



Writing in Councils Program Guide

Institute for Communication
Management and Leadership

2020

“I hear and I forget
I see and I remember
I do and I understand”
Confucius

Published by

ICML – Institute for Communication, Management and Leadership

Suite 5.04, 365 Little Collins Street

Melbourne VIC 3000

Suite 703, Level 7

The Trust Building

155 King Street

Sydney NSW 2000

ACN 147 632 746

© ICML Pty Ltd 2020

You cannot reproduce or transmit any part of this publication in any form or by any means without the prior permission of ICML Pty Ltd. We have made every effort to ensure that the information in this publication is as accurate and up to date as possible at time of publication. However, we advise that:

- i. ICML Pty Ltd (as well as any agent or person on behalf of ICML Pty Ltd who participated in the preparation of this publication) shall not be liable in any way whatsoever to any person or entity in respect of this publication and its use.
- ii. You should not act on the basis of the material in this publication without first obtaining and considering professional advice relevant to your own particular situation.

T 1300 655 098

E info@icml.com.au

W www.icml.com.au

Contents

Introducing ICML	2
ICML philosophy and learning approach	3
In-house Training and Live Virtual Workshops	5
<i>Writing in Councils</i>	
Writing Council Reports	7
Writing Council Documents for Clarity	8
Writing Customer-Focused Emails and Letters	9
Responding to Council Requests for Review	10
Writing for Funding	11
Other Business Writing Programs	12

Introducing ICML

ICML Vision

Create tailored learning solutions that makes people productive and happy.

What we do

We specialise in developing leadership, interpersonal and professional effectiveness skills.

Our programs make our participants more confident and productive. We thereby boost their happiness, which in turn strengthens productivity.

Productive and happy employees increase their organisation's bottom line.

We help people and organisations expand their potential through our training programs, coaching and consultancy.

We deliver our programs primarily to leaders, managers and aspiring managers.

Through our programs we boost:

- skills
- confidence
- motivation.

Our learning interventions improve job performance as well as relationships.

Why choose ICML?

Key reasons:

- We deliver powerful, tailored learning experiences.
- Our coaches and facilitators are experts.
- We focus relentlessly on helping our participants apply their new skills in practice.
- We create fun learning experiences.
- We jam-pack our training with practical activities and exercises.
- We're a friendly bunch; give us a call to try it out.
- Our customer service promise: you and your organisation are number one for us.

Call us today on 1300 655 098 to discuss your personal or organisational development needs or to ask for an immediate quote.

ICML philosophy and learning approach

Developing people from the inside

We favour developing people from the inside through comprehensive skills practice.

We reinforce and build the skills most useful in work and life.

Experiences

Our highly interactive sessions make for powerful learning experiences.

ICML workshops combine the latest scientific insights with practical activities and experiences.

Expert facilitators offer continuous opportunities to interact, discuss and practise.

Small groups

We like small groups. Groups of five to 14 participants encourage vivid interaction and personal attention.

Tailoring

We tailor our in-house training to the organisation and participants.

Our training is therefore always fully relevant and links back to participants' own work experiences.

Facilitators of our public courses tailor the program to individual objectives where possible, to target learning.

Our system

Training is most effective when it's a process in which goals, objectives, action plans and follow-up reinforce the effectiveness of the training 'event'. What you can expect from us:

- highly experienced and inspiring trainers
- an energetic and safe learning environment
- facilitators who address participants' individual objectives
- we pay strong attention to making action plans
- we support follow-up after training sessions to ensure participants apply what they have learnt in practice.

The ICML Continuous Growth Learning Model: making it stick

ICML makes learning stick by tackling the entire learning process through the ICML Continuous Growth Learning Model.

Workplace learning takes place through a mix of formal training, coaching, feedback and on-the-job training. Training is a small but critical part of professional and personal development.



Goals

We help participants link their goals to our training. Before the program we ask them about their objectives, for two main reasons:

- you learn more when you know what you want to achieve with the training
- our facilitators tailor the session to the participants' needs where possible.

Ideally, participants' choice of training flows from their personal development plan, linking job or career goals and the capabilities they need to develop.

Training

*“The mediocre teacher tells.
The good teacher explains.
The superior teacher demonstrates.
The great teacher inspires.”*

William Arthur Ward

At ICML we provide training in short and intensive bursts. In one or a few demanding days participants listen, practise, discuss, experience, reflect and plan for the future.

At ICML we make learning engaging and fun. People don't sit and listen to long drawn-out lectures, make a few notes and leave. Don't expect 'death by PowerPoint'.

We use the latest scientific insights in highly practical ways and let our participants experience what these insights mean for them personally.

Personal action plan

We continually focus on practical application of your new skills.

Personal action plans are the basis for transfer of skills to the workplace.

During the training session we make ample time for participants to write down how they will apply their new skills, tools and strategies in the workplace.

Implementation and follow-up

During the training workshop we give participants the skills to keep on learning back at work.

For in-house programs we work with managers and learning professionals to maximise participants' opportunities to put newly learnt skills into practice.

Call us to discuss how we can help you to build a learning process together.

In-house Training and Live Virtual Workshops

Delivering in-house programs

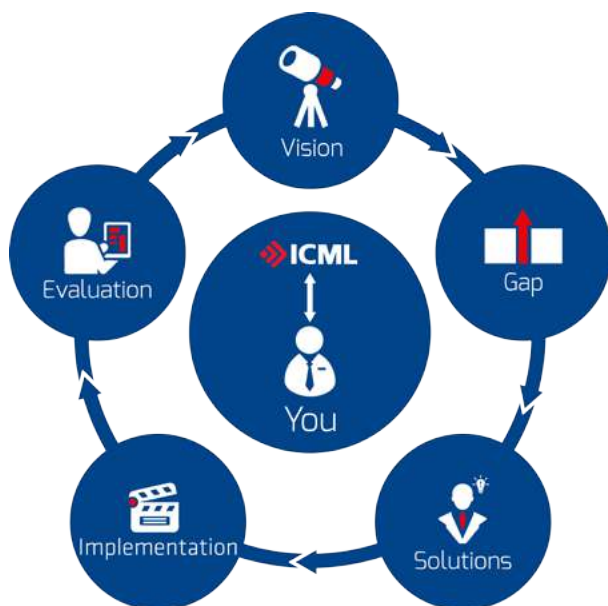
We partner with our clients to deliver a people development process that extends well beyond the 'training event'.

We tailor and customise

Depending on your budget and needs we tailor the perfect program for you.

We have a wide network of outstanding facilitators, so we can adapt, design and deliver any interpersonal skills program you can imagine.

Participants don't waste any precious time in training; the program is tailored to your objectives, your business needs and any particulars about your organisation.



Applying it in practice

One of the biggest challenges we all face in training is making sure participants apply new skills and behaviours in practice.

Here we partner with you as our client to build as

many elements as possible into the entire learning process to ensure the maximum amount of learning sticks. We deliver programs in interactive, live online workshops, accessible from a device anywhere.

Highly impactful learning

- Replicating face-to-face workshop experiences through conferencing technology.
- Using extra features for engagement: polls, quizzes, chat, electronic whiteboard.
- Learning in multiple shorter bursts – allowing practice between sessions.

Benefits of virtual workshops

We deliver our workshops online through our Zoom system or your preferred internal videoconferencing

- Attend the training from the comfort of home or personal workstation.
- No travel time or expenses.
- Multiple short sessions – less impact on work.

Simple access

- You need: a device with camera and a quiet place.
- No software needed.
- Click on a link to gain access.
- Works on any personal device and most corporate systems.

Tailored group training – in-house or through virtual workshops

Ask us how we will tailor this program to your organisation or team. Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.

Writing in Councils



Writing Council Reports

Are your team's council reports concise and strategic? When we create council reports and council briefing papers, we often include too much detail and operational content which makes decision making harder.

This uniquely focused council writing course helps council employees and managers write succinct and high-level reports. The workshop is tailored to focus on specific documentation and develops the skills that:

- Limit internal rewriting to a minimum
- Enable fast decision making.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who write council reports and council briefing papers.

Outcomes

Learn how to:

- Understand the purpose of a council report
- Identify the objectives of council reports
- Define the structure and purpose of the headings in the council reports and briefing papers
- Populate the council templates with appropriate information
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Eliminate 20 -30 percent of wasted words in a report.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/

Writing Council Documents for Clarity

Writing is often not the fun part of our job. It can be time consuming and sometimes it needs several rework attempts to get it right. Readers should be able to read a document once and process it in the way you intend.

This training program is entirely focused on writing council documents. It will help to write any council document faster and to give greater clarity for the reader. We will use participant work as the basis for exercises. They will immediately apply what they learn to their own and their colleagues' writing, making the course far more interesting and relevant.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who are required to write typical council documents, such as emails, letters, policies or reports.

Outcomes

Learn how to:

- Identify the reader and the purpose of the document
- Create a diagram to efficiently plan content and structure
- Compose tight sentences which highlight the main points for the reader
- Eliminate excess words in a document
- Use formatting techniques to assist readability
- Include key words to control the tone.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/

Writing Customer-Focused Emails and Letters

Are the emails and letters generated by your department too officious, long winded or not focused on addressing the issues raised in incoming correspondence? A formal tone and inappropriate content can unintentionally offend customers and discredit the council's reputation within the community.

This program focuses on your department's documentation and presents simple techniques to create letters and emails with a customer-focused tone, whilst concisely addressing all the relevant issues.

Duration

- Half-day face-to-face *or*
- 1 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who write external emails and letters.

Outcomes

Learn how to:

- Isolate all key issues that need addressing in the incoming correspondence
- Prepare a diagrammatic tool to ensure relevant content and structure
- Compose concise and grammatically correct sentences with the reader in mind and in alignment with the council's style guide
- Effectively include standard paragraphs
- Add in key words to control the tone.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/

Responding to Council Requests for Review

Responding to requests for review of council decisions is one of the hardest types of correspondence to write. It requires a clear and simple presentation of facts and often complicated by-laws and legislation. At the same time, it needs to convey respect and empathy for the customers and their situations.

This is a tailored course for this specialised area and uses your examples and standard paragraphs to help your team members write high quality correspondence quickly and confidently.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is designed for council employees who need to respond to requests for review or appeal of council decisions. It is ideally suited to a group of members from one department.

Outcomes

Learn how to:

- Isolate all key issues that need addressing in the incoming correspondence
- Prepare a diagrammatic tool to ensure relevant content and structure
- Interpret and convey legislation and by-laws for non-technical readers
- Compose concise and grammatically correct sentences with the reader in mind and in alignment with the council's style guide
- Identify the power of empathy, when it is appropriate to be used and how to convey it
- Assertively but compassionately convey decisions which may not meet the customer's expectations
- Add in key words to control the tone
- Effectively include standard paragraphs
- Update outdated standard paragraphs.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/

Writing for Funding

External funding is a major source for capital works and continuous improvement initiatives within councils. When competing against other providers it's easy to 'miss the mark' through a poor submission. These submissions require succinct and compelling composition of information to validate your council's competency against the criteria.

Using examples previously created in the council, this course creates awareness and skills within this highly competitive area so that submissions have the best chance of success.

Duration

- Full-day face-to-face *or*
- 2 x 3.5 hours live virtual training.

Audience

This program is suited for council employees who prepare submissions to external bodies.

Outcomes

Learn how to:

- Interpret the process funding bodies follow when evaluating submissions
- Utilise a visual tool to:
 - Ensure listing relevant and convincing content for all criteria
 - Create a logical flow
- Present substantiated and evidence-based claims against the criteria
- Compose tight sentences which highlight the main points for the reader
- Eliminate 20 to 30 percent of wasted words in documents
- Use formatting techniques to assist readability
- Edit the document prior to submission.

Tailored group training - in-house or through virtual workshops

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/

Other Business Writing Programs

Apart from our Council Writing programs, ICML offers other tailored in-house business writing programs. Ask us for a free quote.

Board Papers

Create appealing and convincing board papers. Learn how to make your documents attractive through persuasive writing, enticing headlines, a clear structure and an attractive layout. Turn bloated prose into crisp and compelling language. Get your board papers read and actioned.

Minutes and Agendas

A common challenge with writing minutes is choosing what to include. As a result, many minutes suffer from too much detail. This minute writing program shows you how to focus on decision, action and responsibilities.

Government Briefs

Our battle-hardened facilitators teach you how to write briefs that demonstrate a clear understanding of their purpose and their audience. This program unpacks the various stages of the writing process and helps participants create briefs that excel in clarity, precision and relevance.

Copywriting

Writing brochures, websites, sales letters and other marketing and sales documents is like an art. Fortunately, we can teach you to how write copy like a professional. We deliver this training program in-house but also online for individuals.

SEO-Savvy Blogs and Social Media for Business

Writing for the web is unlike any other writing. Short attention spans are even more pervasive. Discover how to create sizzling content that engages and builds authority for your business.

Executive Summaries

Are your executive summaries clear? Do they only contain critical information and conclusions? To write

a great executive summary you need to understand your audience. In addition, you need to be clear about your objectives. In this tailored in-house executive summary writing training program, you'll practise with your own documents. You'll learn to create tight and influential executive summaries.

Editing Skills for Managers

Don't make the mistake of re-writing other people's work. It costs too much time and you'll condemn yourself to doing it over and again, as people won't learn that way. We'll demonstrate how to save time by giving feedback that creates writing skills. This is a program for managers who would like to make their job easier over time.

Technical Writing

A lot of technical writing can be improved by showing less technical expertise and more focus on what the reader needs to know. With a simple step-process we'll show you how to turn murky technical text into clear and reader focused writing.

Business Writing for Leaders with English as a Second Language

Any foreign language is hard, but English has unique challenges when you're not a native speaker. Getting up to speed quickly and writing at an acceptable level can be hard. The demands are usually higher the more responsibility you have within the organisation. The best way to quickly raise the writing levels of leaders and executives is through a coaching program, consisting of face-to-face and distance learning.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/



ICML
Institute for Communication
Management and Leadership
T 1300 655 098
E info@icml.com.au
W www.icml.com.au