

# CHALLENGE

## The Organisation

Challenge supplies comprehensive training and support services on equality, diversity and related issues. Whether you need training, advice, facilitation or a combination of the three we can provide a consultant who will design a programme to meet your needs.

Challenge was set up in 1985 by Femi Otitoju, and has grown from a one-person organisation into an association of trainers and consultants from a variety of backgrounds, offering a wide range of skills and expertise, all working with common aims and objectives.

Our courses are aimed at all levels, from front line staff to senior management, and our training is designed to increase participants' confidence in addressing the issues of racism, sexism, discrimination against disabled people and heterosexism. Our training helps people understand the ethos underpinning policies and procedures and enables them to integrate equality into their everyday work practice, while empowering members of traditionally disadvantaged groups.

Challenge also offers a consultancy service to familiarise organisations and individuals with the legislation that covers equality of opportunity and help them develop, implement and monitor policies and procedures that fulfil their statutory obligations in recruitment and service delivery. When difficulties arise in implementation or between individuals facilitation and mediation services are available.

## Mode Of Operation

We aim to create non-threatening, challenging and supportive training environments within which participants are encouraged to contribute.

Presentations always lead to discussions which include the whole participant group, and as a consequence, we prefer to work with one trainer to a minimum of 8 participants and a maximum of 16 participants.

We recognise that in order to be able to deal effectively with issues of inequality, consultants need direct experience of the issues under discussion; consequently, all of our consultants are either women, black, lesbian, gay, disabled or a combination of these.

Additionally, we believe in choosing the trainer to suit the needs of the client to ensure that Challenge Consultancy Limited provides the best possible service.

The majority of our courses are available as standard 'off-the-peg' sessions although in many cases specific 'tweaking' can be done to ensure that any specific issues facing the participant group are addressed. Courses such as Team Development are specifically tailored to suit the current needs of the team.

On two days courses where participants practice technique in role-play situations it is possible to bring in external actors to play the part of 'staff member' to aid the learning of the interviewer. An additional charge is made for this.

## CHALLENGE CONSULTANCY LIMITED

11 Oxford House  
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Registered in England  
Number: 3044422

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## New:

### Impact Assessment

- **Implementing the Public Duties**

### Age Discrimination

## CONTENT

### OUR MOST POPULAR COURSES

- **Welcoming Diversity**
- **Managing Diversity**
- **Cultural Awareness**
- **Equality At Work**

## MANAGEMENT DEVELOPMENT PROGRAMME

The Management Development Programme is designed to give new managers the grounding required to effectively and fairly manage their staff. It also enables experienced managers to build on their existing skills and abilities to ensure that they maintain a high standard of productivity within their team or department and are able to deal with any problems that may arise.

## THE MANAGERS TOOLKIT

- **Appraisal Training**
- **Developing Your Leadership Skills**
- **Managing Change**
- **Managing Diversity**
- **Managing Employee Relations**
- **Performance Management**
- **Recruitment and Selection**
- **Unlocking Your Talent and Potential**

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## OTHER MANAGEMENT DEVELOPMENT COURSES

- **Welcoming & Managing Diversity**  
The business case for the board
- **Building and Managing a Team**
- **Team Development**
- **Moving Into Management**
- **Management Revisited**

## OTHER ESTABLISHED COURSES

- **Being More Assertive**
- **Customer Care**
- **Dealing with Aggression and Violence**
- **Dealing with Harassment**
- **Disability Equality**
- **Ethnicity Monitoring Data**
- **Recruitment and Selection**
- **Making The Most of Meetings**
- **Stress and Time Management**

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## OUR MOST POPULAR COURSES

### Welcoming Diversity

This is a one, two or three day course aimed at those with little or no previous training in the area of equal opportunities, but who would benefit from the opportunity to discuss the issues of discrimination and oppression in some depth. A basic one day course covers use of language, legislation and basic history of the liberation movements, and can be used as part of a worker induction programme. The two and three days courses go further to explore the structure of oppression and challenges the myths and stereotypes that surround members of disadvantaged groups.

### Managing Diversity

This is a two day course aimed at all staff who have line management or supervisory responsibility, and it aims to identify ways of including equality issues in the support, supervision and development of staff. Participants will learn to list key stages of service planning and show how equality considerations can be included. They will also be able to specify the role of mainstreaming in human resource management including performance appraisal, motivation and dealing with absence. **For an additional charge external actors may be used to play 'staff' members in interview scenarios.**

### Cultural Awareness

A one day course that aims to increase participants' awareness of the ways in which cultural difference can create barriers to effective communication and identify working practices which facilitate greater understanding of different cultures.

### Equality at Work

This is a one-day course that combines the main areas of the welcoming diversity and cultural awareness courses to provide staff with the basic knowledge required to work efficiently with a diverse client group.

## THE MANAGERS TOOLKIT AND MANAGEMENT DEVELOPMENT

### Appraisal Training

This is a one-day course for Managers and other staff who need to monitor how staff work, and give constructive feedback in the form of an appraisal. The aim is to clarify the purpose of staff appraisal, examine methods of assessing performance and identifying ways of developing staff to reach their full potential. After the course participants will be able to outline the main aims and benefits of the appraisal process, prepare and conduct effective appraisals and set clear and agreed goals

### Developing your Leadership Skills

This course is designed to allow Managers to improve their management skills by considering the difference between managers and leaders, increasing understanding of the appropriateness of those two positions in any situation and developing practical methods to achieve excellent leadership skills.

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## Managing Change

This course ensures that your Managers understand the process of change, how important it is that change is actively managed and its impact on people and teams. It also allows managers to explore a number of strategies for dealing with change and how to cope with team and individual resistance to change. It also considers the issues of diversity and culture when managing change.



## Managing Diversity

See above

## Managing Employee Relations

This two day course enables Managers to deal confidently with staff performance. Using your organisations own policies and procedures (or best practice where policies are not in place), the course deals with the management of:

- Conduct
- Capability
- Absenteeism and
- Grievance

This includes effective interviewing and managing difficult relationships.

## Performance Management

This one-day course is aimed at all staff with management or supervisory responsibilities that regularly need to support and supervise members of staff. The course is designed to enable delegates to increase their understanding of the roles of support and supervision, and the best ways of delegating, motivating and monitoring. The course includes

Accountabilities, Performance Measures and standards, Setting goals, Progress Reviews and the use of appraisals.

## Recruitment and Selection

This two day course follows best practice in recruitment (or uses the companies own policy and procedure where appropriate). The course clarifies the roles and responsibilities of panel members and the procedure to follow, familiarises participants with the forms to use and how to use them, gives guidance and practice on shortlisting and devising questions, allows time for practice interviews and improves participants skills with regard to fair interviewing (including the legislation).

A one day version of this course is also available for staff familiar with the recruitment process.

## Unlocking Your Talent and Potential

This course is designed to give current managers the space to consider their own personal development and their next steps. Methods are explored to help participants see where they are currently and where they want to be within their current role and beyond.

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## OTHER MANAGEMENT DEVELOPMENT COURSES

### Exploring Your Management Potential

Aimed at experienced staff who are considering moving into a supervisory role this one day course is designed to enable delegates to explore what it would feel like to be a manager, gain a better understanding of the role of the manager, and to assess for themselves whether they have the potential to move into management.

### Team Development

How effectively is your team working?  
How well do Team members communicate?  
Could you improve overall efficiency?

A one day Team Development course will provide you with an opportunity to look at these issues: a two day course will lay the foundations for some really positive change.

Core components are diagnosing how effectively the team is working, looking at the essentials of effective teamwork, and analysing the role each team member plays.

Additional areas include improving team communication, dealing with conflict and clarifying the strengths and weaknesses of your team.

### Moving into Management

This is a three-day course, which can be held on consecutive days or over a period of time, and is designed for staff who have been identified as being suitable for progression into supervisory positions. By the end of the course participants will be able to outline the role of supervisory positions, identify ways of motivating staff including taking account of different cultures, recognise tasks that may be delegated and state key stages in the process, devise a structure in order to appraise performance, outline the role of counselling, coaching and leadership in team building, take a positive and creative approach to conflict, and be able to manage diversity effectively.

### Management Revisited

A course for established supervisory and management staff who although they have gained experience of being in a supervisory position have not received any formal training in the area. The course is designed to enable delegates to assess and improve their performance as managers, understand what is expected of managers and how to develop and effectively motivate staff. The course covers topics such as the role of a manager, what managers should do to be seen as a part of the team, how to develop and manage a team. This course can also be used as an introductory base to other management related courses.

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## OTHER ESTABLISHED COURSES

### Being More Assertive

This is a one or two-day workshop aimed at staff who are from traditionally disadvantaged groups, and who have not attended any assertiveness training. The course looks at situations where we could be more assertive, identifies simple techniques and offers a comfortable environment in which to try out the new techniques.

### Building and Managing a Team

This course is designed to enable supervisory staff to understand what teams are and the essential features of an effective team, recognise how teams develop and what leadership styles are appropriate for their team, understand the various team roles and theory on team profiles and to go on to effectively manage the relationships within their team. The course looks at how to create a team out of the people who report to you, and how this differs from groups. The stages of team development, the roles of the various members of the team and the common problems faced by teams, including personality clashes and conflicts.

### Customer Care

This is a one-day course for workers who deal with enquiries from the public. The course will examine communication: face-to-face, and on the telephone, the importance of equal opportunities on the "front desk", constructive responses to the public's needs, customer care and ways of ensuring that the best service is delivered.

### Dealing With Aggression and Violence

A one day workshop that looks at factors likely to cause difficult behaviour, how our own behaviour may contribute to the tensions, what we can do to prevent aggressive behaviour, and stop escalation to violence, how to deal with violence, and what action to take after the event.

### Disability Equality

Disability Equality is a vast and complex area to explore and train, but by breaking down the various elements involved, it is possible to structure a course or series of courses to meet the specific needs of the organisation.

On average one day of training will cover three of the modules listed below

- 1) Fundamentals of disability equality
- 2) Aspects of discrimination
- 3) The Disability Discrimination Act
- 4) Management
- 5) Building a respectful language
- 6) Gender, Race and Age
- 7) Other relevant legislation

### Dealing With Harassment

A one or two day course over which participants learn to recognise racial, sexual and other forms of harassment. They explore some of the causes of harassment in the workplace and gain an understanding of the negative impact it can have on the recipient and the wider organisation. Included are techniques on how to mediate between complainants and individuals perceived to have caused offence.

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## Ethnicity Monitoring Data

Designed as a direct response to the NHS introduction of wider classifications of ethnicity of its service users. This half day briefing session helps staff who are required to collect data to be able to better understand why the information is necessary, and the best way to explain this to resistant service users.

## Recruitment and Selection

See Managers Toolkit.

## Making The Most Of Meetings

A one-day course for anyone who regularly attends meetings as part of their work. In this highly participatory course we look at why many meetings are uncomfortable and time consuming, and provide the opportunity to develop and practice numerous time saving and communication techniques.

## Managing Change

See Managers Toolkit.

We can also integrate this with one-day staff briefing sessions to aid introduction of new policies or working practices.

## Stress and Time Management

A one or two day course for those who wish to have greater control of the stress in their lives, and who want to manage time more effectively to reduce stress build-up. Time is spent identifying stress and its causes, assisting in developing a greater understanding and coping strategies.

## Welcoming and Managing Diversity

### The business case for the board

This is a one-day course that is designed specially for the board members and senior executives of the organisation. As well as giving them an understanding of the ethos of equal opportunities and how to integrate this into the effective management of a diverse workforce, it also puts across the business case for maintaining an up-to-date equal opportunities policy framework for the organisation.

This course also allows for additional regional situations to be discussed and how these could impact on the organisations' policy.

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## Can't See The Course You Require?

Even though the course you are seeking for your staff may not be shown in this pack, it is very possible that one of our trainers will be able to meet your organisations' specific requirements.

Contact Challenge, and talk to one of our administration team, who will be more than happy to take some details, and pass these on to the trainer best suited to your needs.

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## FEES

This table is given as a guide only.

	<b>Standard Rate</b>	<b>Housing/ Health/ Local Authority</b>	<b>Reg'd Charity</b>
Standard Course 1/2 day	£ 1500 £ 800	£1200 £700	£950 £500
Tailored Course 1/2 day	£1750 £950	£1500 £800	£1200 £700
Meeting (per hour)	£250	£175	£160
Report (per days event)	£500	£350	£300
Materials (per participant)	£5.00	£4.00	£3.50
Overnight Accommodation	£150	£150	£150

The above fees are subject to the addition of VAT at the standard rate in force, and are shown per trainer per day.

Public organisations may be eligible for a discount – please ask for details.

Outside London and the M25 an additional National Rail or British Airways standard return fare will be charged, or travel will be charged at 45p per mile.

The fees shown above should be used as a guideline; discounts may be available on quantity bookings.

Our trainers are more than happy to talk to you to discuss your needs and then supply you with a comprehensive proposal which would be more specific in the total cost for your organisation's programme.

## TERMS AND CONDITIONS OF BOOKING

- Invoices are due for payment within 14 days of invoice date. Invoices unpaid after 60 days of invoice date will be subject to an additional surcharge of 5% of the invoice total.

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- The Client Organisation will be responsible for providing all necessary equipment required for the course, and the provision of a suitable training venue (unless otherwise agreed in writing with Challenge Consultancy Limited).
- Failure to provide a minimum of eight participants will result in the cancellation of the course and the client will be charged the full agreed fee.
- Cancellation or Postponement of booking will result in charges as per the scale shown below:

More than 30 days prior to date of engagement	£75 administration
15 - 30 days prior to date of engagement	50% of full fee
8 - 14 days prior to date of engagement	75% of full fee
0 - 7 days prior to date of engagement	100% of full fee
- Where the trainer is unable to fulfil an engagement, Challenge Consultancy Limited will endeavour to provide a suitable alternative trainer. If this is not possible the course fee will be waived.
- Where Course Materials are produced by Challenge Consultancy Limited, these will be charged for on a per participant basis in accordance with the current scale of fees.
- Where a written report is requested by the Client following Training, Facilitation, Mediation or Consultancy, this will be charged for in accordance with the current scale of fees.
- Any additional terms stated in any proposal relating to a booking form an integral part of these terms and conditions.

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**This pack is available in a variety of formats. Please contact the Challenge office (020 7272 3400 or [training@challcon.com](mailto:training@challcon.com)) if you would like this pack supplied in a different format**

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## TRAINER PROFILES

### FEMI OTITOU – Training Director



FEMI began training in 1980 when she was involved in management development for a large employment agency.

After further developing her skills at The Observer, Femi was finally able to combine her professional experience with her personal commitment to equality for all when she joined the GLC Women's Committee Support Unit as a Community Development Officer. Here she was involved in training other departments and council funded groups, ran training for trainers in the Central Training Section in order to facilitate the integration of equal opportunities into all training undertaken by the department.

After two years as a training officer on equal opportunities for the London Borough of Haringey Femi set up Challenge and began to offer courses directly to local Authorities and voluntary sector organisations. Challenge has provided training for over 500 organisations.

Femi has direct experience of working within the voluntary sector around issues of equality. She has been involved in the black and women's movements since 1975 and for the past fourteen years she has also actively campaigned for equality for lesbians and gays. In addition Femi has close links with the disability community and has had an integral role in the training of trainers for the London Boroughs Disability Resource team which offered Disability Equality Training to many London Boroughs and local authorities throughout the country.

In 1992 in conjunction with Melrose Film Productions Femi produced a Masterclass training video entitled 'Equal Opportunities And The Manager'. In this practical technique guide to the management of diversity, Femi's down to earth approach helps everyone accept that people are different, and must be respected as such.

Her training resource "Fairs Fair" is distributed by Melrose Training. This video based training pack is widely used in commerce and industry as well as in the not for profit sector.

Femi has addressed numerous conferences and events as a key-note speaker on a wide variety of equality and diversity issues, she has also been fundamental in reviewing, revising and helping to implement changes to equality policies in many large organisations.

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## DONNA CARTY – Senior Consultant and Training Manager



Donna had worked in and around the housing field for over twelve years before moving to work for Challenge. She began with general needs housing then moved on to Supported Housing where she worked for 10 years. This work was mainly with women with low support needs and male ex-offenders. She began her Management role after four years of front line work and managed a Team working across four London Boroughs. The clients being worked with across the boroughs had issues regarding mental health, previous offences and drug and alcohol use.

Donna enjoyed this work, particularly maintaining close links with the boroughs and local agencies, as well as being involved in local and organisational policy development. During her Management one of Donna's main focuses was, as well as staff management, service user involvement. She was instrumental in the development of Service User Involvement at Opendoor Housing Trust and went on to a Quality Service role.

For three years Donna was a very active member of the Management Committee of a London Women's Aid Project. Her role involved staff recruitment, a large amount of policy development and one to one supervision. Donna also held the post of Treasurer for two years.

Donna was a Shop Steward for the housing / project worker grade at Opendoor and when she moved to Management, she was asked to represent the Managers in union activity, which she did for a further three years.

Donna has now left the role of Quality Services Manager that she held for nearly three years. When in the role she led on Best Value, supported Managers in the development and implementation of performance management systems and was responsible for the development of Service User Involvement, as well as delivery of in-house training programmes.

More recently Donna has been training with London Housing Associations and Health Authorities, and Local Authorities in and outside of London. Her main areas of work are in Equality and Diversity, Management Skills and Managing Diversity, Cultural Awareness, Service User Involvement, Anti Harassment and Assertiveness, as well as advice and experience in bullying and harassment investigations.

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## RICHARD BLANCO – Senior Consultant (Management)



Richard Blanco has 10 years experience as a consultant, trainer and facilitator. He began his career as a Community Worker for London Borough of Lewisham specialising in work with children and young people. He was later a consultant to London Borough of Greenwich on a regeneration project to turn the disused Borough Hall into an arts centre and venue

where he was appointed Director in 1993. He was involved in the delivery of many culturally diverse arts and community services including older people, women only, disability focus and lesbian and gay participatory and performance activities. In 1996 he left to work freelance again.

Richard was Training Co-ordinator at London Lesbian and Gay switchboard 1990-92 and since joining Challenge runs all the core training programmes from Equal Opportunities to Recruitment and Selection and Team Development. He has a strong commitment to equalities issues and has developed a particular interest in organisational development and human resources issues such as communication, team work and people management skills. He regularly attends training programmes to top up his own skills.

Recent consultancy work has included an investigative report for the Association of Greater Manchester Authorities (AGMA) on the Support and Development of Cultural Diversity in Manchester, Recruitment consultancy for a London Arts Centre and a number of Interim Management contracts. Richard has a very broad experience of facilitation. He has run regular customer focus groups in Greenwich, recently facilitated a series of community consultation events in Greater Manchester for North West Arts Board and has participated in British Airways Product Development focus groups. He has worked as an Adviser to the Arts Council of England on Lottery Applications and has been a board member of a number of voluntary sector organisations.

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## TINU CORNISH – Senior Consultant (Organisational Development)



An Occupational Psychologist with over twenty years experience in the fields of leadership, team development, and diversity, Tinu's mission is to help individuals reach their potential in happy, positive and productive workplaces. She has a passion for developing managers to achieve this. Tinu runs really useful courses on leadership, unlocking your talent and potential and team management.

Tinu is an accomplished Consultant, Coach and Facilitator who delivers effective evidence based solutions to complex organisational needs using a variety of different methods. She has a particular expertise in facilitating situations where diversity is a factor. In addition to working with teams and organisations, Tinu is a mentor and a coach. She uses the principles of positive psychology to help individuals identify their strengths, improve their awareness and increase their knowledge in order to achieve their work, career and personal development goals.

Typical assignments include; coaching managers and their teams to develop effective, emotionally intelligent ways of working; coaching and training to improve performance management in an organisation following an employment tribunal case; research into poor recruitment outcomes and development of solutions to resolve the situation; leadership coaching for minority managers.

Tinu has a BSc (Hons) Degree in Psychology from Lancaster University and a Postgraduate Diploma in Occupational Psychology from Birkbeck College, University of London, and Level A and Level B psychometric testing. She currently is completing the process of becoming Chartered.

Tinu is a member of;

- The British Psychological Society's Special Group in Coaching Psychology,
- The Association of Coaching, and
- The Association of Business Psychologists.

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## ANJUM MOUJ



Anjum has worked with people and community groups for many years now in different capacities, and feels that communication and equal opportunities form an integral part of her work. She is committed to ensuring that issues of access and equity are built into every aspect of partnership work, service planning and delivery.

Anjum also feels that she has:

- Accumulated a sensitive and thorough insight into the needs of communities and ways of articulating these
- Ensured continuous dialogue with the community on a consultative as well as representative level. Being constantly engaged in developing ways of ensuring that local voices are heard through effective representation at strategic levels and that the process of needs analysis, commissioning and contracting reflect the real and expressed needs of all sections of the community; her experiences of user and carer groups have included the establishment of focus and support groups, conferences and strategic input by community members into service delivery.

Her experiences have enabled her to understand and effectively manage financial and human resources, and work with creativity and flexibility within the changing legislative, organisational and at times political climate.

Her familiarity with statutory structures results from many years of active involvement with multi-agency strategy and service groups. These opportunities have enabled her to learn and contribute to the processes of needs assessment, gap analysis and the planning of appropriate future services.

A great deal of her training experience has been with community groups focusing particularly on skills-building to ensure that all communities, regardless of their client group, established history or income are able to take part in main stream service development, negotiation of Service Level Agreements and have equal access to available funds.

Anjum feels that she has been an effective ambassador for the service users and organisations that she has represented, whether this has been through her representation at meetings, giving talks or through written material. Her PR skills have enabled her to pursue issues considered sensitive, contentious or those simply marginalised.

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## AUBREY MAASDORP



**Aubrey Maasdorp** is a highly skilled and experienced facilitator and trainer and has been employed in the equality and personal development field for more than 15 years. He has been working in management, staff development and sexual health since 1989 as a trainer and facilitator. In addition, he has worked on numerous research projects and contributed to many training manuals.

Aubrey worked in Sexual Health and HIV for many years as a Training and Information Manager with the London Borough of Camden. He then moved to Management Development and worked as the Senior Training Officer in the Chief Executive's Department. Prior to working as an independent consult, Aubrey worked as acting Head of Corporate Learning and Development for the London Borough of Camden. Aubrey now works with Challenge where he has delivered numerous courses on Equality and Diversity and management development.

The following is a selection of the clients Aubrey has worked with since 2002. The Home Office (Management and leadership skills), LB Camden (Valuing Diversity for Managers, Gender, race, sexuality and HIV and Recruitment and Selection Training); Terrence Higgins Trust (Managing Change); a number of Health Trusts (Race Awareness, The Race Equality Scheme, Managing Diversity, Welcoming Diversity); Healthlink Worldwide (HIV and organisational change); The Exchange Programme, (working with international participants facilitating discussion and action planning for community development of HIV programmes)

Aubrey has also been involved in numerous research projects. He worked for Healthlink Worldwide editing and rewriting a training manual for facilitators on the Memory Project, to be used by HIV organisations worldwide (January – March 2005), compiled and edited Positive Development, a training manual to help communities to set up support groups. He has done research projects with a number of local authorities and health authorities on access to services and service development

Aubrey has also delivered presentations at international conferences and facilitated training courses and workshops in Thailand, Ireland, South Africa and Uganda.

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Registered in England  
Number: 3044422

# CHALLENGE

## ARVINDA GOHIL



Arvinda is a management consultant with 25 years' experience in the housing field. Her housing career has included working for a Women's Refuge; setting up and running positive action programmes; Chief Executive of two housing associations; setting up a training and capacity building agency in South Africa to assist emerging housing associations; running a Regeneration partnership and as Assistant Director for London at the Housing Corporation.

She has a high profile in the housing sector and a well-deserved reputation as an empowering leader. She brings enormous amount of enthusiasm and energy to her work and her particular specialisms include governance, equalities, service excellence, team building and coaching/mentoring.

She is a member of the Hanover Housing Group Board, where she holds the equalities portfolio, a trustee of VSO overseas, and an independent governor at London South Bank University. She was recently appointed as a Schedule 1 Board member to Ujima Housing Association.

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# CHALLENGE

## CYRIL HUSBANDS



Cyril's professional background is in training & development, human resource management and diversity & equality strategy for the public and social action (or voluntary) sectors. Cyril has held influential positions with the Greater London Council (GLC), two London boroughs, the Citizens Advice service, Victim Support and Sia, the national agency for black voluntary organisation development. Cyril was Senior Diversity Manager at the BBC for almost six years before joining a medium sized consultancy firm as a Principal Consultant, where his clients included multi-national businesses, the Ministry of Defence and the British Council.

As a corporate representative, Cyril has extensive experience of commissioning services, drafting specifications, developing contract compliance policies, and conducting negotiations and consultations with bidders, suppliers and other stakeholders.

Cyril has served as an Associate Tutor with South Bank University, where he designed and tutored a BTEC Certificate in a Management course on Workplace Communication. He has also led management courses on other subjects including client access to records (as mandated by the Freedom of Information Act 2000), recruitment & selection and managing diversity. Cyril's positive action experience includes leadership of the NHS 'Breaking Through Programme', a high-profile development project aimed at helping the NHS meet its commitment to increase the diversity of its leadership cohort. The role included designing and scheduling the programme content, managing tutors and providing tuition himself. Cyril has worked with a range of other clients on leadership and management development JP Morgan, the University of Birmingham and the newly formed Department for Children, Schools and Families.

### **Other significant work experience includes:**

- Designing strategic and corporate policies and procedures, including the first lesbian and gay equality policy to be adopted by a major employer
- Managing major positive action leadership programmes including a scheme that increased the number of women and Black men in London's Fire Service and the BBC's British Diversity Award-winning Sport Mentoring Scheme
- Numerous presentations at conferences, seminars and other important events, on subjects including management development, equality in employment and services, training, governance for voluntary organisations and race in Britain.
- Joint leadership of a national management training programme for Victim Support branches and Witness Services, and contributing toward the development, delivery and evaluation of the programme.

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# CHALLENGE

## HOPE MASSIAH



Hope's training experience started in 1984 when she was a mathematics teacher at a Secondary modern school. She then moved on to become a researcher for the London Borough of Camdens' Lesbian and Gay unit, researching into the needs of Lesbian and Gay men in housing, health, education and social services.

This led Hope to becoming an Equalities Issues Officer at the Peckham Black Women's Centre, where she was responsible for training courses, community outreach, advice and counselling. Hope then developed this further to become the Principal Equalities Officer with the London Borough of Haringey, where she worked with council departments to ensure that their policies and practices addressed the needs of lesbians and gay men.

Hope then moved on to become the Development Manager for Positively women, a position in which she developed the agency's education strategy, and was responsible for providing training on women's HIV issues and for the production of education materials.

Hope has taken a number of training courses herself including Job Evaluation, Training for HIV trainers, Disability Awareness, Counselling Skills and Handling the Media.

Her training and consultation experience covers issues such as: Organisational Reviews, HIV and AIDS awareness, Equal Opportunities, Racial Harassment and Developing and Implementing Equal Opportunities Policies.

Recent clients include:  
London & Quadrant Housing Trust  
Notting Hill Housing Trust  
London School of Hygiene & Tropical Medicine  
Camden Womens Aid  
Hackney Womens Aid  
Lewisham Direct Team  
Hendon College

Overall Hope presents lively and thought provoking training sessions, and uses good facilitation methods.

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# CHALLENGE

## KIRSTEN HEARN



Kirsten's background has been in public service, training, community action and creative arts.

She currently leads an Empowerment Coaching and Training Consultancy supporting individuals and organisations to develop their services, people and products to meet the challenges of a new era. Previously she worked for sixteen years in local government (five at Chief Officer level) where she led corporate, strategic organisation and staff development initiatives, specialising in equality and diversity.

Kirsten has been a freelance equality trainer since 1983 and has been active in voluntary organisations since 1980. She is also a sculptor, writer and singer-songwriter. She is an NLP (Neuro-Linguistic Programming) Master Practitioner and is a certified NLP Coach. She has an M.A. from the Royal College of Art in Environmental Media and Design Education. Currently she holds non-executive board positions for the Metropolitan Police and Transport for London.

Kirsten says "as a blind woman I have developed strategies and support systems to overcome the many challenges I face in life". Her mission is to inspire others to develop leadership skills and take control of every facet of their lives.

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# CHALLENGE

## NITIN PARMAR



An independent, freelance professional, Nitin has a track record in housing and human resources, specialising in personal development, equality/diversity and performance management.

Equally at ease in all types of settings he has consistently ensured that he gets the best results. Much of his training is based on performance management developed through first hand experience.

Nitin has extensive training experience in the voluntary, private and public sectors. Working from a solid foundation, he has been innovative in various fields, and is not shy in trying out new approaches to training.

In more recent times he has developed a broad portfolio of courses covering different disciplines. By linking these different factors he uses a holistic approach. Nitin's approach to designing courses covers under-pinning knowledge as well as a variety of methods. Feedback from his courses describe him as:

- Very focused
- Very responsive to people's problems and ideas
- Encouraging constant participation

Work directly with many disadvantaged groups has enabled him to be responsive to the end user's needs, which will always remain the main focus of his training.

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# CHALLENGE

## RIF SHARIF



I have been involved in anti-racist work since I was at school. I have been actively involved in Black and Feminist political organising (mostly back in the 80s).

I have extensive experience of the voluntary and community sector as a volunteer, paid worker and Management Committee member. I have also worked for Local Government Departments (policy development), and in the private sector (building trade).

A major qualification is my post graduate diploma in International Relations which gives me an international perspective on cultural, political and institutional aspects of diversity.

Much of my time I spend with independent film makers and as such have skills in pre and post production (e.g. film and sound editing). Currently I am helping to produce an independent film that is being filmed on location in Pakistan, and a corporate video for Challenge Consultancy and Training Ltd.

I have been doing organisational development work since 1996. I have done this predominately with refugee community organisations, BME community organisations and women's organisations.

I have been a community mediator since 2000. I carry out mediation between neighbours, local authority employees and between young offenders and the victims of their crimes. I have delivered a lot of training in mediation and conflict resolution for volunteers, neighbourhood wardens and housing officers. I was Co-ordinator of Tower Hamlets Mediation Service until January 2003, and freelance since then. I am "one of the first mediators in the country to gain [Competent Mediator] status" as defined by Mediation UK in line with the Community Legal Service's Quality Mark requirements.

Recently, I have also carried out fundraising, management consultancy and training for organisations such as Verity (self-help group for women with polycystic ovaries), Women and Girls Network (counselling and healing centre for women who have experienced violence), Evelyn Oldfield Unit (umbrella organisation for refugee community organisations).

I am working with First Steps in their national programme of capacity building for small-medium sized voluntary sector organisations. I will be delivering the Manchester programme later this year.

I also continue to undertake voluntary community mediation work for Hackney Mediation (neighbour mediation) and Tower Hamlets Mediation (victim/offender mediation and large group facilitation)

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# CHALLENGE

## SUKY BAINS



Suky has been a consultant, trainer and facilitator for over thirteen years within the public and private sectors of our communities.

Her facilitation skills are based on the central principles of empowerment, responsibility and choice. She creates an honest, flexible, challenging and safe environment to encourage constructive dialogue and creative effective relationships with ones self and others.

She currently works for a number of charitable organisations and independently as a freelance trainer and consultant.

Historically, she was instrumental in the set-up of Tower Hamlets Mediation Service (THMS) and developed and has delivered the training for community mediators for over ten years. THMS was one of London first Mediation UK accredited services and received special commendation for the training, support and supervision of its volunteer mediators.

As a Senior trainer for 'LEAP Confronting Conflict', her work involves planning and delivering their core 'challenging behaviour' programmes within a range of youth work and community settings. This includes prisons, youth clubs, schools and local government - training young people and adult professionals involved in youth provision.

As a trainer with 'Challenge Consultancy' her work involves training in issues of Race, Equality and Diversity primarily within the public sector. She also combines her conflict resolution and mediation knowledge to intervene in areas of conflict where racism and discrimination is identified as the primary factor.

### Examples of recent work:

- Training For Trainers -10 day course in Mediation and Conflict Resolution for Government Ministers in Sri Lanka
- Responding to Conflict -10 day course for Deputy Prime Ministers Office and Neighbourhood Renewal
- Challenging Racism Constructively Workshops - London Borough of Southwark
- Workplace mediations
- Basic and Advanced Mediation Training Courses
- Numerous facilitations including the "Community Cohesion: Race and Equality Strategy" Conference
- Support and coaching of individuals

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# CHALLENGE

## PREVIOUS CLIENTS

### LONDON BOROUGHES

Barnet  
Brent  
Camden  
Croydon  
Ealing  
Greenwich  
Hackney  
Hammersmith and  
Fulham  
Haringey  
Harrow  
Hounslow  
Islington  
Lambeth  
Newham  
Southwark  
Waltham Forest  
Westminster

### LOCAL AUTHORITIES

Birmingham City  
Council  
Bradford  
Metropolitan Council  
Coventry City  
Council  
Harlow Council  
Huntingdon District  
Council  
Leicester City  
Council  
Manchester City  
Council  
Mid Kent Social  
Services  
Nottingham City  
Council  
Peterborough City  
Council  
Slough Borough  
Council  
Watford Council

Windsor and  
Maidenhead

### EDUCATIONAL

Anglia University  
Association of  
Colleges  
Berkshire College of  
Agriculture  
City University  
(London)  
Clapton School  
College of North  
East London  
Crewe and Alsager  
College  
Hornsey Girls School  
Imperial College  
(London)  
London School of  
Economics  
London School of  
Hygiene  
Reading University  
Women's Education  
in Building  
University College  
London  
University of East  
Anglia

### GOVERNMENT

Avon Fire Brigade  
Benefits Agency  
Central Statistical  
Office  
Crown Prosecution  
Service  
Dept of the  
Environment  
Inner London  
Probation  
Legal Services  
Commission  
London Fire Brigade  
Scottish Parliament

The Housing  
Corporation  
The National  
Archives

### COMMERCIAL

B.S.S.  
B.B.C.  
Barclays  
British Telecom  
Industrial Relations  
Service  
Midland Bank  
Melrose Training  
Videos  
Prowler Press  
Shelter Trading  
Limited  
STL Limited  
Unilever plc

### HEALTH

Bexley and  
Greenwich Health  
Camberwell health  
Authority  
Camden Primary  
Care Trust  
East London and  
City  
Family Health  
Services  
Greenwich Health  
Promotion  
Greenwich  
Healthcare Trust  
Haringey Teaching  
PCT  
Health First  
Kings Fund  
Kings Hospital NHS  
Trust  
Lambeth Southwark  
and Lewisham  
Lewisham and Guys  
NHS Trust

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# CHALLENGE

Lewisham Hospital  
NHS Trust  
Maudsley Hospital  
Newham Healthcare  
Oxleas NHS Trust  
Powys Health  
Redbridge  
Healthcare  
Redbridge and  
Waltham Forest  
Three Boroughs  
Healthcare  
West London Health  
Auth  
Wolverhampton  
Healthcare

## VOLUNTARY SECTOR

Action Group for  
Irish Youth  
Action Resource  
Centre  
Afterwards  
AGE concern  
AIDS and Housing  
Project  
AIDS Care  
Education  
Art of Change  
Artsline  
BACUP  
Barnardos  
Bestwood Voluntary  
project  
Blenheim project  
Body Positive  
Brolly Programme  
Brook Advisory  
Service  
British Pregnancy  
Advice  
Camden Lesbian  
Centre  
Camden Volunteer  
Bureau  
Centrepont  
Chesterfield Law  
centre

Citizens Advice  
Bureaux  
Comic Relief  
Community Dance  
and Mime  
Community Matters  
(London)  
Croydon New  
Women  
Deaf and Hearing  
Lesbian Group  
Disabled Peoples  
Direct  
Ealing HIV and Aids  
Family Planning  
Association  
Gestalt South West  
Greenwich Assoc of  
Disabled  
Greenwich Childcare  
Greenwich  
Community Law  
Greenwich Dance  
Agency  
Haringey Disabled  
Consortium  
Hounslow Law  
Centre  
Hungerford Drugs  
Project  
Information Services  
Charity  
Islington Advice  
Centre  
Lesbian and Gay  
Employment  
London Advice  
Services  
London East Aids  
Network  
London Lighthouse  
London Rape Crisis  
Centre  
Merseyside Skill  
Training  
MIND  
NSPCC  
National Aids Trust  
NCH

New Horizon Youth  
Centre  
North Kensington  
Law Centre  
Nottingham Lesbian  
Centre  
OFF Centre  
Oxford Women's  
Training  
P.A.C.E.  
Positively Women  
Regional Alcohol  
Training  
Rights Of Women  
Save The Children  
Sisters Health  
Education  
St Botolphs  
St Martin In The  
Fields  
Streetwise Youth  
Terence Higgins  
Trust  
Underhill Family  
Centre  
Upper Room  
Victim Support  
Waltham Forest  
Women  
Westminster  
Volunteers  
Women In  
Greenwich  
Women's Resource  
Centre  
Women's Computer  
Centre  
YMCA – YAK Project

## LEARNING SKILLS COUNCIL

London East  
London West

**SOCIAL HOUSING**  
ASRA Housing  
Association

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# CHALLENGE



Banks of The Wear  
Community Housing  
Battersea Churches  
Housing Trust  
Blackfriars  
Settlement  
Bradford and  
Northern Housing  
Association  
Bricks for Women  
Camden Women's  
Aid  
Canterbury Housing  
Help Centre  
Capital Housing  
Project  
Cardiff Women's Aid  
Central and Cecil  
Housing Trust  
CHAR – Housing  
Campaign  
Chelsea Women's  
Aid  
Chinese Women's  
Refuge  
Circle 33 Housing  
Trust  
City Roads (Crisis  
Intervention)  
Coin Street  
Community Housing  
Association  
Croydon Women's  
Aid  
Ealing Family  
Housing Association  
East Thames  
Housing Group  
Family Housing  
Association  
Friendship Housing  
Association  
Girl's Friendly  
Society  
Greenwich Women's  
Aid  
Greenwich women's  
Centre



Genesis Housing  
Group  
Habinteg Housing  
Association  
Hackney Women's  
Aid  
Hammersmith  
Women's Aid  
Harlow Women's Aid  
Hexagon Housing  
Association  
Hightown Housing  
Association  
Hammersmith and  
Fulham Homebase  
Homeless Action  
Housing For Women  
Hyde Housing  
Association  
Kelsey Housing  
Association  
Kilburn Vale Housing  
Co-operative  
Landsdown  
Women's Co-  
operative  
Lambeth Women's  
Aid  
Leonard Cheshire  
Foundation  
Lewisham Women's  
Aid  
London and  
Quadrant Housing  
Trust  
London Connection  
London Cyrenians  
Housing Association  
London Housing Unit  
London Women's  
Aid  
Look Ahead Housing  
Trust  
MENCAP Homes  
Foundation  
Metropolitan  
Housing Trust  
MOAT Housing  
Society

Mosscafe Housing  
Association  
National Housing  
Federation  
New Islington and  
Hackney Housing  
Association  
Newham Asian  
Women's project  
Newlon Housing  
Group  
Notting Hill Housing  
Trust  
Opendoor Housing  
Trust  
Paddington  
Churches Housing  
Association  
Patchwork  
Community Housing  
Peter Bedford  
Housing Association  
Praetorian Housing  
Association  
Richmond Churches  
Housing Trust  
S.H.A.C.  
Samuel Lewis  
Housing Trust  
Shelter  
Shepherdess Walk  
Shepherds Bush  
Housing Group  
Single Homeless  
project  
SITRA  
Solon Wandsworth  
Housing Association  
South London  
Family Housing  
Association Co-op  
Southampton Centre  
For Independent  
Living  
Southern Housing  
Group  
Southside  
Partnership

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# CHALLENGE

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Southwark Women's Aid  
St Mungo's association  
Stonewall Housing Association  
Stonham Housing Association  
Sutton Housing Trust  
Swale Housing Association  
Ujima Housing Association  
Voluntary Hostels Group  
Walterton and Elgin Community Homes

Waltham Forest Housing Action Trust  
Wandle Housing Association  
Wandsworth Homes  
Wandsworth Women's Aid  
West Hampstead Housing Association  
West Midlands Housing Training Services  
Westminster Short Life  
WISH  
Women's Aid Federation

Women's Pioneer Housing  
Wyre Housing Association  
X-RAYZ  
Yorkshire Co-operative Housing Services

## OTHER

The National Trust  
Institute Of Personnel  
Law Centre  
Federation

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