NHS

Course brochure

Skills and training suited to your needs

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Introduction

About us

NEL is an NHS organisation providing expert support and advice to a diverse range of customers, including NHS, non-NHS and charitable organisations. We provide specialist services, advice and information, underpinned by local knowledge and relationships.

We offer a range of services including:

- Business Intelligence, Informatics and Contract Management
- ICT
- Finance
- Clinical Services
- Business Support Services (e.g. HR, OD, Learning and Development)
- Delivery improvement and transformational change

We are here to support you to achieve results by helping your people to grow in their roles, develop as professionals and progress in their careers.

Our breadth of experience and expertise across the health system and specialist areas put us in a unique position to help you develop your staff as professionals.

How we can support you

NEL is committed to supporting our customers to ensure their staff members are equipped with the skills and knowledge to perform their role effectively. We know that appropriately skilled staff play a crucial role in ensuring that you meet your key service objectives and targets. Well-developed people are the biggest asset in meeting evolving challenges and opportunities. Investing in staff training and development offers a range of benefits:

- Improved job satisfaction and motivation
- Reduced employee turnover and absence
- Higher-skilled staff more prepared for the future
- Organisation makes more informed decisions and develops more innovative strategies
- Organisation becomes more efficient and effective
- Better reputation as an employer
- Easier to attract the best staff

Why NEL training?

NEL has considerable experience in developing and delivering learning and development programmes. Our wealth of NHS, public and private sector knowledge and insight enables us to offer both in-house courses and tailored programmes designed for your context and needs. Our courses are designed to be, and are delivered in, an engaging, interactive way that boosts learning, enabled by our award-winning trainers (IiP / Times Top 100).

We provide an extensive range of relevant, high-quality training at very reasonable prices. We can arrange programmes just for your organisation and these can be delivered on your site or at an agreed venue. We can also offer spaces on our open courses at an individual delegate rate.

Personal effectiveness

Listed courses:

Be emotionally intelligent

Boost your confidence

Build personal resilience

Conflict management

Deliver excellent customer service

Develop your assertiveness

Good practice in email protocol and using plain English

Lone working and personal safety

Manage your time well

NELIE training for CCG and GP practice staff

Practical project management

Presentation skills

Professional telephone techniques

Be emotionally intelligent

Half day

Learning outcomes:

- Explain the concept of emotional intelligence (EI) and its benefits
- Expand your knowledge of emotional patterns in yourself and others
- Know and utilise the difference between reaction and considered response
- Manage your emotions to positively influence
- Describe the five emotional intelligence competencies
- Build more effective relationships at work
- Apply the EI behaviours that support high performance
- Act with strength, integrity and empathy

Boost your confidence

Half day

Learning outcomes:

- Illustrate what confidence looks and sounds like
- Achieve a confident impact every time you choose to
- Apply the five communication channels to ensure a confident perception by others
- Positively and proactively manage your mind-set
- Control the negative 'harsh critic' inner dialogue and replace it with a helpful coach

Build personal resilience

Half day

Learning outcomes:

- Describe the meaning of 'resilience'
- Identify the effects of stress on performance
- Develop positive thinking habits
- Condition thinking
- Recognise the signs of emotional overload
- Explain how personality affects our reaction to pressure
- Identify and instil strategies to manage your own and other people's emotions

Conflict management

Half or full day

Learning outcomes:

- Describe common causes of conflict
- Identify the phases of conflict, warning/danger signs, behaviours and other relevant clues
- State the triggers of conflict
- Behave in an assertive way to help manage conflict
- Communicate and behave in ways to proactively prevent, reduce, negate or avoid conflict
- Apply state management to help manage conflict positively for better outcomes
- Use a variety of tools, tips, techniques and methods that help manage conflict scenarios
- Operate a robust communication cycle to help control conversations skilfully

Deliver excellent customer service

Full day

Learning outcomes:

- Build a compelling, specific Customer Care Charter they deliver/buy into

- Highlight the benefits and explain why customer care matters to them/their colleagues and to the CSU

- Describe what influences a customer's service expectations – and work with their perceptions

- Reveal the high costs of not delivering exceptional customer care/service

- Detail the differences between really good, average and really poor levels of customer care

- Explain the importance of the customer service chain and the links within it

- Deliver excellent customer care to colleagues and customers alike

- Work in a way to further increase the loyalty of our customers

- State the key touch points in a customer's experience – and why they need to be great at every touch point

- Apply the seven Cs of customer care

Develop your assertiveness

Half day

Learning outcomes:

- Identify assertive, aggressive and passive behaviours
- Identify own preferred behavioural balance
- Behave assertively
- Communicate assertively
- Change limiting beliefs

Good practice in email protocol and using plain English

Half day

Learning outcomes:

- Write in a clear way to communicate clear messages
- Use Plain English
- Avoid all the classic grammar mistakes
- Achieve the right tone using the written word
- Structure written responses correctly
- Apply good practice with regards to email usage/protocols

Lone working and personal safety

Half day

Learning outcomes:

- Raise awareness of the importance of personal safety
- Explore the risks that the group may encounter during their working day
- Gain practical solutions and the confidence to avoid or defuse potentially violent and aggressive situations

Manage your time well

Half day

Learning outcomes:

- Understand the time management model
- Identify how to manage activities efficiently
- Discover your own preferred working style and the impact it has on time
- Beat procrastination and other time stealers
- Manage relationships more effectively to save time
- Detail how better communication can help your efficiency
- Use practical hints, tips, tools and techniques to use time better
- Produce a personal time management action plan for implementation

NELIE training for CCG and GP Practice staff   Two hours

Learning outcomes:

- Understand the benefits of using NELIE

- Understand how to access and use NELIE

- Understand what the major reports do and how NEL, CCGs and GPs can work collaboratively to reduce costs
  and improve patient care

Practical project management   Full day

Learning outcomes:

- Use the Investors in People 3 stage project planning model

- Apply the four or six stage models for practical project management

- Cite the project management skills hexagon and conduct a personal skills audit and action plan

- Unleash the power of Post-its and brainstorms to make planning easy and enjoyable – take the pain out of planning

- Conduct a project

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Presentation skills

Full day

Learning outcomes:

- Define the criteria for a good presentation
- Prepare and plan your presentation for maximum impact
- Stage your presentation
- Design and structure your presentation
- Engage with your audience
- Use language which creates a positive impact
- Understand how to use your voice and its five elements
- Manage your nerves
- Develop the hook that grabs your audience

Professional telephone techniques

Half to full day

Learning outcomes:

- Handle customer calls with courtesy, enthusiasm and friendly efficiency
- Develop a consistent company approach to telephone communications
- Build rapport effectively
- Demonstrate listening (and not just hearing)
- Create the impact you want using the five elements of your voice
- Maintain a professional company image in all telephone activity
- Be able to deal with difficult callers in a positive way
- Guide conversations gracefully
- Close calls by summarising outcomes and agreed actions

Leadership and Management Development

Listed courses:

Coach for results
Communication skills – advanced
Consultancy and influencing skills
Create winning teams
Employee engagement for the digital age
Engaging appraisals
Essentials in management
Handle complaints
Have those vital conversations

Innovative problem solving
Lean thinking
Make change happen
Management and leadership skills for Practice Managers
Mental Health First Aid
Productive meetings
Write persuasive reports

Coach for results

Full day

Learning outcomes:

- Understand where coaching sits in the overall context of performance development
- Describe the difference between coaching, mentoring and counselling and identify when to use each
- State the key skills and qualities of a good coach
- Identify opportunities for coaching
- Know your own learning style and apply in a coaching context
- Structure an effective coaching session using a range of models
- Highlight the tasks needed to make coaching effective
- Deliver constructive, developmental and motivational feedback

Communication skills – advanced

Full day

Learning outcomes:

- Create a positive and confident impact – every time, in every situation
- Discover and use the four communication styles, tailoring for influence
- Guide conversations skillfully using the conversation cycle's four stages
- Build subliminal rapport with a broad range of people
- Avoid the 15 bad habits when listening to others in the Listening Gym
- Apply the four good habits and stop the four bad habits when acknowledging others
- Use the five channels of communication to create the right impact
- Control and manage people's perception of you
- Understand key influencing skills

Consultancy and influencing skills

Full day

Learning outcomes:

- Apply a consultancy framework/model
- Identify and develop the knowledge, skills and qualities of a consultant
- Be a trusted advisor
- Use the seven Cs model
- Harness the power of great questions
- Pinpoint the behaviours of influential people
- Build trust through subliminal rapport and other tactics
- Develop your influencing style and behaviours
- Communicate with influence

Create winning teams
Half or full day

Learning outcomes:

- Describe what a winning team is like
- Work on a range of tactics to create that winning team
- Create the action plan that will deliver that winning team

Employee engagement for the digital age
Half day

Learning outcomes:

- Understand motivation through popular and proven models
- Enable your team/individuals to give their best and unleash one third more discretionary effort
- Apply the six key emotional drivers of employee engagement
- Name and ensure the three key rules of employee engagement and ensure they are embedded
- Utilise other best practise with regards to employee engagement
- Highlight common motivators and de-motivators in the workplace
- Create an action plan to boost engagement.

Engaging appraisals

Half or full day

Learning outcomes:

- Define an appraisal, its purpose and benefits

- Describe and use the your organisation's appraisal process.

- Be thoroughly prepared

- Utilise the IQLAFAR model for great appraisals

- Demonstrate questioning and active listening skills

- Jointly develop objectives to support personal development

- Give skilful, motivational and developmental feedback

- Have a planned, balanced, engaging and participative discussion

Essentials in management

Two days

Learning outcomes:

- Describe the difference between leadership and management
- Develop leadership and management self-awareness and skill sets/competencies
- Utilise a range of leader or manager models and frameworks
- Plan using a range of tools and techniques
- Delegate motivationally and effectively
- Motivate and engage teams
- Hold effective 1-2-1s
- Give constructive feedback and agree powerful goals
- Align individuals and teams to organisational goals

Handle complaints

Half day

Learning outcomes:

- Treat complaints as a positive way to improve the way we work
- Use your organisation's process/principles
- Apply best practice when responding to complaints verbally
- Demonstrate best practice for written responses
- Be proactive and positive

Have those vital conversations

Half day

Learning outcomes:

- Describe the nature of a vital conversation
- Manage mind-set when approaching a potentially challenging conversation
- Structure a vital conversation
- Understand the ladder of inference and its impact on our conversations
- Prepare and plan for a vital conversation
- Identify skills required for successful conversations

Innovative problem solving

Half day

Learning outcomes:

- Use de Bono's six hat thinking
- Discover the range of tools and techniques for innovative and creative problem solving
- Utilise these tools, tips, tactics and techniques
- Work on an everyday problem

Lean thinking

Full day

Learning outcomes:

- Provide an understanding of the basic Lean Six Sigma methods
- Identify simple improvements in the working environment
- Understand the activities, deliverables and key concepts of team problem solving

Make change happen

Half or full day

Learning outcomes:

- Detail what change is and why it's important
- Understand the impact of change on people
- Apply effective communication during change – with a focus on WIIFM
- Build a structured plan to make change happen
- Develop a strategy to reduce resistance to change
- Use a range of practical change management models to make change happen

Management and leadership skills for Practice Managers

Full day

Learning outcomes:

- Develop leadership and management self-awareness, skill sets and competencies
- Utilise a range of leader or manager models and frameworks
- Plan using a range of tools and techniques
- Delegate and empower to drive performance
- Motivate and engage teams to unleash potential

Mental Health First Aid

Full day

Learning outcomes:

- Identify ways to improve the mental health of the organisation
- Give an understanding around the issues that relate to mental health
- Learn practical skills that can be used every day
- Be able to spot the signs and symptoms of mental health issues

Productive meetings

Half day

Learning outcomes:

- Express the benefits of a well-run meeting and the costs of poor meetings
- Identify the different aims of a meeting
- Describe the preparation required for a successful meeting
- Handle the people issues involved in running a meeting
- Explain the role of the leader or chair in a successful meeting
- Outline the environment for an effective meeting
- Understand and display key meeting behaviours
- Structure and conduct meetings to achieve objectives and avoid wasting time
- Encourage contributions from all participants
- Develop communication skills
- Deal with difficult situations or members
- Overcome the difficulties caused by technology in meetings

Write persuasive reports

Full day

Learning outcomes:

- Describe and apply the key principles for structuring an effective report
- Define the purpose of your communication and your target audience
- Distil and write your message using top-down thinking
- Use a structure and style which meets the needs of and influences the reader
- Understand and use options for content layout
- Avoid the common pitfalls in written communication
- Develop a personal style and get the point across in a concise and convincing manner
- Employ persuasive language

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Line manager's toolkit for employee relations

Listed courses:

Manage absence, disciplinary and grievance – a practical guide

Overcome unconscious bias

Recruit great people

Manage absence, disciplinary and grievance – a practical guide

Full day

Learning outcomes:

- Identify and manage absence issues
- Run a return to work interview
- State the purpose of/reasons for disciplinary and grievance meetings
- Use the correct process by knowing your policies and working with HR
- Illustrate the relevant legislation important for a line manager to be aware of
- Highlight conduct, capability, sanction levels, reasons for dismissal and the costs of not tackling poor performance
- Prepare and run a disciplinary meeting using provided checklist that mirrors best practice

Overcome Unconscious Bias

Half day

Learning outcomes:

- Recognise bias, blind spots and assumptions
- Appreciate the impact of prejudice and exclusion
- Understand your role as a recruitment manager in reducing unconscious bias
- Decide on evidence-based actions and strategies to support creating a fair and inclusive workplace – sustainably

Recruit great people

Full day

Learning outcomes:

- State the importance of getting recruitment right and the costs of not

- Know and apply your organisation's recruitment process.

- Identify what is needed in a candidate both now and in 12 months' time and define the selection criteria

- Apply appropriate outlook on diversity to employee selection

- Develop realistic questions connected to performance expectations

- Prepare a selection process and an interview structure that matches the vacancy

- Sell the organisation to candidates

- Avoid common problems and pitfalls

- Construct and use a robust interview structure and scoring grid

- Use the CBT (Critical Behaviours Technique) questioning technique

- Identify how body language influences a candidate's behaviour and the quality of their responses

- Gain over 200 pre-set questions to make interview preparation a breeze

Supporting staff through change

Listed courses:

Great CVs and completing application forms

Interviews, testing and assessment centres

Great CVs and completing application forms

Half day

Learning outcomes:

- Gain and apply proven ideas to increase the impact of your CV
- Feel more prepared and confident when it comes to applying for roles
- Obtaining maximum visibility to ensure you get into the 'yes for interview' pile
- Selling your skills and experience in a compelling way
- Writing a personal statement and cover letter

Interviews, testing and assessment centres

Half day

Learning outcomes:

- Get and use a proven set of tools to help you prepare for interviews thoroughly
- Structure robust responses to 'classic' interview questions using the SAR technique
- Be more confident in interviews
- Understand the different elements of assessment centres

Clinical services

Listed courses:

Infection prevention and control for clinical staff
Infection prevention and control for non-clinical staff
Root cause analysis (RCA) for new lead investigators
RCA refresher training
RCA quality assurance training
Cancer waiting times

Infection Prevention and Control (IPC)

This course will provide participants with the skills and knowledge required to ensure that all staff are aware of and working to best clinical practice. It is designed for clinical staff including doctors, nurses and healthcare support workers and non-clinical staff, such as administrators, receptionists and facilities. The courses are suitable for both induction and update.

The course can be bespoke to your organisation's needs and can be delivered in house.

You will benefit from demonstration of compliance with training as outlined in The Health and Social Care Act 2008: Code of Practice on the prevention and control of infections and related guidance (revised 2015). This is necessary for CQC compliance (regulation 12(2)h).

Training for clinical staff

Half day

Learning outcomes

- The chain of infection refresher
- Principles of standard infection control precautions refresher
- Staff health (including vaccinations, occupational dermatitis, body fluid exposures)
- The cold chain system and underpinning principles
- New developments and hot topics in IPC
- Themes in healthcare-associated infections including MRSA bacteraemia, Escherichia coli (E coli) and Clostridium difficile (C diff)
- Maintaining a clean and safe environment including water safety
- Hand hygiene workshop

Training for non-clinical staff

Two hours

Learning outcomes

- The chain of infection refresher
- Principles of standard infection control precautions refresher
- Staff health (including vaccinations, occupational dermatitis, body fluid exposures)
- Maintaining a clean and safe environment, including water safety
- Hand hygiene workshop

Root Cause Analysis (RCA)

Our root cause analysis (RCA) training is delivered by skilled facilitators representing a range of clinical backgrounds. Drawing on your organisation's existing mechanisms, we incorporate your local policies and procedures into the course content. Bespoke training sessions are held in your local environment, where you can experience immediate application of your learning to meet the needs of the organisation. We offer three options:

RCA for new lead investigators

For staff who are new to the investigation process, and would benefit from knowing more about undertaking investigations utilising an RCA methodology.

Learning outcomes:

- The theory underpinning RCA
- Overview of the RCA process using a case scenario
- The key skills required to undertake effective root cause analysis
- Tools templates and national guidance
- The reasons for using a systems-based approach when investigating incidents
- Human factors

  CPD Hours: 7.5

Full day

RCA Refresher Training

Half day

For staff who have completed full RCA training in the past, but require a refresher.

Learning outcomes:

- Update on RCA theory
- Review of the national Serious Incidents framework
- Evaluation of the tools, templates and national guidance
- How to minimise Further Information Requests (FIRs)

  CPD Hours: 3.5

RCA Quality Assurance Training

Half day

For staff who regularly quality assure RCA investigations, Quality/Safety leads

Learning outcomes:

- Quality assuring RCAs
- Commissioners' responsibilities in line with the SI framework
- Further Information Requests (FIR)
- FIR responses
- Closure

  CPD Hours: 3.5

Cancer waiting times

Three hours

This course will provide participants from both providers and commissioners with the skills and confidence to ensure that they are aware of patient rights in relation to waiting times and are working to the latest technical guidance and best practice. It will be delivered by a member of our Cancer Commissioning team who is experienced in all aspects of cancer quality, including management of peer review and cancer waiting times from all perspectives – as a commissioner and provider.

Learning outcomes:

- Describe the standards in detail
- Demonstrate the ability to process cancer waiting times data to create and read meaningful reports
- Demonstrate the ability to apply technical guidance to waiting times data
- Describe best practice in managing cancer waiting times
- Feel more confident to have cancer performance discussions directly with peers and commissioners

IT courses

Listed courses:

Microsoft Office - An Introduction to Excel 2010

Microsoft Office – Excel 2010 Level 1

Microsoft Office – Word 2010

Microsoft Office – PowerPoint 2010

Microsoft Office – Outlook 2010

Microsoft Office – An Introduction to Excel 2010

Designed to show learners how to create and edit basic Microsoft Excel 2010 spreadsheets and workbooks.

Learners will be required to demonstrate knowledge learned by creating their own spreadsheet and using the skills set by the course objectives.

Microsoft Office – Excel 2010 Level 1

Designed to show learners, who already have a good knowledge of Microsoft Excel 2010, how to further their skills and use more in-depth features to enhance their spreadsheets and workbooks. This will include learning and using advanced formulas, creating and modifying charts and inserting graphics on a spreadsheet.

Learners will be required to demonstrate knowledge learned by creating their own workbook and/or spreadsheet using the skills set by the course objectives.

Microsoft Office – Word 2010

Designed to show learners how to expand their use of Microsoft Word 2010. Learners will be able to enhance current documents, create new ones using the skills and techniques learned including more in-depth features to enhance their documents. This will include using graphs, tables and graphics.

Learners will be required to show knowledge learned by creating their own document and using the skills set by the course objectives.

Microsoft Office – PowerPoint 2010

Designed for learners who wish to gain a complete overview of Microsoft PowerPoint 2010 and to explore what PowerPoint has to offer. Learners will gain the necessary skills to create, edit, insert objects and play a PowerPoint presentation.

We will look at basic functions and move forward to use more in-depth features to enhance presentations.

Microsoft Office – Outlook 2010 (Introduction and Level 1)

Designed for learners that have a basic understanding of Microsoft Outlook 2010 to further their knowledge. Learn how to navigate more extensively around the Outlook environment, learning how to apply the various tools to ensure increased efficiency while managing emails, calendars and tasks. Learners will gain the necessary skills in customising Outlook through modifying message settings and delivery settings.

Academies

Listed courses

Business Development Academy

Consulting Academy

Management Development Academy (ILM Level 3 Certificate in Leadership and Management)

Writing Academy

Business Development Academy

Three days

The Business Development Academy is run over three consecutive days and is a highly interactive programme which we hope delegates will find both challenging and rewarding. Attendees will be working as consultants during the programme, interacting with external clients in groups.

The Business Development Academy will furnish a targeted audience with the skills required to carry out active business development.

Day 1
The importance of business development, Business Development Framework, role of trusted advisor, relationship building and the links with account management.

Day 2
Proactive business development, leveraging internal stakeholders, understanding customer needs, assessing opportunities and pursuing/closing a deal.

Day 3
Answering key questions, demonstrating unique selling points (USPs) and win themes and telling the story.

Consulting Academy

Three days

The Consulting Academy is run over three consecutive days and is a highly interactive programme which we hope delegates will find both challenging and rewarding. Attendees will be working as consultants during the programme, interacting with external clients in groups.

The programme aims to develop:

- General **problem solving** skills to allow team members to respond flexibly and effectively to the different needs of our customers
- A **framework** which helps team members to **design and deliver** work for clients
- An understanding of the **Consultancy Process Model** to structure any type of project, customer facing or internal
- A **professional services ethos** in terms of how team members deliver their services and in the way they
  work with customers
- The **confidence**, skills and tools to improve listening, understand personal style and the style of others and techniques deal with any client situation
- The application of a range of **influencing and questioning** techniques and principles of **relationship management** to improve business development and stakeholder engagement
- Robust **argumentation**, combined with effective **stakeholder management**, to deliver difficult messages in a compelling and powerful way
- **Credibility** in the eyes of customers and future customers

Management Development Academy (MDA)

Four and a half days

'Management development is the structured process by which managers enhance their skills, competencies and/or knowledge, via formal or informal learning methods, to the benefit of both individual and organisational performance.' *Chartered Institute of Personnel and Development*

This programme is designed for anyone who has people management responsibility and who has had no previous management training, or who needs to update their knowledge and skills.

The MDA will cover essential management skills in a practical and engaging format.

Benefits

- Develop greater self-awareness
- Acquire key knowledge and skills of an effective manager
- Access ten modules of face-to-face, practical and engaging workshops
- Access online tools and resources
- Gain a recognised qualification

Can be offered as an ILM Level 3 Certificate in Leadership and Management

The MDA is made up of five modules:

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Module 1

Full day

The MDA is made up of five modules:

Personal awareness and impact

Learning outcomes:

- Understand the importance of perception

- Develop greater self-awareness

- Develop strategies for building strong relationships

- Understand why a positive working environment is important and how leadership behaviours affect the culture and climate of the organisation

- Describe how to model the values and demonstrate the associated behaviours

- Define your role as a leader in creating a positive environment and the power of role modelling

- Establish strategies for creating an inclusive workplace

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Module 2

People and performance

Full day

Learning outcomes:

- Understand the impact of the people and performance link
- Identify the stages in the performance management cycle
- Construct robust and meaningful objectives
- Deal with performance issues in a constructive manner
- Structure and apply key skills necessary for a productive appraisal meeting
- Understand appraisal ratings

Module 3

Building the team

Full day

Learning outcomes:

- Define the key characteristics of a team
- Understand the role of the manager in the team
- Describe the stages in the development of a team and their impact
- Classify individual preferences within the team and identify how this affects team performance
- Define some key theories on motivation
- Use the Insights Discovery team effectiveness model

Module 4

Full day

Managing personal and organisational change

Learning outcomes:

- Recognise the different kinds of change, and the theories and models that describe it
- Reflect on your own reactions to change, and how to make best use of the opportunities presented
- Successfully implement change when required

Module 5

Financial governance and budget management

Half day

Learning outcomes:

- Model and promote good governance that is fit for purpose

- Understand and be able to explain to others the essential elements and significance of governance arrangements

- Take responsibility for and successfully apply good budgetary management techniques in practice

- Be able to contribute towards achievement of overall financial objectives, KPI performance and meeting reporting obligations

- Understand the key elements of effective budgetary management, and have a clear view of your role and responsibility in:

  » Forecasting

  » Budget setting

  » Financial plans

  » Budget statements

  » Cost Improvement Projects

  » Margin and its approved use

  » Costing and pricing

  » Understand key income and expenditure streams, chart of accounts and related feeder databases

Module 5

Writing Academy

Half day

This one-day academy will help experienced writers move from good to great.

By the end of this one day programme delegates will:

- Understand the reputational importance of writing well for ourselves and our organisation
- Understand how language is evolving, and the impact this can have on our written work
- Understand who our audience is and how to tailor our message for maximum comprehension and impact
- Use proper grammar and avoid poor punctuation
- Quality assurance and proofreading
- Write documents that are compelling, well-structured and informative

Mandatory and statutory training

Listed courses

Corporate governance

Equality, diversity and inclusion

Fire, health and safety and Emergency Planning

Freedom of Information

Information governance

To request these courses, please call the NEL Service Desk on **03000 424 242** or use the Self Service Portal

Corporate governance

- Risk registers
- Conflicts of interest
- Raising a concern

Equality, diversity and inclusion

- **Equality and diversity - from compliance to excellence:** How customers should meet their equality and human rights duties, making continuous improvement by using Equality Delivery System (EDS2) and mandatory standards
- **Equality impact analysis:** how to embed equality analysis into policy development and service planning
- **Equality and diversity:** bite-sized session on the duty in relation to equality, human rights and health inequalities
- **Governing body**: equality, diversity and inclusion roles, responsibilities and accountability
- **Dignity and equality at work:** addressing bullying and harassment and unconscious bias

Fire, Health and Safety and Emergency Planning

- Fire awareness
- Fire Warden
- Health and Safety, including manual handling (loads)
- Director on call – responding to major incidents

Freedom of Information

- Complaints

Information Governance

- SIRO (Senior Information Risk Officer)
- Caldecott Guardian
- Cyber security

To request these courses, please call the NEL Service Desk on **03000 424 242** or use the Self Service Portal

Team building and organisational development

Listed courses

After Action Review conductor training
Belbin
Coaching
De Bono six thinking hats
Facilitation
Healthcare Leadership Model 360° feedback
Insights discovery
MBTI and FIRO B
Psychometric assessments
The trainer's toolkit

After Action Review (AAR)

Organisations learn by continuously assessing their performance and identifying and learning from their successes and failures. The After Action Review (AAR) is a simple but powerful tool to help you do this.

Conducting an AAR at the end of a project will help you and your team to learn from the activity.

Furthermore, sharing the results from your AAR can help future teams learn your successful strategies and avoid pitfalls you have worked to overcome.

Conductor training   **Full day**

AAR is a highly adaptable and incredibly useful approach which is widely used for learning from minor and major actions, both positive and negative. Regular AARs make a significant contribution to a team's resilience and performance and are a key tool in creating a sustainable improvement culture. This training day introduces the principles of AAR and trains people to facilitate the group discussion with the specific objective of capturing learning and planning change using the AAR process

Learning outcomes:

- Understand how hierarchy and blame can hinder team working and how AAR can help.
- Become clear about what AAR is and isn't, where it fits with incident investigation and other tools and how other organisations are using it.
- Learn what should happen before, during and after AAR, both the practical and the psychological components.
- Practice how to conduct an AAR and create a safe yet challenging learning environment. Each delegate will lead an AAR on the day, and some of these will be filmed and played back to support highly effective skill development.
- Gain insight into how to use the AAR as a valuable people leadership tool.

Belbin

If you manage people, or teams of people, then using Belbin will make your job of managing them easier. Managers and leaders in the workplace constantly have to make decisions involving people and teams. Belbin gives managers the tools to make informed decisions about their people and teams, and reduces the risk of making mistakes.

Coaching

Coaching seeks to support and develop individuals to achieve their goals and realise their potential, resulting in optimal performance and improvement at work.

We can offer you the service of experienced coaches. Our coaches have a broad range of experience gained from coaching people across a range of sectors at all levels within the industries they have developed their careers in.

de Bono six thinking hats

Six thinking hats is a simple, effective parallel thinking process that helps people be more productive, focused, and mindfully involved. A powerful tool set which, once learned, can be applied immediately! You and your team members can learn how to separate thinking into six clear functions and roles. Each thinking role is identified with a coloured symbolic 'thinking hat.' By mentally wearing and switching 'hats,' you can easily focus or redirect thoughts, the conversation, or the meeting.

Our training courses can be offered as bespoke courses for our customers. Alternatively, we offer a number of open courses on a day delegate rate to ensure the training is delivered in a cost effective way for you.

Courses are delivered to a maximum of 12 delegates per session, at your venue or a central venue to accommodate delegates from across the area.

All training materials provided, included workbooks to take away, to continue your learning.

Facilitation

We provide facilitation skills training and can also offer proven, experienced, professional facilitators to help you when you need that support – from team building events and workshops to running your corporate away days.

Skills workshop

<div align="right">

Full day

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Learning outcomes:

- Develop a greater understanding of the role of the facilitator and facilitator styles
- Explore a range of tools and techniques used for effective facilitation
- Practice some of the key skills, tools, tips and techniques that enable effective facilitation

Healthcare Leadership Model 360° feedback – individual and group

The Healthcare Leadership Model has been developed by the NHS Leadership Academy working with the Hay Group and the Open University and is useful for every organisation. It describes the things you can see leaders doing at work and demonstrates how you can develop as a leader – even if you are not in a formal leadership role.

Insights Discovery

The Insights Discovery Personal Profile is a personal development tool which gives individuals an engaging, reinforcing and transformational insight into themselves and others.

The Insights Discovery profile paints an incredible picture of how we work with and come across to others. It describes aspects of your personality from your strengths to your blind spots, your decision making to your learning style, how you sell to how you manage people.

MBTI and FIRO B

By defining personality type, the MBTI® (Myers-Briggs Type Indicator) tool builds a robust foundation for life-long personal development. It provides a constructive, flexible and liberating framework for understanding individual differences and strengths.

The groundwork for building effective and successful working relationships - The FIRO (Fundamental Interpersonal Relations Orientation) instrument helps repair broken relationships and takes good, functional relationships to a higher level. It is the key that unlocks the potential in workplace interactions.

Psychometric assessments

Products and solutions to get the most out of your recruitment activity and to maximise your development and workplace performance.

These cover personality, aptitude and ability, values and motives.

The trainer's toolkit

Full day

Learning outcomes:

- Explain how training links to the organisation

- Detail the training needs process

- Know own learning style and its implications

- Use a framework to help plan and design a learning intervention that takes into account all four learning styles

- Structure a training session

- Select from the range of resources and materials to make training engaging

- Handle challenging delegates and delegate concerns

- Ensure training is effective, objectives have been met and that real learning has happened

- Highlight how to embed learning to deliver results

Workforce

Employee management made simple

Would you like 100 per cent compliance in your organisation for Statutory and Mandatory training? If your answer is yes, then our proven, user friendly and great value Workforce eLearning system is the solution for you.

Workforce is a cost effective eLearning option that has proven to improve and drive Statutory and Mandatory compliance. It is user friendly, very good value and provides clear visibility on compliance rates and areas that need more focus due to the visible dashboard.

Workforce provides:

- On -line course booking and scheduling
- The capacity to have e -learning courses specific to your organisation
- Statutory and mandatory e -learning modules and accurate dashboard reporting
- The ability to be accessed on any device at any time

Workforce gives you complete control over your learning and development cycle. You can build on -line courses tailored to your organisation or teams (e.g. induction). Workforce is accessible from any device at any time; it gives your staff the freedom and flexibility to learn in their own time. It is very easy to integrate it into your organisation, and is really intuitive to use.

Workforce not only provides a Learning and Development solution but also a flexible system to manage your HR processes that is expandable to meet your needs, freeing up time for you to deliver the service.

Other system options include:

- Booking annual leave
- Recording sickness absence
- Claiming expenses
- Electronic payslips
- Timesheets
- Annual appraisal and objective setting
- Personal development plans

Workforce is a really effective tool to support good employment practice. It is an easy to use system for both employees and managers and has huge potential to support effective working and reduce costs.

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