meetings
- Handling difficult situations and people; stimulating comment; conflict; ways people manipulate meetings
- The perfect chairperson – controlling without controls

### Method and duration of course

One-day participative course with exercises and opportunities to practice the skills, observe and receive feedback and obtain practical guidance.

**Dates**                **4 May 2011** and repeated on **30 November 2011**  
**Facilitator**        Leena Ghoshal  
**Venue**                Flempton House

## EFFECTIVE LETTER WRITING

### Designed for

People in all roles and at all levels who would like to develop their letter writing skills

### Aim

This course provides practical guidance to writing formal letters. Participants will be able to assess their own work and receive personal feedback.

### Content

- How to structure a formal letter
- Rules of formal letter writing
- Content – what to include in the letter
- Abbreviations
- Signing off

### Method and course duration

A one-day course using presentation, group discussion and individual feedback. Also includes practical exercises to help improve letter writing skills.

<b>Date</b>	<b>20 June 2011</b>
<b>Facilitator</b>	Leena Ghoshal
<b>Venue</b>	Flempton House

## EFFECTIVE MEMBER/OFFICER RELATIONSHIPS

### Designed for

All Members.

### Aim

To enable delegates to reflect on the nature of the formal and informal relationships between officers and members and explore the new roles which members and officers can take in modern political structures.

### Content

- Appreciation of Member Roles
- Political Judgement
- Communication Issues and Member Briefing
- Attitudes and Behaviours
- Codes of Conduct and Member Officer Relationships

### Method and duration of course

A half day/evening course which will be participative.

**Facilitator** Malcolm Cutts

**This course is not intended to run on a regional basis in this current year's programme, but is available to be run in-house**

## EFFECTIVE REPORT WRITING

### Designed for

People in all roles and at all levels who would like to develop their report writing skills

### Aim

This course provides practical guidance on key factors that contribute to effective report writing. Participants will have the opportunity to review a report they have already written and practise improved report writing by preparing an outline for a new report on a topic of their choice.

### Content

- Clarifying the purpose of a report
- Planning a report
- Structuring a report
- Developing a logical format
- Using appropriate language, style and expression
- Accessibility issues
- Practising report writing skills

### Method and course duration:

This one-day course uses a range of methods including presentations, group work, and practical activities designed to improve report writing skills

**Date** 7 October 2011 and repeated on 20 January 2012

**Facilitator** Leena Ghoshal

**Venue** Flempton House

**Note: participants are required to bring along a report they have already drafted (any subject) to review**

## EFFECTIVELY MANAGING STRESS

### Designed for

People in all roles and at all levels who would like to develop a better work life balance or help others to do so.

### Aim

This one day course will enable you to consider your current work life balance, identify issues that are impacting on this and plan a more rewarding and enjoyable future. Exploring the competing roles you hold, and the various demands on your time, will give you a better sense of what is most important to you and help you to create and sustain a better work life balance in the future.

### Content

- Techniques to deal with stress
- Recognising early signs of stress
- Identifying ways of improving and maintaining work/life balance

### Method and duration

This one day course consists of presentations, discussions and small group activities. The programme is practical, interactive and focused on individual needs.

**Dates** 22 June 2011 and repeated on 17 January 2012

**Facilitator** Leena Ghoshal

**Venue** Flempton House

## FACILITATION SKILLS

### Designed for

Anyone whose work involves facilitating meetings and wants to learn techniques to help them achieve best outcomes from the group.

### Aim

To increase understanding of facilitation and provide the knowledge and skills needed to undertake facilitation effectively.

### Content

- Communication in a facilitation context
- Balancing participation
- Strategies for dealing with dysfunction in the group
- Learning when and how to intervene

### Method and duration of course

A highly participative and practical one-day programme involving a mixture of whole group discussions, small group work and tutor presentations.

**Date** 22 September 2011  
**Facilitator** Leena Ghoshal  
**Venue** Flempton House

## HANDLING INVESTIGATIONS OF DISCIPLINE, CAPABILITY & GRIEVANCE MATTERS

### Designed for

Senior Managers who may be required to investigate matters of discipline, capability or grievance in advance of any internal hearing.

### Aim

- To gain an understanding of the best practice model of investigating in the context of policy and processes relating to discipline, capability and grievance matters
- To gain awareness of the purpose of investigating discipline, capability and grievance matters including the requirements, skills and techniques involved in conducting investigations
- To provide familiarity with the processes, and to gain experience of investigating principles and improve confidence

### Content

- Legal and procedural context in which investigations take place:
- Managerial role
- What, how and why to investigate
- The difference between conduct (discipline) and capability.
- Tricky situations
- “Soft skills” associated with investigations
- To share perceptions of standards
- Standard of proof
- Consequences of investigating (What happens after an investigation).
- Preparing the report
- Hearings (the investigators role), format, conduct, and outcomes

### Method and duration of course

A full day course which will discuss the issues and processes, how to prepare, and handle the issues associated with investigating disciplinary, capability and grievance matters

**Date** 29 June 2011 and repeated on 12 October 2011  
**Facilitator** Michelle Kirk  
**Venue** Flempton House

## IMPROVING ATTENDANCE

### Designed for

Managers and supervisors with responsibility for improving attendance, from dealing with unauthorised absenteeism to supporting legitimate long-term sickness.

### Aim

To enable delegates to maximise attendance at work, with appropriate support and interventions to facilitate the presence of team members at work, more of the time. To develop skills in using the manager's most potent tool for absence management, the return-to-work interview.

### Content

- The true costs and effects of absenteeism
- The spectrum of reasons for absence from work
- Monitoring and recording absence
- The legal and policy implications
- How to deal with different kinds of absence inc.
  - short-term
  - long-term
- unauthorised
- The power and practice of return-to-work interviewing
- Developing the essential skills and confidence

### Method and duration of course

A one-day course delivered by a trainer and professional actors. The second half is interactive, using a variety of live character simulations so delegates may develop their return-to-work interviewing skills in a relaxed, enjoyable and highly effective workshop atmosphere. The course is limited to 6-12 people so that participants can receive full individual support and coaching.

**Date**                **19 April 2011** and repeated on **5 October 2011** and **19 January 2012**

**Facilitator**        Malcolm Cutts

**Venue**                Flempton House

## IMPROVING YOUR NEGOTIATION AND INFLUENCING SKILLS

### Designed for

Any manager seeking resources, agreeing contracts or budgets and setting targets who needs to use persuasion, negotiation or consensus in dealing with colleagues, staff, clients, contractors etc.

### Aim

To convey the principles, processes and skills needed to influence others through persuasion, negotiation and consensus seeking.

### Content

- Understanding how people try to get their own way
- Identifying the range of influencing techniques and deciding which is most appropriate in differing circumstances
- Negotiation - understanding the processes; preparation; style; openings; tactics; bargaining; concluding deals; personal skills
- Power and persuasion - building a personal power base
- Consensus seeking - processes and skills

### Method and duration of course

A one day participative course with negotiation and consensus seeking exercises, and practical advice and guidance through tutorials and feedback.

**Dates**            **14 April 2011** and repeated on **30 September 2011**

**Facilitator**    Leena Ghoshal

**Venue**            Flempton House

***See also Negotiations with employees and Trade Unions***

## INTERNAL MEDIATION

### Designed for

Managers/HR/professionals/staff who are called upon to resolve conflict between others e.g. neighbour disputes, conflict between members of staff, conflict between departments/organisations or conflict between individuals and organisations

### Aim

To enable participants to understand the principles, processes and skills required to make mediation effective. To practice the skills and techniques and build confidence.

### Content

- What is mediation – objectives, principles and processes
- The skills and behaviours of successful mediators
- Interpersonal skills required in mediation – listening, summarising, questioning; constructive feedback; body language and persuasion; handling criticism and anger; generating ideas and problem solving
- Creating the right environment
- Understanding the mediation model
- Evaluation of the process

### Method and duration

A one day course involving a mixture of whole group discussions, small group work and role play, tutor presentations and paired working.

**Dates**            **10 October 2011**  
**Facilitator**       Michelle Kirk  
**Venue**             Flempton House

## **JOB EVALUATION - NATIONAL SCHEME “REFRESHER/TASTER” DAY**

### **Designed for**

Personnel and other staff involved in Job Evaluation, using the National Scheme.

### **Aim**

To provide participants with a broad appreciation of the National Scheme and the processes recommended for its introduction. To give sufficient information to allow informed decisions to be taken locally on its implementation.

### **Content**

- Background to the scheme including:
- Single Status
- Structure of the Scheme
- Evaluation Practice
- Equality issues
- Panel Structure
- Bench Marking
- Moderation
- Appeals

### **Method and duration of course**

A one-day course involves short presentations and discussion. About half the day is spent on practice evaluation.

**Date**                    **10 May 2011** and repeated on **18 October 2011**  
**Facilitator**          Michelle Kirk  
**Venue**                    Flempton House

## JOB EVALUATION PANEL TRAINING

### Designed for

Members of Evaluation, Moderation and Steering Panels.

### Aim

To provide familiarity with the national scheme in sufficient detail to practice a range of test evaluations.

### Content

- Day 1 (this is the same as the Taster Day – see previous page)
- Day 2 the majority of day two will be spent on evaluation practice
- The group will divide into smaller groups and evaluate jobs of different types and levels.

### Method and Duration

A two-day practical course with the majority of time spent on practical evaluation.

**Dates** 10 & 11 May 2011 and repeated on 18 & 19 October 2011

**Facilitator** Michelle Kirk

**Venue** Flempton House

## LEADING CHANGE

### Designed for

Managers and team leaders responsible for leading others through workplace change.

### Aim

- To identify the manager's role in leading change and the support required by team members.
- To recognise how to communicate the need for change positively, to allow change to happen with minimum stress and disruption to services and individuals.
- To understand recognised theories for change and consider their implementation.
- To understand the barriers to change and consider how best to overcome these.

### Content

- To recognise and communicate the need for change effectively
- Maintaining motivation through change
- To identify the emotional impacts of change
- To support others through the highs and lows of change
- Identifying and addressing barriers to change
- To identify the skills to implement change successfully

### Method and duration of course

A one-day interactive course, including presentation, discussion and group exercises.

<b>Date</b>	<b>27 September 2011</b>
<b>Facilitator</b>	Leena Ghoshal
<b>Venue</b>	Flempton House

## MANAGING CONDUCT AND BEHAVIOUR

### Designed for

Any line manager wishing to establish and maintain high standards of conduct and behaviour within their team.

### Aim

To inform and equip managers so that they can deal swiftly, confidently and appropriately with any low-level conduct or behaviour issues, and prevent them becoming bigger disciplinary problems.

### Content

- Principles of good conduct and behaviour in the workplace
- Importance of timely interventions
- Types of misconduct and appropriate remedies
- Handling difficult conversations
- Good practice investigation and record-keeping
- Consequences of failing to address conduct and behaviour issues
- Prevention by developing a high-performance team culture

### Method and duration of course:

A one-day course, blending tutor input with discussions, analytical group work and case study activities.

**Date** 27 May 2011 and repeated on 3 November 2011  
**Facilitator** Malcolm Cutts  
**Venue** Flempton House

## **MEDIATION - AN APPRECIATION OF THE SKILLS AND TECHNIQUES**

### **Designed for**

Managers who are called upon to resolve conflict between others e.g. conflict between members of staff, conflict between organisations or individuals and organisations or neighbour disputes,

### **Aim**

To enable participants to understand the principles, processes and skills required to make mediation effective. Also to practice the skills and techniques and build confidence.

### **Content**

- What is mediation - objectives, principles and processes
- Understanding others
- Qualities of successful mediators - trust, self belief and assertiveness
- Interpersonal skills required in mediation - listening, summarising, questioning; constructive feedback; body language and persuasion; handling criticism and anger; generating ideas and problem solving
- Creating the right environment - dealing with defensiveness
- Changing focus - problems, relationships, processes, standards
- Approaches - strategies; dealing with extreme types

### **Method and duration of course**

A one-day course with exercises, case studies and feedback where participants will practice and observe the skills and techniques.

**This course is not intended to run on a regional basis in this current year's programme, but is available to be run in-house**

## MEMORY IMPROVEMENT & MIND MAPPING

### Designed for

Anyone who needs to improve their memory in order to learn more effectively.

### Learning Objectives

- Understanding how learning takes place
- Overcoming barriers to learning
- Understanding the role of the senses and emotions in learning
- Understanding the different learning styles, especially your own
- Making learning easier and more enjoyable
- Using Mind Maps, not only as a means of remembering but also as a powerful tool for planning and recording

### Content

- **How we Learn**  
What happens in the brain when we learn. How we can capitalise on existing patterns and pathways in the brain.
- **Modalities**  
Ways of processing new information. Visual, Auditory and Kinaesthetic processing.
- **Learning Styles**  
Multiple Intelligence Theory: for example, Verbal/Linguistic, Logical/Mathematical, Visual/Spatial Intelligences.
- **Accelerated Learning**  
Holistic approaches to learning. Learning through the different senses. Developing the confidence to learn.
- **Memory and Retention**  
Established techniques for improving memory. Transferring from short-term memory to long-term memory.
- **Mind Mapping**  
Making learning memorable. Using approaches which are personal, fun, colourful, unique and highly effective.

**Date** 21 October 2011  
**Facilitator** Robert Gillan, ICS Training.  
**Venue** Flempton House

## MOTIVATING YOUR TEAM

### Designed for

Any line manager or supervisor wanting to motivate individuals and teams, and maintain consistently high levels of morale and performance, often against a demanding background of stringent targets and constant organisational change.

### Aim

To develop the manager's skills and sensitivities so that they understand the kinds of factors which can influence motivation in the workplace and beyond. To equip them with tools and techniques to achieve the best from their teams and individual team members, including well-motivated behaviours and excellent standards of performance.

### Content

- Management, leadership and motivation
- What motivates people
- Principal theories of motivation
- So what? How can we apply them in practice?
- Stages of team development and morale
- 'Different folk need different strokes' – motivating the individual
- Practising and developing the related skills

### Method and duration of course

A one-day course, mixing tutor input, discussions and practical exercises. The afternoon session uses professional actors to portray a wide range of realistic characters with poor morale issues. Delegates are invited to diagnose, discuss and suggest appropriate corrective actions. This interactive theatre technique has been proven to offer powerful and memorable learning for participants, in a lively and fun environment.

**Date** 28 April 2011 and repeated on 12 October 2011 and  
25 January 2012

**Facilitator** Malcolm Cutts

**Venue** Flempton House

## NEW TO LOCAL GOVERNMENT

### Designed for

Officers new to Local Government.

### Aim

To quickly develop an understanding for new starters who have no previous experience of Local Government.

### Content

- Local Government structures
- The changing roles of local authorities
- Roles of the officers
- Roles of the members
- Codes of conduct
- Standards Board
- Understanding formal meetings
- Performance management
- Other agencies

### Method and duration of course

A half day which will be participative.

**Dates** 8 April 2011 (am only) and repeated on 11 October 2011 (am only)  
**Facilitator** Leena Ghoshal  
**Venue** Flempton House

## PEOPLE MANAGEMENT SKILLS

### Designed for

Line managers who would like more formal training in people management skills.

### Aim

This course is designed for line managers in authorities where personnel functions have been devolved to line managers. It aims to build on existing management skills and to go into greater depth in handling people.

### Content

- Delegation to staff and monitoring performance - principles of delegation and how to make it more effective; planning work, progressing; avoiding procrastination; avoiding crisis management
- Handling staff in difficult situations - inadequate performance; health and absence; interviews to deal with these problems; handling discipline (informally/formally); conduct/competence; handling grievances; handling conflict
- Improving performance and developing staff - performance system concepts; target setting; appraisal interviews, processes and skills; follow up evaluation

### Method and duration of course

A two-day participative course with exercises and role-play to practice interviewing, disciplinary and appraisal skills. Tutorial feedback.

<b>Dates</b>	<b>2 &amp; 3 June 2011</b> and repeated on <b>25 &amp; 26 October 2011</b>
<b>Facilitator</b>	Leena Ghoshal
<b>Venue</b>	Flempton House

## PREPARING FOR RETIREMENT

### Designed for

Employees who are likely to retire within the next 3 years, or who are considering semi-retirement. Partners are invited to accompany delegates.

### Aim

People often approach retirement with a mixture of anxiety and excitement. This course will help to allay their concerns, provide advice, information and help them to develop ideas that will make retirement a truly rewarding and enjoyable time of life.

### Content

#### Retirement today:

New patterns and trends  
Keys to a successful retirement  
Making the adjustment  
Letting go of the past

#### Lifestyle:

Keeping fit and active  
Improving and maintaining health  
Personal well being  
Pros and cons of moving house

#### Financial Concerns:

State pension and other benefits  
Occupational pensions  
Budgeting  
Mortgages  
Taxation  
Savings and investing a lump sum  
Inheritance Tax  
Long – term care  
Wills and Powers of Attorney  
Obtaining financial advice

#### Friends and family:

Leaving colleagues and friends  
Changes in social and family relationships  
Caring for dependants

### Method and Duration of course

Delegates will work together in a friendly and informal way to consider questions important to them, led by an experienced and qualified tutor.

<b>Date</b>	<b>13-14 June 2011</b> and repeated on <b>27 – 28 October 2011</b>	
<b>Facilitator</b>	Stephen Beadsley	
<b>Venue</b>	Flempton House	
<b>Cost</b>	Local Authority	<b>£250.00</b>
	Discounted	<b>£218.75</b>
	Other organisations	<b>£281.25</b>

***If accompanied by your partner an extra £100 will be added***

## PRESENTATION SKILLS

### Designed for

Local authority elected members and officers who need to make presentations.

### Aim

To introduce participants to the main features of successful presenting, so that they can competently and confidently deliver presentations.

### Content

- Elements of an effective presentation
- How to engage an audience
- Principal characteristics of effective presentations
- Ways of presenting competently and confidently
- Rehearsal of skills and techniques, with feedback
- Development of a personal action plan

### Method and course duration

A two-day course involving a mixture of tutor presentation, activities, practice sessions and group discussion. On the second day of the programme participants deliver a brief presentation. This is followed by group feedback, which allows everyone to reflect on their current skill level and develop a personal action plan.

**Date** 5 July 2011 with a follow up day on the 15 July 2011  
**Facilitator** Malcolm Cutts  
**Venue** Flempton House

# PROJECT MANAGEMENT

## Designed for

Any person who has or will have responsibility for managing a project and needs a framework and set of techniques to do so.

## Aim

- To enable course participants to:
- Understand the principles and benefits of project management
- Be familiar with the main project management techniques (including Gantt charts, Networks, project objectives, project control systems and project team management)
- Be able to use these in the management of their own projects

## Content

- What is Project Management?
- The project life cycle
- Setting up projects
- Planning tools and techniques
- Monitoring and control systems
- Pitfalls and risks in project management

## Method and duration of course

This one-day course will be highly participative, with the emphasis placed on issues raised by the participants. The day will include talks by the course tutor, small group work, discussion and exercises. Full course notes will be provided.

**Dates**            **17 May 2011** repeated on **15 September 2011** and **2 February 2012**  
**Facilitator**    Leena Ghoshal  
**Venue**            Flempton House

## PUBLIC SPEAKING SKILLS

### Designed for

Any elected member or officer seeking to develop or improve their public speaking skills and performance.

### Aim

To enable delegates to maximise their ability to deliver public speaking, with greater confidence and audience impact.

### Content

- Dealing with nerves and stage fright
- Developing an effective speaking voice
- Managing posture and body language
- Researching and preparing content and notes
- Managing the audience and the environment
- Practical opportunity to test individual skills

### Method and duration of course

A one-day course co-tutored by both a facilitator and a professional actor, offering the added benefit of valuable individual video practice and coaching. The programme is delivered in a highly supportive workshop atmosphere, comprising a structured and well-proven blend of tutor input, group discussions and practical activities. To ensure that participants receive proper individual help and guidance, it is strictly limited to 6-8 delegates.

**Date**                    **11 May 2011** repeated on **14 October 2011**  
and **8 February 2012**

**Facilitator**          Malcolm Cutts

**Venue**                    Flempton House

## RECRUITMENT AND SELECTION SKILLS FOR MANAGERS

### Designed for

Officers involved in recruitment and selection with particular responsibility for selection interviewing.

### Aim

- To consider relevant legislation
- To discuss best practice in each stage of the selection process
- To practice selection interviewing

### Content

- The course will address the following aspects of recruitment and selection:
- Equal Opportunities and deciding appropriate contracts
- Person specification
- Shortlisting
- Assessment methods
- The selection interview – structure; questioning techniques; interview; non-verbal communication

### Method and duration of course:

A one day course. After initial facilitator presentations and participant discussion, the course will include extensive interview practice.

**Dates**            **6 July 2011**  
**Facilitator**      Leena Ghoshal  
**Venue**            Flempton House

***See also People Management and Appraisals***

## RESOLVING DISCIPLINE AND GRIEVANCE ISSUES

### Designed for

Managers responsible for informal and formal discipline of staff including those who have had no formal training in this area.

### Aim

- To gain awareness of the purpose of discipline and the requirements, skills and techniques involved
- To practice techniques and skills to improve confidence and familiarity

### Content

- The purpose of discipline
- Management responsibilities - standards; types of disciplinary action
- Rules of natural justice/ACAS code; warnings - verbal and written
- Circumstances, fairness, suspension; separating grievances and discipline
- How to handle investigatory interviews and disciplinary hearings
- Appeals and Employment Tribunals

### Method and duration of course

An intensive one-day course with interaction, exercises, case studies and feedback.

**Date** 12 May 2011 and repeated on 11 November 2011

**Facilitator** Leena Ghoshal

**Venue** Flempton House

**See also – *Handling Discipline and Grievance Appeals (Members)***

## SPEED READING

### Designed for

Officers and members who wish to improve their reading speeds and learn techniques for handling large amounts of written information.

### Aim

To teach participants the techniques to read faster, retain information and to vary the ways they handle written material. The course exercises, to enhance reading ability and provide for continued development.

### Content

- Introduction to speed reading
- Check out your normal rate
- Eye movement, regression and wandering – development and control
- Common reading problems
- Reading recognition, word construction, vocabulary expansion
- Improving concentration
- Skimming, sampling, location, previewing
- Paragraph structure, critical analysis, study techniques
- Further reading techniques

### Method and duration of course

An intensive one-day course with a large element of practical exercises and tests. The day is conducted on a strictly non-competitive basis, with the tutor providing individual coaching as the exercises progress.

**Dates** 13 April 2011 and repeated on 11 July 2011  
**Facilitator** Ian Johnson  
**Venue** Flempton House

***See also Time Management***

## SURVIVING CHANGE

### Designed for

Individuals who are going through or about to go through change in the workplace and are anxious about how the changes will impact on them.

### Aim

- To be able to identify why change has to happen, the extent of the change and the likely effects it will have on individuals
- To understand the process of change and the emotions likely to be triggered
- To be able to identify how to come to terms with changes and the control or lack of control individuals experience
- Identifying ways of communicating with managers and colleagues.
- To develop personal action plans to cope with change

### Content

- To understand why organisational change is necessary
- To identify the concerns and fears individuals experience when facing change
- To understand how change affects individuals and the emotional stages individuals experience
- To understand the gains and losses of change
- Communicating through change
- To identify techniques to help deal with stress
- To develop a personal action plan for surviving change

### Method and duration of course

One day interactive course, including presentation, discussion and group exercises.

<b>Date</b>	<b>7 September 2011</b>
<b>Facilitator</b>	Leena Ghoshal
<b>Venue</b>	Flempton House

## TEAM BUILDING WORKSHOPS

Team building provides an opportunity for team members to get to know and understand each other better. It can enable people to recognise how others are likely to behave and why, and helps build trust, motivation and support within a team.

Team building also provides a way of focussing a team on shared priorities and objectives and can help improve its overall performance.

If you have encountered recent staff changes, have a team that does not communicate well, or have performance issues, you could benefit from some team building.

Team building days are most beneficial when they take place away from the usual workplace. We can plan and facilitate a team building workshop for you at the venue of your choice.

**Facilitator** Leena Ghoshal

## THE FUTURE OF LOCAL STRATEGIC PARTNERSHIPS (LSPs)

A workshop to discuss the changing and future role of LSPs

### Introductions

- Aim, Objectives and programme outlines
- Participants' desired outcome

### Context

- The traditional role of LSPs
- The changing horizon of local government – the Big Society, localism
- The impact of LSPs – is there still a role for them?

### Content

- The value of LSPs
- Do LSPs need to change/remain?
- The future role of LSPs

### Method and duration of course

A half-day workshop to discuss the changes affecting LSPs and their future

**Date** 7 July 2011 (am only)  
**Facilitator** Leena Ghoshal  
**Venue** Flempton House

## TIME MANAGEMENT AND INCREASING PERSONAL EFFECTIVENESS

### Designed for

Managers and staff who wish to increase effectiveness through beneficial time management techniques and practices appropriate to their work environment and personal qualities.

### Aim

To apply effective time management techniques and overcome or minimise disruptions, interruptions and other time wasters. The course aims to help participants develop practical action plans to achieve their objectives.

### Content

- The benefits of personal effectiveness and time management techniques
- Reviewing concerns
- Time management techniques to help you plan, prioritise and achieve your goals
- Improving personal organisation
- Analysing how you spend your time – and action you can take
- Time wasters and how to overcome them

### Method and duration of course

A one-day interactive course with group exercises, individual exercises, coaching and exchange of tips and problem solving.

**Dates**            **8 June 2011** and repeated on **1 December 2011**

**Facilitator**    Leena Ghoshal

**Venue**            Flempton House

***See also Speed Reading***

## TRAINING FOR THE NEW OR OCCASIONAL TRAINER

### Designed for

Anyone who is new to training or who delivers training occasionally.

### Aim

This two-day programme introduces participants to basic principles and techniques involved in training, so that they can competently and confidently design and deliver training sessions.

### Content

- How adults learn
- Identifying training/learning needs
- Prioritising needs
- Preparing a programme that responds to prioritised needs
- Delivering training (including accessibility issues)
- Monitoring and evaluating the effectiveness of training
- Rehearsal of training skills with feedback
- Development of a personal action plan

### Method and duration of course

A participative and interactive two-day course

Day 1: facilitator input, activities and group discussion.

Day 2: participants design and deliver brief training activities, with feedback, to get first hand experience and build up their confidence.

**Dates** 1 July 2011 with a follow up day on 8 July 2011

**Facilitator** Malcolm Cutts

**Venue** Flempton House

## TRAINING FOR THE NEW OR PROSPECTIVE MEMBER

### Designed for

New Members or Prospective Members.

### Aim

To give an insight into the roles and responsibilities of Members. To provide a brief working understanding of local government.

### The role of members

- The changing nature of Local Government
- Limits to local authority power
- The Councillor's role
  - Politician, policy maker, representative, portfolio holder, 'manager'
- Dealing with constituents
- Active representation
- Political judgement
- Influencing citizenship development
- Members in meetings
  - rules
  - speaking
  - declaring an interest
  - ethics and probity
- The wider perspective of the Councillor's role, and other bodies, Ombudsman, Audit Commission and Standards Board

### Method and duration of course

A half day/evening course which will be participative.

**Facilitator** Malcolm Cutts

**This course is not intended to run on a regional basis in this current year's programme, but is available to be run in-house.**

## REGIONAL NETWORKS

### Skills and Workforce Planning

#### Network Leader

Michelle Kirk, Head of Regional Employers, EELGA

#### Who is the network for?

The network is aimed at learning, development and organisational development practitioners.

#### What does the network do?

The network helps local authorities engage with the change agenda, organisational development and skills development including Skills for Life, Train to Gain and apprenticeships.

This year, there will be a focus on sharing good practice, e-learning and expanding the network across the public sector to include health, police, fire and rescue services and others.

#### Other regional working groups

##### Job Evaluation User Group

The Job Evaluation and Equal Pay Audit User Group exists to help its members with the implementation and maintenance of the National Joint Council Job Evaluation Scheme. We promote the sharing of best practice and the development of solutions to practical issues arising from Job Evaluation and payment systems.

For further information please contact Michelle Kirk (t: 01284 728420 e: [michelle.kirk@eelga.gov.uk](mailto:michelle.kirk@eelga.gov.uk))

##### Head of HR Group

This group is for senior local government and public sector personnel/HR staff and also acts as the regional meeting of the Public Sector People Managers Association (PPMA). There are occasional guest speakers.

#### Meeting dates 2011/12

17 March 2011

23 June 2011

23 September 2011

For further information please contact Michelle Kirk (t: 01284 728420 e: [michelle.kirk@eelga.gov.uk](mailto:michelle.kirk@eelga.gov.uk))

## CONFERENCE AND EVENTS MANAGEMENT

We provide a cost-effective conference and event management service for a wide range of partners in the region including local authorities, membership associations, think tanks, campaign groups, voluntary organisations and the commercial sector.

The East of England LGA conference team has over 8 years experience and can deliver all types and size of events including meetings, half day workshops, full day conferences and residential events.

Services include venue search, developing a conference programme, researching potential audiences, marketing and PR through to full event management on the day of your event. We regularly market to 1000s of contacts across the public and voluntary sector.

We will quote based on specific requirements but indicative costs are outlined overleaf.

Please contact our Events Organiser for further information.

**Jayne Cole**  
**Events Organiser**

t: 01284 729 405

e: [jayne.cole@eelga.gov.uk](mailto:jayne.cole@eelga.gov.uk)

Jayne is an enthusiastic, efficient and self-motivated member of the events team with over 8 years experience in local government. Jayne has an extremely organised approach, a great eye for detail and is passionate about all aspects of event management.

## Event Management costs from April 2011

EXPECTED DELEGATE NUMBERS	FEE	ADDITIONAL FEE FOR BREAKOUT WORKSHOPS
Up to 50 delegates	£1,000	£200
51 – 100 delegates	£1,500	£300
101 – 200 plus delegates	£2,000	£400

**Our fee includes:**

**Event Marketing**

- Producing a draft programme and flyer/invitation
- Promoting the event through the EELGA website and thousands of email contacts

**Event Management**

- Sourcing and booking a suitable and accessible venue
- Liaising with speakers and workshop facilitators
- Online booking system for attendees
- 'On the day' management including set-up, equipment, registration etc.
- Any other administration tasks to be agreed

**Post-event**

- Presentations and other information available on the EELGA website
- Event evaluation report

**Additional fee for workshops includes:**

- Advertise workshops and book/allocate delegates
- Provide information in delegate packs and handouts as required

**Fees do not include:**

- Venue costs – venue hire, lunch and refreshments etc.
- Equipment charges

Please note that any photocopying will be charged at 10p per page for black and white copies and 20p per page for colour copies.

## Hiring Rooms at Flempton House



Flempton House is a Grade II listed building set in five acres of garden and paddock with plenty of free car parking available on-site. Refurbished as a training and conference centre it provides the ideal location for staff team building days, training, conferences and meetings. It is situated in the peaceful village of Flempton which is within easy reach of the A14 and there is also a convenient bus stop outside with regular buses running direct from Bury St Edmunds train station.

Owned by the East of England Local Government Association we can offer two different rooms which are available for hire at the rates shown below. Also shown below is the capacity for each of our rooms.

### Room Hire Daily Rate:

Prices	Suffolk/Essex Room
Standard Price	£250.00
Local Authority	£225.00
Discounted	£200.00

### Room Capacity:

	Suffolk Room	Essex Room
<b>Boardroom</b>	18	16
<b>Horseshoe</b>	16	16
<b>Theatre Style</b>	35	30

### Equipment

We will provide a **flipchart** in the room at no extra charge however the following items may be hired at the daily rates shown below:

- **OHP and Screen - £25**
- **TV and Video - £35**
- **PowerPoint - £75**

### Catering

We are also able to offer a catering facility for the provision of lunch. **Finger buffets** are available at a cost of **£7.50** per person and **tea, coffee and biscuits** at **£2.00** per person per serving.

If you would like further information or would like to book one of our rooms please do not hesitate to email [Katie.foreman@eelga.gov.uk](mailto:Katie.foreman@eelga.gov.uk) or telephone 01284 729471.

- Campaigns
- Consultancy
- Training
- Conferences
- Networks

