



# SOUTH EAST FINANCE ACADEMY

Skills development network programme –  
2022/2023

In partnership with Healthcare Financial Management Association



# ABOUT THE SOUTH EAST FINANCE ACADEMY

The South East Regional Academy is chaired by Sheila Stenson, Executive Director of Finance at Kent and Medway NHS and Social Care Partnership Trust and will be responsible for approving operational plans to enable the delivery of the NHS Finance Development strategy, set by the Finance Leadership Council.

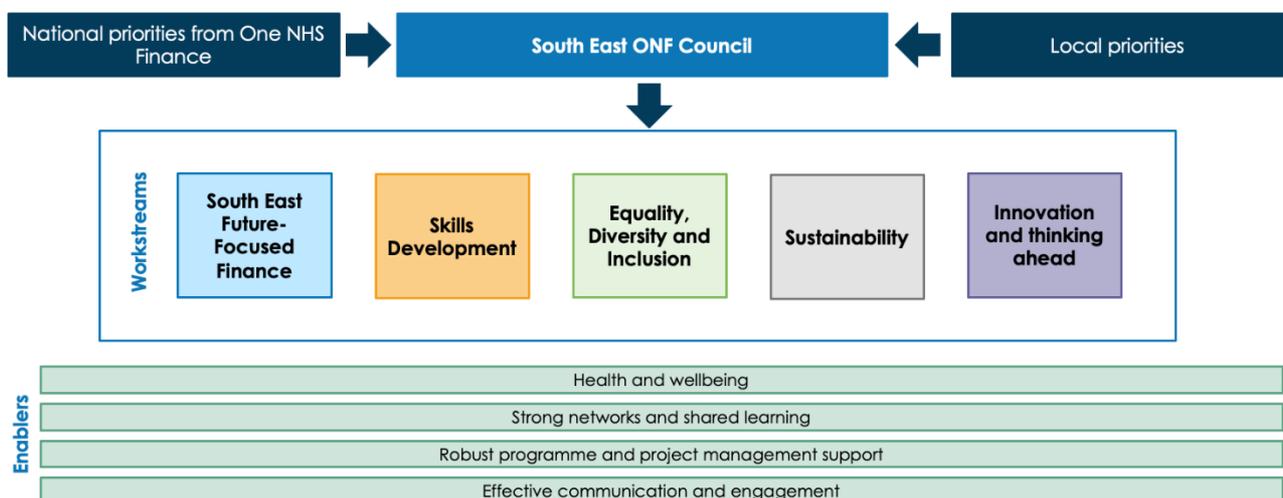
The Academy’s responsibilities are to:

- Embed a culture of inclusive talent management within the region.
- Agree priorities for training and development based on regional needs analysis and track progress.
- Agreement of programmes and initiatives through partner organisations to ensure training and development needs are met across the region.

The Academy will also set strategies for talent management, recruitment and retention and equality, diversity, and inclusion.

The Skills Development Network in the South East will work with the Academy, and with regional HFMA branches to develop and provide a core finance curriculum to ensure access to the technical skills, personal competencies and behavioural characteristics needed at the different stages in people’s careers.

The South East region has decided on the following workstreams in order to deliver the national and local priorities in 2022/23.



## HOW TO BOOK ONTO AN EVENT

To book an event, please visit the [One NHS Finance website](#).

*When you sign up to an event, we may share your name, job title and organisation with selected third-party organisations.*

## WELCOME AND INTRODUCTION

The programme for 2022/23 has been aligned to the National Finance Academy competencies to support finance and procurement staff in their development.

The competencies have been split into the following categories:

**THE GOLDEN THREAD** – these are four personal qualities which are important for all finance 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. The golden thread competencies are:

- Integrity
- Self-awareness and self-management
- Compassion and care
- Resilience

**CORE COMPETENCIES** – these are ten skills or competencies which apply to everyone in finance. They are mostly behavioral, and they each have three levels that roughly correspond with Agenda for Change bands. These Core Competencies mostly focus on *how* we go about our work. The core competencies are:

- Communicating, Influencing and Negotiating
- Team Working and Collaborating
- Working Across the System
- Leading Change and Personal Development
- Being Accountable
- Solving Problems and Making Decisions
- Planning and Organising
- Challenging and Innovating
- Governance and Managing Risk
- Using IT

**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. The technical competencies are:

- Financial Accounting

- Management and Business Accounting
- Commissioning and Contracting
- Capital Accounting
- Payroll and Pensions
- Internal Audit
- Financial Systems

For full details on the National Finance Academy competencies [click here](#).

## CONTACT US

For any queries, please contact [stuartwayment@nhs.net](mailto:stuartwayment@nhs.net) or [tracy.smith@hfma.org.uk](mailto:tracy.smith@hfma.org.uk)

EVENT	DATE
<b>July</b>	
<b>Managing yourself through change and uncertainty</b>	4 July
<b>Managing and engaging remote teams effectively</b>	7 July
<b>Introduction to SQL server</b>	11 July
<b>From Analysis to Insight</b>	12 July
<b>Developing Talent Module 5: Make it happen</b>	13 July
<b>Build your first report with Power BI/Power Automate – The Basics (AM and PM sessions)</b>	13 July
<b>Banishing the Imposter Syndrome</b>	14 July
<b>Leading others through change and uncertainty</b>	15 July
<b>Developing Talent Programme (KSS cohort)</b>	18 July
<b>SDN leads meeting</b>	18 July
<b>Developing Procurement Talent Module 2: Building Relationships</b>	19 July
<b>Excel: Above and Beyond</b>	19 July
<b>Goal mapping for success</b>	20 July

<b>Power Automate – The Basics – (two sessions)</b>	20 July
<b>September</b>	
<b>Developing Procurement Talent Module 3: Negotiation Skills</b>	8 Sept
<b>Excel Data Manipulation</b>	13 Sept
<b>Pivot Tables</b>	13 Sept
<b>Introduction to Macros</b>	13 Sept
<b>Issuing a tender</b>	13 Sept
<b>Power BI Tools (advanced data analysis)</b>	14/15 Sept
<b>Faster Financial Closing</b>	19 Sept
<b>Intro to SQL server</b>	20 Sept
<b>Introduction to NHS costing</b>	20 Sept
<b>Guide your own career</b>	21 Sept
<b>Mastering confidence – The truth of how to have more of it without becoming arrogant</b>	22 Sept
<b>Strategic and Sustainable Procurement</b>	23 Sept
<b>VAT Level 1</b>	27 Sept
<b>Agile Project Management to deliver faster change in the NHS</b>	29 Sept
<b>October</b>	
<b>A new approach to time management that's honest and healthy</b>	6 Oct
<b>Power BI Tools</b>	18/19 Oct
<b>Category management</b>	18 Oct
<b>Excel: Beyond the Basics</b>	19 Oct
<b>Maximising Performance with Time Management</b>	19 Oct

Banishing the imposter syndrome	20 Oct
Microsoft Office 365 skills – Modular courses	20 Oct
The NHS Operating Game – The Acute Game	26 Oct
<b>November</b>	
VAT Level 1	8 Nov
Techniques to engage and educate clinicians	10 Nov
Developing Procurement Talent Module 4: Personal resilience	10 Nov
Commercial Acumen for the NHS Professional	11 Nov
Accountant as Strategic Influencer and Adviser	14 Nov
Power Pivots with Power BI	15 Nov
Business partnering skillset and mindset	15 Nov
VAT Level 2	16 & 22 Nov
Building resilience and addressing feelings of isolation	16 Nov
Accounting for complex capital arrangements	16 Nov
Power Automate (2 sessions)	17 Nov
Guide your own career	17 Nov
Confident decision making & strategic thinking, simple techniques to make better decisions	21 Nov
VAT Level 2 (3 sessions)	22 Nov
Advanced Influencing and Negotiating	22 Nov
How to prepare for leadership	23 Nov
Mastering Confidence – the truth of how to have more of it without becoming arrogant	24 Nov
SDN Leads meeting	Nov TBC
<b>December</b>	
Leadership in a digital world	9 Dec
VAT Level 1 Refresher	13 Dec
How To Successfully Land Your Next NHS Job	13 Dec

<b>January</b>	
<b>Excel Above and Beyond</b>	10 Jan
<b>Developing Procurement Talent Module 5: Leading and influencing</b>	11 Jan
<b>How to recruit and select finance staff</b>	12 Jan
<b>VAT Level 3</b>	17 Jan
<b>VAT Level 2 – Part 1</b>	18 Jan
<b>The NHS Operating Game – The Acute Game</b>	19 Jan
<b>Empowerment – how to enable others to think for themselves</b>	23 Jan
<b>Working with auditors to improve financial governance</b>	24 Jan
<b>Developing talent student conference</b>	Jan TBC
<b>February</b>	
<b>VAT Level 2 – Part 2</b>	7 Feb
<b>Overview of NHS Annual accounts - Part 1</b>	8 Feb
<b>Effective Report Writing Skills and Communicating Financial Information Efficiently</b>	9 Feb
<b>Performance management conversation</b>	21 Feb
<b>How to run cost improvement plans CIPS</b>	23 Feb
<b>Understanding the supply chain</b>	Feb TBC
<b>SDN Leads meeting</b>	Feb TBC
<b>Accounts planning for year end</b>	Feb TBC
<b>March</b>	
<b>Overview of NHS Annual accounts Part 2</b>	7 Mar
<b>Excel modules (3 modules)</b>	8 Mar
<b>Building your resilience to better manage stress</b>	16 Mar
<b>The NHS Operating Game – The Integrated Game</b>	22 Mar

## PROGRAMME

Please note that this is a guide and may be subject to change.

Date	Description	Location
4 July	<p><b>Managing yourself through change and uncertainty</b></p> <p>The NHS will continue to change to address growing patient demands and financial constraints, so our ability to embrace and cope is critical to our own resilience and performance. If you've been recently impacted by a reorganisation, merger, new processes, or changes in working practices, you'll know the importance of being able to deal with change and uncertainty.</p> <p>In this course, we'll do a deep dive into personal change management techniques so you can assess how change is affecting your thinking and emotional state. It's designed to be interactive and practical.</p> <p><b>Competency:</b> Core, Leading Change and Personal Development <b>Target:</b> Level 1 &amp; 2</p>	Online
7 July 9.00- 12.30	<p><b>Managing and engaging remote teams effectively</b></p> <p>Engaged teams are the most productive. They are also more fun to be on. But managing and engaging remote teams is not easy, especially when work gets busy, and deadlines get tight. This workshop will help you learn about the balance of effectiveness versus efficiency when it comes to managing your team remotely. You will learn key practices for ensuring your remote team feels engaged and empowered, how to reduce misunderstandings that sometimes come with remote working and handling difficult conversations.</p> <p>You will come away with your own personalised action plan that you can implement immediately.</p> <p><b>Competency:</b> Compassion and Care. Team Working and Collaborating – Level 2 / 3. Building Relationships &amp; Collaboration – Practitioner.</p>	Online
11 July 9.30- 16.30	<p><b>Introduction to SQL server</b></p> <p>The course is designed as an introduction to the important features of relational databases and specifically Microsoft SQL Server. The course is designed for delegates who need to understand the basic concepts of SQL Server.</p> <p>Delegates should have a working knowledge of Windows. No previous experience of SQL Server or relational databases is required.</p> <p>Delegates attending this packed programme will be able to try out the tips and techniques demonstrated. All delegates will receive comprehensive Training</p>	Online

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Courseware to refer to during the course, together with a Course Attendance Certificate. Dual screens are required i.e., laptop, desktop, or tablet.

**Competency: Core, Using IT**

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**12 July** **From Analysis to Insight** Online

**9.30-16.30** For participants to develop the mindset and skills to be able to effectively analyse and reveal commercially driven insights from financial data. Without the right toolkit, we struggle to gain useful, meaningful insight from data. Software platforms and data analytics all have a role to play, but how do we look beyond the numbers and use higher-level thinking to approach analysis?

**Competency: Core, Solving Problems & Making Decisions**

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**13 July** **Developing Talent Module 5: Make it happen** Online

**9.30-15.30** Module 5 is a vital part of the programme and requires each delegate to prepare by assessing their own strengths and development areas and to justify their self-assessment to the course leaders and to their peer group. During each module, all delegates will have been continually assessing their own current levels of capability and identifying the areas they feel need more focus to accelerate their personal performance. This will be captured in a summary capability matrix that will ask for evidence from each delegate explaining why they have rated their capability at a certain level.

**Competency: Core, Being Accountable**

**Target: Level 3**

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**13 July** **Build your first report with Power BI/Power Automate – The Basics (AM and PM sessions)** Online

**9.30-12.15** Power BI enables anyone to connect to data and turn it into insights. It was built with ‘self-service data analysis’ in mind, meaning that users don’t need to have previous BI experience or know any complicated code. Making the shift from Excel to Power BI to display meaningful and actionable data is simpler than you might think.

**13.30-16.15**

**Competency: Core, Using IT**

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**14 July** **Banishing the Imposter Syndrome** Online

**9.30-16.00** Do you secretly worry that others will find out that you’re not as bright and capable as they think you are? Do you sometimes shy away from challenges because of nagging self-doubt? Or chalk up your accomplishments to be a ‘fluke’, ‘just lucky’, and no big deal?

If you have answered yes to any of the above, then whether you realise it or not, you have a case of imposter syndrome. It’s more common than people think, which means that there are ways to deal with it and move beyond it.

So, if you are fed up with the daily battles of looking over your shoulder, wondering when you are going to be found out, or when your luck will run out, this workshop IS FOR YOU!

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Learn how to replace self-doubt with authentic self-belief.

**Competency:** Golden Thread, Self-Awareness, and Self-Management

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**15 July** **Leading others through change and uncertainty** Online

**09.30-12.30** The NHS will continue to change to address growing patient demands and financial constraints, so our ability to embrace and cope is critical to our own resilience and performance. If you've been recently impacted by a reorganisation, merger, new processes, or changes in working practices, you'll know the importance of being able to deal with change and uncertainty.

In this course, we'll do a deep dive into personal change management techniques so you can assess how change is affecting your thinking and emotional state. It's designed to be interactive and practical.

**Competency:** Core, Leading Change, and Personal Development

**Target:** Level 3

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**18 July** **Developing Talent Programme (KSS cohort)** Crowne Plaza

This development programme is designed to support Heads of Departments and Deputies in transition to the next level in their careers. Aimed at deputy finance directors and senior finance and procurement professionals who have the potential and drive to develop to a more influential level within the coming months and years and who want to develop their personal, management and leadership skills and prepare to embrace the challenges of the new NHS.

**Competency:** Golden Thread, Self-Awareness, and Self-Management

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**18 July** **SDN leads meeting** Online

Regional updates, programme planning and networking.

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**19 July** **Developing Procurement Talent Module 2: Building Relationships** Online

**9.30-15.30** The aim of this session is to enable delegates to develop and maintain relationships across a range of stakeholders, colleagues, and suppliers.

By the end of the workshop, delegates will be able to:

- Explain the Pace Lead process and use it to influence across a range of disciplines
- Use various NLP tools to develop and maintain rapport with stakeholders, suppliers, and colleagues.
- Use active listening skills to aid communication

**Competency:** Visible Leadership – Expert. Building Relationships & Collaboration – Expert. Communicating, Influencing and Negotiating – Level 3.

<b>19 July</b> <b>09.30-16.30</b>	<p><b>Excel: Above and Beyond</b></p> <p>Aimed at high-level users of Excel, this one-day event will look at more advanced features. The session will include techniques for nesting formulae using a variety of functions and with a workshop feel to the session, allowing delegates to experiment with their particular needs as well as working with array formulae and exploring more advanced features in Conditional Formatting.</p> <p>Aimed at delegates with a high level of experience using Excel preferably having attended Excel Beyond the Basics course.</p> <p>All delegates should have a sound knowledge of building formulae using various functions but who require to further their skills by using more complex formulae building.</p> <p><b>Competency:</b> Core, Using IT</p>	Online
<b>20 July</b> <b>09.30-13.00</b>	<p><b>Goal Mapping for success</b></p> <p>Known as “the simple system for forever success” &amp; delivered by a former Finance Director, this training uses Brian Mayne’s Goal Mapping techniques to goal map your dreams &amp; turn them into reality. This session engages the more creative right-hand side of your brain – be prepared logical left-hand brain accountants.</p> <p><b>Competency:</b> Core, Leading Change, and Personal Development  <b>Target:</b> Level 1</p>	Online
<b>20 July</b> <b>09.30-12.15</b>  <b>14.00-16.30</b>	<p><b>Power Automate – The Basics – (two sessions)</b></p> <p>Power Automate is a tool that allows you to build and execute flows, which can automate and streamline any repetitive tasks. It can connect to wide variety of applications (twitter, slack, outlook, drive, file system, third party via API) and can also contain complex logic like conditions or loops. It is also frequently used to develop Robotic Process Automation (RPA) within businesses. Almost any repetitive task can be replaced by Power Automate.</p> <p><b>Competency:</b> Core, Using IT</p>	Online
<b>8 Sept</b> <b>9.30-15.30</b>	<p><b>Developing Procurement Talent Module 3: Negotiation Skills</b></p> <p>The aim of this session is to negotiate across a range of situations and outcomes. By the end of the workshop, delegates will be able to:</p> <ul style="list-style-type: none"> <li>• Use chunking to overcome objections</li> <li>• Use words/way/body language to ensure understanding and acceptance</li> <li>• Use metaphors to influence others</li> <li>• Use active listening and questioning to lead others to a successful outcome</li> </ul> <p><b>Competency:</b> Visible Leadership – Expert. Negotiation – Expert.</p>	Online

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## Communicating, Influencing and Negotiating – Level 3.

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**13 Sept** **Excel Data Manipulation** Online

**09.30-11.00** It is so easy to damage your data when sorting it - and it can be time-consuming getting your data ready for manipulation ... this module helps you quickly prepare your data and incorporates sorting and filtering techniques within the Tables feature within Excel with lots of tips and tricks as well as using the Excel Subtotalling tools.

The Data Consolidation feature shows delegates how to pull together data from different worksheets and workbooks easily and how to use the Links option to manipulate data links.

With using SUMIF, COUNTIF & AVERAGEIF functions, this module is a must for anyone manipulating data and is a good basis to build on additional modules including Pivot Tables and Power BI now available within our Virtual Classroom!

**Competency:** Core, Using IT

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**13 Sept** **Pivot Tables** Online

**11.45-13.15** A PivotTable is a powerful tool to calculate, summarize, and analyse data that lets you see comparisons, patterns, and trends in your data – the perfect solution when you need to analyse large amounts of data. This module also includes using Pivot Charts which allow you to manipulate charts with ease as well as using Slicers to filter your data.

**Competency:** Core, Using IT

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**13 Sept** **Introduction to Macros** Online

**14.30-16.00** **Create a set of Macros:**

- Create a macro to format a data range
- Create a macro to organise the page payout
- Create a macro to copy and paste data to a single worksheet

**Review the Code:**

- View the code generated via the Visual Basic Editor

**Clean the Code (Common Code lines that can be removed):**

- Look for some standard code lines you can always delete

**Apply simple VBA interaction features:**

- Display when the macro has completed its task

**Competency:** Core, Using IT

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<b>13 Sept</b> <b>14.30-</b> <b>17.00</b>	<b>Issuing a tender</b> This highly constructive and interactive programme gives understanding about tenders and their need, as well as addresses issues that are within the process. The course also covers effective skills and techniques to make your tender work for you, and to get the best deal out of the bidders!	Online
<b>Competency:</b> Technical, Financial Systems <b>Target:</b> Level 1		
<b>14 Sept</b> <b>– 15</b> <b>Sept</b> <b>09.30-</b> <b>16.30</b>	<b>Power BI Tools (advanced data analysis)</b> This 2-day course is intended for anyone looking to connect, process and analyse company data into rich visuals that facilitate the production of suitable outputs at all levels within an organisation; creating reports and dashboards to share across the organisation.	Online
<p>Power BI is a suite of Microsoft tools which allow data to be analysed and published. Within Power BI Desktop you have a reporting tool that enables you to connect and query data from many different sources using the Query Editor. From the datasets built within Query Editor, you can then create Reports and Visualizations or dashboards using the Power BI Desktop. Reports are then published to the Power BI Service.</p>		
<b>Competency:</b> Core, Using IT		
<b>19 Sept</b> <b>09.30-</b> <b>16.30</b>	<b>Faster Financial Closing</b> The course is of particular relevance to delegates from larger organisations or whose closing processes are time-consuming and/or inefficient.	Online
<p>What will you gain?</p> <ul style="list-style-type: none"> <li>• An understanding of 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.</li> <li>• An appreciation of the process, technology and cultural change issues which will have to be addressed during a project to reduce closing cycle times.</li> <li>• An indication of the benefits which can be realised by those organisations that have managed to reduce appreciably their reporting timescales.</li> <li>• An insight, through examples, into how leading organisations have radically re-engineered their closing process.</li> </ul>		
<b>Competency:</b> Technical, Financial Management		
<b>20 Sept</b> <b>09.30-</b> <b>16.30</b>	<b>Intro to SQL server</b> The course is designed as an introduction to the important features of relational databases and specifically Microsoft SQL Server. The course is designed for delegates who need to understand the basic concepts of SQL Server.	Online
<p>Delegates should have a working knowledge of Windows. No previous experience with SQL Server or relational databases is required.</p>		

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Delegates attending this packed programme, will be able to try out the tips and techniques demonstrated. All delegates will receive comprehensive Training Courseware to refer to during the course, together with a Course Attendance Certificate. Dual screens are required i.e., laptop, desktop, or tablet.

**Competency:** Core, Using IT

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**20 Sept** **Introduction to NHS costing** Online

The event will provide delegates with an introduction to the changing role of costing in the NHS, the Costing Transformation Programme, and the importance of accurate costing information to the wider NHS.

**Competency:** Technical, Management, and Business Accounting

**Target:** Level 1

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**21 Sept** **Guide your own career** Online

**09.30-16.30** The job that you are doing now, did you set out to do it? Was it a dream from an early age? Or have you sort of ended up there? The latter is what happens to most people.

They start out on a path and before they know it that path has become a travelator. Taking them to the next bit with very little thought, choice, direction or knowing what else is possible.

Many feel stuck and without a plan. Not sure what to do next. Do I develop where I am? Move up the ladder? Or take another direction? Being on this career 'path' isn't wrong, but is it what you want?

The Guide Your Own Career workshop is designed to help participants explore what else is possible for them. Using a Career Planning Map designed to help them to:

- get into a productive frame of mind
- generate options for their future - including an exploration of their dream job
- create and test some possible career goals
- identify some action steps, development, and support needs

**Competency:** Golden Thread, Self-Awareness, and Self-Management

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**22 Sept 09.30-16.30** **Mastering confidence – The truth of how to have more of it without becoming arrogant** Online

'Acting as if' you have confidence during a presentation or meeting can boost how you feel, however it doesn't create a lasting belief in your abilities.

'Bluffing it' through a promotion or interview can help you get a job and yet leave you questioning your skills and even wondering when/if you'll be 'found out'.

So how can you work with genuine confidence?

This interactive programme, offered over varying time frames, provides pragmatic solutions with a real-world focus. Uncovering the crippling myths around confidence; you are either born with it or you're not; overconfidence becomes arrogance. To discover resourceful truths.

It tackles topics such as:

- having difficult conversations - how and when to have them
- transforming arrogance/shyness to confidence - by understanding the myths held about confidence
- having the resilience to deal with change - as it frequently happens within the organisation. So how can they face it.
- delivering and receiving feedback

There will be some pre-course work to do, and all slides and handouts will be provided to delegates post-workshop.

**Competency:** Golden Thread, Self-Awareness, and Self-Management

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**23 Sept 09.30-16.30** **Strategic and Sustainable Procurement** Online

Identify the key issues which influence procurement's ability to operate strategically and make a positive impact on both the financial performance of the business and the management of supply chain risk, including:

- the role of procurement and how it can best contribute to your organisation
- how to set a vision and strategy for procurement
- how best to organise the procurement function
- relevant procurement measures
- the key components of procurement capability and how to benchmark performance
- the basis of transactional procurement and improving efficiency
- the fundamentals of strategic procurement and sourcing processes.

**Competency:** Technical

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<b>27 Sept</b> <b>09.30-</b> <b>16.30</b>	<b>VAT Level 1</b> A whole day dedicated to contracted-out services and VAT recovery in the NHS covering a refresher of the basic rules and going through what can and cannot be recovered under each of the main headings. We will review all the changes over the past year as well as reviewing overseas transactions. This is our most popular training event which is run in an interactive manner.	Online
<b>Competency:</b> Technical, Financial Accounting <b>Target:</b> Level 1		
<b>29 Sept</b> <b>9.30-</b> <b>12.30</b>	<b>Agile Project Management to deliver faster change in the NHS</b> In this workshop, you will learn the essential theory and process of agile project management and have ample opportunity to practice in workshop simulations. By the end of the course, you will have the confidence and tools to be successful as a project team member and leader.	Online
<b>Competency:</b> Core, Planning and Organising <b>Target:</b> Level 2		
<b>6 Oct</b>	<b>A new approach to time management that's honest and healthy</b> The sooner you realise that time management is fool's gold, the sooner you'll be able to manage your time efficiently. Move away from the "race against the clock" mindset and learn how to live with the tick and the tock.	Online
<b>Competency:</b> Core, Planning and Organising		
<b>18 &amp; 19</b> <b>Oct</b> <b>09.30-</b> <b>16.30</b>	<b>Power BI Tools</b> This two-day course is intended for anyone looking to connect, process and analyse company data into rich visuals that facilitate the production of suitable outputs at all levels within an organisation; creating reports and dashboards to share across the organisation.	Online
Power BI is a suite of Microsoft tools which allow data to be analysed and published. Within Power BI Desktop you have a reporting tool that enables you to connect and query data from many different sources using the Query Editor. From the datasets built within Query Editor, you can then create Reports and Visualizations or dashboards using the Power BI Desktop. Reports are then published to the Power BI Service.		
<b>Competency:</b> Core, Using IT		

<b>18 Oct</b> <b>10.00-13.00</b>	<b>Category management</b> Category Management is a strategic approach which organises procurement resources to focus on specific areas of spending. This enables category managers to focus their time and conduct in-depth market analysis to fully leverage their procurement decisions on behalf of the whole organisation.	Online
<b>Competency: Core, Leading Change and Personal Development</b> <b>Target: Level 3</b>		
<b>19 Oct</b> <b>9.00-16.30</b>	<b>Excel: Beyond the Basics</b> This one-day event will look at a wide range of features, functions and tricks to help you manage large and complex workloads, be more productive and save time. Note: a second screen is recommended.	Online
<b>Competency: Core, Using information technology</b> <b>Target: Level 1</b>		
<b>19 Oct</b> <b>09.30-12.30</b>	<b>Maximising Performance with Time Management</b> This virtual classroom is practical and designed to focus on aiming high and delivering great results in 2022/23. There are techniques and exercises to ensure every hour is aligned to delivering the important things. The workshop will challenge your current way of working and ask you to test your discipline to deal with distractions. At the end of the session, you will have reconfirmed what time management techniques work, confidence to apply them and new strategies to get even better results.	Online
<b>Course Content</b>		
<ul style="list-style-type: none"> <li>• Clarifying your NHS purpose, role, and objectives</li> <li>• Knowing how to measure if you have been successful</li> <li>• Gaining buy-in and support to achieve them</li> <li>• Knowing the difference between important and urgent</li> <li>• Establishing your priorities and being flexible</li> <li>• Specific time management techniques to avoid distractions</li> <li>• How to say 'no' and manage expectations</li> <li>• The importance of positive thinking</li> </ul>		
<b>Competency: Core, Leading Change and Personal Development</b>		
<b>20 Oct</b> <b>09.30-16.00</b>	<b>Banishing the imposter syndrome</b> Do you secretly worry that others will find out that you're not as bright and capable as they think you are? Do you sometimes shy away from challenges because of nagging self-doubt? Or chalk up your accomplishments to be a 'fluke', 'just lucky' and 'no big deal'?  If you have answered yes to any of the above, then whether you realise it or not, you have a case of imposter syndrome.	Online

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It's more common than people think, which means that there are ways to deal with it and move beyond it.

So, if you are fed up with the daily battles of looking over your shoulder, wondering when you are going to be found out, or when your luck will run out, this workshop IS FOR YOU! Learn how to replace self-doubt with authentic self-belief.

**Competency:** Golden Thread, Self-Awareness, and Self-Management

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**20 Oct**     **Microsoft Office 365 skills – Modular courses**     Online  
**9:30-**  
**16:30**     These power hour modules cover useful tips to enhance your knowledge of the day-to-day Microsoft apps.

Module 1 09:30 – 10:30: Getting started with Excel Power Hour  
Module 2 10:45 – 11:45: Excel Basic Formulas Power Hour  
Module 3 12:00 – 13:00: Excel IF and VLookup Functions Power Hour  
Module 4 14:00 – 15:00: Excel Pivot Tables Power Hour  
Module 5 15:15 – 16:15: PowerPoint Basics Power Hour

Getting Started with OneNote 2019 Suitable for anyone looking to improve their basic Microsoft Office skills. Modules are booked individually.

**Competency:** Core, Using Information Technology

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**26 Oct**     **The NHS Operating Game – The Acute Game**     Reading  
**9.30-**  
**16.30**     The game provides a powerful opportunity for healthcare professionals to experience some of the key operational, clinical, and financial challenges faced by NHS trusts. Participants manage theoretical trusts and are encouraged to discuss and review their performance and adapt their strategy, in order to get the best financial and clinical outcomes.

This version of the game is specifically targeted at bands 2-5.

**Competency:** The Core Competencies, The Technical Competencies  
Decision Making. Budgeting & Cost Management

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**8**     **VAT Level 1**     Online  
**Nov**  
**9.30-**  
**16.00**     A whole day dedicated to contracted-out services and VAT recovery in the NHS covering a refresher of the basic rules and going through what can and cannot be recovered. The session will review common errors across the NHS and review invoices checked and picked up on HMRC inspections. The session will also review all the changes over the past year as well as reviewing overseas transactions.

**Competency:** Technical, Financial Accounting  
**Target:** Level 1

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**10 Nov**     **Techniques to engage and educate clinicians**     Online

**09.30-  
12.30**

If you think about the best people who can use data to fix a message and inspire clinicians to talk about financial information, the thing they usually have in common is they can tell a great story in a simple way. It's the story that makes the data relevant and interesting, so they can share the insight with others. These techniques can be taught so you can transform your numbers into compelling messages that inspire, motivate and influence action within the NHS.

**Course Content**

- Establishing need and interest
- Simplify the data
- Learning styles to make it easy to understand
- Making data relevant
- Interactive exercises and games to engage
- Questions to build interest and test understanding
- Taking feedback

**Competency:** Core, Communicating, Influencing and Negotiating

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**10 Nov**     **Developing Procurement Talent Module 4: Personal resilience**     Online

**9.00-  
15.30**

The aim of this session is to enable delegates to manage stress within optimum levels and improve personal resilience.

By the end of the workshop, delegates will be able to:

- Describe the causes and physiological effects of excess stress
- Use anchoring to manage and maintain their state
- Change their internal dialogue to help take control
- Identify their stressors and monitor them on a continual basis
- Prioritise their workload effectively

**Competency:** Visible Leadership – Expert. Resilience – Expert. The Golden Thread

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**11 Nov**    **Commercial Acumen for the NHS Professional**    Online  
**09.30-**  
**12.30**    The course enables professionals to explore how they can apply commercial negotiation techniques to develop better relationships and drive performance.

Participants will explore practical tools and techniques to initiate commercial discussions and speed up decision-making. There will be some opportunity to explore how the techniques can be applied in a remote working setting as well as face to face.

#### Course Content

- Preparing for different scenarios to gain a win-win
- Remote or face-to-face considerations
- Using questions to find out what the other party values
- Communication techniques to build rapport and trust quicker
- Language and behaviours to create a positive experience
- Techniques to influence the right outcome
- Creating opportunities and choices
- Techniques to deal with misunderstandings and escalations

**Competency:** Core, Communicating, Influencing, and Negotiating

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**14 Nov**    **Accountant as Strategic Influencer and Adviser**    Online  
**09.30-**  
**16.30**    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

Looking at Strategy - too often the accountant is stuck behind a spreadsheet and doesn't consider the business they are supporting. It is important for all those in finance to understand Strategy and more importantly the strategy of their business, the business they are supporting, where finance fits in now and where it should fit in moving forwards.

**Competency:** Core, Communicating, Influencing, and Negotiating

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**15 Nov**    **Power Pivots with Power BI**    Online  
**09.30-**  
**16.30**    PowerPivot for Excel allows you to query and analyse millions of rows of data quickly and easily. Analysing data from databases, Excel worksheets and other sources together in one PowerPivot and using 'Dashboards' to build interactive applications to review the data at the click of a button.  
In addition to the graphical tools, PowerPivot includes Data Analysis Expressions (DAX) - a new formula language that extends the data manipulation capabilities of Excel to enable more sophisticated and complex grouping, calculation, and analysis with performance enhancements.

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**Competency: Core, Using IT**

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<b>15 Nov</b> <b>9.00-</b> <b>12.30</b>	<b>Business partnering skillset and mindset</b> There are growing expectations and demands on finance, at a time when we are under pressure to show cost leadership and be more efficient. There's a common movement throughout the finance profession to move from a 'bean counting transactional role' to a 'professional advisory and facilitating role' where finance staff are seen as problem solvers. This workshop explores what's needed to fully realise a business partnering relationship with key stakeholders as we address the challenges of remote working.	Online
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**Competency: Core, Communicating, Influencing, and Negotiating****Target: Level 2**

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<b>16 Nov</b> <b>09.30-</b> <b>12.30</b>	<b>VAT Level 2</b> <b>Income</b> will cover the correct VAT liability of all relevant NHS income including cash income, salary deductions and debtors' invoices. The training will provide delegates with a comprehensive reference manual which will prove to be invaluable in determining whether to charge VAT. This ensures your NHS organisation has full compliance in the event of an HMRC inspection. This session is aimed at management accountant along with anyone in financial services involved in determining or checking the VAT liability.	Online
<b>13.30-</b> <b>16.00</b>	<b>Procurement and Budget Control</b> - this is one of our most popular training events now and is tailored specifically for buyers and purchasers at NHS organisations to ensure maximum recovery on purchases. The case studies provide examples of instances where it is more beneficial to bundle up goods or services along with examples of unbundling. This gives the procurement specialist sufficient knowledge on VAT recovery to make decisions on the best route to take for VAT recovery.	

**Competency: Technical, Financial Accounting**

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<b>16 Nov</b> <b>09.30-</b> <b>12.30</b>	<b>Building resilience and addressing feelings of isolation</b> COVID-19 and the introduction of digital ways of working have created an opportunity to reassess what we do, where we can do it and how we work together on behalf of patients and taxpayers. We explore how assumptions, drive our behaviour and without being consciously aware, how some habits get in the way of creating a "perfect" life work balance. This Zoom workshop provides a safe environment to explore what changes you'd like to make and how you could consider change your emotional response where there is a risk of becoming isolated. <ul style="list-style-type: none"><li>• Adverse impacts of isolation</li><li>• Identifying when isolation is becoming an issue</li><li>• Control, influence and accept</li><li>• Making simple adjustments to daily routines to build physical and mental resilience</li><li>• Cultivating positive mindsets and reframing negative thoughts</li><li>• Adapting how we connect, interact, and create social support</li><li>• Moving away from 9 - 5 to be able embrace agile</li></ul>	Online
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- Adopting a positive outlook to failure

**Competency:** The Golden Thread, Resilience

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**16 Nov** **Accounting for complex capital arrangements** Online

**9.00-11.00** This session will be a time to consider and discuss the requirements of the appropriate accounting standards in relations to capital projects.

**Competency:** Technical, Financial Accounting

**Target:** Level 2, Bands 6+

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**17 Nov** **Power Automate (2 sessions)** Online

**09.30-12.15** Power Automate is a tool that allows you to build and execute flows, which can automate and streamline any repetitive tasks. It can connect to wide variety of applications (twitter, slack, outlook, drive, file system, third party via API) and can also contain complex logic like conditions or loops. It is also frequently used to develop Robotic Process Automation (RPA) within businesses. Almost any repetitive task can be replaced by Power Automate.

**14.00-16.30**

**Competency:** Core, Using IT

**Target:**

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**17 Nov** **Guide your own career** Online

**09.30-16.00** The job that you are doing now, did you set out to do it? Was it a dream from an early age? Or have you sort of ended up there? The latter is what happens to most people.

They start out on a path and before they know it that path has become a travelator. Taking them to the next bit with very little thought, choice, direction or knowing what else is possible.

Many feel stuck and without a plan. Not sure what to do next. Do I develop where I am? Move up the ladder? Or take another direction? Being on this career 'path' isn't wrong, but is it what you want?

The Guide Your Own Career workshop is designed to help participants explore what else is possible for them. Using a Career Planning Map designed to help them to:

- get into a productive frame of mind
- generate options for their future - including an exploration of their dream job
- create and test some possible career goals
- identify some action steps, development, and support needs

**Competency:** Golden Thread, Self-Awareness, and Self-Management

<b>21 Nov</b> <b>09.30-</b> <b>16.30</b>	<p><b>Confident decision making &amp; strategic thinking, simple techniques to make better decisions</b></p> <p>Making effective decisions and thinking strategically are vital business skills that some people find difficult to use in their day-to-day work. Conversely, other people seem to favour “blue sky thinking” at the expense of practical implementation. The good news is that everyone can learn how to employ simple techniques to make better decisions with confidence. During this intensely practical course, participants will learn how to think creatively, generate solutions to problems, and put their strategic plans into practice.</p>	<p>Crowne Plaza  Crawley  Face to Face</p>
<p><b>Competency: Core, Solving Problems &amp; Making Decisions</b></p>		
<b>22 Nov</b>  <b>09.30-</b> <b>12.30</b>	<p><b>VAT Level 2 International</b></p> <p>This module reviews the VAT liability on income from outside of the UK. We also review the VAT implications on importing goods into the UK and the options available.</p> <p>The module goes through the rules on services from outside the UK and looks at the rules following the UK leaving the EU from 1 January 2021.</p>	<p>Online</p>
<b>13.00-</b> <b>15.00</b>	<p><b>Capital and Estates</b></p> <p>will examine where there is scope for VAT recovery on regular maintenance or larger valued capital projects including any procured through the P21 framework process. This will confirm the expectations of HMRC to ensure that your NHS organisation is fully meeting the current VAT regulations.</p> <p>The training will encompass a worked example on a scheme along with sharing best proactive from the sector</p>	
<b>15.30-</b> <b>16.30</b>	<p><b>Charitable Funds</b></p> <p>This module reviews the special rules for zero rating of purchases using charitable funds and endowments. We review the conditions which need to be met and the best practice processes to ensure the correct compliance.</p> <p><b>Competency: Technical, Financial Accounting</b></p> <p><b>Target:</b></p>	
<b>22 Nov</b> <b>09.30-</b> <b>15.00</b>	<p><b>Advanced Influencing and Negotiating</b></p> <p>Influencing people and negotiating with people is a core part of our day-to-day business, and personal life. This interactive online workshop aims to help you to improve and enhance your influencing and negotiation skills by introducing you to some new concepts, processes, and tools for your toolkit.</p>	<p>Online</p>
<p><b>Competency: Core, Communicating, Influencing and Negotiating</b></p> <p><b>Target: Level 3</b></p>		

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**23 Nov** **How to prepare for leadership** Online  
**09.00-12.30** This one-day workshop will be facilitated by a non-executive director who will share with you their own journey from NHS finance into leadership. The session will also delve into the essential and practical tools needed to prepare for leadership.

**Competency:** Core, Leading Change, and Personal Development

**Target:** Level 2

Procurement – Visible leadership

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**24 Nov** **Mastering Confidence – the truth of how to have more of it without becoming arrogant** Online  
**09.30-16.00** Acting as if you have confidence during a presentation or meeting can boost how you feel, however it doesn't create a lasting belief in your abilities.

'Bluffing it' through a promotion or interview can help you get a job and yet leave you questioning your skills and even wondering when/if you'll be 'found out'.

So how can you work with genuine confidence?

This interactive programme, offered over varying time frames, provides pragmatic solutions with real world focus. Uncovering of the crippling myths around confidence; you are either born with it or you're not; over confidence becomes arrogance. To discover the resourceful truths.

It tackles topics such as:

- having difficult conversations - how and when to have them
- transforming arrogance/shyness to confidence - by understanding the myths held about confidence
- having the resilience to deal with change - as it frequently happens within organisation. So how can they face into it.
- delivering and receiving feedback

There will be some pre course work to do and all slides and handouts will be provided to delegates post workshop

**Competency:** Golden Thread, Self-Awareness, and Self-Management

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**Nov** **SDN Leads meeting** Online  
Regional updates, programme planning and networking.

<b>9 Dec</b> <b>09.30-</b> <b>12.30</b>	<b>Leadership in a digital world</b> The course explores how disruptive technology is influencing future leadership requirements. We'll discuss simple frameworks for leading in a disruptive environment and doing a deep dive into the need for creativity, innovation, and play.	Online
<b>Course Content</b>		
<ul style="list-style-type: none"> <li>• The impact of digitalisation on healthcare and how we work</li> <li>• Agile working in a digital world</li> <li>• Dealing with ambiguity and uncertainty</li> <li>• Directive vs collaborative</li> <li>• Adaptability and innovation</li> <li>• Mastering relentless simplicity in the face of complexity</li> </ul>		
<b>Competency:</b> Core, Leading Change, and Personal Development		
<b>Target:</b>		
<b>13 Dec</b> <b>10:00-</b> <b>12:00</b>	<b>VAT Level 1 Refresher</b> A refresher session dedicated to contracted-out services and VAT recovery in the NHS covering a refresher of the basic rules and going through what can and cannot be recovered under each of the main headings. We will review all the changes over the past year as well as reviewing overseas transactions. This is our most popular training event which is run in an interactive manner.	Online
<b>Competency:</b> Technical, Financial Accounting		
<b>Target:</b>		
<b>13 Dec</b> <b>09.00-</b> <b>13.00</b>	<b>How To Successfully Land Your Next NHS Job</b> You have decided it's time to take the next step in your career. While this is a positive decision turning it into reality is a lot tougher than it seems.  If you want to increase your chances of landing your next job, this workshop is for you.	Online
<b>Competency:</b> Golden thread, self-awareness, and self-management		
<b>10 Jan</b> <b>9.00-</b> <b>16.00</b>	<b>Excel Above and Beyond</b> This one-day event will look at advanced features of Excel, including techniques for nesting formulae using a variety of functions. You will learn more features in Conditional Formatting, What-If analysis tools and managing workbooks more effectively. Note: a second screen is recommended.	Online
<b>Competency:</b> Core, Using Information Technology		
<b>Target:</b> Level 2/3		

11 Jan 9.00- 15.30	<p><b>Developing Procurement Talent Module 5: Leading and influencing</b></p> <p>The aim of this session is to enable delegates to become effective leaders. By the end of the workshop, delegates will be able to:</p> <ul style="list-style-type: none"> <li>• Describe three Leadership Models</li> <li>• Explain the difference between leaders and managers</li> <li>• Motivate colleagues</li> <li>• Delegate effectively</li> </ul> <p><b>Competency:</b> Visible Leadership – Expert. Communicating, Influencing and Negotiating – Level 3</p>	Online
12 Jan 9.30- 16.30	<p><b>How to recruit and select finance staff</b></p> <p>Recruiting and selecting for a role in the Finance team is a major management and investment decision. Getting it wrong has implications both financially and non-financially.</p> <p>Many learn on the job. Often those recruiting finance staff have never received any formal training. Few do it often enough to become good at it.</p> <p>If you want to learn how to recruit and select Finance Staff, this workshop is for you.</p> <p><b>Competency:</b> Core, Being Accountable <b>Target:</b> Level 3</p>	Online
17 Jan 09.30- 16.00	<p><b>VAT Level 3</b></p> <p>This is a comprehensive training event ideal for NHS staff responsible for VAT and is suitable for any delegates who have a working knowledge of VAT within the NHS or have recently completed the VAT Level 1.</p> <p><b>Competency:</b> Technical, Financial Accounting <b>Target:</b></p>	Online
18 Jan	<p><b>VAT Level 2 – Part 1</b></p> <p>This course will be split into two modules</p> <ul style="list-style-type: none"> <li>• Income</li> <li>• Procurement and Budget control</li> </ul> <p><b>Competency:</b> Technical, Financial Accounting <b>Target:</b> Level 1</p>	Online
19 Jan 09.30- 16.30	<p><b>The NHS Operating Game – The Acute Game</b></p> <p>The game provides a powerful opportunity for healthcare professionals to experience some of the key operational, clinical, and financial challenges faced by NHS trusts. Participants manage theoretical trusts and are encouraged to discuss and review their performance and adapt their strategy, in order to get the best financial and clinical outcomes. This version of the game day is specifically targeted for bands 5-7.</p> <p><b>Competency:</b> The Core Competencies, The Technical Competencies</p>	Oxford

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**23 Jan 09.30-12.30**      **Empowerment – how to enable others to think for themselves**      Online

Empowerment is a word used often in the NHS, but how do we bring it to life and how to be 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

**Competency:** Core, Leading Change, and Personal Development

**Target:**

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**24 Jan 9.30-12.30**      **Working with auditors to improve financial governance**      Online

This half-day course will help finance staff understand the roles of internal and external auditors, so that with this understanding staff can build a constructive relationship that helps improve the financial governance of your organisation. The course will include break-out sessions to look at practical examples. The outline coverage will be:

- The roles of internal and external audit, and their professional background
- How auditors approach their work
- Tips on how to work most effectively with auditors
- Using auditors to improve financial governance and better manage risk

**Competency:** Core, Governance and Managing Risk

**Target:** Level 1 & 2

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**Jan**      **Developing talent student conference**      Online

The one-day conference will provide a mix of plenary and workshop sessions. There will also be plenty of opportunity to network with other finance students and newly qualified colleagues from across the regions

**Competency:** The Core Competencies. The Technical Competencies

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7 Feb 9.30-16.30	<b>VAT Level 2 – Part 2</b> Modules for part two include: <ul style="list-style-type: none"> <li>• Capital and estates</li> <li>• International and charitable funds</li> </ul> <b>Competency:</b> Technical, Financial accounting <b>Target:</b> Level 2	Online
8 Feb 9.00-12.00	<b>Overview of NHS Annual accounts - Part 1</b> This Course will introduce financial reporting and why it is important. The bulk of the session will use a set of NHS annual accounts, to introduce the accounting concepts used in its preparation as well as identifying some of the aspects of the accounts that are specific to the NHS.  <b>Competency:</b> Technical, Financial Accounting <b>Target:</b> Level 1	Online
9 Feb 09.30-13.00	<b>Effective Report Writing Skills and Communicating Financial Information Efficiently</b> Being able to write clear and professional financial reports that are easily understood and meet the needs of your readers is a crucial skill for those in financial roles. This highly practical and engaging training session will equip you to write such reports and present financial & technical data in a clear and compelling way.  <b>Competency:</b> Core, Communicating, influencing, and negotiating <b>Target:</b> Level 3	Online
21 Feb 09.30-12.30	<b>Performance management conversation</b> In this course we explore the one-to-one performance conversation between a Manager and their Direct Reports. We will discuss the practical aspects of delivering a conversation that provides constructive feedback so participants have clarity on what they need to achieve and how it will be measured. It's not just about process though, as we explain how people feel when they leave the conversation, so they are motivated to start their development journey.  <b>Course Content</b> <ul style="list-style-type: none"> <li>• Discuss and describe the Performance Review process</li> <li>• Improve the performance of staff through meaningful Performance Reviews</li> <li>• Identify and close performance gaps for individuals</li> <li>• Set SMART objectives with clear goals</li> <li>• Recognise talent and develop opportunities for individuals</li> <li>• Enable teams to grow through the Performance Review process</li> <li>• Managing underperformance</li> <li>• What to think about with a virtual meeting</li> </ul> <b>Competency:</b> Core, Various	Online

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**23 Feb**     **How to run cost improvement plans CIPS**     Online  
**09.30-12.30**

This course explores how patient led improvements can also deliver significant cost savings to the Taxpayer. 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
- Clinically led change that results in financial outcomes
- Prioritising transformation ideas into delivery projects
- Engaging the executive committee and governance
- Business benefits and clarity of patient outcomes
- Stakeholders' engagement
- Establishing ownership and responsibilities
- Managing risk
- How to get buy-in, support and the resources you need to successfully deliver CIPS
- Tracking and celebrating CIPS

**Competency:** Technical, Financial Management

**Target:**

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**Feb**     **Understanding the supply chain**     Online  
This 2hr online workshop will offer a technical update on the regional procurement workplan and what we have learnt from system working to date. It will also encourage collaborative ways of working to help maximise procurement opportunities across the NHS.

**Competency:** Technical, Financial systems

**Target:** Level 1

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**Feb**     **SDN Leads meeting**     Online  
Regional updates, programme planning and networking.

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**Feb**     **Accounts planning for year end**     Online  
This half day seminar is designed to assist NHS finance staff to manage and develop the processes required to enable an effective closure of accounts. There will be plenty of opportunity for discussion, questions, and feedback.

**Competency:** Core, Financial Accounting

**Target:** Level 2&3 / NHS finance professionals who manage closure of accounts.

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7 Mar 9.00-11.00	<p><b>Overview of NHS Annual accounts Part 2</b></p> <p>This session will build on the first session and consider parts of the annual accounts in more detail. It will cover issues such as the valuation of property, plant and equipment and going concern.</p>	Online									
<p><b>Competency:</b> Technical, Financial Accounting <b>Target:</b> Level 1</p>											
8 Mar 9.30-16.30	<p><b>Excel modules (3 modules)</b></p> <p>These three 90 minute 'Bite-sized' modules will give you an insight into a variety of different functionalities within Excel.</p> <table border="0" data-bbox="229 651 1118 759"> <tr> <td>Module 1</td> <td>9:30 – 11:00</td> <td>Excel Data Manipulation – The Rudiments</td> </tr> <tr> <td>Module 2</td> <td>11:45 – 13:15</td> <td>Introduction to Macros &amp; VBA</td> </tr> <tr> <td>Module 3</td> <td>14:30 – 16:00</td> <td>Conditional Formatting</td> </tr> </table>	Module 1	9:30 – 11:00	Excel Data Manipulation – The Rudiments	Module 2	11:45 – 13:15	Introduction to Macros & VBA	Module 3	14:30 – 16:00	Conditional Formatting	Online
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Module 3	14:30 – 16:00	Conditional Formatting									
<p><b>Competency:</b> Core, Using Information technology <b>Target:</b> Level 2</p>											
16 Mar 9.00-12.30	<p><b>Building your resilience to better manage stress</b></p> <p>Resilience is the ability to see failure as a temporary setback that can be recovered from quickly. And it's the ability to maintain a positive and solution-focused attitude during periods of instability. Having resilience does not mean you won't experience stress, but it does mean you're able to manage it better. During this 3-hour workshop you will learn about the relationship between stress and resilience, understand what specifically erodes your own resilience and five ways to build your resilience so you can better manage your stress.</p> <p>You will come away with your own personalised action plan that you can implement immediately.</p>	Online									
<p><b>Competency:</b> The Golden Thread, Resilience</p>											
22 Mar 9.00-16.30	<p><b>The NHS Operating Game – The Integrated Game</b></p> <p>The game provides a powerful opportunity for healthcare professionals to experience some of the key operational, clinical, and financial challenges faced by NHS trusts. Participants manage theoretical trusts and are encouraged to discuss and review their performance and adapt their strategy, in order to get the best financial and clinical outcomes.</p>	Reading									
<p>This version of the game day is specifically targeted for bands 8+</p>											
<p><b>Competency:</b> The Core Competencies, The Technical Competencies</p>											