



# Essential Management and Business Skills

Training, Development and  
Skills Programme for all School Staff

Business, People and Finance

September 2019 to July 2020

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# Introduction

In any organisation people are the most important asset. Their development is crucial to success. Good management and business skills means getting the best out of yourself and your team.

Working closely with educational organisations, we understand the pressures faced by school staff in an ever-changing environment. School leaders and managers need to be equipped to meet the demands of a diverse workforce and require management and business training especially designed to work in education settings.

Our Essential Management and Business Skills programme has been developed with school-based staff in mind, offering a wide range of essential training courses that will enable your staff to maximise their potential by gaining and refining their management and business skills. The courses are suitable for existing managers as a skills refresher and emerging leaders to support their progression.

As a commercial organisation we know how important value for money and service are. We always aim to provide a service which is reliable, high quality, responsive, collaborative and local.

## Training courses and venues

Our training sessions are run throughout the academic year at convenient venues. Our sessions are professionally delivered and you will receive a set of supporting material with each training event. As well as being informative, each training event provides delegates with a networking opportunity.

Norwich – Professional Development Centre, NR7 9QL

King's Lynn- South Lynn Community Centre, PE30 5HE

King's Lynn- College of West Anglia, PE30 2QW

**Safer Recruitment (Accredited)** is also offered at:

Wymondham - Ayton House, NR18 0QQ

North Walsham - The Atrium, NR28 9HZ

Gt. Yarmouth - Racecourse, NR30 4AU

Diss - Diss Business Hub, IP22 4GT

Holt - Holt Hall, NR25 6RT

## Pricing and how to book

Courses are priced individually. To book and pay for your course please visit SLA Online ([s4s.norfolk.gov.uk](http://s4s.norfolk.gov.uk)) and log in using your school name and password. The Essential Management and Business Skills training courses can be found under the Training tab. Please ask your CPD Coordinator to help you make your booking.

Bookings will be confirmed by email together with joining instructions.

## Cancellation

If we need to cancel or postpone an event we will notify you as soon as we can, offering an alternative date where possible. Please check your email before setting out for an event, especially during periods of adverse weather. Please note, cancellations received within three working days of the course, or failure to cancel, will be subject to an administration charge of £50. All information stated in our brochure is correct at time of publication and may be subject to change.

Cancellations can be made by;  
Calling 01603 307710  
Emailing [enquiry@educatorsolutions.org.uk](mailto:enquiry@educatorsolutions.org.uk)  
Via SLA Online [s4s.norfolk.gov.uk](http://s4s.norfolk.gov.uk)

# Business

Workload Management

Introduction to Management and Leadership

# Workload Management

How to employ a range of tools and techniques to successfully juggle a demanding workload

More and more people struggle with demanding workloads that can lead to stress and the loss of a healthy work-life balance. For many the increasing pressures of educational accountability have further blurred the lines between home and work.

## Course Outline

This session helps delegates to address workload challenges by sharing a range of proven and practical tools and techniques. As a result, delegates will be able to make significant and beneficial changes, working smarter, becoming more productive and enjoying a greater sense of wellbeing.

By the end of this session delegates will be able to:

- Appreciate the features of good and bad practice in managing time
- Utilise a wide array of practical tools and techniques to work smarter and save time, increasing productivity and establishing a healthy work-life balance. These include managing interruptions, making effective use of technology and the creation of long term aims.

£145

3 Hours

15 January 2020, 13:30 to 16:30, Norwich, Professional Development Centre, NR7 9QL

25 March 2020, 09:30 to 12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

12 May 2020, 09:30-12:30, Norwich, Professional Development Centre, NR7 9QL

# Introduction to Management and Leadership

Developing your leadership skills to drive effective team results.

Understand common motivators and demotivators in the workplace and how to develop your management and leadership approach to develop a team that achieves its objectives.

## Course Outline

This course is aimed at new and existing managers, keen to develop their leadership skills. This session will help you to create a solid foundation on which to build a successful team. We will consider how teams evolve and develop over time, and how this understanding can help you in your role. You will learn the difference between leadership and management, and how these skills can be used to achieve your vision and objectives. The course considers team motivation and how to recognise and manage differing levels of engagement.

## By the end of this session delegates will be able to:

- Feel more confident to mobilise a new or existing team by fact-finding, building rapport and setting standards of behaviour and conduct
- Have awareness of how teams evolve over time, and contribute to a working environment where the team works cohesively
- Understand the difference between management and leadership, and how this helps to deliver your objectives and vision
- Understand common motivators and demotivators of a team.

£145

3 Hours

15 November 2019, 09:30 to 12:30, Professional Development Centre, NR7 9QL

11 March 2020 , 09:30 to 12:30, Norwich, Professional Development Centre, NR7 9QL

12 June 2020, 09:30 to 12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

# People

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Managing Staffing Matters

Safer Recruitment (Accredited)

Conducting Appraisals

Challenging Conversations

Personal Resilience and Wellbeing



# Managing Staffing Matters

## Dealing with worrying staffing issues

Staff represent over 80% of your budget so confidently managing staffing matters in a timely and effective way is essential.

### Course Outline

The employment world can appear confusing, complicated and a legal minefield. How do you deal with staff who are ill, not performing or don't get on with each other? How do you approach changing your staffing structure? This session will be tailored to address the needs of those attending with an opportunity to discuss and seek individual advice and support from experienced HR Consultants.

### By the end of this session delegates will be able to:

- Understand the basic legal framework around employment
- Understand the expectations on the employer
- Be aware of the procedures available to address staffing issues
- Know how to access support available
- Have had an opportunity to discuss staffing issues specific to your establishment.

£145

3 Hours

18 November 2019, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

04 December 2019, 09:30–12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

05 February 2020, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

12 March 2020, 13:30–16:30, King's Lynn, South Lynn Community Centre, PE30 5HE

05 May 2020, 09:30–12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

08 June 2020, 13:30–16:30, Norwich, Professional Development Centre, NR7 9QL

We can deliver most sessions in school, get in touch to discuss your options

# Safer Recruitment (Accredited)

Safer recruitment process for staff to ensure the safety and wellbeing of pupils

Every interview panel for staff must include someone who has been accredited in safer recruitment.

## Course Outline

In line with 'Staffing Regulations, 2009', every interview panel for staff in school must include someone who has been trained in safer recruitment.

The course includes an assessment which results in successful delegates being accredited. The certificate awarded on successful completion of this training is valid for five years.

This course is available to schools subscribing to our full Governance and Leadership package for £275 or can be purchased separately for:

**£375 | 6 Hours**

Lunch is provided, please let us know if you have any special dietary needs.

By the end of this session delegates will be able to:

- Have a greater understanding of offender behaviour
- Identify the key features of staff recruitment that help deter or prevent the appointment of unsuitable people
- Consider policies and practices that minimise opportunities for abuse or ensure its prompt reporting
- Review their own and their organisation's policies and practices with a view to making them safer.

16 September 2019, 09:15–16:30, Norwich, Professional Development Centre, NR7 9QL

09 October 2019, 09:15–16:30, Holt, Holt Hall, NR25 6RT

16 October 2019, 09:15–16:30, Norwich, Professional Development Centre, NR7 9QL

28 November 2019, 09:15–16:30, King's Lynn, College of West Anglia, PE30 2QW

10 December 2019, 09:15–16:30, Wymondham, Ayton House, NR18 0QQ

28 January 2020, 09:15–16:30, North Walsham High Sch, North Walsham, NR28 9HZ

12 February 2020, 09:15–16:30, Gt Yarmouth, Racecourse, NR30 4AU

09 March 2020, 09:15–16:30, Diss, Diss Business Hub, IP22 4GT

20 April 2020, 09:15–16:30, King's Lynn, College of West Anglia, PE30 2QW

06 July 2020, 09:15–16:30, Norwich, Professional Development Centre, NR7 9QL

# Conducting Appraisals

## Effective appraisals to improve performance

Successful schools have strong leaders and managers who drive improvement. Line managers and team leaders who use a robust appraisal process can effectively improve performance, motivation and behaviour of their staff.

### Course Outline

It is critical that staff know what levels of performance and conduct are expected of them and that their manager monitors against those levels. Yet many organisations fail to address under-performance and inappropriate conduct while neglecting high performers.

This training session looks at how performance can be effectively managed with emphasis on the performance appraisal discussion.

### By the end of this session delegates will be able to:

- Understand the context of performance management
- Recognise the importance, benefits and cycle of performance appraisals in managing staff and school improvement
- Be equipped for appraisal reviews and setting SMART objectives.

£145

3 Hours

07 October 2019, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

09 December 2019, 09:30–12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

21 May 2020, 13:30–16:30, Norwich, Professional Development Centre, NR7 9QL

# Challenging Conversations

Feel confident to discuss difficult topics through negotiation and influence

Take the heat out of those awkward discussions about behaviour, complaints, results or actions to give helpful conclusions.

## Course Outline

This session develops the ability of delegates to prepare for and hold conversations with a range of people, including staff, parents and governors in challenging circumstances.

It focuses on managing emotionally charged behaviour in an empathetic and assertive way that takes the heat out of the discussion. Delegates will understand more about how they naturally deal with conflict and how they can influence and negotiate more effectively.

By the end of this session delegates will be able to:

- Understand the benefits of holding challenging conversations
- Use models to structure challenging conversations
- Understand their own default approach when faced with conflict
- Understand emotionally charged behaviour and deal with it assertively.

£145

3 Hours

06 December 2019, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

03 March 2020, 09:30–12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

05 June 2020, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

# Personal Resilience and Wellbeing

Strengthening your personal resilience to improve personal wellbeing in the workplace

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How we handle stress at work can have an impact on our personal success. As change in the workplace has become the norm, we are constantly facing new and bigger challenges. Often things do not go according to plan and our ability to recover is challenged.

## Course Outline

This session helps delegates address the challenges they face working in a school-based environment, by sharing a variety of techniques with practical outcomes, to help develop personal resilience.

By the end of this session delegates will be able to:

- Understand the personal and professional implications of resilience and wellbeing
- Identify thinking patterns which will help to deal with setbacks and challenges more positively
- Recognise the cause and triggers of stress and understand them in the context of challenge, commitment and personal control
- Consider how assertive behaviour can impact management of stress
- Understand a variety of techniques and strategies to develop personal resilience, including building self-confidence, setting goals and raising thought awareness.

£145

3 Hours

02 December 2019, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

30 April 2020, 09:30–12:30, King's Lynn, South Lynn Community Centre, PE30 5HE

09 July 2020, 09:30–12:30, Norwich, Professional Development Centre, NR7 9QL

We can deliver most sessions in school, get in touch to discuss your options

# Finance

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Income Generation

Fighting Financial Fraud

Budgeting Setting

Costing Development Plans and Initiatives

Effective Budget Monitoring

# Income Generation

## Generating additional income for your setting

Raising additional income is essential in enhancing and widening the educational opportunities available to pupils.

### Course Outline

In the current economic climate, the education sector is regularly trying to make money go further to exceed educational performance targets. We are all too aware that allocated funds just do not go far enough; so having the ability to be innovative with income generation ideas will undoubtedly help to further pupil progress and achievement.

### By the end of this session delegates will be able to:

- Establish the basic principles of income generation
- Identify how income can be increased to enhance learning opportunities
- Define and evaluate potential income sources and how to access them.

This course is included in our Finance Support Package or can be purchased separately for:

**£145**

**3 Hours**

27 November 2019, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

11 February 2020, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

08 June 2020, 09:00–12:00, King's Lynn, College of West Anglia, PE30 2QW

# Fighting Financial Fraud

Raising awareness, identifying risks and implementing controls

An insight into raising awareness of potential fraud and the methods you could utilise to ultimately eradicate the daily business threat.

## Course Outline

The world that we live in today is fraught with potential risk from fraudulent activity. It is imperative that we are fully aware of the different types of threat and the necessary controls that must be in place to ensure the responsible management of public money.

By the end of this session delegates will be able to:

- Identify the risk from possible sources of fraud
- Recognise effective controls within the business
- Distinguish and address areas of weakness to improve existing controls
- Understand the importance of the whistle blowing process.

This course is included in our Finance Support Package or can be purchased separately for:

£145

3 Hours

03 October 2019, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

02 December 2019, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

27 January 2020, 09:00–12:00, King's Lynn, College of West Anglia, PE30 2QW

30 March 2020, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

20 May 2020, 09:00–12:00, King's Lynn, College of West Anglia, PE30 2QW

25 June 2020, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL



# Budget Setting

Sound financial management to deliver educational outcomes

How a robust and substantive budget is the foundation of sound financial management.

## Course Outline

This course is essential for leaders who have the responsibility of providing sound financial management in educational establishments. The overall financial health of an organisation is driven by having a realistic and achievable budget that allows leaders to commit to spending decisions that enable the successful delivery of plans and aspirations.

This course outlines the budget setting process, identifying the information available to provide the foundations to enable the construction of a robust and substantive budget.

This course is included in our Finance Support Package or can be purchased separately for:

£145

3 Hours

08 November 2019, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

12 March 2020, 13:00–16:00, King's Lynn, College of West Anglia, PE30 2QW

17 June 2020, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

By the end of this session delegates will be able to:

- Identify the information that is needed in setting a budget
- Understand how budgets are constructed
- Understand how to create a well informed and balanced budget.

# Costing Development Plans and Initiatives

Manage your financial plans and initiatives to support educational performance

Turning aspirations and development plans into reality relies on accurate and legitimate costing. This course is essential for leaders.

## Course Outline

Being able to fully understand the cost of delivering an initiative is an essential skill for those charged with financial management and is a vital part of the information that forms the backbone of a realistic and well-informed budget.

This course details how to interpret costing data to provide essential information in the decision-making processes of educational establishments.

By the end of this session delegates will be able to:

- Understand the costing information and processes used in educational establishments
- Link the development plans to the production of realistic budget figures
- Evaluate full and accurate costing plans for initiatives and activities.

This course is included in our Finance Support Package or can be purchased separately for:

£145

3 Hours

05 November 2019, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

12 March 2020, 09:00–12:00, King's Lynn, College of West Anglia, PE30 2QW

10 June 2020, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

# Effective Budget Monitoring

Manage and control your budget effectively to drive school improvement

Keeping control of the budget is an important aspect of successful financial management. When done effectively, it empowers leaders and managers to achieve value for money and make well-informed business decisions.

## Course Outline

It is critical that managers are equipped with the tools that enable them to effectively manage the budget and make business decisions. In this course we will explore effective budget monitoring practices used by educational establishments from budget profiling through to end of year budget outturn.

By the end of this session delegates will be able to:

- Understand the principles of budget control
- Understand how a profiled budget enables effective budget monitoring
- Use reports to identify budget variances
- Analyse budget outturn and identify appropriate actions.

This course is included in our Finance Support Package or can be purchased separately for:

**£145**

**3 Hours**

06 December 2019, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

23 January 2020, 09:00–12:00, King's Lynn, College of West Anglia, PE30 2QW

05 May 2020, 09:00–12:00, Norwich, Professional Development Centre, NR7 9QL

# What our customers say



“

Exceeded my expectations!”

“

Pitched just right!”

“

Great session, particularly enjoyed sharing experiences and discussion with others.”

“

Practical sessions which delivered exactly what I needed! Thank you.”

“

Perfect! Really valued the opportunity to review the whole process through discussion.”

“

Just brilliant! Liked the fact the training was linked to the broader school values and procedures!”

## The provider of choice

[enquiry@educatorsolutions.org.uk](mailto:enquiry@educatorsolutions.org.uk)

01603 307710

[www.educatorsolutions.org.uk](http://www.educatorsolutions.org.uk)

🐦 EducatorSols1



Norfolk County Council