In Practice

Part One: 20 practitioner products from Avanti Academy.
Where theory meets Tuesday: practical tools for the everyday situations people actually face at work.

15 Explore half days · 5 Bitesize · 100 parts · 1,526 narrated slides

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HOW IN PRACTICE WORKS

Where theory meets Tuesday.

Practical, case-led courses for anyone who leads, manages or supports others, whatever their role, in councils, housing, health, charities and public services in Wales and England.

WHAT IT IS

Every part is built around an ordinary working day, real recorded cases and tools you can use straight away.

WHO IT IS FOR

Councils, housing, health, charities and public services in Wales and England

About 3.5h
an Explore half day

About 1h
a Bitesize

Every part ends with a short check and comes with a downloadable workbook sheet.

EVERY PART FOLLOWS THE SAME SHAPE

1	**The moment · An ordinary working day, told through our composite cast**	**Composite case**
2	**The real case · A real public case that shows what is at stake**	**Recorded case**
3	**The tool · One approach, explained plainly**	**Tool or method**
4	**Watch it done · The tool applied: the words to say, the steps to take**	**Worked example**
5	**Try it · Ten minutes on your own work, with a workbook sheet**	**Activity**
6	**When it goes wrong · The common traps, and how to recover**	**Practical**
7	**Take it back · One thing to do this week**	**Action**

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THE RANGE AT A GLANCE · 1 OF 2

20 products in part one

By category. Explore: a half day, £129. Bitesize: about an hour, £39. Prices per learner

Explore	Fair, Firm and Human · Performance, conduct and absence in practice	Managing well £129
Explore	Getting Things Done Through People · Management in practice	Managing well £129
Explore	Know Your Numbers · Finance and budgets in practice	Managing well £129
Bitesize	Notice, Ask, Act · Supporting a colleague's mental health	Managing well £39
Bitesize	The Hour That Matters · Supervision and one-to-ones in practice	Managing well £39
Explore	Ask, Don't Tell · Coaching conversations in practice	Leading yourself £129
Bitesize	Keeping Your Balance · A personal resilience toolkit	Leading yourself £39
Explore	Change on the Ground · Leading change in practice	Leading people £129
Explore	How It Really Works Here · Culture in practice	Leading people £129
Explore	Leading on a Tuesday · Leadership in practice	Leading people £129

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THE RANGE AT A GLANCE · 2 OF 2

20 products in part one

By category. Explore: a half day, £129. Bitesize: about an hour, £39. Prices per learner

Explore	The Conversation You're Putting Off · Difficult conversations in practice	Leading people £129
Explore	Win Them Over · Influence and negotiation in practice	Leading people £129
Explore	Decide Well · Making better decisions in practice	Complexity, decisions and innovation £129
Bitesize	Meetings That Matter · Running and chairing meetings in practice	Boards and governance £39
Bitesize	Risk on a Page · Practical risk management	Boards and governance £39
Explore	Put It Right · Complaints and apology in practice	Serving the public £129
Explore	Around the Table · Partnership and multi-agency working in practice	Communities and systems £129
Explore	Doing It With, Not To · Engagement, co-production and lived experience in practice	Communities and systems £129
Explore	Start With What's Strong · Community development in practice	Communities and systems £129
Explore	The MBA Toolkit · Management essentials in practice	Strategy and the future £129

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THE PRODUCTS.

One page for each product, by category: what it is, who it is for, the time and price, and the parts it is made of.

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IN PRACTICE 1 OF 20 · EXPLORE · HALF DAY · MANAGING WELL

Fair, Firm and Human

Performance, conduct and absence in practice · 6 parts · 92 slides · 3h 36m

WHAT IT IS

Handle performance, conduct, absence and grievances calmly and fairly: raise concerns early, choose the right route, support before sanction and keep records you would be happy for anyone to read.

WHO IT IS FOR

Team leaders, supervisors and managers in councils, housing, health, charities and public services in Wales and England who handle everyday people issues.

3h 36m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Setting Expectations and Spotting Problems Early · Clear expectations, early informal conversations and fair notes that help everyone**	**Part 1** 35 min
2	**Managing Performance Fairly · Capability or conduct, support before sanction, and improvement plans people recognise as fair**	**Part 2** 36 min
3	**Conduct and Discipline · The Acas Code in practice: finding out first, fair steps, good notes and proportionate responses**	**Part 3** 36 min
4	**Absence, Health and Returning to Work · Keeping in touch, fit notes, reasonable adjustments and a return that lasts**	**Part 4** 38 min
5	**Grievances, Bullying and Conflict · Hearing concerns early, choosing a safe route and handling complaints fairly for everyone**	**Part 5** 37 min
6	**Putting It to Work: Cases and Your Plan · A practice case, four questions for any people case, and your own plan for the weeks ahead**	**Part 6** 34 min

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IN PRACTICE 2 OF 20 · EXPLORE · HALF DAY · MANAGING WELL

Getting Things Done Through People

Management in practice · 6 parts · 97 slides · 3h 31m

WHAT IT IS

Practical tools for the everyday work of managing: planning the week, setting clear objectives, delegating, motivating, running one to ones and feedback conversations, and keeping performance fair all year.

WHO IT IS FOR

Team leaders, supervisors and managers, new or experienced, in councils, housing associations, health, charities and public services across Wales and England.

3h 31m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**The Manager's Job on a Monday Morning · What managing actually involves day to day: the team, the work, your own manager and your time**	**Part 1** 34 min
2	**Objectives, Priorities and Delegation · Turning plans into clear objectives, choosing what comes first, and handing work over so people own it**	**Part 2** 36 min
3	**Motivating and Engaging Your Team · What motivates people at work, and what a manager can do about it this week**	**Part 3** 35 min
4	**Feedback and One-to-Ones That Work · Regular one to ones, giving and receiving feedback, and the coaching moments in between**	**Part 4** 35 min
5	**Managing Performance as a System · Clear expectations, regular review, recognition, spotting problems early and treating people fairly**	**Part 5** 37 min
6	**Putting It to Work: Cases and Your Plan · A practice case from recorded management cases, then your own management practice plan**	**Part 6** 34 min

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IN PRACTICE 3 OF 20 · EXPLORE · HALF DAY · MANAGING WELL

Know Your Numbers

Finance and budgets in practice · 6 parts · 88 slides · 3h 31m

WHAT IT IS

Read your budget report with confidence, build a budget you can defend, explain variances in plain words, test savings honestly and spot the financial warning signs early.

WHO IT IS FOR

Team leaders, managers, supervisors and officers who hold or influence a budget in councils, housing, health, charities and community organisations in Wales and England, with no finance background needed.

3h 31m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**The Language of Money · Plain meanings for the words and reports a manager meets every month**	**Part 1** 34 min
2	**Building a Budget · Building a realistic budget for your team or service, from priorities and honest assumptions**	**Part 2** 35 min
3	**Monitoring and Explaining Variances · Reading a monitoring report, forecasting the year end and explaining the gaps in plain words**	**Part 3** 34 min
4	**Cost and Value for Money · Knowing what things really cost, judging the value, and making a simple case for investment**	**Part 4** 36 min
5	**Reading the Warning Signs · Cash, reserves, full cost and the signals that a partner or supplier may be in trouble**	**Part 5** 35 min
6	**Putting It to Work: Cases and Your Plan · Practising on real cases, testing a proposal, and building your own money habits**	**Part 6** 36 min

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IN PRACTICE 4 OF 20 · BITESIZE · ABOUT AN HOUR · MANAGING WELL

Notice, Ask, Act

Supporting a colleague's mental health · 2 parts · 30 slides · 1h 08m

WHAT IT IS

Practical words and steps for noticing when a colleague is struggling, starting the conversation, adjusting the work, keeping in touch during absence and looking after yourself.

WHO IT IS FOR

Team leaders, supervisors and managers in councils, housing, health, charities and public services who want to support a colleague's mental health with confidence and care.

1h 08m
of learning

£39
per learner

Each part ends with a short check, with a Certificate of Completion. A downloadable workbook comes with every part.

THE PARTS

1	**Noticing and Starting the Conversation · Spotting a change, choosing the moment, opening up, listening and pointing towards support**	**Part 1** 34 min
2	**Adjustments, Absence and Looking After Yourself · Practical changes at work, keeping in touch during absence, a planned return and your own wellbeing**	**Part 2** 34 min

1	**Notice changes in a colleague and open a private, supportive conversation that asks twice and listens well**	**You will be able to**
2	**Point a colleague towards the right support and know where your part as a manager ends**	**You will be able to**
3	**Agree practical adjustments, keep in touch during absence without pressure and plan a phased return**	**You will be able to**
4	**Put your own support, boundaries and recovery in place while supporting others**	**You will be able to**

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IN PRACTICE 5 OF 20 · BITESIZE · ABOUT AN HOUR · MANAGING WELL

The Hour That Matters

Supervision and one-to-ones in practice · 2 parts · 31 slides · 1h 09m

WHAT IT IS

Turn supervision and one-to-ones into a protected hour people value: agree how it works, give it a shape, keep useful notes and make room for the weight of the work.

WHO IT IS FOR

Team leaders, supervisors and managers who hold supervision or one-to-ones in councils, housing, health, charities and public services, especially where the work is emotionally heavy.

1h 09m
of learning

£39
per learner

Each part ends with a short check, with a Certificate of Completion. A downloadable workbook comes with every part.

THE PARTS

1	**Supervision That Works · Agreeing what the hour is for, running it well and keeping notes that help**	**Part 1** 34 min
2	**When the Work Is Heavy · Reflective supervision when the work carries emotional weight, for the people you supervise and for you**	**Part 2** 35 min

1	**Agree with each person what supervision is for, how it will run, what stays private and how notes are kept**	**You will be able to**
2	**Run a supervision session with a clear shape, starting with their agenda and ending with shared, written actions**	**You will be able to**
3	**Use a simple reflective cycle to help someone make sense of a hard moment at work**	**You will be able to**
4	**Hold the edges of supervision, signpost to further support, and arrange support for yourself**	**You will be able to**

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IN PRACTICE 6 OF 20 · EXPLORE · HALF DAY · LEADING YOURSELF

Ask, Don't Tell

Coaching conversations in practice · 6 parts · 92 slides · 3h 28m

WHAT IT IS

Practical coaching for busy managers: what to ask, what to say and when to tell, so the people you manage start bringing you ideas as well as problems.

WHO IT IS FOR

Team leaders, supervisors, managers and officers in councils, housing, health, charities and public services in Wales and England who want to use a coaching style day to day.

3h 28m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**What a Coaching Conversation Is · Knowing when to ask and when to tell, and setting up a conversation people can trust**	**Part 1** 37 min
2	**GROW and Beyond in Practice · Running a structured coaching conversation that arrives somewhere, without forcing the pace**	**Part 2** 34 min
3	**Questions and Listening · Asking better questions and listening past the first answer in ordinary one to ones**	**Part 3** 34 min
4	**Coaching Your Team Day to Day · Making coaching your everyday way of managing, from the quick phone call to peer and team coaching**	**Part 4** 35 min
5	**When Coaching Gets Stuck · Working with unhelpful thinking, holding the boundaries, and knowing when to refer on**	**Part 5** 34 min
6	**Putting It to Work: Cases and Your Plan · Practising on real cases and building a coaching practice plan you will actually keep**	**Part 6** 33 min

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IN PRACTICE 7 OF 20 · BITESIZE · ABOUT AN HOUR · LEADING YOURSELF

Keeping Your Balance

A personal resilience toolkit · 2 parts · 31 slides · 1h 06m

WHAT IT IS

An hour-long, practical and gentle toolkit for working under pressure: notice your own signals early, recover a little every day, and build a resilience plan you can keep.

WHO IT IS FOR

Anyone in a demanding role in councils, housing, health, charities and public services, including frontline workers, supervisors and managers who want practical ways to stay steady.

1h 06m
of learning

£39
per learner

Each part ends with a short check, with a Certificate of Completion. A downloadable workbook comes with every part.

THE PARTS

1	**Understanding Your Own Pressure · How pressure shows up in your body, mind and week, and how to recover on purpose**	**Part 1** 33 min
2	**Your Resilience Plan · Taking honest stock, being kinder to yourself and agreeing how your team will look after each other**	**Part 2** 33 min

1	**Recognise how pressure shows up in your own body, thoughts and behaviour, and use quick, practical ways to steady yourself**	**You will be able to**
2	**Build small recoveries and kinder sleep habits into an ordinary working week**	**You will be able to**
3	**Respond to setbacks specifically, temporarily and kindly, without lowering your standards**	**You will be able to**
4	**Agree a personal resilience plan with a check-in partner, and help your team agree how it will look after each other**	**You will be able to**

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IN PRACTICE 8 OF 20 · EXPLORE · HALF DAY · LEADING PEOPLE

Change on the Ground

Leading change in practice · 6 parts · 89 slides · 3h 30m

WHAT IT IS

A practical half day on leading change at team level: seeing it from the receiving end, planning the people side, hearing pushback, communicating honestly and involving people, ending with your own plan.

WHO IT IS FOR

Team leaders, supervisors, managers and officers leading or living through change in councils, housing, health, charities and public services in Wales and England.

3h 30m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Why Change Is Hard · What change does to people and teams, and how to see it from where they stand**	**Part 1** 32 min
2	**Planning Change People Can Follow · Using the classic change models as practical planning tools**	**Part 2** 36 min
3	**Resistance, Ambivalence and Loss · Listening to pushback, working with people who are torn, and honouring what is ending**	**Part 3** 35 min
4	**Communicating Change · Sensemaking, honest messages and the people in the middle**	**Part 4** 34 min
5	**Involving People in Change · Growing change with the people who will live with it**	**Part 5** 36 min
6	**Putting It to Work: Cases and Your Plan · Practice cases, your own role in change, and a one-page change plan**	**Part 6** 36 min

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IN PRACTICE 9 OF 20 · EXPLORE · HALF DAY · LEADING PEOPLE

How It Really Works Here

Culture in practice · 6 parts · 93 slides · 3h 27m

WHAT IT IS

Read the unwritten rules of your own team, spot early signs of harm, make it safe to speak up, and change culture through small, visible everyday choices.

WHO IT IS FOR

Team leaders, managers, supervisors and officers in councils, housing, health, charities and public services in Wales and England who want to shape how things really work in their team.

3h 27m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Reading the Culture You Are In · Spotting the unwritten rules in everyday signals, with the cultural web as a practical tool**	**Part 1** 34 min
2	**Healthy and Harmful Cultures · Signs on the ground of healthy and harmful cultures, and deciding what you will not walk past**	**Part 2** 35 min
3	**Trust and Psychological Safety Day to Day · Making it safe to speak up, and responding well when someone brings you bad news**	**Part 3** 36 min
4	**Changing Culture Through Everyday Choices · Small, visible changes in routines, symbols, stories and decisions that shift how things really work**	**Part 4** 33 min
5	**Culture Across Sites, Screens and Mergers · Many cultures in one organisation: hybrid teams, merged teams and partners, and bringing them together**	**Part 5** 36 min
6	**Putting It to Work: Cases and Your Plan · Practise on recorded cases, return to the composite cast, and build your own culture action plan**	**Part 6** 34 min

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IN PRACTICE 10 OF 20 · EXPLORE · HALF DAY · LEADING PEOPLE

Leading on a Tuesday

Leadership in practice · 6 parts · 94 slides · 3h 30m

WHAT IT IS

A practical half day on the everyday side of leadership: where your attention goes, direction people can act on, hard calls, bringing out the best in others and leading when nobody knows the answer.

WHO IT IS FOR

Team leaders, supervisors, managers and officers who lead people in councils, housing, health, charities and public services in Wales and England, whatever their job title.

3h 30m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Leadership on an Ordinary Day · Where your time and attention go, how you show up, and staying the same person under pressure**	**Part 1** 36 min
2	**Setting Direction People Can Act On · Purpose, intent and priorities, checked back, so people can decide well without you**	**Part 2** 36 min
3	**Leading with Values When It Is Hard · Hard calls, candour, saying no well, and making it safe for others to speak up**	**Part 3** 36 min
4	**Bringing Out the Best in Others · Coaching in the everyday, sharing decisions and building people who do not need to ask**	**Part 4** 35 min
5	**Leading When You Do Not Know · Small safe steps, honest updates and staying steady when there is no clear answer**	**Part 5** 33 min
6	**Putting It to Work: Cases and Your Plan · Real leadership cases as practice, then your own plan for leading on an ordinary Tuesday**	**Part 6** 34 min

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IN PRACTICE 11 OF 20 · EXPLORE · HALF DAY · LEADING PEOPLE

The Conversation You're Putting Off

Difficult conversations in practice · 6 parts · 93 slides · 3h 30m

WHAT IT IS

Practical ways to prepare, open, hold and follow up the hard conversations at work, so the one you have been putting off finally happens, and goes better than you feared.

WHO IT IS FOR

Team leaders, managers, supervisors, officers and support workers in councils, housing, health, charities and public services in Wales and England who need to raise, hear or repair something difficult.

3h 30m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Why We Avoid Them, and What It Costs · Spotting the conversation you keep putting off, and counting what the delay is costing**	**Part 1** 32 min
2	**Preparing the Conversation · Getting clear on purpose, facts, feelings and the first sentence before you begin**	**Part 2** 37 min
3	**In the Room · Opening well, listening first and staying steady when the temperature rises**	**Part 3** 35 min
4	**Feedback That Lands · Care and challenge in the same conversation, with words specific enough to act on**	**Part 4** 34 min
5	**When It Escalates · Spotting a spiral early, cooling it down, and holding fair boundaries when you need to**	**Part 5** 35 min
6	**Putting It to Work: Candour, Repair and Your Plan · Saying what happened, putting it right, and planning the conversation you will have next**	**Part 6** 37 min

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IN PRACTICE 12 OF 20 · EXPLORE · HALF DAY · LEADING PEOPLE

Win Them Over

Influence and negotiation in practice · 6 parts · 93 slides · 3h 28m

WHAT IT IS

A practical half day on everyday influence and negotiation in public service: where your influence comes from, how to make an honest case, and how to prepare for and handle the conversations that decide things.

WHO IT IS FOR

Team leaders, managers, supervisors, officers and project leads in councils, housing, health, charities and public services who need agreement from budget holders, partners, suppliers, colleagues and managers.

3h 28m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Where Influence Comes From · Power, authority and credibility in everyday work, and how to build the influence a job title does not give you**	**Part 1** 35 min
2	**Persuasion That Respects People · Making an honest, well built case to colleagues, councillors and residents, so people stay free to say no**	**Part 2** 36 min
3	**Preparing to Negotiate · Interests, alternatives and a fair standard, worked out before you sit down with a budget holder, partner or supplier**	**Part 3** 35 min
4	**In the Negotiation · Reading styles, listening under pressure and handling tactics, without giving away what matters**	**Part 4** 35 min
5	**Everyday Influence · Building support up, sideways and across organisations, honestly and before the meeting that decides**	**Part 5** 35 min
6	**Putting It to Work: Cases and Your Influence Plan · Two recorded negotiation cases, a return to the cast, and a practice plan for your own next ask**	**Part 6** 33 min

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Decide Well

Making better decisions in practice · 6 parts · 95 slides · 3h 30m

WHAT IT IS

Practical tools for the decisions on your desk: sort what kind of decision it is, find the real cause, weigh options openly, stay steady under pressure and decide well with others.

WHO IT IS FOR

Team leaders, managers, supervisors, officers and community workers in councils, housing, health, charities and public services in Wales and England who make or shape decisions every week.

3h 30m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**What Kind of Decision Is This · Sorting decisions by type and context before choosing how to decide**	**Part 1** 35 min
2	**Getting to the Root · Five whys, fishbone and diagnosis before solutions**	**Part 2** 35 min
3	**Weighing Your Options · Simple criteria scoring, costs and benefits, and being honest about uncertainty**	**Part 3** 35 min
4	**Deciding Under Pressure · Fast structured thinking, OODA and Kepner Tregoe, and how experts decide in the moment**	**Part 4** 36 min
5	**Deciding Together Without Groupthink · Decision rights, dissent and participative decisions, with simple bias checks**	**Part 5** 35 min
6	**Putting It to Work: Cases and Your Plan · Practice cases from real decisions, ethical checks and your own decision habits**	**Part 6** 33 min

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IN PRACTICE 14 OF 20 · BITESIZE · ABOUT AN HOUR · BOARDS AND GOVERNANCE

Meetings That Matter

Running and chairing meetings in practice · 2 parts · 30 slides · 1h 09m

WHAT IT IS

An hour-long, practical guide to the meetings you run: a clear purpose, a better agenda, every voice heard, decisions made in the room and actions that actually get done.

WHO IT IS FOR

Team leaders, managers, partnership coordinators and anyone who chairs regular meetings in councils, housing, health, charities and public services, in person, hybrid or online.

1h 09m
of learning

£39
per learner

Each part ends with a short check, with a Certificate of Completion. A downloadable workbook comes with every part.

THE PARTS

1	**Before and In the Room · Purpose, agenda, preparation and reaching clear decisions in the meetings you run**	**Part 1** 34 min
2	**People, Dynamics and Follow-Through · Chairing the whole room, hybrid and written working, and turning decisions into done**	**Part 2** 36 min

1	**Decide what each meeting you run must produce, and build an agenda that labels every item by what the meeting must do with it**	**You will be able to**
2	**Reach clear decisions by naming the decision rule, summarising often and reading back what was agreed**	**You will be able to**
3	**Notice the undercurrent and familiar patterns in a meeting, and bring every voice in, including people on screen**	**You will be able to**
4	**Close meetings with owned actions and use the action log to follow them through**	**You will be able to**

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IN PRACTICE 15 OF 20 · BITESIZE · ABOUT AN HOUR · BOARDS AND GOVERNANCE

Risk on a Page

Practical risk management · 2 parts · 30 slides · 1h 07m

WHAT IT IS

An hour-long, practical look at everyday risk: write risks people understand, size them honestly with your team, and keep a one page risk view that leads to action.

WHO IT IS FOR

Team leaders, service managers, supervisors and project leads in councils, housing, health, charities and public services who own a risk register or contribute to one.

1h 07m
of learning

£39
per learner

Each part ends with a short check, with a Certificate of Completion. A downloadable workbook comes with every part.

THE PARTS

1	**Spotting and Sizing Risk · Identifying, assessing and recording the risks that matter in your service**	**Part 1** 34 min
2	**Appetite, Registers and the Upside · Risk appetite in plain words, a register people actually use, and opportunity as well as threat**	**Part 2** 34 min

1	**Describe a risk in one clear sentence that names its cause, what could happen and the consequence for the people you serve**	**You will be able to**
2	**Size risks with your team using likelihood, impact and evidence, treating the risk matrix as a conversation rather than a conclusion**	**You will be able to**
3	**Write risk appetite lines in plain words and choose a deliberate response to each risk, recording opportunities as well as threats**	**You will be able to**
4	**Keep a one page risk view with named owners that your team uses at every meeting**	**You will be able to**

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IN PRACTICE 16 OF 20 · EXPLORE · HALF DAY · SERVING THE PUBLIC

Put It Right

Complaints and apology in practice · 6 parts · 88 slides · 3h 30m

WHAT IT IS

Practical ways to hear complaints however they arrive, handle upset people well, work to the codes, apologise properly and turn complaints into change, with words you can use on Monday.

WHO IT IS FOR

Front-line staff, complaints officers, customer services advisers, housing and support workers, and their managers, in councils, housing associations, health and charities across Wales and England.

3h 30m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Why Complaints Matter · Hearing a complaint as honest information and as a moment in a relationship**	**Part 1** 36 min
2	**Handling Complaints Well · Listening first, respecting people and making the adjustments they need**	**Part 2** 35 min
3	**Codes, Standards and the Ombudsman · Working to the complaint handling codes in practice, from first contact to final response**	**Part 3** 34 min
4	**Saying Sorry Well · The anatomy of a good apology, a fair remedy and candour when things go wrong**	**Part 4** 34 min
5	**From Complaint to Change · Closing the loop, cutting failure demand and making sure the next person is spared**	**Part 5** 37 min
6	**Putting It to Work: Cases and Your Plan · Real cases of repeat reports, damp and mould, and a practical plan for your own complaint handling**	**Part 6** 34 min

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IN PRACTICE 17 OF 20 · EXPLORE · HALF DAY · COMMUNITIES AND SYSTEMS

Around the Table

Partnership and multi-agency working in practice · 6 parts · 91 slides · 3h 33m

WHAT IT IS

Practical tools and plain words for making partnerships and multi-agency work deliver for people: from setting one up well to sharing information safely, building trust and planning your next ninety days.

WHO IT IS FOR

Team leaders, managers, officers, support and community workers who work with other agencies, in councils, housing, health, policing, charities and public services in Wales and England.

3h 33m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Why Partnerships Succeed or Stall · What makes working together hard, and the everyday conditions that help it work**	**Part 1** 36 min
2	**Setting Up a Partnership Well · Purpose, people, roles and the practical machinery that keeps joint work going**	**Part 2** 36 min
3	**Multi-Agency Working on the Front Line · Working alongside other agencies on shared cases, day to day**	**Part 3** 35 min
4	**Sharing Information and Accountability · Sharing the right information safely, and being clear who answers for what**	**Part 4** 36 min
5	**Relationships, Power and Trust · Building trust across organisations and sharing power so that smaller partners are heard**	**Part 5** 36 min
6	**Putting It to Work: Cases and Your Plan · Learning from real partnerships, and building your own ninety-day partnership plan**	**Part 6** 34 min

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IN PRACTICE 18 OF 20 · EXPLORE · HALF DAY · COMMUNITIES AND SYSTEMS

Doing It With, Not To

Engagement, co-production and lived experience in practice · 6 parts · 90 slides · 3h 33m

WHAT IT IS

Plan engagement people can trust: be clear about what is open, run fair consultations, reach people you rarely hear, share real power in co-design and work safely and fairly with lived experience.

WHO IT IS FOR

Team leaders, officers, community and support workers in councils, housing, health, charities and partnerships in Wales and England who involve residents, tenants or service users in decisions.

3h 33m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Who Are We Engaging, and Why · Being clear on purpose and audience before you invite anyone in**	**Part 1** 36 min
2	**Consultation Done Properly · Running a fair consultation in practice, from first draft to report back**	**Part 2** 35 min
3	**Reaching People We Rarely Hear · Seldom heard voices, access, adjustments and trust in everyday engagement**	**Part 3** 36 min
4	**Co-design and Co-production in Practice · Sharing power in design and delivery, with practical steps for everyday services**	**Part 4** 35 min
5	**Working Well with Lived Experience · Consent, story safety, payment and recognition, and avoiding tokenism**	**Part 5** 36 min
6	**Putting It to Work: Cases and Your Plan · A practice case, measuring what engagement changed, and your own engagement plan**	**Part 6** 35 min

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Start With What's Strong

Community development in practice · 6 parts · 91 slides · 3h 31m

WHAT IT IS

Practical community development for people doing the work: listen first, build on what is already strong, share power honestly, and turn community ideas into action that lasts.

WHO IT IS FOR

Community development workers, neighbourhood and housing officers, tenancy and support workers, team leaders and partnership staff in councils, housing, health and charities in Wales and England.

3h 31m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Getting to Know a Community · Listening first, finding the communities in your patch and mapping what you hear**	**Part 1** 36 min
2	**Asset-Based Approaches in Practice · Starting with strengths, mapping assets with residents and connecting people**	**Part 2** 34 min
3	**From Informing to Empowering · Choosing the right level of participation, saying it honestly and keeping your promise**	**Part 3** 36 min
4	**Turning Ambitions into Action · Community plans people own, small grants and keeping momentum going**	**Part 4** 35 min
5	**Power, Leadership and Trust in Communities · Finding the people others turn to, sharing power fairly and building trust through kept promises**	**Part 5** 35 min
6	**Putting It to Work: Cases and Your Plan · Reading real community cases and building your own community development plan**	**Part 6** 36 min

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The MBA Toolkit

Management essentials in practice · 6 parts · 88 slides · 3h 29m

WHAT IT IS

The essential ideas an MBA covers, from strategy and money to people, decisions, risk, influence and change, put to work as practical tools for managers. Not an MBA, and not a qualification.

WHO IT IS FOR

Managers, team leaders and new directors in councils, housing associations, health, charities and public services across Wales and England who want the core business toolkit in practical form.

3h 29m
of learning

£129
per learner

Each part ends with a short check. Finish with a Certificate of Completion, or take the 15-question assessment for a Certificate of Completion and Assessment.

THE PARTS

1	**Strategy on a Page · Purpose, diagnosis, choices and actions that fit on one page and guide real decisions**	**Part 1** 34 min
2	**Budgets, Forecasts and Value for Money · Budgets as choices, how costs behave, value for money and honest forecasts**	**Part 2** 36 min
3	**People and Culture · Reading culture, building psychological safety, motivating people and giving honest feedback**	**Part 3** 34 min
4	**Decisions and Risk · Sorting decisions, weighing options openly, building in challenge and turning worries into risks**	**Part 4** 37 min
5	**Influence and Change · Where influence comes from, building support before the meeting and leading change people can follow**	**Part 5** 35 min
6	**Putting It to Work: Running the Business · Real cases read as a practitioner, a monthly business hour and your own toolkit plan**	**Part 6** 33 min

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Where theory meets Tuesday.
WE DON’T TEACH. WE DEVELOP.

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