

APPENDIX ONE - INDICATIVE SCHEDULE OF LICENCE TO PRACTICE LEARNING MODULES AS AT 08.05.17

MODULE	DESCRIPTION	DELEGATES/ ATTENDEES	LEARNING OBJECTIVES	SPONSOR	EXAM/ TESTING	FACILITATOR/ SME	DELIVERY METHOD	COURSE EVALUATION METHOD	PRIORITY
RISK IDENTIFICATION & RISK MANAGEMENT	<ul style="list-style-type: none"> Understanding what a risk is Understanding the link between risks and service and corporate plan objectives Environmental scanning Root cause analysis Measuring impact & likelihood Managing and mitigating the risk Completing a risk assessment Positive Risk Opportunities Emergent Risks Contingency Planning Producing a risk register Escalating risk concerns 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> Knowledge and understanding of risk management principles and concepts Creation of a risk-aware mind-set Completion of a risk assessment Completion of a risk register Achieving planned targets & objectives (incl.service plans) Informed and efficient allocation of resources Understanding and articulating risk appetite Compliance with the general local authority statutory duty to manage risk effectively 	Francis Fernandes	Yes	PWC	45 min Management Session	<ul style="list-style-type: none"> Attendee feedback and evaluation Sponsor feedback and evaluation Internal/external assessment 	VERY HIGH
PREPARING A BUSINESS CASE	<ul style="list-style-type: none"> A step-by-step guide to developing a systematic and objective approach to creating business cases, leading to more informed decision-making and to securing better value for money in the public sector and incorporating a multiple choice closed book exam lasting 40 minutes 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> Through reference to the Five Case Model, HM Treasury's 'Green Book' and a range of exercises and case studies, you will understand how to address the following key questions: <ul style="list-style-type: none"> * Is there a compelling case for change? * Does the preferred investment option optimise value for money? * Is the proposed deal commercially viable? * What are the key non-financial considerations? * Is the spending proposal affordable? * How can the proposal be delivered successfully? * Declaration of Interests 	Cathie Wright	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> Attendee feedback and evaluation Sponsor feedback and evaluation Internal/external assessment 	VERY HIGH
DUE DILIGENCE (Legal Dimension) - LEGAL LEAD	<ul style="list-style-type: none"> This course will set out to NBC officers how to conduct a solid and reliable due diligence review of potential partners and proposals for decision-making before formal engagement is made 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> What is due diligence and why conduct one? Due diligence on partners/companies/individuals with whom the council is engaging with What is the framework of joint venture & partnership working? What could go wrong in joint ventures and partnership working if due diligence is not carried out effectively Adherence to NBC governance protocols. The general power of compliance and State Aid What should be the scope of the due diligence work and how to determine whether the right level of work has been done? How should financial due diligence be conducted and by whom? How can potential risks be identified and the appropriate action then taken How can the strengths and weaknesses of potential partners be assessed for suitability and strategic fit? The different frameworks for effective joint venture and partnership working Practical illustration using case studies and templates for your future use Use of checklists, incl.financial checklists Questions and answers 	Francis Fernandes	Yes	Needs to be a Legal and Finance Input	1/2 Day Seminar	<ul style="list-style-type: none"> Attendee feedback and evaluation Sponsor feedback and evaluation Internal/external assessment 	VERY HIGH
DUE DILIGENCE (Finance Dimension)	<ul style="list-style-type: none"> This course will set out to NBC officers how to conduct a solid and reliable due diligence review of potential partners and proposals for decision-making before formal engagement is made 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> What is due diligence and why conduct one? Due diligence on partners/companies/individuals with whom the council is engaging with What is the framework of joint venture & partnership working? What could go wrong in joint ventures and partnership working if due diligence is not carried out effectively Adherence to NBC governance protocols. The general power of compliance and State Aid What should be the scope of the due diligence work and how to determine whether the right level of work has been done? How should financial due diligence be conducted and by whom? How can potential risks be identified and the appropriate action then taken How can the strengths and weaknesses of potential partners be assessed for suitability and strategic fit? The different frameworks for effective joint venture and partnership working Practical illustration using case studies and templates for your future use Use of checklists, incl.financial checklists Questions and answers 	Francis Fernandes	Yes		1/2 Day Seminar	<ul style="list-style-type: none"> Attendee feedback and evaluation Sponsor feedback and evaluation Internal/external assessment 	VERY HIGH

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CODE OF GOVERNANCE & WHISTLEBLOWING	<ul style="list-style-type: none"> • Outlines the framework of corporate governance at NBC, including the related statutory duties, behaviours, values and processes which NBC as a local authority and its officers are expected to uphold and adhere to in the performance of their duties • Sets out NBC's arrangements for Whistleblowing further to the Public Disclosure Act 1998 and specifically:- • What is whistleblowing • How to report a serious concern at work • Why do we need a whistleblowing policy • Who is covered by the policy • What is covered by the policy • Confidentiality • Support for officers raising a concern and others affected by the raising of a concern • Safeguards against harassment or victimisation 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Overall and principally to give NBC senior officers an understanding and awareness to drive an effective governance framework in which to work and also which they are expected to uphold, with specific reference to the 2016 CIPFA/SOLACE Delivering Good Governance in Local Government Framework With specific regard to whistleblowing: • Officers feel confident and encouraged through Whistleblowing in raising any serious genuine concerns • Officers are aware of the Whistleblowing avenues to be taken to raise any concerns and also to receive feedback on any action taken; • Officers are encouraged to raise serious concerns within the Council rather than overlooking a problem or taking it outside of the organisation. • Officers feel reassured in the strongest of terms that they will be protected from possible reprisals or victimisation. • Officers are aware of how to pursue concerns if they are not satisfied with the Whistleblowing action taken 	Francis Fernandes	Yes	CIPFA	Managers' Session	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	VERY HIGH
MAJOR PROJECT & PROGRAMME MANAGEMENT	<ul style="list-style-type: none"> • Designed to give NBC officers an understanding of skills necessary to deliver major projects in the public sector and to build and develop major project management skill-sets in officers, including leadership, technical and commercial skill-sets appropriate to a major project environment 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Understand what it means to be a Major Project Leader where the role is positioned as being the CEO of a temporary organisation and the implications that arise from this for individuals, their teams and the Major Project organisation. • Develop the necessary technical understanding of major projects by looking at the conventional approaches to project and programme management and reassessing and examining their applicability to the Major Project environment. This will include developing an understanding of organisation design theory and practice • To build the commercial awareness of major project leaders 	Steven Hing	Yes	Stephen Hing	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	HIGH
COMPETITIVE TENDERING	<ul style="list-style-type: none"> • Gives officers a thorough understanding of the EU Directive (2014) and the UK Regulations (2015) and how to comply with the Regulations and gain advantage from them in the context of significant and material competitive tendering exercises entered into by local authorities 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Understanding and complying with the changes required under the new Public Contracts Regulations 2015 • Understanding and complying with the New OJEU Proforma • Implementing the new selection and award process further to the Public Contracts Regulations 2015 and covering:- *Writing a tender specification & producing the Invitation to tender (ITT) *Exclusions *Competitive tender evaluation and award *Completion of a Tender Checklist • The nature of competitive dialogue in tenders • Effective post-tender contract management covering:- *Building relationships with your suppliers *Delivering outcomes for your service and service-users *Achieving efficiency savings 	Francis Fernandes	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	RED
DECLARATION OF INTERESTS (LEGAL LEAD)	<ul style="list-style-type: none"> • Sets out clearly the individual's responsibility and duty of officers to declare any interests that could give rise to a real or perceived conflict of interest between their duties to the Council and to any outside interest they may hold and to take action to avoid this affecting the Council's business and how others perceive this 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • What is an interest • Why do interests need to be declared • Standards of conduct in the public sector • The Nolan Committee and the 7 principles of public life • What interests should be declared by you • What do I do if I have an interest • Identifying a conflict of interest • The interests relating to family and friends • Financial and non-financial interests • Actual and perceived interests • Consequences of not making a proper declaration • When to make a declaration • How to complete the Council's Declaration of Interest Form • Your NBC responsibilities 	Francis Fernandes	Yes	External organisation - Standards Board - contact Paul Hoey/ Marianne McCarthy - TBC need to ensure individuals are good trainers	Managers' Session	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	RED

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FIDUCIARY DUTIES - LEGAL LEAD	<ul style="list-style-type: none"> • Outlines the legal requirement of all NBC staff to exercise the highest standards of trust and care in acting on behalf of NBC, particularly in regard to the stewardship of LBC finances and assets that may be placed under his/her control • Outlines the legal requirement to act only in the interests of NBC and not to seek to profit personally financially or otherwise from any transaction entered into by the Council 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • To instil awareness and understanding in all NBC staff of the binding legal requirement to conduct and regulate the affairs of the Council in a business-like manner and specifically at all times to:- <ul style="list-style-type: none"> • Exercise prudent use of NBC resources • Have due and alert regard to the interest of CT and NNDR rate payers • Have awareness of the financial consequences of any proposal by NBC as it affects CT and NNDR rate payers • Exercise financial prudence in both the short and long term • Exercise reasonable care, skill and caution in relation to their responsibilities • Strike a fair balance between the interests of CT and NNDR payers and the community's interest in adequate and efficient services • Act in good faith in exercising statutory powers with a view at all times to complying with statutory duties 	Francis Fernandes	Yes	Both Legal & Finance input	Management Board Session	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	RED
RECORDING DECISIONS & MAINTENANCE OF RECORDS & DELEGATED DECISION-MAKING	<ul style="list-style-type: none"> • Explains the important need for NBC officers to properly record and document the decisions they make on behalf of the Council and outlines the importance of managing records for local government accountability and the value of seeing records as a strategic resource • Sets out the powers delegated to officers to make decisions on behalf of the Council and how these decisions are documented and recorded. 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> When you have completed this module, you will be able to <ul style="list-style-type: none"> * Explain the purpose and need for proper records management * Understand why adequate supporting documentation should be maintained * Understand the Written Scheme of Delegation * Understand decisions delegated to the:- <ul style="list-style-type: none"> *The Chief Executive *The Strategic Management Team *Individual Directors *Heads of Service *Service-managers * Understand general and specific and variations to delegations * Outline the key activities in recording decisions and maintaining records * Outline the main methods of recording decisions and maintaining records * Explain and apply the concept of an audit trail in recording decisions * Understand the importance of managing records in local government accountability * Identify the internal and external stakeholders in records management * Understand the steps in developing an integrated records 	Francis Fernandes	Yes	Democratic Services/ Marianne McCarthy	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	RED
GENERAL DATA PROTECTION REGULATIONS (Incl. Data Protection Act 1998)	<ul style="list-style-type: none"> • Overview of EU legislation and the UK Data Protection Act 1998 and explanation of how these apply in every day terms to officers at NBC 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Understanding NBC responsibilities under recent EU legislation (General Data Protection Regulations) • Understanding of the terms used in legislation • What the eight data protection principles mean in practice. • Identifying the exemptions under the legislation and when disclosures can be made. • Understanding the wider legal aspects of data protection • Provision of advice on the legal considerations in data collection, receipt and storage. 	Francis Fernandes	Yes	David Taylor	30 min Managers' Session	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	RED
OVERVIEW OF FINANCE & BUDGET MANAGEMENT	<ul style="list-style-type: none"> • Overview of the NBC finance function including the key areas of financial and budget management and the challenge of closing NBC's £6M medium-term budget deficit 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • To build officer skill-sets and competencies in financial management and specifically in the following areas:- <ul style="list-style-type: none"> Overview of local government finance • Understanding Financial Standing Orders • Ensuring you comply with Financial Standing Orders • How to purchase properly on Agresso • Recording expenditure commitments • The distinction between Capital and Revenue accounting • Budget-holder responsibilities • NBC Financial Rules and Regulations • Internal & External Audit • Management responsibility for internal control • Purchasing and procurement • Efficiencies • Closing the £6M NBC medium-term budget gap • Budget-setting and monitoring • Virement, supplementary estimates and reserves • Capital appraisal schemes • Final accounts 	Glenn Hammons	Yes	Paul Hymers	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	AMBER

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PRE-CABINET PROCESS, REPORT WRITING & EXEMPT AND CONFIDENTIAL INFORMATION	<ul style="list-style-type: none"> • Sets out the process leading up to how the Cabinet make decisions on behalf of the Council and the role of NBC officers in this process • Provides officers with the tools required to write in an appropriate style for council reporting • Explains the characteristics and features of confidential and exempt information 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service (those that reports to Hds of service & anyone who writes Cabinet reports)	<ul style="list-style-type: none"> • The cabinet report writing process (including EDN's and timelines) • And specifically learn how to write effective: <ul style="list-style-type: none"> *Cabinet reports *Incident reports *Option appraisals *Organisation design proposals • Understanding of the Constitution and the operation, function and powers of the Cabinet to make decisions and the decision-support role of NBC officers as part of this process with specific reference to:- <ul style="list-style-type: none"> * Notice of Intention to Conduct Business in Private * Urgent procedures *The clearance system for reports * Key and non-key decisions * Exempt and Confidential Items * Scrutiny call-in powers * Right of press & public to attend meetings & access information * Post-decision publication of decisions taken • The 7 types of exempt information Use practical tools (incl. visuals, graphics and tables) 	David Kennedy/ Cathie Wright	Yes	Emma Povey/Sean McNamee/Cathie Wright	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	AMBER
ENTERPRISE & COMMERCIALISATION	<ul style="list-style-type: none"> • Designed to give officers an opportunity to understand how the commercial drivers for NBC now demand a far greater understanding and focus on the customer than has previously been necessary 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Understanding the concept of a public service in a commercial environment • Understanding the markets the public sector operates in, the customers it serves and the nature of its competitive advantages • Understanding local government trading powers – what can and can not be done to trade, earn income and expand our business • Contract Management • Applying an entrepreneurial but systematic approach to identifying and exploiting realistic commercial opportunities • Knowing what the competition looks like and how they view you • How to maximise the return on different service delivery models whilst at the same time minimising the business risks • Workforce implications – equipping and enabling a dynamic and responsive workforce and capacity to deliver 	Glenn Hammons/Paul Hymers	Yes	CIPFA /OTHER COMPANIES	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	AMBER
CREDIT RISK	<ul style="list-style-type: none"> • Enables participants to understand in common-sense terms the key concepts of credit risk from the perspective of the lender or the borrower of funds and how this risk can be effectively managed and reduced 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • The role of the UK Municipal Bonds Agency & PWLB • Property and investment risk • Analyse the levels of credit risk given the counterparties to which an organisation may be exposed to • Spot and avoid bad credit risk counterparties • Understand the concept and challenges facing credit risk management • What you need to do to effectively deal with the challenges • How to define the probability of a default in a counterparty • Definitions of default, failure to pay and other events • The definition and the use of credit ratings • How to use basic measures of risk like value-at-risk (VAR) 	Francis Fernandes	Yes (Approx. 10 Questions)	TBC - Brown Jacobson though knowledgeable may not be good trainers	1 hr Management Board Presentation (incl.Hds of Service)	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	AMBER
CORPORATE VISION, MISSION, PLANNING & OBJECTIVE SETTING	<ul style="list-style-type: none"> • Overview of the key features and processes involved in NBC's corporate vision, mission statement, planning and objective setting processes 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • The "Vision Thing" • Where are we/where do we want to go /how do we get there • Undertaking an internal and external appraisal • Making strategic choices (suitability/feasibility/acceptability) • Stakeholders • Articulating organisational mission • Organisational culture and values • Identifying goals and priorities • Setting strategic objectives • Making objectives SMART • PIs and KPIs • Monitoring and measuring progress against objectives • Post-implementation review and lessons learned 	David Kennedy	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	AMBER

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EQUALITIES & HUMAN RIGHTS & THE EMPLOYEE CODE OF CONDUCT - LEGAL LEAD	<ul style="list-style-type: none"> • Outlines the framework of ethical values, behaviours and conduct which employees NBC are expected to uphold in the performance of their duties. • Builds officer understanding of the Equality Act 2010 and the Public Sector Equality General and Specific Duties required of local authorities • Identifies and captures good practice and also the expectations of NBC with regards to equality, diversity and inclusion. 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Understanding of NBC's general and specific public sector equality duties (PSED) • When and how to complete an EIA & CIA • Identification of the nine protected characteristics and seven types of discrimination • Knowledge and understanding to manage employees and others to promote equality, discrimination and foster good relationships in diverse groups • To provide clear guidance to all employees of NBC on:- <ul style="list-style-type: none"> * General standards of conduct and behaviour * The core values of the Council * Beneficial interests * The relationship of the Code of Conduct to the Disciplinary Code * Declaring financial and non-financial Interests <ul style="list-style-type: none"> * Sponsorship * Relationships & interests with applicants for employment * Relationships with colleagues, managers, councillors * Relationships with contractors, Press and the Public * Confidentiality to protect the Council's & clients' interests. * Care of money and property. 	Francis Fernandes	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	AMBER
TRAIN THE TRAINER	<ul style="list-style-type: none"> • Designed to empower managers to assist and guide their team to their stated targets and beyond. Training, coaching and mentoring are all vital components in the make-up of a good organisation and this course defines a structure and delivery style to a training programme which is going to be effective. 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service, Service-Managers	<ul style="list-style-type: none"> • Characteristics of the effective trainer • The pitfalls of poor training delivery and how to avoid them • Effective communication • How to 'train' and not just 'tell' • What a robust training program looks like including needs analysis and evaluation. • Use of visual and interactive tools and other training aids 	Cathie Wright	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	GREEN
PEOPLE & PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> • Designed for officers with the responsibility for managing and/or leading or influencing others, either directly or indirectly, and to develop your people skills to engage and motivate people to work with you towards your goals 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<p>Appreciate what skills are required for managing staff and then taking action to improve team-based delivery of your service by reference to:-</p> <ul style="list-style-type: none"> • Communication skills • Listening skills • Body language understanding • Confidence skills • Assertiveness • Negotiation skills • Influencing skills • Dealing with conflict • Resilience skills <p>Recruitment, Grievance and Disciplinary</p>	Cathie Wright	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	GREEN
MEMBERS & OFFICERS	<ul style="list-style-type: none"> • Outlines the key features and dynamics of effective Member/Officer relations in local government 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> • Understanding of the principles behind effective member/officer relations • The importance of this relationship to the citizens they both serve • Distinguishing between the political role of members and the professional and impartial role of officers • Promoting a spirit of partnership between Members and officers to turn NBC core values and priorities into practical policies for implementation • The duty of officers (particularly statutory officers) to provide advice to Members • What to do when things go wrong. 	David Kennedy/ Francis Fernandes	Yes	FF Contact at Kettering Council	1/2 Day Seminar	<ul style="list-style-type: none"> • Attendee feedback and evaluation • Sponsor feedback and evaluation • Internal/external assessment 	GREEN

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CORPORATE HEALTH AND SAFETY TRAINING - IOSH Managing Safely	<ul style="list-style-type: none"> Provides an overview of Managers' responsibilities for H&S 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> Managers may see health and safety as an add-on to their role, even an intrusion. This training will confirm the importance of being made accountable and responsible for themselves and their teams Definition and demystifying 'risk' and 'risk assessment'. Risk assessments and a simple scoring system are introduced, managers will conduct a series of risk assessments. Cuts down on risk and focuses on the best techniques to control key risks, and how to choose the right method. Raises awareness and demands of the law and how the legal system works, and introduces what is a health and system management system. Operational arrangements and issues are covered - to include entrances and exits, work traffic, fire, chemicals, electricity, physical and verbal abuse, bullying, stress, noise, housekeeping and the working environment. To determine why accidents should be investigated, why things go wrong, and how to carry out an investigation when they do. Importance of checking performance help improve health and safety. Development of basic performance indicators and understanding auditing and proactive and reactive measuring. Introduction to waste and pollution and shows leads to how organisations and individual managers can get involved in cutting down environmental impacts 	Julian WILKS	Yes	TBC	1/2 Day Seminar	<ul style="list-style-type: none"> Attendee feedback and evaluation Sponsor feedback and evaluation Internal/external assessment 	GREEN
INSURANCE	<ul style="list-style-type: none"> Introductory overview for non-insurance professionals of the basic principles of insurance as a means of managing public sector risks and covering the business and operating context of insurance, the main categories and types of insurance available to the public sector, insurance terminology and policy and cover structure 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> Fundamental risk and insurance principles How the insurance market operates The key insurance disciplines of underwriting and claims for the public sector Indemnities including for commercial buildings, professional and motor insurances Insurance providers to the public sector 	Francis Fernandes	Yes	TBC	1/2 Day Seminar		GREEN
BUSINESS CONTINUITY & EMERGENCY PLANNING	<ul style="list-style-type: none"> Provides an overview of NBC managers' responsibilities for business continuity and emergency planning 	Chief Officers, Directors, Statutory Officers, Divisional Directors, Hds of Service	<ul style="list-style-type: none"> To enable NBC managers to be aware of and to discharge their responsibilities in relation to business continuity and emergency planning and specifically in the following areas:- * Business Continuity basics * Business Impact Analysis * Developing Strategies and Plans * Testing and Exercising * Awareness of templates * Policies, procedures, codes of practice and guidelines in relation to emergency response and recovery * Multi-agency Plans * Roles and responsibilities NBC and partner organisations involved in response and recovery * The inter-relationships between different agencies during an incident 	Francis Fernandes	Yes	TBC	1/2 Day Seminar		GREEN