


# AWICS

## In-House Training Courses in Wales

### Introduction

AWICS is an ethical management consultancy that offers consultancy and training services to all those who provide public services - including public authorities the third sector and private partners to public bodies.

Our services include regional seminars, in-house training, management consultancy and publishing.

This booklet contains a summary of the in-house training courses that we provide in Wales. All in-house courses are also tailored to the needs of the individual customer. You can find further information on all these courses on our website. Many of the courses are accompanied by a useful book that acts as a guide to the subject. These are identified by a  symbol next to the course title.

Our website also contains details of other courses of specific relevance to those located in England and Scotland.



Adrian Waite  
Managing Director of AWICS

### In-House Courses Available

#### Local Authorities

- All You Want to Know About Local Authority Finance in Wales
- All You Want to Know About Local Government in Wales
- All You Want To Know About Town & Parish Council Finance in Wales

#### Housing Finance

- All You Want to Know About Local Authority Housing Finance in Wales
- All You Want to Know About Housing Association Finance in Wales

#### Housing Management

- Sustainable Housing Business Plans & The Efficiency Agenda
- Achieving Efficiencies and Value for Money in Social Housing
- Introduction to Social Housing in Wales

#### General Management

- An Introduction to Project Planning and Management
- The Essentials of Marketing
- The Essentials of Customer Care
- The Essentials and Strategic Application of Business Planning

#### Management Issues

- The Essentials of Benchmarking
- Budgets and Financial Management in the Public Sector for Non-Financial People
- Improving Margins and Surplus
- The Essentials of Risk Management

#### Performance Management

- Performance Management
- An Introduction to PRINCE2
- Time Management
- A 'Change' For The Better

#### Personal Skills

- Commercial Awareness
- The Essentials of Report Writing
- Conflict Management and Resolution
- Managing Meetings Effectively
- Innovation and Problem Solving
- Leadership and Motivation
- Effective Communication
- Motivating Peak Performance

#### What do people say about our courses?

These are some of the comments we have received from people who have attended our regional and in-house courses.

- Helped me put into perspective how Local Government Finance works and links to Local Area Agreements
- The application of our budgets to the presentation made the information very relevant, informative and understandable
- Very informative insight into the financial process of LA's
- Understood fully as jargon minimal

- Learned a lot from training day. Good real-life examples and interactions with group. Included book very useful
- Provided a stepping off point for discussion. Real value came out of the discussion
- Good to be able to have a discussion on Value for Money as senior managers. Good practice examples were useful
- Clear and very informative. Knew his subject really well
- Very clear, clearest financial 'explanations' I've ever had
- *More feedback can be found on our website*

### Adrian Waite - Managing Director



Adrian Waite is the Managing Director of AWICS and has experience and qualifications in Housing and Finance. He has a first class honours degree in Geography. He is the President of the Institute of Public Sector Management (IPSM) and a member of the Chartered Institute of Public Finance and Accountancy (CIPFA) and an Associate Member of the Chartered Institute of Housing (CIH).

Adrian has recently spoken at regional seminars on Local Authority Finance; Local Authority Housing Finance in England, Scotland and Wales; Housing Association Finance, Budgets and Financial Management, Developments in Housing Finance, Achieving Efficiencies, Value for Money and Business Planning. He has spoken at in-house courses on a similar range of subjects and as a guest speaker for CIPFA and other professional accounting bodies.

Adrian has provided advice and support to an extensive array of public sector clients in areas such as Business and Best Value Reviews, Housing Stock Options Appraisals, Housing Stock Transfers, Business Planning, Financial Advice on Procurement, Reviews of Financial Services, Housing Finance, Accounting and Management.

### Steve Harriott - Associate Consultant (Housing Management)



Steve Harriott is a Fellow of the Chartered Institute of Housing. He has co-written two books 'Social Housing; an Introduction' published by Longmans and 'An introduction to Social Housing' published by the CIH. He also has a BA in philosophy, politics and economics and an MSc in Strategy and Resource Management.

Steve has experience to Chief Executive level in a number of large Housing Associations in the London area. This has included working on the merging of housing associations, developing business plans, and improving Risk Management. He's also been involved in refinancing, procurement and mergers resulting in efficiency savings.

Steve also has experience carrying out skills audits and training and in creating successful communication strategies to liaise with tenants over stock transfers and other topics that involve them.

Steve has spoken at regional seminars and in-house courses on 'Achieving Efficiencies and Value for money in Social Housing' and 'Implementing the Housing and Regeneration Act'. He principally provides training on Housing Management.

### Simon Alford - Associate Consultant (Public Sector Finance)



Simon Alford is a Postgraduate in Economics and a qualified accountant with the Chartered Institute of Public Finance and Accountancy. His experience includes acting as a Financial Controller and Accountancy for a number of councils.

Simon has been involved in internal and external audits of financial accounts, preparing statutory accounts, producing Budgets and Final Accounts for large organisations, Housing Benefits Systems and a range of Audits.

Simon's experience includes acting as a Financial Controller and Accountant including general ledger implementation and systems administration. He has worked in accounting for Management, Financial, Committee and Group accounting.

Simon has spoken at regional seminars and in-house courses on Budgets and Financial Management. He principally provides training on Financial Management.

### David Jackson - Associate Consultant (Project Management)

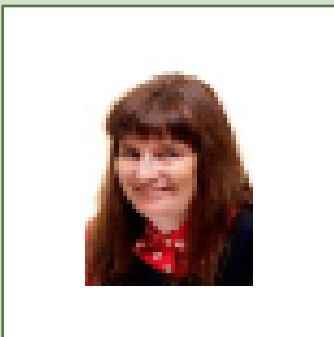


David Jackson is an experienced management consultant and trainer – he holds a BSc in Business Operations and Control and a Master's Degree in Management Science and Operational Research. He holds technical qualifications in Quality Management, Finance and predominantly Project Management, in which field he is a Registered PRINCE2 Practitioner (and an examiner with the main examining body, APMG).

His career has included senior roles in management consultancy and policy research, mainly dealing with public sector clients including the Audit Commission, the European Commission and the Trades Union Congress.

David principally provides training in Project Management and PRINCE2.

### Kate Smyth - Associate Consultant (Housing and Regeneration)



Kate Smyth has a degree in Urban and Regional Planning and is a member of the Royal Town Planning Institute, the Institute of Economic Development and the Association of Disabled Professionals.

Kate has held positions in housing, planning and economic development in a number of local authorities and has experience at board level in Housing Associations. As a management consultant Kate has experience of supporting a wide range of local authorities, housing associations and other public sector clients.

Kate specialises in providing advice and training on regeneration, economic development and housing and disability issues.

### Peter Sutcliffe - Associate Consultant (Management and Organisation)



Peter Sutcliffe is a financial accountant, now a specialist in business mentoring and coaching following a career of over 20 years with blue chip companies & SME's (small to medium enterprises) within the IT, financial, retail service and manufacturing sectors. Peter is a fellow of the Institute of Financial Accountants, and is also accredited with Raytheon / General Motors Academy of Excellence, SFEDI and the National Business Link Consultants Register.

Peter's prime responsibilities are split between training and business mentoring – transferring knowledge and experience in a pragmatic and enjoyable way to help organisations to become more effective and prosperous.

Peter principally provides training on management and organisation training.

### Richard Myers - Associate Consultant (Information and Communication Technology)



Richard Myers has a BSc Honours in Computer Systems from Warwick University and has received awards for both individual and group programming projects. He is highly skilled in many aspects of computing including the effective use and application of major software applications and their development.

Richard Myers specialises in the development of bespoke software, web applications and models including those used in financial modelling.

Richard principally provides general IT Training and training in the use of the models and software available from AWICS.

## All You Want to Know About Local Authority Finance in Wales



### Aim

This course provides a fully updated introduction and overview of Local Authority Finance in Wales.

### Content

- General Fund Expenditure and Income
- Local Government Finance settlement 2009/10
- Revenue Support Grant, Standard Spending Assessments and the Green Book
- Business Rates, Council Tax and Specific Grants
- Capital Expenditure and how it is financed
- Capital Grants, Prudential Borrowing and Capital Receipts
- Balance Sheets, Treasury Management and Asset Management
- Children, Education, Lifelong Learning & Skills Finance
- Health & Social Services Finance
- Economy & Transport Finance
- Environmental Sustainability and HRA Finance
- Local Councils
- Welsh Local Government Association Financial Priorities
- Comprehensive Spending Review 2007 and the Efficiency Agenda
- Regulation and Inspection and the Wales Audit Office

### Outcomes

Those who attend will gain an overview of the financing of local government and of their own local authority.

### Who Would Benefit

Those who require an understanding of local government finance who may possess some or no prior experience and want to know more including Councillors, non-financial managers and staff who are new to finance.

## All You Want to Know About Local Government in Wales

### Aim

To provide attendees with an insight into local government, in Wales and how public services are provided.

### Content

- The purpose of Local Government
- How Local Government is Funded
- Departments in Local Government
- Setting of Local, Welsh and United Kingdom priorities
- Who is responsible for what
- What is provided
- Commissioning of work and services
- Shared provision of services
- Private sector involvement

### Outcomes

Attendees will achieve a better understanding of what local government is, how its structured, it is responsibilities and how these can be provided.

### Who Would Benefit

This course is well suited to all those who feel they would benefit from a better understanding of Local Government whether they are new to local government as a member or officer or otherwise have an interest in local government.

## All You Want To Know About Town & Parish Council Finance in Wales

### Aim

To provide an introduction and overview of town and parish council finance in Wales.

### Content

The course will

- Establish the context in which to develop local councils' expertise
- Strengthen the development and learning culture in town and parish councils and encourage investment in training
- Develop the training framework building on existing training provision
- Enable high quality training delivery

### Outcomes

An understanding of Town & Parish Finance in Wales.

### Who Would Benefit

Those in Town & Parish Councils who are responsible for finance including Parish Councillors and Clerks.

## All You Want to Know About Local Authority Housing Finance in Wales



### Aim

Do you think that a working knowledge of local authority housing finance in Wales, acquired at our fully up to date seminar, would put you and your colleagues in a position of advantage?

### Content

- Housing Revenue Account
- Effects of the recession on Local Authority Housing Finance
- Rent Setting
- Service Charges
- Housing Subsidy
- Capital Programmes
- The Welsh Housing Quality Standard
- Housing Subsidy and Housing Finance settlement for 2009/10
- Private Sector Housing and Homelessness
- Supporting People
- Housing Benefit
- Regeneration
- Registered Social Landlords
- Implications of the draft National Housing Strategy for Wales for Local Authority Housing

### Outcomes

Delegates will have an understanding of how Local Authority Housing Finance is determined and the issues involved.

### Who Would Benefit

Those who need an introduction and overview of local authority housing finance including elected members, non-financial managers, people who are new to finance and others with a need to understand Local Authority Housing Finance.

## All You Want to Know About Housing Association Finance in Wales



### Aim

This course provides a fully updated introduction and overview to Housing Association Finance in Wales.

### Content

- Income and Expenditure Accounts, Cash Flow Statements, Balance Sheets
- Financial Framework of Housing Associations
- Capital Finance and Development and sources of Capital Finance
- Comprehensive Spending Review 2007
- Business and Financial Planning
- The Efficiency Agenda – Procurement and E-Technology
- Financing of Stock Transfers
- Treasury Management
- Effects of recession on Housing Association Finance

### Outcomes

Delegates will have an understanding of how Housing Association Finance is determined and the issues involved.

### Who Would Benefit

Those who need an introduction and overview of the finance of Housing Associations including Board members, non-financial managers, people who are new to finance and others with a need to understand the financing of Housing Association Finance.

## Sustainable Housing Business Plans & The Efficiency Agenda



### Aim

The course considers how authorities can prepare sustainable Housing Revenue Account business plans.

### Content

- Housing Revenue Account Business Planning that dovetails with Housing Strategy
- Proactive preparation of the Housing Revenue Account Business Plan including the financial model
- The Efficiency Agenda
- Preparing for inspection
- What is good practice and what does the future hold

### Outcomes

Attendees will leave with the knowledge they need to work on planning how a sustainable business plan can be produced to meet government requirements and improve efficiencies.

### Who Would Benefit

Those who are involved in determining the future of Retention authorities including the preparation of business plans and value for money strategies.

## Achieving Efficiencies and Value for Money in Social Housing



### Aim

An important seminar that considers how local authorities and housing associations can achieve efficiency and value for money in practice.

### Content

- Value for Money and Efficiency in a Strategic context
- The regulatory requirements
- OJEU requirements
- Examples of how Value for Money and Efficiency is being delivered in a range of housing organisations
- Examples of how the most successful organisations have embedded value of money in their organisations and delivered staff commitment

### Outcomes

Attendees will be able to identify potential ways of improving the efficiency of providing services and also how these efficiencies can be measured in terms of their value for money.

### Who Would Benefit

Anyone involved in improving housing services within financial constraints and therefore achieving better Value for Money.

## Introduction to Social Housing in Wales

### Aim

Introduction to the main issues and activities in Social Housing in Wales including its purpose and recent developments.

### Content

- Introduction to Social Housing
- History of Social Housing
- Activities and Services provided by Social Housing
- Current Housing Issues
- How to identify potential housing issues
- How to deal with housing issues
- Purpose of social housing
- How Social Housing relates to other forms of housing and the housing market

### Outcomes

Attendees will leave with a working knowledge of what Social Housing is and the key activities involved in providing social housing services.

### Who Would Benefit

This course is designed for people who are new to social housing or looking for an overview of social housing.

## An Introduction to Project Planning and Management

### Aim

This course is intended to take participants step-by-step through the project management process and to provide an "all round" introduction to project management. Case studies and examples will be used throughout the day to illustrate key points.

### Content

- Programme overview- the Key Phases of the Project
- Types of projects
- Agreeing the initiative concept/ idea
- The Feasibility/ Analysis Research phase including Return on Investment and risk management
- The detailed planning and design
- Change Management methodology
- Problem Solving & diagnostic techniques
- The people issues difficult situations & effective meetings
- Customer/ client charters and potential negligence issues
- The budgeting / financial implications e.g. income generation and cost reduction initiatives
- Introduction to time management
- The control mechanisms
- Effective implementation & progress reviews

### Outcomes

This workshop helps delegates appreciate the technique of planning effectively and the best practice control methodologies of minimising risk and securing greater success.

### Who Would Benefit

The day is aimed at managers in public sector and voluntary bodies, who are (or are likely to be) managing small to medium projects.

## The Essentials of Marketing

### Aim

The aim of this course is to introduce the basic ideas of (social) marketing to managers in the public sector, voluntary organisations and social enterprises.

### Content

- Customers – a complex group (users, funders, decision-makers, decision-placers, influencers, gatekeepers) – primary and secondary customers (stakeholders)
- The 4 Cs – Customer Needs, Convenience, Costs, Communications
- The 9 Ps – Promise (links to Relationship Marketing and CRM), Package, Product (Core, Actual, Augmented) – People, Process, Physical evidence -, Price, Place, Promotion
- More about promotion – AIDA, USPs
- Communicating with customers

### Outcomes

Attendees will be better prepared and capable of producing effective marketing.

### Who Would Benefit

The course has particular relevance for business development staff, fund raisers and bid-writers. It also has relevance to staff from many local authority services.

## The Essentials and Strategic Application of Business Planning

### Aim

The course is aimed at managers in smaller public bodies, voluntary bodies and social enterprises. It sets out a simple approach to Business Planning, and the development of Business (and related) Plans.

### Content

- What is the organisation?
- What are the aims and goals of the organisation?
- Who are its users and customers?
- What products and services will it offer and to whom?
- How will new products and services be developed?
- How will those products be marketed and promoted?
- How will products be sold and / or contracts negotiated?
- How will the organisation ensure products / services are delivered to the quality promised?
- Where are the numbers?
- How will performance be evaluated, reviewed and controlled?
- Understanding procurement issues
- Business Planning and Strategy Development
- Customer involvement
- Setting sensible project targets and deadlines
- Tools and methodologies to assist you
- Developing strategies, objectives

### Outcomes

Delegates will be well placed to produce effective business plans.

### Who Would Benefit

Managers in public bodies, voluntary bodies and social enterprises who need to deal with producing and implementing business plans.

## The Essentials of Customer Care

### Aim

You know how you feel when you receive poor service. You may decide to complain to a higher authority – but more likely you tell everyone and go elsewhere whenever possible. We all recognise that service standards have declined but good customer care costs no more. Consequently the impact of Customer Care on time saved (and hence margins) together with the working environment has a tremendously positive effect

### Content

- The benefits and potential return of customer care best practice
- Developing a Customer Charter for your department
- Achieving a total customer / client focus, and a continuous improvement culture
- Building relationships and lasting 'partnerships'
- What are our objectives and who are our customers?
- Measurement and performance indicators
- Turning complaints systems into opportunities
- Customer Care skills, and handling difficult situations
- Being assertive with empathy
- Be different, be better

### Outcomes

Delegates will have a greater understanding of how they can handle the needs of customers to ensure they have a positive experience when communicating with your staff

### Who Would Benefit

Those who have to deal directly with customers' in any way to ensure customers experiences with your organisation are positive.

## The Essentials of Benchmarking

### Aim

Benchmarking is the practice of conducting a systematic comparison of the operations and performance of your unit / organisation with the operations and performance of other designated units / organisations. It can form the basis for improvements in products, processes and performance.

### Content

- Types of Benchmarking
- Types of Benchmarking Partner
- Uses of Benchmarking
- Implementing a Benchmarking Exercise
- Stage One - Deciding What To Benchmark
- Stage Two - Identifying Benchmarking Partners
- Stage Three - Gathering Information
- Stage Four - Analysing That Information
- Stage Five - Implementing The Findings

### Outcomes

Attendees will be able to identify potential indicators to measure performance and ways in which this data can be collated and analysed to give a guide to success.

### Who Would Benefit

This workshop is aimed at staff in voluntary bodies and in the public sector who need to understand benchmarking and how to conduct a benchmarking exercise.

## Budgets and Financial Management in the Public Sector for Non-Financial People

### Aim

To give participants a working knowledge of budgets and financial management that will enable them to participate in budgeting and financial management effectively.

### Content

- Overview of Public Finances
- Embedding Financial Management Skills in Government
- Accounting Basics
- Financial Management
- Financial Governance
- Roles of Members, Managers and Accountants
- Devolved Financial Management
- Preparing Budgets
- Cost Centres, Subjective Analysis and Profiling
- Preparing Capital Programmes
- Financial Regulations and Standing Orders
- Budgetary Control and Monitoring
- Practical Exercises in Budgeting
- Final Accounts
- Using Financial Information Systems
- Linking Budgets to Policy
- Budgeting for Value for Money

### Outcomes

Attendees will understand how budgets are prepared, analysed and controlled and the elements of good budgeting and financial management systems and procedures.

### Who Would Benefit

Non-financial Managers, Local Councillors, Board Members or anyone else involved/interested in Budgeting and Financial Management in the public sector who are not necessarily responsible for the accounting but who must still understand it!

## Improving Margins and Surplus

### Aim

Your organisation is continually striving to achieve higher performance standards to improve the margins. This workshop provides delegates with a greater understanding of latest business techniques to develop a strategy that can benefit operational effectiveness.

### Content

- An understanding of the issues that affect margins and effective processes
- The importance of key ratios and performance indicators (PI's) to identify areas that would benefit from 'change'
- Using practical tools and financial techniques for monitoring and control
- Relating objectives to targets and budgets
- Identifying trends more easily together with possible 'leakages' to improve margins and surplus
- Developing a practical operations action plan for improving financial performance through effective delegation, monitoring, teamwork, accountability and ownership
- How to evaluate an initiative/ capital investment with potential for improvement in efficiency and profit- risk analysis and Return on Investment

### Outcomes

Delegates will obtain a greater appreciation of how to implement initiatives that can increase efficiency and identify financial 'leaks'. Delegates will also be able to understand risk analysis and Return on Investment.

### Who Would Benefit

Any senior manager or those working towards more responsibility within their environment.

## The Essentials of Risk Management

### Aim

This one day workshop aims to introduce some of the key ideas in Risk Management and in particular, uses the OGC (Office of Government Commerce) model of Risk Identification, Analysis and Management as the basis for development.

### Content

- The definition of Risk
- The context of Risk Management
- The Process of Risk
- Identifying / Capturing Risks
- Evaluating Risks
- Identifying Potential Responses
- The Stages of Risk Management
- Assessing and Reviewing of Risk Analysis and Risk Management Procedures

### Outcomes

Attendees will be able to identify potential risks and solutions to minimise or remove their impact.

### Who Would Benefit

The workshop is aimed at managers in voluntary organisations, social enterprises and the public sector, who wish to gain a general grounding in the ideas of Risk Management.



## Performance Management

### Aim

To provide attendees with the information they need to set targets and monitor performance within projects.

### Content

- What is meant by performance
- Performance Management and Monitoring
- Corporate Governance and Regulation
- Corporate Leadership and Visioning
- Member/Officer Relations
- How to set expectations and measure them
- How to ensure good conduct
- How to handle difficult conversations with customers and employees

### Outcomes

Attendees will have a greater understanding of how to set performance targets, monitor how well they are met and ways of dealing with under performing staff.

### Who Would Benefit

Anyone responsible for managing teams of employees who needs to set realistic targets and be capable of assessing how well they are met.

## An Introduction to PRINCE2

### Aim

This one-day course provides an overview of the PRINCE2 project management system – **Projects in a Controlled Environment**.

### Content

- The Key Concepts and Structure of PRINCE2
- PRINCE2 Basics
- Roles on a PRINCE2 Project
- The Three Phases of PRINCE2 Project
  - Controlled Start
  - Controlled Execution
  - Controlled Closure

### Outcomes

Attendees will leave with a basic understanding of PRINCE2 and its underpinning concepts allowing them to apply and follow PRINCE2 concepts in projects.

### Who Would Benefit

Managers and staff in local authorities and voluntary bodies who are (or are likely to be) managing small to medium projects or who are (or are likely to be) working in partnership with other agencies who have adopted PRINCE2.

### Note

It explains the key PRINCE2 concepts and terminology. It is not intended to replace the accredited forms of PRINCE2 training.

## Time Management

### Aim

To enable attendees to realise how they currently use their time and how they can better use this time to become more effective.

### Content

- Time Management
- Communications: Public Speaking, Effective Reading and Media Relations
- IT - PC/Networked Services/Intranet and Internet
- Interviewing, Investigative & Questioning Skills
- Prioritising and Scheduling
- Tools to help you access and manage your performance
- Handling day-to-day interruptions
- Managing documents and paperwork

### Outcomes

Attendees will gain a better understanding of how they currently use time and how they (and their team) can carry out tasks more efficiently to make better use of time.

### Who Would Benefit

The course is well suited to those who need to ensure effective personal time management at all levels in any organisation.

## A 'Change' For The Better

### Aim

We are all working in a rapidly changing environment and we have to stay ahead and provide a more effective service. We therefore need to embrace change, but, more importantly, manage it effectively to save time and minimise investment. Indeed, all the potential benefits could be lost if change is not implemented properly.

### Content

- The Causes of Change
- The Impact of 'Change' across the whole organisation
- What are our business aims and objectives, values, services/products and targets
- The People Issues – know yourself and others
- The Change Curve Exercise
- Attitude is everything. The different reactions to change,
- What Adds Value? Avoid being 'busy fools'
- People Vs Money issues. Justification and what is the Return on Investment
- The SWOT Analysis of Change/ Project
- A culture of total quality and continuous improvement.
- The risks and costs of failure
- Change Management skills required
- From planning through to post audit

### Outcomes

This workshop provides guidance for managers who are responsible for managing change and for teams that are implementing new initiatives.

### Who Would Benefit

Managers looking to understand effective ways of introducing management changes and teams looking to implement new initiatives.

## Commercial Awareness

### Aim

The effectiveness and success of your organisation relies heavily on the commercial awareness of your team. Your organisation may be finding it difficult to be reactive to every opportunity that presents itself to reduce overheads, increase revenue or surplus. This workshop is tailored to meet the specific requirements of your team members and will also be highly flexible as the day progresses – reacting to the delegates' response to strengthen the operation.

### Content

- Spotting the opportunities
- Lateral Thinking and Problem Solving to stop leaks and improve surplus
- Understanding people and their motivations
- Entrepreneurship culture - what is it and can you develop it?
- How can I contribute?
- Negotiation & doing a 'deal' by adding value
- The financial implications of actions
- Customer/ client relationships and management
- Turning difficult situations/customers to your advantage
- Understanding my role- a personal SWOT/checklists and action plans

### Outcomes

Attendees will leave more commercially aware and capable of making the most of new opportunities.

### Who Would Benefit

This workshop is designed for those team members that need to be more commercially aware and need a general understanding of the benefits of lateral thinking and general business acumen.

## The Essentials of Report Writing

### Aim

This course enables attendees to identify the purpose and content of a report and how the style and format of a report can be used to get their points across clearly to the reader.

### Content

- What are the characteristics of a good report?
- Who is the audience for the report?
- What is the purpose of the report?
- What basic structure should I adopt?
- Assembling the material to go into the report
- Analysing the material
- Establishing the Findings
- Drawing Conclusions
- The building blocks of report writing
- Making justified recommendations
- Organising the material and the results
- What style and appearance should I adopt?
- Presenting the material

### Outcomes

Attendees will leave with a good grounding on how to write effective reports that get across the information they need to the intended readers clearly.

### Who Would Benefit

This course is suited to anyone who is responsible for writing reports that need to convey information clearly.

## Conflict Management and Resolution

### Aim

In today's highly demanding working environment we find that conflicts between customers, suppliers and colleagues can occur. A skill that we all increasingly need is the ability to Manage Conflict.

The first step is to recognise the signs- nip potential conflicts in the bud to increase the team's efficiency, save time and costs. In short, create a happier and more productive working environment.

We also need to be able to retrieve incidents where conflict has become more serious with the ability to handle difficult people and situations quickly and effectively.

### Content

- Conflict Identification
- Conflict Resolution Objectives
- Stress Management
- Assertiveness
- Personality Types
- Pre-Emption
- Time Management

### Outcomes

Delegates will be able to identify and handle difficult situations quickly and identify how they can effectively deal with them.

### Who Would Benefit

People who deal with employees and customers will benefit from this course.

## Managing Meetings Effectively

### Aim

Have you ever attended a meeting that was a 'total waste of all our time'? The meeting was disorganised, out of control, ran on for far too long and with no positive conclusions or actions! Even if meetings are not like this there could still be scope to improve effectiveness. This seminar provides you with the tools for the effective management of meetings with a clear, practical approach for your organisation to save time and increase teamwork productivity.

### Content

- Research, preparation and planning
- Controlling progress
- Maximising the time and the opportunity
- Identifying potential clashes and conflicts
- Handling difficult situations; being assertive
- 'Win Win' - Achieving everyone's objectives
- Effective follow-up and ensuring positive actions

### Outcomes

Delegates will be able to plan for meetings better so they can maximise the effectiveness of the session and ensure that they can clearly present information for others to understand.

### Who Would Benefit

The workshop is for managers who are responsible for managing a team, initiative or project and who attend, organise or chair meetings.

## Innovation and Problem Solving

### Aim

The effectiveness and success of your organisation relies heavily on the thinking process and entrepreneurship of your team. It is important with dynamic organisations to be innovative or they stagnate and become less effective.

A crucial part of problem solving is to enthuse all those involved to be innovative to help move forward more quickly and effectively. This workshop helps people to escape from any pre-conceived ideas and resistance to 'change' by exploring lateral thinking techniques and paradigms.

### Content

- Can someone be trained to be innovative?
- Learn how to solve issues / problems that stop an innovative idea becoming a reality
- Learn different ways of solving difficult problems
- Learn 'step by step' techniques, tools and practical solutions to business, logistics and people problems techniques for finding practical solutions to innovative ideas

### Outcomes

Delegates learn techniques for maximising their potential and releasing that latent talent.

### Who Would Benefit

Managers and others who need to find new ways to provide solutions to problems.

## Leadership and Motivation

### Aim

It has been proven in all spheres that a good team can out perform talented individuals. But it is not easy to develop a good team - it requires many skills. This workshop examines leadership, motivation and other related management skills, and how delegates can develop them by undertaking relevant exercises and being equipped with practical tools for their own environment.

### Content

- Leadership qualities and skills
- Team exercises to highlight strengths and weaknesses
- Creating the right attitude, environment and team culture
- Leadership Vs Management and Managing Vs Coaching
- Leading by example/ 'Walk the Talk'
- Negotiation and Influencing
- Ownership & accountability
- What do people want?
- Project planning and Change Management best practice
- The importance of setting high values and standards
- Encouragement, building relationships
- Managing conflict and handling difficult people
- An introduction to Problem Solving
- Communication, communication, communication

### Outcomes

Delegates will be able to develop their leadership skills and improve their understanding of how to motivate and ensure their teams work more effectively.

### Who Would Benefit

This workshop is for managers and team leaders who are responsible for the effective operation of a team of staff and / or project implementation.

## Effective Communication

### Aim

The success of any organisation relies heavily on the way it functions - Its people and communication standards. The workshop is flexible as it progresses, depending on the issues that are raised and where delegates feel the focus is more appropriate and necessary.

### Content

- The Communication Process
  - Conversations- structure & typical stages
  - Achieving more effective results- a checklist / tool for success
  - Handling difficult situations and people
  - Persuasion & negotiation
  - Horses for Courses!
- Building Confidence
  - Basic Understanding of 'Confidence'
  - Understanding yourself and your own strengths
  - Visualising and planning for action
  - Channelling Passion for personal improvement
- Assertiveness
  - The art of saying 'No' without conflict
  - Being clear and confident whilst also gaining respect
  - Recognising behaviour in others
  - Effective closing with agreed actions

### Outcomes

Attendees will become more confident in communicating with others and able to relay the relevant information clearly while ensuring they cover all points and assertiveness.

### Who Would Benefit

Anyone who needs to communicate effectively with people from colleagues to customers.

## Motivating Peak Performance

### Aim

Your image and brand is reliant on how customers see your people - and that requires motivated employees who wish to be the best. This workshop covers how managers can help their team to achieve high standards through good motivational techniques.

### Content

- Motivation
  - Building a motivated team
  - What drives people
  - Creating the right attitude, environment and team culture
  - Setting objectives, vision through to actions
  - Building trust- setting high values and standards
  - Encouragement- turning failures into success
  - The 8 principles and the 24 golden rules checklist
- Ownership & Accountability
  - Performance Measurement
  - Personal SWOT Analysis (strengths, weaknesses, opportunities & threats)
  - Defining personal objectives/ measurements
  - Quantitative Vs Qualitative measurement
  - Converting conclusions into actions
  - Recommendations & caveats
  - Effective presentation of your results

### Outcomes

Attendees will leave with the ability to motivate themselves and the team members they work with.

### Who Would Benefit

Those who manage teams of people who need to work effectively together to achieve peak performance.

# AWICS

## How to Find Out More or to Book a Course

Additional information about all of our in-house and regional courses can be found on our website. This includes the dates and locations for all of our regional courses.

However if you have any questions about any of our courses or other services please do not hesitate to contact us using any of the methods listed to the right.

If you would like to make a booking for any of our courses please contact us using any of the contact details to the right or fill out the form below and return it to us and we will contact you as soon as possible.

Please ensure you provide us with your name, organisation, contact phone number and email address along with the course(s) you are interested in.

### Phone

017683 - 52165

### Fax

017683 - 54005

### Mobile

07502 - 142658

### Email

enquiries@awics.co.uk

### Address

AWICS Ltd,  
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The Sands,  
Appleby-in-Westmorland  
Cumbria,  
CA16 6XN

### Company Number

3713554

## How Much Do Courses Cost?

All of our courses are available as one-day and half-day events. At the time of going to press, prices are £1,100 for a day session and £825 for a half day session, plus £10 per person to cover the cost of the accompanying book (where applicable). Reasonable expenses of the trainer and VAT are also charged.

## Other Services AWICS Offer

In addition to the in-house training courses we provide a range of other services. You can find out more about all of our courses and other services we offer on our website. These include:

- Management Consultancy
- Regional Seminars
- Independent Tenant Advice
- Financial Modelling
- Publications

## Enquiry Form

Please complete this form in BLOCK CAPITALS, cut it out and return it to the address printed at the bottom of the page and we will get in touch with you.

Name :

Phone Number :

E-Mail Address :

Postal Address :

Return to AWICS, Shire Hall, The Sands, Appleby-in-Westmorland, Cumbria, CA16 6XN