# 2023 - 2024

# London Learning and Development Prospectus
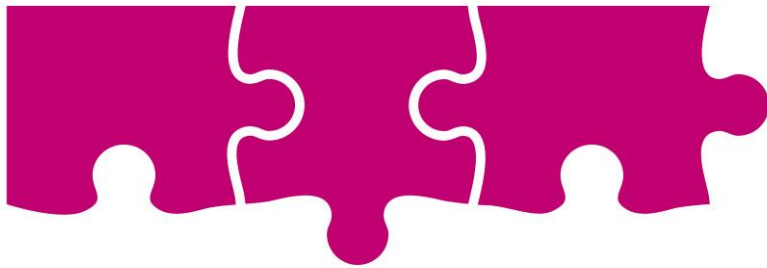
skills
development
network

# LONDON LEARNING AND DEVELOPMENT PROSPECTUS

***Welcome to the 2023/24 London Skills Development Learning & Development Prospectus***

*In today's environment it is essential for organisations to have the right people with the right skills and knowledge to help drive the business forward and to facilitate the delivery of excellent patient care.*

*The programme delivers high quality, cost effective bespoke learning and development events, in technical and non-technical subjects, for staff at all levels. Events are run in convenient locations to ensure that all staff across London is able to access them easily.*

*It is, effectively, a "not for profit training club", paid for by an annual subscription. Organisations pay a levy based on the relevant employee headcount and there is no further charge for attendance at the learning and development events.*

*In order to keep costs down we regularly review our speaker and venue options, trying to source in-house speakers and NHS venues wherever possible, to ensure we are getting the best possible value for money.*

*The programme links in with the Personal Development Planning process and follows the NHS Future Focused Finance Programme themes, which are equally relevant to Procurement and Informatics, by running tailored learning and development events to support Continuing Professional Development (CPD). Attending events also provides an excellent opportunity for delegates to interact and network with colleagues from other organisations.*

***Sotiris Kyriacou***

***Head of Skills Development Network, London***

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# EXCEL 1 - FOUNDATION LEVEL

## ONLINE COURSE DELIVERED VIA M.TEAMS

## COURSE CONTENT

Get started in Excel. The structure of an Excel spreadsheet. The Excel user interface.

Apply best practices for the start!

Cell references: relative, mixed and absolute references.

Write formulas In Excel.

Use Excel functions. A quick overview of many common and useful functions including:

- date functions e.g., TODAY, YEAR, MONTH, EDATE,
- maths functions e.g., SUM, COUNT, AVERAGE
- logical functions e.g., IF and IFS,SWITCH and CHOOSE
- general functions e.g., ISBLANK and CONCAT

Data validation and data entry; for example, how to create a list of items to use as a picklist and to identify and remove duplicates.

**ADDITIONAL REGISTRATION QUESTIONS:**

Attendees must have either Excel 365 installed on their PC or be able to access Excel Online on the web.

This course is for people who need to use Excel in their work. This is a foundation course in Excel suitable for beginners and for people who have been using Excel for a while and want to refresh their understanding of the basics of Excel.

You will learn how to edit and view an Excel worksheet: navigate the sheets, learning common functions and how to write basic formulas.

## ZOMALEX

# EXCEL 2 - INTERMEDIATE LEVEL

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

Build and use Excel tables – why these are fundamental

Create and use a pivot table; add a slicer, create calculated fields.

Use conditional formatting techniques, such as data bars, background colours, icons, to make tables and pivot tables more appealing and insightful. Create sparklines for time-series data.

Useful functions in Excel

- The XLOOKUP function, why it is good replacement to the notorious VLOOKUP function.
- the SUMIFS and COUNTIFS functions to summarise data

the INDEX/XMATCH pattern.

**ADDITIONAL REGISTRATION QUESTIONS:**

Attendees must have either Excel 365 installed on their PC or be able to access Excel Online on the web.

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## 1 DAY COURSE

This course is for people who have attended "Excel 1 – Foundation" course and want to improve their Excel skills.

You will learn the importance of Excel tables, how to use Excel for analysis and presentation of data and learn common functions that summarise and manipulate data.

## ZOMALEX

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# EXCEL 3 - ADVANCED LEVEL

## ONLINE COURSE DELIVERED VIA ZOOM

## COURSE CONTENT

Functions that spill: what they are, how to use them and look at situations where they are useful. These include the FILTER, SEQUENCE, UNIQUE, SORT and TRANSPOSE functions.

Excel Data Tables and their uses

Use string functions to split, combine and extract text: the TEXTSPLIT, TEXTBEFORE, TEXTAFTER, TEXTJOIN, ARRAYTOTEXT functions.

Use functions to reshape arrays: the VSTACK and HSTACK functions.

Import, clean and shape data with Power Query in Excel

- Import from different types of data sources including web pages, relational databases such as SQL Server, APIs (which are becoming more common), other Excel files and CSV files.
- Clean data. Filter rows and duplicates, detect and handle missing and bad values, get an overview of data quality with column profiling, split and format columns.
- Transform data so that it is in the correct shape for analysis on Excel sheets. Pivot, unpivot and transpose a dataset, merge or append several datasets.

**ADDITIONAL REGISTRATION QUESTIONS:** Attendees must have either Excel 365 installed on their PC or be able to access Excel Online on the web.

## 1 DAY COURSE

The course is relevant to People who have attended "Excel 2 – Intermediate" course and want to improve their Excel skills to an advanced level.

You will learn how to use advanced functions to handle text, stack data and use Power Query to clean and shape data when loading data into Excel sheets.

## ZOMALEX

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# EXCEL 4 - BEST PRACTICE IN DESIGNING AND BUILDING EXCEL SPREADSHEETS

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

What can go wrong with Excel spreadsheets.

The golden rules of design

- Always use Excel tables to hold data.
- Separate inputs, calculations and results.
- Read like a book - Refer to the left and above.
- Use one formula per row.
- Add a documentation sheet.
- Break complex calculations into several steps.
- Never copy and paste.
- Never nest formulas.
- Perform all calculation in the same level of units.
- Format all cells and values.
- Plan layout for data to expand.

Testing your spreadsheet.

This is a practical course where attendees will build a spreadsheet following best practices based on a case study.

**ADDITIONAL REGISTRATION QUESTIONS:** Attendees must have either Excel 365 installed on their PC or be able to access Excel Online on the web.

## 1 DAY COURSE

The course is relevant to people who have attended "Excel 3 – Advanced" course and want to build Excel spreadsheets that are robust, presentable, maintainable, useful and least likely to contain errors.

You will learn how to design and build spreadsheets that are readable and robust and tested well.

## ZOMALEX

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# POWER BI 1 - FOUNDATION LEVEL

This course is aimed at any informatics and finance professionals who are getting started analysing data or building reports with Power BI.

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

Get started with Power BI. What is Power BI?  How does it compare with Excel?  When should I use Power BI and when should I use Excel?

Connect to text/CSV files and spreadsheets and import data.

Clean and shape datasets; replace or remove bad values, filter the rows, group, summarise, calculate results.

Build visuals such as bar charts, line charts, scatter plots, matrix and table visuals, and maps.

Use visual techniques to improve reports: interactions between visuals, tooltips, drill down from summary to detail.

**ADDITIONAL REGISTRATION QUESTIONS:**

Attendees must have a recent version of Power BI Desktop (September 2023 or later) installed on their PC.  On a personal laptop, download from [Downloads | Microsoft Power BI](#)

**ZOMALEX**

# POWER BI 2- INTERMEDIATE LEVEL

## ONLINE COURSE DELIVERED VIA M.TEAMS

After the course, attendees will be more proficient and confident building reports and dashboards in Power BI.

## COURSE CONTENT

Connect to many different data sources such as databases and web pages.

Shape data so that it is suitable for analysis; pivot and unpivot data, merge and append datasets.

Apply several visuals techniques e.g. small multiples, field parameters.

Use relative date, Top N filters and other advanced filtering techniques.

Build a dimensional data model - arrange several tables in a star schema pattern.

Understand how and why to use Date tables in a dimensional model.

Write calculations in DAX e.g. ratios, time-intelligence calculations.

**ADDITIONAL REGISTRATION QUESTIONS:**

Attendees must have a recent version of Power BI Desktop (September 2023 or later) installed on their PC. On a personal laptop, download from Downloads | Microsoft Power BI

## ZOMALEX

# SQL 1 - FOUNDATION LEVEL

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

Introduction to SQL and Databases.  Why is SQL important?

The structure of a SELECT statement

Filter data with the WHERE clause.  Use the WHERE clause to get exactly the rows that you require from an (often very large) table.

Summarise data with the GROUP BY clause and aggregation functions: e.g. COUNT, SUM, AVG.  Filter data once it is grouped – the HAVING clause.

Create calculated columns in your SQL statement. Column aliases

Introduction to JOINs – combine data from several tables.

A brief overview of popular useful SQL functions.

**ADDITIONAL REGISTRATION QUESTIONS:**

The course provides access to a SQL environment and to the course database.  The exact method is changing but full details will be provided in the joining instructions.  Attendees must follow the joining instructions before the course to test that they have access.

## 1 DAY COURSE

This course is for informatics and finance staff who need to retrieve data from a SQL database and wants to learn the basics of SQL.

## ZOMALEX

# SQL 2 - INTERMEDIATE

## ONLINE COURSE DELIVERED VIA M. TEAMS

### COURSE CONTENT

Get data from several tables using JOINs. Create a SQL statement that retrieves data more than one table. Use the JOIN clause to specify the common columns. The JOIN keyword. Types of JOIN (INNER, LEFT, others)

Subqueries and CTEs. Subqueries and common table expressions (CTEs) increase the analytical power of our SQL statements.

Temporary tables and their uses.

CASE statements. The CASE statement gives great flexibility to create new calculated columns. The basic CASE WHEN THEN ELSE END structure.

NULL values for missing data. Dealing with NULLs

**ADDITIONAL REGISTRATION QUESTIONS:**

The course provides access to a SQL environment and to the course database. The exact method is changing but full details will be provided in the joining instructions. Attendees must follow the joining instructions before the course to test that they have access.

## 1 DAY COURSE

This course is for Informatics and Finance staff who have attended "SQL 1 – Foundation" course and want to improve their SQL skills.

## ZOMALEX

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# SQL 3 - ADVANCED

## ONLINE COURSE DELIVERED VIA M. TEAMS

### COURSE CONTENT

Tally tables.  When to use and why they are useful.

SQL Window functions are powerful, flexible and applicable to many problems that would otherwise be hard to specify in SQL – for example, rolling totals, ranking, Top N per category, daily change… The details of Window functions:

- the OVER clause to define the window
- the PARTITION BY clause – apply the windows (and group/aggregate) over the distinct values in one or more columns
- the ORDER BY clause – example of use: e.g. ranking by category
- the special Window functions: ROW_NUMBER, LEAD and LAG, RANK and DENSE_RANK

Problems that can be solved with Window functions: running totals, ranking, Top N per category, and daily changes in balances.

**ADDITIONAL REGISTRATION QUESTIONS:**

The course provides access to a SQL environment and to the course database.  The exact method is changing but full details will be provided in the joining instructions.  Attendees must follow the joining instructions before the course to test that they have access.

## 1 DAY COURSE

This course is for Informatics and Finance staff who have attended "SQL 2 – Intermediate" course and want to improve their SQL skills to an advanced level.

## ZOMALEX

# NEGOTIATION SKILLS

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

- Recognise and apply the skills and strategies of successful negotiators
- Work with structured approach
- Structure and present persuasive proposals
- Create win-win outcomes
- Choose the right tactics for the right situation
- Identify your own negotiating style and know how to use it effectively

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals. Anyone seeking to develop their negotiation skills for more positive outcomes, better teamwork, and improved performance.

## CATALYST

# EFFECTIVE BUSINESS WRITING

## ONLINE COURSE DELIVERED VIA ZOOM

Communicating written information effectively is vital to the success of any organisation. Reports inform decision making, present possible future actions and can be used to bring about changes in attitude and behaviour. The quality of presentation of written information can be a determining factor in success or failure.

## COURSE CONTENT

**Essential Preparation**

- Defining and understanding the purpose and objectives
- Assimilating and researching helpful material
- Creative approaches to content development
- Considering your audience
- Structuring a report

**Effective Writing Style**

- Increasing readability using the ABC model
- The art of editing
- Developing a persuasive writing style
- Formatting
- Using rhetorical devices
- Overcoming writer's block

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

## CATALYST

# PRESENTING WITH IMPACT!

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

- The 8 P's of Presentation Success
- Skills of an Inspiring Presentation
- Planning and Preparation
- Personal Image and Body Language
- Energy and Translation
- Messaging and Audience Benefits
- Influencing and Persuasion Principles
- Questioning and Answering
- Handle your audience with confidence

This course is aimed at finance, procurement and informatics professionals. Anyone looking for successful outcomes wanting to increase confidence and enhance their skills in designing and delivering successful group or '1-1' presentations and presenting at meetings face to face and on-line

## CATALYST

# DRIVING FASTER DECISION THROUGH BRINGING THE NUMBERS TO LIFE

## ONLINE COURSE DELIVERED VIA ZOOM

Reports and data needs to be relevant to decision makers. One way we can do this easily is to bring the numbers to life in a way that looks good and makes it simple to make decisions. Rather than showing the detailed analysis this course focuses on the explanatory analysis and visuals. Making numbers look good, so decision makers can gain reassurance and confidence to move forward.

## COURSE CONTENT

- Identifying what is the purpose of the report and meeting.
- Identifying information requirements and value add
- Check list of 'How to communicate complex information'
- De-cluttering and bringing the message to life
- Techniques to make numbers stand out
- Presenting data in a meaningful way
- 5 tips to apply excel with impact
- 3 tips to apply power-point with impact.

Anyone who creates reports to drive decision making. This could be for Managers, Project Leads, Team Leaders and stakeholders.

## CLEARLY TRAINING

# AGILE PROJECT MANAGEMENT TO DELIVER QUICKER CHANGE TO THE NHS

## ONLINE COURSE DELIVERED VIA ZOOM

Specifically tailored for accountants you'll learn the essential theory and process of agile project management, and have ample opportunity to practice in workshop simulations. And because process is only part of a successful project, you'll learn the behaviours that will transform your projects. By the end of the course you will have the confidence and tools to be successful as a project team member and leader.

## COURSE CONTENT

- What is Agile
- What can we learn from other projects
- Why use a methodology
- Setting up an Agile project for success
- Business benefits
- Stakeholders
- Engaging the executive committee and governance
- Managing risk

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

CLEARLY TRAINING

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# HOW TO ENSURE BUSINESS BENEFITS ARE TRACKED AND DELIVERED

## ONLINE COURSE DELIVERED VIA ZOOM

NHS transformation is key to its sustainability and yet, many projects do not check if anticipated cost savings and business benefits have been fully realised. The HFMA's 'NHS Financial Temperature Check 2015' refers specifically to under achievement of planned savings as a key driver for the deteriorating financial position. This workshop provides a structured series of techniques to ensure NHS projects and change initiatives have a clear process to identify, track and realise benefits after projects have closed.

### COURSE CONTENT

- Why should anyone be led by you?
- Reminding yourself what do you really want to be left with
- Creating a simple and visible benefits statement
- Identifying all the benefits at the beginning
- The Benefits Matrix
- Mapping the Benefit to Strategic Objectives
- Using the benefits matrix within the first 30 days of the project
- Engaging all stakeholders engage with benefits

## HALF DAY COURSE

This course is aimed at any professional needing to implement change and demonstrate tangible delivery of business benefits.

## CLEARLY TRAINING

# THE ROBOTS ARE COMING

## ONLINE COURSE DELIVERED VIA ZOOM

If you'd like to find out more about automation, robotic process automation (RPA) and artificial intelligence (AI), this workshop will give you an overview. We'll explore what they are, how they are currently employed and the future opportunities for Finance, Procurement, and Informatics.

## COURSE CONTENT

What do we mean by RPA and AI?
Where are they being applied in Healthcare?
What are the benefits?
Implementation considerations
What does the future hold?

## HALF DAY COURSE

This is open to anyone who is curious about AI and has an open mind to consider the current applications and future possibilities.

## CLEARLY TRAINING

# HOW TO RUN SUCCESSFUL COST IMPROVEMENT PROGRAMMES (CIPS)

## ONLINE COURSE DELIVERED VIA ZOOM

This course explores how patient led improvements can also deliver significant cost savings to the Tax Payer. We walk through the lessons learnt from over 15 years of NHS CIPS, so we can apply those learning into future transformation programmes. There is a general principle that cost reduction is a result of change, and therefore it makes sense to focus on being that catalyst for creating new ways of working that are better for patients and NHS staff.

## COURSE CONTENT

- What are CIPS and the governments' intentions
- What can we learn from other CIPS – Government research
- Why use a methodology and a PMO?
- Setting up an CIPS for success
- Business benefits and clarity of patient outcomes
- How to get buy-in, support and the resources you need to successfully deliver CIPS
- Tracking and celebrating CIPS

## HALF DAY COURSE

This course is aimed at  all professionals who would like to keep up to date with the VAT changes and rules specific to the NHS

## CLEARLY TRAINING

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# DRIVING INNOVATION AND CHANGE

## ONLINE COURSE DELIVERED VIA ZOOM

In March 2020, the NHS demonstrated its ability to adapt, innovate and drive change at an unprecedented rate. The NHS innovated, transformed, and stepped up to the challenges of a global pandemic with outstanding results. Why did that happen and how does the NHS maintain the momentum to innovate and address the growing challenges of an aging population.

## COURSE CONTENT

- What is innovation?
- What are the barriers to innovation?
- How to lead change and challenge existing ways of working.
- Change is risky - creating a healthy appetite for risk taking
- Why don't people take risks?
- How to manage risk that supports change

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

## CLEARLY TRAINING

# HOW TO EXCEL AS A LEADER AND MANAGER

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

- Key Qualities to lead, manage and coach
- Know when and how to lead, manage and coach
- Explore the 5 practices and 10 commitments of exemplary leadership
- Set an Action plan to excel as a manager

This course is aimed at finance, procurement and informatics professionals. This session is aimed at any manager or aspiring manager wishing to maximise their performance, health, and wellbeing by keeping well. A great refresher to look at the key attributes that make successful managers.

CATALYST

# INFLUENCING AND PERSUASION SKILLS

## ONLINE COURSE DELIVERED VIA ZOOM

## COURSE CONTENT

By the end of this session you will:

- Understand and recognise how to use qualities of good influence
- Motivate from the 'Why'
- Learn the Golden nuggets for influencing
- Better reach the win/win – influence more and conflict less
- 31 Persuasion Principles to Best Influence the Outcome You Want
- The 3 I's for successful outcomes

# LEADING IN CHALLENGING SITUATIONS

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

- The essentials of good communication
- Recognising classic profiles of difficult people
- Recognising the personality types with which you may clash unconsciously
- Analysing your conflict resolution profile
- Handling bullies and aggressive personalities
- Communicating with unresponsive individuals
- Using behavioural modification
- Action plans diffusing conflict

This course is aimed at finance, procurement and informatics professionals.

CATALYST

# CONFLICT MANAGEMENT AND RESOLUTION

## ONLINE COURSE DELIVERED VIA ZOOM

Conflict is common in the workplace. Whilst conflict can be healthy, in that it can generate new ideas, negative conflict frequently creates disquiet. An effective manager will deal will manage negative conflict to ensure harmony and productivity within the team and organisation.

This two session course is aimed at those people who want to deal with conflict effectively and develop effective relationships with others.

## COURSE CONTENT

- Understand the causes and outcomes of conflict
- Recognise indicators of conflict
- Recognise the cost of conflict to a business
- Understand techniques to manage conflict

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

## CATALYST

# EFFECTIVE TEAMS

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

Session One Indicative Content

- Introduction and objectives
- Your examples of leaders and teams
- Defining leaders and teams
- Distinguishing teams from other groups
- Contrasting leadership with management
- Characteristics of the successful team
- Stages of team development (Tuckman's team health assessment)*
- Exploring some fundamentals:  Motivation, Delegation and Coaching

Session Two Indicative Content

- Leadership on the small scale (Hersey and Blanchard's developmental model)
- Leaders as decision-makers (a traditional approach)
- Characteristics of the effective leader (breakout discussions)
- Self-assessment
- The Leadership Challenge (Kouzes and Posner)
- Examples of own leadership activity (individual and small group work)
- Developing your leadership vision
- Review, key learning points, takeaways, and future actions

## HALF DAY COURSE

New and aspiring leaders and managers; leaders and managers with some experience but little formal training; first-line to middle management levels.

## CATALYST

# AMBASSADOR'S PROGRAMME FOR SDN AND OTHER STRATEGIC NETWORK LEADS

## IN PERSON EVENT DELIVERED AT THE HELLENIC CENTRE

### COURSE CONTENT

The Ambassadors Programme is a blended programme of direct training plus a 30 Page learning & development resource which will be provided on the Training Day. It offers SDN Leads an opportunity to develop and enhance their communication, influencing and strategic abilities.

On offer is **a full day of practical learning and development**, focusing on some of the key areas covered in the Resource… Areas covered on the day will include:  Brand & Personal Effectiveness; Influencing, Persuasion & Rapport; Networking & Relationship Management; Stakeholder Engagement; Politics & the Shadow Side; Strategic Thinking.

As part of the training you will receive a **4000 word Margerison/McCann Profile** which considers your preferred work strategies and communication/influencing approaches.

Finally, you will also receive the **Ambassadors Programme Learning & Development Resource**, 30 pages of good practice models, relevant information, practical examples, reflection exercises, developmental tasks, links to further resources…. Designed to complement the training day, further raise your awareness, develop or enhance your skills and knowledge and point you in the direction of further knowledge.

## FULL DAY COURSE

This course is aimed at SDN & other Strategic Network Leads and to support the new deputy FSD Lead community who wish to develop their strategic, influencing, management and personal skills to operationalise and deliver SDN outputs at a local level. It offers an opportunity to develop/enhance higher level/strategic abilities to deliver the SDN Lead/Strategic Network Lead Roles through a skill set which is highly congruent with career success.

## ROLAND RICHARDS

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# PROBLEM SOLVING AND DECISION MAKING

## ONLINE COURSE DELIVERED VIA ZOOM

This course is aimed at finance, procurement and informatics professionals.

Problems occur in all workplaces.  What differentiates organisations and their people is their ability to use problems as learning experiences, creatively seek solutions and communicate and implement these to benefit the organisation, its employees and service users.

## COURSE CONTENT

**Problems, Their Nature, Scope and Impact**

- Recognising problems
- Investigating and analysing problems and their causes
- Using creative thinking techniques and setting objectives in relation to a problem

**Solving Problems**

- Defining suitable options
- Identifying the information required to make an effective decision
- Simple decision-making techniques

**Planning the Implementation and Communication of Decisions**

- Building and presenting the case for your decision
- Effective monitoring, review and evaluation processes

CATALYST

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# CHANGE MANAGEMENT

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

- Explain the impact of change on performance
- Identify ways of implementing new ideas and practices positively
- Recognise the importance of effective communication in dealing with uncertainty
- Adopt a strategy for maintaining clear vision
- Encourage and maintain motivation
- Identify causes of negativity and ways of overcoming them

This course is aimed at finance, procurement and informatics professionals.

CATALYST

# LEADERSHIP IN A DIGITAL WORLD

## ONLINE COURSE DELIVERED VIA ZOOM

### COURSE CONTENT

By the end of this session you will be better able to:

- Define what a team is and the importance of effective communication in teams
- Understand your role within the team, and everyone's role in ensuring that the team functions effectively
- Describe Tuckman's developmental sequence and determine what stage your team has reached
- Recognise potential sources of team conflict and when the team is in the 'Storming' stage of development and how to move forward
- Create a 'Team Charter for Success'

## CLEARLY TRAINING

# PROJECT MANAGEMENT

## ONLINE COURSE DELIVERED VIA ZOOM

### course content

**Projects and Their People**

- Defining the key characteristics of a project
- Project management and project leadership
- Skills, knowledge and behaviours of effective project managers
- Roles and responsibilities of key people
- Stakeholder analysis

**Essential Planning Activities**

- Standard planning tools and techniques
- Essential documentation
- Statement of work and work breakdown structure
- Predicting risks and preparing for unforeseen circumstances
- Estimating time

**Key Exercises & Theory**

- Project management terminology
- Project life cycle
- Scoping
- Gantt charts
- SWOT analysis
- Project planning

ACTIVITIES:

A variety of activities will be used to explore the topic. These include group discussion, small group work, reflection and scenarios.  You will be encouraged to draw upon and share your own work experiences and to explore how the featured models and concepts can work for you.  The session will conclude with action planning for future success.

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

This workshop is designed for anyone new to the role of project manager, or who may have some experience but no specific training.

To enable delegates to understand the processes, procedures and terminology common to most projects. This workshop will benefit individuals needing to know the tools available to help them successfully conclude each project.

## CATALYST

# BUILDING RESILIENCE AND CONFIDENCE

## ONLINE COURSE DELIVERED VIA ZOOM

Resilient and confident people take on challenges with an optimistic attitude, looking for solutions rather than problems. They have a strong self-belief that perseverance will enable them to succeed. This two-session course is aimed at those people who want to be more resilient and confident and wish to use these behaviours to develop effective relationships with others.

## COURSE CONTENT

- Understand Resilience and Confidence
- Develop Resilience and Confidence
- Remaining resilient in the face of change
- Analyse your Strengths

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

## CATALYST

# SUCCESSFUL JOB APPLICATIONS AND INTERVIEW PREPARATION

## ONLINE COURSE DELIVERED VIA ZOOM

## COURSE CONTENT

You will know how to write an excellent CV or complete the NHS Careers application process - and how you can perform at your very best during your interview (e.g. researching your employer, preparing for a competency based interview, asking good questions yourself, learning techniques for scoring maximum points, understanding the importance of rapport, managing your nerves).

## 1 DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

## KAREN HOUSE

# EFFECTIVE CONVERSATIONS

## ONLINE COURSE DELIVERED VIA ZOOM

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

Effective communication is the most important skill for us all. Each of us engages in a conversation daily, be it face-to-face, via email or over the telephone. But it is the effectiveness of that conversation which tells us if our message gets across to the receiver with no cause for misunderstanding. This course is designed for those wanting to improve the quality of their conversations more accurately and effectively.

## COURSE CONTENT

- Use the essentials of good communication to influence positive outcomes
- Communicate clearly to avoid or clarify misunderstandings
- Explore Merrill-Reid Social Styles
- Identify your own predominant social style and PTS (Preferred Thinking Style)
- Recognising the effect of positive words, tone and body language
- Managing conversation for better results using bridging language both verbal and non-verbal
- Resolve conflict positively using Emotional Intelligence (E.I.)

CATALYST

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# HOW TO DEVELOP EMOTIONAL INTELLIGENCE

## ONLINE COURSE DELIVERED VIA ZOOM

Research shows that our EI (Emotional Intelligence) is a better indicator of success in the workplace than IQ (Intelligence Quotient).  People with well-developed EI tend to achieve more, have better working relationships, greater influence and are generally happier in what they do.   The good news is we all have the capacity to develop our Emotional Intelligence (EI). This inspiring session is designed for anyone interested in a greater understanding of emotional intelligence and how to apply it in everyday work and life situations.

## COURSE CONTENT

- State the core principles of EI
- Understand the benefits of emotional intelligence
- Have a greater awareness of emotions and those of others
- Use emotions to facilitate thinking
- Understand the need for active listening
- Take greater control of situations by using the 3 Ego States

## HALF DAY COURSE

This course is aimed at finance, procurement and informatics professionals.

## CATALYST

# HOW TO BE ASSERTIVE

## ONLINE COURSE DELIVERED VIA ZOOM

An assertive person is one who is confident to communicate with all interpersonal interactions.  Being able to develop the skills of an assertive person is necessary to communicate and behave in a professional manner with people in a positive way.

This session is aimed at those people who want to be more assertive and wish to use assertive behaviour to develop effective relationships with others.

## COURSE CONTENT

- Define assertiveness
- Utilise assertive skills to aid your communication
- Use tools and techniques to manage conflict and assertiveness
- Use assertiveness in your everyday life

CATALYST

# EMPOWERMENT - ENABLING PEOPLE TO THINK FOR THEMSELVES

## ONLINE COURSE DELIVERED VIA ZOOM

Empowerment is a frequently word used n the NHS, but how do we bring it to life and know if we are having any impact? In this course, we explore how we can achieve this by creating an environment and dialogue that is designed to ensure others grow. We will use the step-by-step guide created by Nancy Kline. Whether you want to have more productive meetings, solve business problems, or build stronger relationships, this course could offer new possibilities.

## COURSE CONTENT

- Leading by example
- Don't just do something…stand there!
- When to jump in, and when to stand back
- Being aware of the impact of what you do
- 10 behaviours to create a thinking environment
- How to challenge thinking so others can grow
- Making everyone accountable for their thinking and actions

## CLEARLY TRAINING

# CREATING WINNING BUSINESS CASES

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

Have you ever heard the words "you'll need to make the business case for it before we can consider it"? Are you confident you know exactly what a business case is, what it consists of and HOW TO GO ABOUT CREATING ONE?

This engaging and practical one-day workshop is a must for finance professionals who would like to build, write and present their business case effectively and with confidence.

## COURSE CONTENT

- Clearly define the opportunity for the business case
- Ascertain exactly what to include in a business case
- Structure your business case
- Identify and analyse a range of options
- Recommend one option and assess the risks involved
- Calculate ROI
- Engage with the right people during development
- Communicate your case to key stakeholders effectively & with confidence

This course includes working on a business case throughout the day and presenting it at the end.

## 1 DAY COURSE

This course is aimed at finance professionals who would like to know how to constructively build a business case with the greatest chance of success.

**BPP**

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# FINANCIAL MODELLING - INTRODUCTION

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

This one day, hands-on Financial Modelling Introduction course provides NHS finance staff with the basic building blocks to enable them to begin building simple financial models in Excel.

An NHS specific model is used to enhance the learning.

The session considers the components of a good financial model, how to structure one and also covers financial modelling of potential outcomes. Linking models to forecasting and LTFS are also referenced.

This is a hands-on session using Excel.

## COURSE CONTENT

- Introduction to financial modelling in Excel
- Excel basics and navigation
- Essential Excel shortcuts
- A simple Excel model
- Absolute cell referencing: $$s Fn 4
- Formatting using cell styles
- Logical statements: If/AND/OR
- Nested logical statements
- LOOKUPS: V/H lookup/ INDEX/ OFFSET
- Switches
- NHS model case study

This course is aimed at finance professionals.

All those who have a limited knowledge of Excel and who are, or expect to be, involved in any type of financial modeling and forecasting.

The Financial Modelling course is targeted towards staff with a basic grounding in Excel.

BPP

# FASTER FINANCIAL COSTING

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

## COURSE CONTENT

Delegates will learn:

- How you can significantly improve the reporting timetable in your organisation while maintaining the quality of information being provided. The seminar will demonstrate how gathering accurate financial and management information can be done quickly and efficiently.
- An appreciation of the process, technology and cultural change issues which will have to be addressed during a project to reduce closing cycle times.
- The benefits which can be realised by those organisations that have managed to reduce appreciably their reporting timescales.
- An insight, through examples, into how leading organisations have radically re-engineered their closing process.

The course is valuable to financial managers, accountants and controllers responsible for the closing process in their organisation

The course is of particular relevance to delegates from larger organisations whose closing processes are time consuming and/or inefficient.

**BPP**

# ACCOUNTING STANDARDS FOR THE NHS

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

Attendees will be provided with a comprehensive technical update combined with the opportunity to share experiences and ideas in relation to practical implementation.

The course is tailored to the specific requirements of the NHS and considers the impact of developments in IFRS in that context. This is not an 'adapted' private sector content but designed specifically to meet the needs of NHS practitioners in accordance with DH guidelines.

## COURSE CONTENT

- Non-current assets:
    IAS 16 Property, plant and equipment
    IAS 38 Intangibles
    IAS 23 Borrowing costs
    IAS 36 Impairments


- Leases:
    IAS 17 Leases
    IFRIC 4
    SIC 15


- Accounting for PFI and LIFT (including IFRIC 12 and embedded derivatives)
- A round up of other IFRS issues
- What's on the horizon?

BPP

# FINANCIAL MODELLING - INTERMEDIATE

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

The confidence and ability to build financial models using Excel serving many different purposes:

- Planning
- Budgeting
- Forecasting

This is a hands-on session using Excel

## COURSE CONTENT

- Introduction to financial modelling in excel
- Excel basics recap (from Introduction course)
- Golden rules of financial modelling
- Model planning
- Model set-up and construction
- Formatting and styles for a professional looking model
- Forecasting techniques in excel
- Forecast drivers
- Deriving the outputs from the inputs via the workings
- Switches and scenarios
- Sensitivity analysis of the outputs
- NHS model case study

## 1 DAY COURSE

This course is aimed at finance professionals.

This hands-on course provides users of Excel with all the skills and knowledge they require to start building professional financial models. An NHS specific model is used to enhance the learning.

BPP

# FINANCIAL MODELLING - ADVANCED

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

This Advanced Financial Modelling workshop provides users of Excel with a toolbox of advanced Excel tricks and tips that can be incorporated into their future modelling work. Not only will the functionality improve the quality of the financial models created, but it will also enable faster Excel problem solving when issues arise.

## COURSE CONTENT

- Recap of modelling Golden Rules
- Model review, audit and troubleshooting
- Excel FINANCIAL functionality including IRR, XIRR, PMT, PPMT, RATE
- LOOKUPS: Advanced uses for Match, Choose, Index, Offset, VLookup and HLookup
- Data consolidation (quarterly, biannual, annual)
- Cash waterfalls
- Text features including LEN, MID, FIND, TEXT, VALUE and others….
- Date and time features including: TODAY, DATE, EDATE, EOMONTH
- SUMIF: advanced uses
- Sensitivity analysis: Data tables: 1 and 2 dimensional

## 1 DAY COURSE

This course is aimed at finance professionals.

**BPP**

# STRATEGIC THINKING FOR FINANCE PROFESSIONALS

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

Finance professionals are very often told to "think more strategically" as they become more senior in their roles.  But what does this mean exactly?  And how does it work in practise?  Can the skills of strategic thinking be learned?  And how can this be applied to our roles in finance and accounting?

This engaging and interactive one day course explores what strategic thinking actually is, provides a step by step guide to start developing strategic thinking skills and contains plenty of practical activities to start implementing these skills in a workplace context immediately.

## COURSE CONTENT

- What does thinking strategically actually mean
- How to improve all elements of strategic thinking
- Using strategic thinking as part of our roles
- Practical activities throughout to implement the learning & apply this to your own work situations
- Confidence when engaging in strategic discussions & making strategic decisions

## 1 DAY COURSE

This course is aimed at Accountants, financial managers and financial directors who wish to enhance their strategic thinking ability and strategic role within their organizations. Finance professionals who see the need for the accountant to play a part in their organisation's strategy setting

BPP

# EFFECTIVE FINANCE BUSINESS PARTNERING

## ONLINE COURSE DELIVERED VIA ADOBE CONNECT

Too often accountants and the finance function are seen as staid and boring, out of touch and unapproachable, enforcing their demands on the organisation. Yet undoubtedly almost everyone would agree that a value added finance function is a key part of any successful organisation

## COURSE CONTENT

- A definition of the accountant as business partner.
- The influencing skills that need to be developed to meet these aims.
- A realistic view of how the finance function and the accountant are viewed.
- The essential influencing and negotiating skills that today's accountant needs.

- 

This course is aimed a all those in finance wanting to develop their business partnering skills in order to add value wherever they operate across their organisation. Those in Procurement and Informatics roles may find the course useful.

BPP

# R COURSE – FOUNDATION LEV 1

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

- Session One:
- The Basics. The best metaphors to use to understand what R does and is capable of. Importing data. Basic summarising of data.
- Session Two:
- Creating basic charts using R. Introduction to the ggplot2 package with examples of how to make useful and effective charts using healthcare examples.
- Session Three:
- More chart creation using ggplot2.
- Session Four:
- Basic data manipulation in R. How to do the 'Excel equivalents' of inserting and deleting rows, inserting and deleting columns, creating new derived calculated variables.

## 2 HALF DAY COURSE

This course is aimed at Informatics professionals.

Course attendees will learn how to find their way around R and R Studio, learn how to import and export data, learn how to use basic data summary functions, learn how to do basic data wrangling with R and start creating charts using ggplot2.

## KURTOSIS

# VISUALISING STATISTICS

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

Session 1:

Visualizing data as distributions (histograms, boxplots, population pyramids, cumulative frequency polygons)

Session 2:

Visualizing data as time series (plotting trends in quantiles, adapting Kaplan-Meier curves, barcode charts, coloured dot sequences)

Session 3:

Visualizing margins of error (caterpillar charts, funnel plots)

Session 4:

Visualizing relationships (scatterplots and bubbleplots)

**KURTOSIS**

# ARGUING WITH NUMBERS

## ONLINE COURSE DELIVERED VIA M.TEAMS

You will learn how to structure both written and spoken narratives that will help you get your data messages across more effectively.

## COURSE CONTENT

- Session One:
- Writing about numbers when the output is a short (e.g. one side of A4) document.
- Session Two:
- Talking about numbers when the setting is a meeting at which you are allocated up to 2-3 minutes.
- Session Three:
- Writing longer, multi-page, data-rich reports with structure, shape and narrative line.
- Session Four:
- Presenting data using the spoken word in formal settings where you have five minutes or longer to set out the data evidence.

## 2 HALF DAY COURSE

This course is aimed at Information analysts working with health and social care data who need to put together written narratives for their data and/or prepare and deliver spoken commentaries and presentations involving data.

## KURTOSIS

# R COURSE – FOUNDATION LEV 2

## ONLINE COURSE DELIVERED VIA M.TEAMS

## COURSE CONTENT

Session One: Introduction to R Markdown

Session Two: Data wrangling in healthcare contexts.

Session Three: Data visualization using ggplot2.

Session Four: Using R Markdown to bring together the results of the work in sessions 2 and 3.

## 2 HALF DAY COURSE

This course is aimed at Informatics profession who have attended the

**R Course Foundation Level 1**.

Information analysts working with health and social care data who know the absolute basics of R but who want to move to the next level of using R for data analysis and presentation.

## KURTOSIS

# USING DATA TO MAKE BUSINESS DECISIONS

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

- Session One:
- An introduction to two models of how data-driven decision-making works in health and social care settings.
- Session Two:
- InfraData - how to work with managers and clinicians to turn their issues into questions and the questions into queries.
- Session Three:
- UltraData - how to work with managers and clinicians to turn "data answers" into decisions.
- Session Four:
- Data Conversations – practical steps to take to make engagement with managers and clinicians more productive.

## 2 HALF DAY COURSE

This course is aimed at informatics practitioners.

## KURTOSIS

# PYTHON 1 – FOUNDATION LEVEL

## ONLINE COURSE DELIVERED VIA M.TEAMS

Python is the most popular open-source language.  You will get a taste for Python and what it can do.  You will learn how to get started in Python; use common libraries and write your own function.

## COURSE CONTENT

Get started in Python: Write "Hello World" in Python. Using Jupyter notebooks to write, test, and document Python scripts.

Python Language fundamentals:  syntax, variables, conditionals, loops

Data structures: Why they are useful and ubiquitous.  Lists and tuples .Dicts.

Write and use functions.

A whirlwind tour of a few useful Python packages for data analysis: e.g. numpy, pandas, seaborn

**ZOMALEX**

# PYTHON 2 – FOUNDATION LEVEL

## ONLINE COURSE DELIVERED VIA M.TEAMS

You will learn how to use more powerful techniques in Python, including object-oriented and functional programming styles.

### COURSE CONTENT

Object-Oriented Programming (OOP) in Python

- What is OOP and when is it useful?
- Classes
- Instance variables
- Instance Methods
- Properties – getters and setters
- Class methods

Functional Programming in Python

- What is Functional Programming and when is it useful?
- Lambda functions
- The map function.
- The filter function.

Other topics may include:

- Unit Testing in Python
- Exceptions
- The ArgParse module for reading command-line arguments
- Using Python in VSCode (a very popular editor)
- Unpacking variables
- Regular Expressions

ZOMALEX

55

# UNDERSTANDING THE TENDER PROCESS

## ONLINE COURSE DELIVERED VIA ZOOM

The aim of this course is to improve the knowledge and skill level of delegates in Managing the Tender Process to achieve the best possible Value for Money from tendering processes.

## COURSE CONTENT

The Pre-tender checklist including:

- The Invitation To Tender process;
- setting evaluation criteria and MEAT;
- the importance of a clear specification;
- the role of the draft contract;

Tender out-to-market management, including:

- Recording and answering clarification questions;
- handing "confidential" questions;
- and the importance of a clarification log.

Tender evaluation management including:

- Who should be on an evaluation panel;
- splitting technical and commercial evaluators;
- designing evaluation spreadsheets;

Finalising the Evaluation Report and the basics of managing legal challenges, including:

- The importance of keeping an audit trail, and tracking changes to key documents;
- the Peer Review process before sign-off;

PERIGEAN

TRAINING

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# REFORM OF PUBLIC PROCUREMENT LAW

## ONLINE COURSE DELIVERED VIA M.TEAMS

### COURSE CONTENT

This course is designed to analyse and provide delegates with an understanding of the proposals in the Government's Green Paper for the reform of Public Procurement Law. The course will address Procedures, Open Contracting, changes to exclusions, selection and award criteria. The course will also address modifications to concluded contracts and proposed changes to Procurement tool such as Frameworks, Dynamic Purchasing Systems (DPS).

- Introduction
- Background and time scales
- Simpler regulatory framework
- Proposal for procedures with a public solicitation
- Proposals for direct awarding
- Suggestions for modifications of contracts
- Proposals for open contracting
- Proposed changes to selection and award criteria
- Use of commercial Procurement tools
    - Proposals for changes to Framework Agreements
    - Proposals for changes to DPS
- Proposals for Remedies regime and enforcement
- Questions and answers

# COMMERCIAL ASPECTS FOR PROCUREMENT

## ONLINE COURSE DELIVERED VIA M.TEAMS

By the end of the course you will be able to understand the concept cost and have an appreciation of whole life costing. Delegates will be able to understand techniques to maximise value and understand some of the pricing strategies both suppliers and buyers may utilise. Delegates will also be able to identify external and external factors that impact on cost and reflects on evaluation methodologies. The course defines the phases of the negotiation process and equips delegates with some of the strategies and techniques used in negotiations.

## COURSE CONTENT

- Introductions
- Understand the concept cost
- Appreciate whole life costing
- Explore some pricing strategies
- Understand the difference between fixed and variable cost
- Understand external factors that impact on cost
- Investigate some evaluation methodologies
- Define the phases of the negotiation process
- Appreciate some of the strategies and
- techniques used in negotiations
- Questions and answers

## HALF DAY COURSE

This course is intended for procurement practitioners,

## ACHILLES

# PRAGMATIC CATEGORY MANAGEMENT

## ONLINE COURSE DELIVERED VIA ZOOM

The aim of this course is to improve the knowledge and skill level of delegates in Pragmatic Category Management to enable them to implement a Category Management approach in their own organisations without an unrealistic investment in additional resources.

## COURSE CONTENT

- What is Category Management, including: Background, context and benefits; the Supplier-facing nature of the model; an overview of a Category Management cycle; the difference between Direct and Indirect spend; and some examples of areas where Category Management can work best in a Public sector environment.
- Applying Category Management tools, including: Eddie Obeng's classification model; influencing stakeholders through Mendelow's matrix; applying Pareto analysis in practice; and the effective use of the Kraljic Matrix and Supplier Preference tool.
- Writing a Category Strategy, including: the difference between master, main, and subcategories; how to write a robust category strategy document; and understanding how strategies can differ between areas of spend.

**PERIGEAN TRAINING**

# MANAGING YOUR CONTRACTS AND SUPPLIERS EFFECTIVELY

## ONLINE COURSE DELIVERED VIA ZOOM

The aim of this course is to improve the knowledge and skill level of delegates to help them Managing Contracts and Suppliers to realise Value for Money from third parties. The course will be based on 1 day's training, including regular breaks to facilitate the delegates' learning.

## COURSE CONTENT

- The course will cover the following:
- Importance and context of contract and supplier management.
- Managing performance at both contract and supplier levels, including assisting with monitoring and reporting activities, and how to manage variances and payments.
- Sustainability (Economic, Environmental, and Social) during the life of a contract.
- Contract variation, termination, and supplier exit, including preparing for the next contract and forecasting.
- Strategic and Partnership working.

The sessions will consist of interactive, theory-based slideshows with plenary discussions; practical sessions where delegates will work in smaller groups and have chance to practice what they have learned; and relevant case studies presented to demonstrate both good and bad practice.

## 1 DAY COURSE

This course is aimed at procurement and finance professionals.

## PERIGEAN TRAINING

09

# MANAGING THE TENDER PROCESS

## ONLINE COURSE DELIVERED VIA ZOOM

This course is aimed at procurement and finance professionals.

The aim of this course is to improve the knowledge and skill level of delegates in Managing the Tender Process to achieve the best possible Value for Money from tendering processes. The course will be based on 1 days training, including regular breaks to facilitate the delegates' learning.

## COURSE CONTENT

- The Pre-tender checklist including: The Invitation To Tender process; setting evaluation criteria and MEAT; the importance of a clear specification; the role of the draft contract; designing bidder response documents and instructions; and risk identification and mitigation, including managing the financial envelope.
- Tender out-to-market management, including: Recording and answering clarification questions; handing "confidential" questions; and the importance of a clarification log.
- Tender evaluation management including: Who should be on an evaluation panel; splitting technical and commercial evaluators; designing evaluation spreadsheets; running successful consensus and moderation meetings; and managing post-tender closure clarifications.
- Finalising the Evaluation Report and the basics of managing legal challenges, including: The importance of keeping an audit trail, and tracking changes to key documents; the Peer Review process before sign-off; and what goes into the Regulation 84 report.

PERIGEAN TRAINING

# AWARDING FRAMEWORK CONTRACTS

## ONLINE COURSE DELIVERED VIA M.TEAMS

At the end of the course delegates will have a greater understanding of the requirement for operating and managing compliant Frameworks and a clear understanding of the objective methodologies for direct awards and how to conduct a compliant min-competition. Delegates will also recognise the advantages and disadvantages of single and multi-supplier frameworks and some of the hidden risks involved in these types of procurement exercises.

## COURSE CONTENT

- Introduction
- Relevance of EU Rules and the Treaty Principles
- Define a Framework Agreement
- Explore the key rules for Framework Agreements
- Identify who can use a Framework Agreement
- Explain how we award contracts compliantly under Framework Agreements
- Identify issues resulting in using other authorities Frameworks
- Explain the considerations for Contracts Finder
- Discuss the risk of legal challenges and the remedy of Ineffectiveness
- Discuss recent case law
- Questions

# SPECIFICATION WRITING

## ONLINE COURSE DELIVERED VIA M.TEAMS

Our practical course will equip delegates with the knowledge and tools to effectively design and draft appropriate specifications. Delegates will be able to draft specifications in a clear, complete and accurate manner and to evaluate when to use specifications that are performance based and market focused and when to use prescriptive specifications and standards without distorting competition and encouraging innovation and competition

## COURSE CONTENT

- Introduction
- Justify the need for consultation
- Explore pre-procurement engagement
- Discuss the availability of the Procurement Documents
- Identify and define the different types of specification
- Discuss specification writing and style
- Explain the structure and content of specifications
- Discuss implications of flawed specification
- Define material change
- Explain the need for SMART Specifications
- Questions

This course is intended for procurement practitioners, contract managers and operational stakeholders who wish to understand and apply the tools, techniques and processes regarding specification writing in-order to ensure specifications are legislatively compliant, clear, accurate and complete. This course is suitable for anyone who has not written a specification before, or has and wants to improve their specification writing skills

## ACHILLES

# FRAMEWORKS AND DYNAMIC PURCHASING SYSTEMS

## ONLINE COURSE DELIVERED VIA M.TEAMS

At the end of the course delegates will have a greater understanding of the legislative requirement for operating compliant Frameworks and DPS. Delegates will also recognise the advantages and disadvantages of these two procurement tools and gain an appreciation of the hidden risks involved in awarding contract via these Frameworks and DPS.

## COURSE CONTENT

- Introductions
- Relevance of EU Rules and the Treaty Principles
- Define a Framework Agreement
- Explore the key rules for Framework Agreements
- Identify who can use a Framework Agreement
- Explain how we award contracts compliantly under Framework Agreements
- Identify issues resulting in using other authorities Frameworks
- Explain the considerations for Contracts Finder
- Discuss the risk of legal challenges and the remedy of Ineffectiveness
- Discuss recent case law
- Questions

## ACHILLES

# BAND 4 TO 6 MANAGEMENT DEVELOPMENT PROGRAMME

## ONLINE COURSE DELIVERED VIA ZOOM

Day 1 – 22nd January 2024: Personal Effectiveness for Supervisors / Junior Managers

Day 2 -5th February 2024: Examining Personality Profile Results, Creating Team Vision and Achieving Objectives

Day 3 – 4th March 2024: Dealing with Difficult Conversations, Enhancing Team Performance and Creating Team Buy-In

Day 4 – 13th May 2024: Maximising Leadership, Ensuring Results, Sharing Success Stories and Overcoming Difficult Challenges

## COURSE CONTENT

**Day 1: <u>Personal Effectiveness for Supervisors / Junior Managers</u>**

This practical and genuinely useful session will explore the fundamentals of personal effectiveness as a manager to add the greatest value to the organisation and maximise your enjoyment at work. You will examine and learn how to change your thinking and behaviour in order to:

- Reduce stress, be more productive and maximise your enjoyment at work.

This course is aimed at individuals who are seeking to step up into a supervisory role, or are in a junior management role and would like to consolidate and improve their skills and competencies.

CHRIS HUGHES – THE HUGHES COMPANY

- Add value to your team and organisation by creating a sustainable 'solution' mindset for dealing with future challenges and get solutions to specific challenges now.
- Have increased energy, motivation, inspiration and willingness to do what is required
- Have authentic positivity in your role

**Day 2: Examining Personality Profile Results, Creating Team Vision and Achieving Objectives**

In the first part of this session the personality profile results will be discussed to enable each attendee to better understand themselves and others. This will also enable you to adjust your style to influence others and their behaviour.

You will leave this workshop knowing how to:

- Maximise each individual effectively by having an understanding of the 4 different personality types and the behaviours associated with each.
- Manage and influence different personalities in the best ways possible and get the most from each individual using practical insights into how different people can respond.
- Improve performance in those who are more difficult using simple yet effective methods
- Build and successfully manage an elite team by knowing which personality profiles are best suited to certain roles
- Overcome common team dysfunctions using simple yet effective techniques to upgrade their thinking and behaviour
- Bridge gaps between team members by having an understanding of any perceived distance between them.

In the second part of this session, you will develop skills in creating team vision and an enhanced desire to achieve their objectives. You will leave knowing how to:

- Create and convey a compelling vision for the team and/or the organisation that the team are both collectively and individually bought into.
- Get the best results from your team each day by maintaining buy-in and using the vision to keep them focussed and purposeful
- Ensure the team wants to make it work by creating a strong emotional connection to the vision and the purpose of the teams' work
- Motivate the team individually and collectively whilst keeping calm and focussed
- Achieve objectives and realise the vision by keeping people on track and focussed on their purpose and their part to play.
- Ensure progress by encouraging more certainty that team members and their colleagues are working towards a shared objective

## Day 3: Dealing with Difficult Conversations, Enhancing Team Performance and Creating Team Buy-In

### Deal with Difficult Conversations

- Improve the outcome of difficult conversations by putting any potentially negative messages across in the most positive way ensuring the best chance for them to be received well.
- Speak with confidence and hold challenging conversations with ease
- Achieve your objectives every time by structuring a conversation successfully
- Get the best result every time by delivering key messages with confidence and conviction
- Keep your cool and remain professional through both your words and actions
- Get the best outcome possible by successfully using enhanced listening techniques and practical tools in persuasion and influencing
- Avoid later repercussions by checking for understanding without being patronising
- Use objections to your advantage and handle them effectively
- Ensure genuine subsequent progress following a difficult conversation.

### Enhance Team Performance

- Sustain team performance and maximise opportunities by motivating the team
- Increase harmony in the group by turning potential conflict into positive behavioural change
- Lead the different characters within the team more effectively using our effective strategies
- Motivate yourself and others so that you all get more done and enjoy work more
- Maintain the team's enthusiasm and re-energise them if necessary
- Be assertive without appearing bossy; what to say and how in a difficult situation
- Hit and exceed targets consistently by motivating your team individually and collectively towards and beyond them.

### Create Team Buy-In

- Obtain genuine buy-in quickly and easily at any time; knowing what to say and do
- Create and maintain real engagement as often as possible
- Inspire genuine team and/or individual willingness and motivation
- Achieve organisational goals and progress more effectively
- Ensure your team is adding the greatest value possible to the organisation

**Day 4: Maximising Leadership, Ensuring Results, Sharing Success Stories**

**and Overcoming Difficult Challenges**

You will leave this session with a toolkit of practical and effective techniques enabling you to be the most successful leader possible and ensure objectives are attained effectively. The session will be split into three sections;

**Maximising Leadership and Ensuring Results**

- Create more time for the most important, value adding tasks whilst feeling less stressed
- Increase your ability to manage your own workload, empower your team, maximise resources and add even more value to the organisation through effective and successful delegation
- Empower your team to bring the best of themselves to every task
- Maximise your role as a leader by remaining 'up' even when your team is not
- Hit and exceed targets by motivating and inspiring your team
- Guide your team to follow and implement necessary actions using accountability techniques
- Ensure consistent improvements by delivering effective feedback and upgrading behaviour

**Overcoming Difficult Challenges**

- Find solutions to daily challenges and deal with difficult situations without becoming stressed or overwhelmed
- Deal with everyday stress better, as well cope with more extreme stressful situations
- Have greater awareness of your personal stress triggers so that you can choose how to respond
- Keep calm and focused in difficult times and what to do if you or others "lose it" using our Top 3 Tips
- Help your team to maintain their enthusiasm and re-energise them if necessary
- Be assertive without appearing bossy; what to say and how in a difficult situation

**Sharing Success Stories**

- Learn from each other's successes and hear how the techniques have worked for them
- Benefit from a reminder of what has been covered, partly in case they missed something but also to ensure they are implementing their new skills effectively
- Get a confidence boost in themselves when sharing their successes
- See how the techniques are used in their real world of work
- Get a chance to ask questions or have any points repeated/clarified

# BAND 7 TO 8B MANAGEMENT DEVELOPMENT PROGRAMME

## FACE TO FACE EVENT AT THE HELLENIC CENTRE

- **Module 1:** 13th November 2023
- **Module 2:** 11th December 2023
- **Module 3:** 15th January 2024
- **Module 4:** 19th February 2024

## COURSE CONTENT

**Module 1: Part 1 - Understanding Yourself**

This module introduces participants to the framework of the mind and its importance for higher level behaviours, introducing states of mind, mental models, sensory acuity and perception & inference. In addition, participants are profiled using a Margerison-McCann self-assessment profile which considers work preferences along with influencing/communication styles.

**Module 1: Understanding Yourself & Others**

This module introduces participants to the framework of the mind and its importance for higher level behaviours, introducing states of mind, mental models, sensory acuity and perception & inference. In addition, participants are profiled using a Margerison-McCann self-assessment profile which considers work preferences along with influencing/communication styles.

The module will provide you with a deeper understanding of your working behaviours and styles along with the ability to recognize varying patterns in others and

## 4 FULL DAY COURSE

This course is aimed at Band 7 to 8b's who wish to develop their management and personal skills to develop higher level/strategic abilities at an earlier point in their careers, and in doing so, develop their potential to become Deputies and FDs/CFOs of the future.

## ROLAND RICHARDS - AMBER PARTNERSHIP

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the ability to influence others, build rapport and achieve success through behavioural flexibility and practical knowhow.

**Module 2: Influencing, Communication and Political Awareness**

This module builds on the previous model, drilling down on influencing and rapport techniques and deepening participant's awareness of the way people think and behave.  Areas covered will include information filtering, perception models, communication/influencing approaches plus practical rapport techniques.

The other elements of this workshop involve developing participants' awareness of the political framework underpinning success covering confidence, currency and credibility, networking and relationship management, impact and presence, and creating a personal brand.

**Module 3: Presenting Effectively/Developing Gravitas**

This module is a practical intervention designed to introduce participants to certain key elements required to present themselves with impact.  This offers methodologies for various types of presentation and concentrates on those aspects of presenting that engender credibility, impact and gravitas.  Areas covered include use of voice for impact, poise and body language, pace and rhythm, speech delivery and technical excellence.

**Module 4: Strategic Thinking and Career Development**

This module introduces participants to a practical model for strategic thinking and leadership, providing a detailed understanding of how to take any problem, issue or situation and how to process it using key elements of strategic thinking.  Elements covered include well-formed outcomes, stakeholder analysis, culture and hidden culture, patterns and connections, strategic questioning, scenario planning, anchoring states, and so on.

The module also offers participants a practical model for effective career development based on a proven model for getting the paperwork and interview prep right for differentiating at interview and  achieving career progression.  These final sessions are designed to enable you to finish the programme with the tangible knowledge and skills to develop and progress.

# BAND 8C TO 9 MANAGEMENT DEVELOPMENT PROGRAMME

## FACE TO FACE AT THE HELLENIC CENTRE

Day 1- 18th January 2024: Self Awareness

Day 2- 21st February 2024: Communication Impact & Influence

Day 3 – 14th March 2024: Developing people

Day 4 – 14th May 2024: Leading Change VIP

Day 5 – 18th June 2024: Taking Action

## COURSE CONTENT

**Day 1: Self Awareness (Mental Wellbeing and Resilience)**

This will be a highly interactive experience during which you will explore Golemans Emotional Intelligence model. Specifically, you will focus on Self Awareness and Self-Regulation.

- The importance of Mind Set in terms of personal and business results
- The power of Self Talk i.e. its impact on self and others?
- The power of a unique 149 culture and mind-set …it's called the 149effect ®
- Understanding the science of true confidence
- Know why we always become the way we ACT!
- How to More positively impact on others

## 5 FULL DAY COURSE

This course is aimed at senior individuals who are seeking to step up into a deputy role.

## STEVE HEAD

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**Day 2: Communication Impact and Influence**

This will be a highly interactive event during which delegates will gain a greater understanding of how other people 'tick' and how they can enhance their own capability in communicating to others.

Each delegate will enhance their personal capability by…

- Gaining a practical understanding of effective communication strategies.
- Understanding the techniques, they can use to connect with people at all levels.
- Understand and demonstrate macro and micro communication strategies
- How to build a proactive strategy to connect with people you have nothing in common with
- Understanding the listening skills that will enhance all interactions which are especially useful in disciplinary meetings, when interviewing, counselling etc
- Communication techniques around team motivation
- How to present with impact every time

**Day 3: developing people**

This will be a highly interactive one-day session that will enhance the ability of the delegates to gain greater results through others and enhance the performance of their colleagues

Each delegate will enhance their personal capability by…

- Understanding WHY coaching is a simple but essential part of a manager's tool kit
- Why people need coaching especially following COVID
- Understanding WHAT coaching is vs Mentoring and other interventions
- Knowing how to set and monitor more effective goals and objectives for their people
- Understanding the different coaching styles required in different situations to get the most from people
- Understand HOW to coach. How to help your staff overcome challenges eg Mental, Physical and Emotional
- Understanding the concept of 'Emotional Intelligence', how EQ and IQ differ, and the practical application of this in real world settings

**Day 4: Leading Change VIP**

Since Covid 19, effective Leadership has never been more important. No matter how good your strategy or systems are the degree to which you can inspire and engage your people will be a deciding factor in the ultimate success of your service particularly as more people are working from home. This module will be a highly interactive part of the programme which will investigate the impact of having clear purpose and how to engage the hearts and minds of your people.

Learning Outcomes: Each delegate will enhance their personal capability by…

- Understanding the 3 core ingredients of the highly effective organisations.

- Vision, and the power of a clear vision when delivered with passion and emotion
- Understanding the ingredients of an inspiring culture
- Aligning Infrastructure (systems and processes) by identifying organisational barriers that can inhibit productivity and performance and understanding practical tools you can use to overcome these barriers
- Enhancing your ability to engage and motivate People
- Gaining new insights into inspirational leadership so that they can clearly differentiate 'Leading' from 'Managing'
- How to create a great place to work

## Day 5: Taking Action

This final module is designed to pull together all of the material shared and ensure you are able to implement the techniques in REAL LIFE.

You will form into small action-learning groups during the day to review what has already worked and create the beginnings of a personal development plan for the next 6 months and beyond.

I will be teaching you several new models as we go through the day.

Learning Outcomes

- Understand a structured performance review model to help you personally and with Appraisal etc
- Understand the GROW coaching process to help set empowering goals
- Understand Cialdinis 6 PRINCIPLES OF INFLUENCE. How to get people to YES
- Why we get what we focus on
- How to massively increase the chances of goals becoming reality

# Online Learning Fast ♦ Free ♦ Easy to Access ♦ To the Point
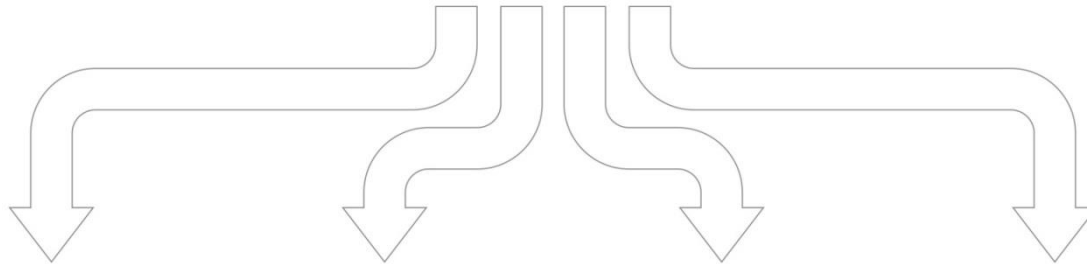
| Tools for transformational change | NHS finance basics | Widening finance skills | Sustainable procurement |
|---|---|---|---|
| Establishing Credibility | Introduction | Introduction to NHS Finance & its Jargon | Introduction to sustainable procurement |
| Communicating Persuasively | Income in the NHS | Budgeting and Forecasting | Information, Communication and Technology |
| Presenting Persuasively | Payroll & Staff Expenses | Accounting for Capital | Construction and Major Refurbishment Projects |
| Strategic Planning | Expenditure Cycle | The Importance of Cash | Furniture |
| Lean Methodology | CAPEX | Delivering Cost Reduction | Textiles |
| Business Case Writing | The Control Function | Efficient Financial Systems | Re-use and Remanufacturing |
| Risk Management in the NHS | Budgetary Control | Governance and Fraud | |
| Inspirational Leadership | Year End | The NHS Tariff | |
| Flexibility & Change | Internal Audit | Patient Level Costing | |
| Team Working | Managing the Business | The Year-End Process and Accounts | |
| | Basic Bookkeeping Part 1 | | |
| | Basic Bookkeeping Part 2 | | |

# MOOCS FOR INFORMATICS

## MOOCS MASSIVE OPEN ONLINE COURSES

Informatics Professional can now take MOOCs by logging into the **Skills Development Network** website and visit the MOOCs section under the **Personal Development** tab.

MOOCs are flexible online courses accessible to all for free. MOOC stands for massive open online course:

- **Massive:** Enrollments are unlimited.
- **Open**: Anyone can enroll — that is, there is no admission process.
- **Online:** They are delivered via the internet.
- **Course**: Their goal is to teach a specific subject.

MOOCs are made by universities, such as Stanford, MIT, and Harvard (To see the full list, click here), and companies such as Microsoft or Google, or by various organizations, such as IEEE or the Linux Foundation. (To see the full list, click here.) Typically MOOCs comprise video lessons, readings, assessments, and discussion forums.

Although MOOCs are created by universities, they are distributed by course providers such as:

- Coursera
- edX
- FutureLearn
- Udacity

It is on these platforms that informatics students and professionals take MOOCs.

For more information on MOOCs visit:
https://www.skillsdevelopmentnetwork.com/moocs-massive-open-online-courses

# DLS FREE MICROSOFT COURSES -

## DIGITAL LEARNING SOLUTIONS

The London Skills Development Network is now a registered DLS centre (Digital Learning Solutions). This online learning platform allows you to learn Microsoft learning programmes such as:

- Excel
- Word
- PowerPoint
- Outlook and
- Social Media such as LinkedIn, Twitter and MS Teams

This is a great way to learn new skills or refresh your memory in your own time.  Courses are interactive and once completed, a CPD certificate will be created and made available for you to download.

Furthermore, a new online digital skills assessment tool, **Digital Capability Self -Assessment** , has been added to the DLS platform for use by the wider NHS and social care workforce. This allows people to answer a set of questions to determine their current digital literacy levels and help identify areas of learning need. Once an individual has completed the self-assessment questionnaire, they will be directed to relevant learning resources to help them develop their skills in specific areas.

**How to register on DLS courses:**

To access the DLS Portal, go to:
https://www.dls.nhs.uk/home?action=login&app=lp&centreid=679
Click on register
Pick the **London Skills Development Network** from the drop-down menu. Fill in all required fields to complete the registration
Click on Switch Application
Click on Learning Portal

At this point click on Available Activities to see all the courses available and click on the Enrol button to enrol on the courses showing.
After you enrol on a course, that course will show under Current Activities.

**Top Tip:**

Complete the Digital Capability Self -Assessment to assess your skills gap and get suggestions on relevant courses.

Once completed you will be suggested a list of relevant courses which you can add to your Learning Portal by Clicking "**add to action plan**"

Please contact Elisa Paolacci (elisa.paolacci1@nhs.net) or Sabrina Guzman-Pastor (s.guzmanpastor@nhs.net) if you have any queries

# COFFEE LOUNGE

The Band 2 to 5 forum requested that a process be put into place for all finance staffing members, especially lower banded staff to have access to CFO's and Deputy CFOs to enable them to have an informal chat about any topic. This could be done either by face to face over a coffee or via teams. This is different from the sponsorship network, coaching and reciprocal mentoring. It would be an opportunity to have a one-off informal chat about any topic with a CFO/Deputy CFO. The Inclusion and Diversity Ambassador network recently wrote out the CFOs and Deputy CFOs in London and the following individuals put themselves forward to support this initiative:

https://www.skillsdevelopmentnetwork.com/coffee-lounge

# COACHING & MENTORING

The London Skills Development team has a partnership agreement with the London Leadership academy to access coaches and mentor through their CONNEX register.

Coaches on the London Leadership Academy ConneX register have all completed an accredited coaching skills programme and undertake regular supervision and development of their skills. ConneX provides a confidential service to match coachees with qualified coaches, as well as an online facility to manage that relationship. All coaching is offered on a pro bono basis, therefore there is no charge for accessing this service.

http://www.londonleadershipacademy.nhs.uk/coaching-and-mentoring/coaching

# UNDERGRADUATE PLACEMENT PROGRAMME

- Do you have a vacancy which you could fill with an undergraduate student?
- Do you want to address skills shortages by growing your own talent?
- Do you find it difficult to recruit for certain positions?

The Skills Development Network offers an effective solution to these common talent management issues within the NHS by working in collaboration with several prestigious universities across London to link bright undergraduate students with NHS organisations through the following schemes:
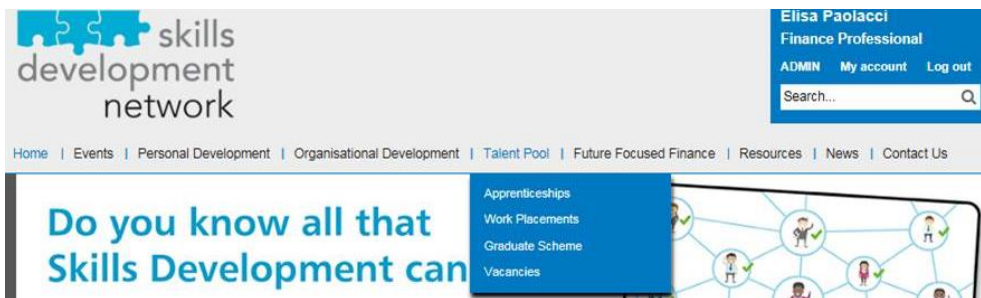
**NHS Finance Work Placement Scheme**

**NHS Informatics Work Placement Scheme**

**NHS Procurement Work Placement Scheme**

You can find more information on the above schemes by visiting the **Work Placements** page by clicking on this link
https://www.skillsdevelopmentnetwork.com/work-placements



Or contact Elisa Paolacci at elisa.paolacci1@nhs.net

# VACANCIES & SECONDMENT PORTAL

It is now possible to post your vacancies and secondments opportunities on the SDN website. Just click on the Talent Management tab and on Vacancies to be able to add a vacancy/secondment as well as view current vacancies in London and in other regions.

Under your profile (My Account) make sure to tick the box to **opt in** to receive emails advertising events, news and job vacancies from the SDN website. In this way you will receive notifications of live vacancies in the system.

Live vacancies in London and other regions are also displayed on the Home page.

# DEVELOPMENT OPPORTUNITIES MAP

Through the **Development Opportunities Map** you can see all the development opportunities by band across SDN, FFF, HFMA and the Leadership Academy.

You can access the map from the **Personal Development tab** on the Skills Development Network website, or by clicking here

# RESOURCE MAP

Through the **Resource Map** you can see all the resources available to you across SDN, FFF, HFMA and the Leadership Academy.

You can access the map from the **Resources tab** on the Skills Development Network website, or by clicking here.

# NATIONAL CURRICULUM

## BACKGROUND

The Finance Technical Competencies were first developed in 2003, commissioned by what was then FSD. They have been updated several times since, sponsored by the Skills Development Network, most recently in 2015. In more recent times they included an element of softer skills required by finance professionals. In 2018, FFF identified the need to develop these softer skills into a more detailed behavioural framework.

Both frameworks were put together with the help of finance professionals from a representative sample of acute trusts, CCGs, mental health, and community trusts and NHSE/.Purpose

## PURPOSE

The purpose of this competency framework/national curriculum is to provide staff and their managers with an up to date, relevant and complete list of all the competencies which staff need to be able to fulfil their roles effectively. The competencies are relevant to every member from Band 2 through to Band 8d.

## HOW THE COMPETENCIES WORK

The new framework is split into three parts:

**The Golden Thread** – these are four personal qualities which are important for all staff whatever grade they are. There are no 'levels' to these attitudes as they are the same for every member of staff. These attitudes can be difficult to develop in people and so it is important to seek them out during the recruitment process. They are at the centre of the diagram below shown in green.

**Core Competencies** – these are ten skills or competencies which apply to everyone in finance, procurement, and informatics. They are mostly behavioural, and they each have three levels which roughly correspond with Agenda for Change bands. These Core Competencies mostly focus on how we go about our work. They are shown in blue in the diagram below.

**The Finance Technical Competencies** – these are seven finance specific competencies which outline the main technical areas or job families found in the finance function. They provide a greater level of detail having four levels which also roughly correspond to Agenda for Change bands. Most staff members will only have one or two of these which apply to them, although senior staff may have more. They are shown in grey in the diagram below.

**Note:** The National Curriculum was development for the finance profession. The SDN team have mapped the whole London SDN programme for 2022-2023 for all three professions across the Golden Thread and Core competencies. Procurement and Informatics will have technical competencies not covered by the finance technical competencies, and we need to be practical in how we apply this heading.

# LSDN CONFERENCES

## FSD/ISD/PSD LEADS ANNUAL CONFERENCES

## IN PERSON EVENT – HELLENIC CENTRE

Every year the London SDN hosts an annual conference for the Leads of each function, Finance, Informatics and Procurement. The event is an opportunity for Leads and teams managers of each London NHS Trust, to come together, network, share best practice and continue their professional development. All the Leads annual conferences are hosted at the Hellenic Centre (16-18 Paddington St, London, W1U 5AS)

UPCOMING CONFERENCES

- [PSD Lead Conference – 18th September 2023](#)
- [FSD Lead Conference – 23rd November 2023](#)
- ISD Leads Conference – 6th February 2024 – Agenda TBC

## BAND 2-5 STAFF CONFERENCE – ONLINE

This is an online event opened to finance,informatics and procurement staff on a Band 2 to 5 Role. The theme of the conference revolvs around networking, inspirational careers journeys, development opportunities and professional updates. The tone of the conference might be centred toward finance however the themes and learning points are applicable to all staff across the 3 functions.

UPCOMING CONFERENCE

- 2024 - Date and agenda to be confirmed

## PROFESSIONAL ALLIANCE CONFERENCE

The Professional Alliance Conference is an opportunity for FSD Leads, team managers and finance trainees to hear from the finance professional bodies (ACCA,CIMA,CIPFA,AAT) about professional qualifications, apprenticeships programmes, graduate programmes, student support and resources available, and general professional updates.

UPCOMING CONFERENCE

- 2024 - Date and agenda to be confirmed

# FINANCE WORK PLACEMENT STUDENTS EXCHANGE CONFERENCE 2023

The London Skills Development Network works in collaboration with 6 universities (University of Greenwich, London SouthBank, Westminster, Middlesex, Kingston and West London University) to place 2nd year undergraduate Accounting and Finance students on a year placement with a NHS organisation across London.

This event wants to bring together former and current work placement trainees recruited via the SDN Finance Work Placement Scheme to share experiences and networking.

This event is for

- Former Finance Work Placement students (who began their placement year in September 2022),
- Current Finance Work Placement students (who began their placement year in September 2023),

This event offers delegates an opportunity to

- meet each other and networking,
- learn about development opportunities,
- be introduced to NHS Finance and practical tips for conducting a successful placement
- hear from finance professional bodies (ACCA,CIMA,CIPFA,AAT) How to become a qualified accountant with one of the professional bodies
- Learn about former students experiences,
- future opportunities with the NHS
- and inspiring career success stories

UPCOMING CONFERENCE

- 29th September 2024 - agenda to be confirmed

# SDN PROGRAMME 23/24

| | | |
|---|---|---|
| <span style="background:#F5C99B">    </span> | 2 HALF DAYS COURSE | |
| <span style="background:#F5CD57">    </span> | Management Development Programme Band 4 to 6 - 4 FULL DAYS | |
| <span style="background:#8CA8D8">    </span> | Management Development Programme Band 7 - 8b - 4 FULL DAYS | |
| <span style="background:#A8CA7F">    </span> | Management Development Programme Band 8c to 9 - 5 FULL DAYS | |
| <span style="background:#F768A1">    </span> | Conferences | |

| 2023/24 | Course Name | Category |
|---|---|---|
| 18-Sep-23 | PSD Leads Conference | Conference |
| 29-Sep-23 | Finance Work Placement Students Exchange Conference 23 | Conference |
| 02-Oct-23 | Negotiation Skills | Business |
| 02-Oct-23 | Understanding the Tender Process | Technical Procurement skills |
| 03-Oct-23 | How to Excel as a Leader and Manager | Management/Leadership |
| 04-Oct-23 | R Course - Foundation Level 1 (day 1) | Technical Informatics Skills |
| 06-Oct-23 | Effective Business Writing | Business |
| 06-Oct-23 | R Course - Foundation Level 1 (day 2) | Technical Informatics Skills |
| 09-Oct-23 | Excel 1 - Foundation Level | Analytical Skills |
| 11-Oct-23 | Reform of Public Procurement Law | Technical Procurement skills |
| 12-Oct-23 | Excel 1 - Foundation Level | Analytical Skills |
| 16-Oct-23 | Power BI 1 - Foundation Level | Analytical Skills |
| 20-Oct-23 | Influencing and Persuasion skills | Management/Leadership |
| 20-Oct-23 | Power BI 1 - Foundation Level | Analytical Skills |
| 23-27 Oct 23 | HALF TERM/BANK HOLIDAY | |
| 30-Oct-23 | Presenting with impact! | Business |
| 31-Oct-23 | Visualising statistics (DAY 1) | Technical Informatics Skills |
| 02-Nov-23 | Commerical Aspects for Procurement | Technical Procurement skills |
| 03-Nov-23 | Visualising statistics (DAY 2) | Technical Informatics Skills |
| 07-Nov-23 | Excel 1 - Foundation Level | Analytical Skills |
| 08-Nov-23 | Excel 1 - Foundation Level | Analytical Skills |
| 09-Nov-23 | Excel 1 - Foundation Level | Analytical Skills |
| 10-Nov-23 | Project Management | Personal Development and Awareness |
| 13-Nov-23 | Band 7 - 8b Development Programme DAY 1 | Management Development Programme |
| 14-Nov-23 | SQL 1 - Foundation Level | Analytical Skills |
| 15-Nov-23 | SQL 1 - Foundation Level | Analytical Skills |
| 16-Nov-23 | Power BI 1 - Foundation Level | Analytical Skills |
| 17-Nov-23 | Power BI 1 - Foundation Level | Analytical Skills |
| 20-Nov-23 | Building resilience and Confidence | Personal Development and Awareness |
| 21-Nov-23 | Arguing with Numbers (day 1) | Technical Informatics Skills |
| 23-Nov-23 | FSD Leads Conference | Conference |
| 23-Nov-23 | Job Application and Interview Preparation Workshop | Personal Development and Awareness |
| 24-Nov-23 | Leading in Challenging Situations | Management/Leadership |
| 24-Nov-23 | Arguing with Numbers (day 2) | Technical Informatics Skills |
| 27-Nov-23 | R Course - Foundation Level 2 (day 1) | Technical Informatics Skills |

| Date | Course | Category |
|---|---|---|
| 28-Nov-23 | Effective Conversations for Better Outcomes | Personal Development and Awareness |
| 30-Nov-23 | R Course - Foundation Level 2 (day 2) | Technical Informatics Skills |
| 04-Dec-23 | Visualising statistics (DAY 1) | Technical Informatics Skills |
| 07-Dec-23 | Visualising statistics (DAY 2) | Technical Informatics Skills |
| 08-Dec-23 | Creating Winning Business Cases | Technical Finance skills |
| 08-Dec-23 | SQL 1 - Foundation Level | Analytical Skills |
| 11-Dec-23 | Band 7 - 8b Development Programme DAY 2 | Management Development Programme |
| 11-Dec-23 | Power BI 1 - Foundation Level | Analytical Skills |
| 12-Dec-23 | R Course - Foundation Level 1 (day 1) | Technical Informatics Skills |
| 13-Dec-23 | Pragmatic Category Management | Technical Procurement skills |
| 15-Dec-23 | R Course - Foundation Level 1 (day 2) | Technical Informatics Skills |
| 18-Dec-23 | Managing your Contracts and Suppliers Effectively | Technical Procurement skills |
| 18-Dec-23 | SQL 1 - Foundation Level | Analytical Skills |
| **20 Dec 23 - Jan 24 HALF TERM/BANK HOLIDAY** | | |
| 08-Jan-24 | Managing the Tender Process | Technical Procurement skills |
| 08-Jan-24 | Using data to make business decisions (DAY 1) | Technical Informatics Skills |
| 09-Jan-24 | Python 1 - Foundation Level | Technical Informatics Skills |
| 10-Jan-24 | Python 1 - Foundation Level | Technical Informatics Skills |
| 11-Jan-24 | Using data to make business decisions (DAY 2) | Technical Informatics Skills |
| 12-Jan-24 | Conflict Management and Resolution | Management/Leadership |
| 12-Jan-24 | SQL 1 - Foundation Level | Analytical Skills |
| 15-Jan-24 | Band 7 - 8b Development Programme DAY 3 | Management Development Programme |
| 16-Jan-24 | Driving faster decision through bringing the numbers to life | Business |
| 17-Jan-24 | Awarding Framework Contracts | Technical Procurement skills |
| 17-Jan-24 | Financial Modelling - Introduction | Technical Finance skills |
| 17-Jan-24 | Python 2 - Intermediate Level | Technical Informatics Skills |
| 18-Jan-24 | Band 8c to 9 Development Programme DAY 1 | Management Development Programme |
| 19-Jan-24 | Financial Modelling - Introduction | Technical Finance skills |
| 22-Jan-24 | Band 4 to 6 Development Programme DAY 1 | Management Development Programme |
| 23-Jan-24 | Faster Financial Closing | Technical Finance skills |
| 25-Jan-24 | Agile project management to drive faster change in the NHS | Business |
| 26-Jan-24 | Effective Teams | Management/Leadership |
| 29-Jan-24 | Ambassador's Programme for SDN Leads | Management/Leadership |
| 30-Jan-24 | Accounting standards | Technical Finance skills |
| 30-Jan-24 | R Course - Foundation Level 2 (day 1) | Technical Informatics Skills |
| 02-Feb-24 | R Course - Foundation Level 2 (day 2) | Technical Informatics Skills |
| 05-Feb-24 | Band 4 to 6 Development Programme DAY 2 | Management Development Programme |
| 06-Feb-24 | ISD Leads Conference | Conference |
| 06-Feb-24 | Excel 2 - Intermediate Level | Analytical Skills |
| 07-Feb-24 | Excel 2 - Intermediate Level | Analytical Skills |
| 08-Feb-24 | Power BI 2 - Intermediate | Analytical Skills |
| 09-Feb-24 | How to Develop Emotional Intelligence | Personal Development and Awareness |
| **12-16 Feb 24** | **HALF TERM/BANK HOLIDAY** | |
| 19-Feb-24 | Band 7 - 8b Development Programme DAY 4 | Management Development Programme |
| 20-Feb-24 | Specification Writing | Technical Procurement skills |

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| 20-Feb-24 | Financial Modelling - Intermediate | Technical Finance skills |
| 20-Feb-24 | Python 2 - Intermediate Level | Technical Informatics Skills |
| 21-Feb-24 | Band 8c to 9 Development Programme DAY 2 | Management Development Programme |
| 22-Feb-24 | Financial Modelling - Intermediate | Technical Finance skills |
| 26-Feb-24 | Agile project management to drive faster change in the NHS | Business |
| 27-Feb-24 | SQL 2 - Intermediate | Analytical Skills |
| 28-Feb-24 | SQL 2 - Intermediate | Analytical Skills |
| 29-Feb-24 | Power BI 2 - Intermediate | Analytical Skills |
| 01-Mar-24 | Power BI 2 - Intermediate | Analytical Skills |
| 04-Mar-24 | Band 4 to 6 Development Programme DAY 3 | Management Development Programme |
| 05-Mar-24 | Using data to make business decisions (DAY 1) | Technical Informatics Skills |
| 08-Mar-24 | Using data to make business decisions (DAY 2) | Technical Informatics Skills |
| 11-Mar-24 | Negotiation Skills | Business |
| 12-Mar-24 | How to ensure business benefits are tracked and delivered | Business |
| 13-Mar-24 | Problem Solving and Decision Making | Management/Leadership |
| 14-Mar-24 | Band 8c to 9 Development Programme DAY 3 | Management Development Programme |
| 15-Mar-24 | Financial Modelling – Advanced | Technical Finance skills |
| 18-Mar-24 | Excel 2 - Intermediate Level | Analytical Skills |
| 19-Mar-24 | The Robots are coming | Business |
| 20-Mar-24 | Frameworks and Dynamic Purchasing Systems | Technical Procurement skills |
| 20-Mar-24 | Excel 2 - Intermediate Level | Analytical Skills |
| 20-Mar-24 | Arguing with Numbers (day 1) | Technical Informatics Skills |
| 21-Mar-24 | Excel 2 - Intermediate Level | Analytical Skills |
| 22-Mar-24 | SQL 2 - Intermediate | Analytical Skills |
| 22-Mar-24 | Arguing with Numbers (day 2) | Technical Informatics Skills |
| **29-Mar-24** | **HALF TERM/BANK HOLIDAY** | |
| **01-Apr-24** | **HALF TERM/BANK HOLIDAY** | |
| **02-12 Apr 24** | **HALF TERM/BANK HOLIDAY** | |
| 15-Apr-24 | SQL 2 - Intermediate | Analytical Skills |
| 16-Apr-24 | Change Management | Management/Leadership |
| 17-Apr-24 | SQL 2 - Intermediate | Analytical Skills |
| 18-Apr-24 | Excel 3 - Advanced Level | Analytical Skills |
| 19-Apr-24 | Excel 3 - Advanced Level | Analytical Skills |
| 22-Apr-24 | Power BI 2 - Intermediate | Analytical Skills |
| 23-Apr-24 | Power BI 2 - Intermediate | Analytical Skills |
| 24-Apr-24 | Excel 4 - Excel Best Practices | Analytical Skills |
| 25-Apr-24 | Excel 4 - Excel Best Practices | Analytical Skills |
| 02-May-24 | How to be Assertive | Personal Development and Awareness |
| **06-May-24** | **HALF TERM/BANK HOLIDAY** | |
| 07-May-24 | Problem Solving and Decision Making | Business |
| 08-May-24 | How to run successful Cost Improvement Programmes (CIPs) | Business |
| 13-May-24 | Band 4 to 6 Development Programme DAY 4 | Management Development Programme |
| 13-May-24 | Leadership in a digital world | Management/Leadership |
| 14-May-24 | Band 8c to 9 Development Programme DAY 4 | Management Development Programme |
| 15-May-24 | SQL 3 - Advanced | Analytical Skills |

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| 16-May-24 | Strategic Thinking for Finance Professionals | Technical Finance skills |
| 17-May-24 | SQL 3 - Advanced | Analytical Skills |
| 20-May-24 | Excel 3 - Advanced Level | Analytical Skills |
| 21-May-24 | Driving faster decisions through bringing the numbers to life | Business |
| 21-May-24 | Excel 3 - Advanced Level | Analytical Skills |
| 22-May-24 | SQL 3 - Advanced | Analytical Skills |
| 23-May-24 | SQL 3 - Advanced | Analytical Skills |
| 24-May-24 | SQL 3 - Advanced | Analytical Skills |
| **27-31 May 24 HALF TERM/BANK HOLIDAY** | | |
| 10-Jun-24 | Excel 3 - Advanced Level | Analytical Skills |
| 11-Jun-24 | Excel 4 - Excel Best Practices | Analytical Skills |
| 12-Jun-24 | Excel 4 - Excel Best Practices | Analytical Skills |
| 13-Jun-24 | Agile project management to drive faster change in the NHS | Business |
| 13-Jun-24 | Job Application and Interview Preparation Workshop | Personal Development and Awareness |
| 14-Jun-24 | Excel 4 - Excel Best Practices | Analytical Skills |
| 17-Jun-24 | Empowerment: Enabling others to think for themselves | Personal Development and Awareness |
| 18-Jun-24 | Band 8c to 9 Development Programme DAY 5 | Management Development Programme |
| 20-Jun-24 | Effective Finance Business Partnering | Technical Finance skills |
| 09-Jul-24 | Driving Innovation and Change | Business |

**How to book your place:**

Load the URL link in your browser:                        **http://www.skillsdevelopmentnetwork.com**

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Click on the link for the course you wish to attend and follow the 'Book a Place' tab to complete your booking.

**NOTE :**

YOU NEED TO BE REGISTERED ON THE SDN WEBSITE TO ACCESS COURSES,

WHEN REGISTERING FOR THE FIRST TIME ON THE WEBSITE PLEASE MAKE THE DISTINCTION BETWEEN

FSD /PSD / ISD. If you register as OTHER no events will be available to you.