

The Leadership Academy

Leadership and Management Training



April 2022 to March 2023

“Supporting leaders and managers across adult social care”



Foreword

Leeds City Council is passionate about having a vibrant & ever-improving adult social care sector in Leeds. The Council also knows that, to achieve this, the sector needs to be run by the very best leaders and managers.

The Leadership Academy is very proud to work with Skills for Care and to hold its recognition as a *Centre of Excellence*. Skills for Care '*helps create a well-led, skilled and valued adult social care workforce*' through the development of programmes and materials etc.

The Leadership Academy is licensed to offer Skills for Care's national development programmes, see below, and the three continued professional development (CPD) modules. The Academy is also pleased to offer a wide and varied range of other manager-support courses which are delivered by the Advisory, Conciliation and Arbitration Service (Acas). Acas are an independent government-funded public body and the recognised leader in this area.

What leadership training is right for me, or my staff?

Lead to Succeed

Aspiring & New Managers.

Deputy Managers.

Existing managers wanting a refresh.

Senior staff.

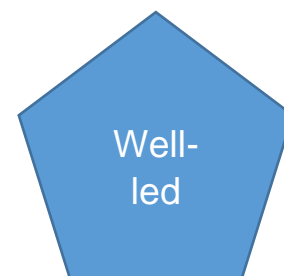
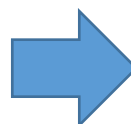
Team-leaders.

Who work in adult social care in either public, private or the third sectors. This includes those in supporting roles.



Well-led

Existing managers working in adult social care in either public, private or the third sectors. This includes those in supporting roles.



Leading Change, Improving Care

Leading Change Improving Care is a new practical leadership development programme aimed at registered managers and other managers currently working in adult social care services.

Short courses

All existing managers and supervisors working in adult social care in either public, private or the third sectors. This includes those in supporting roles.

We carry out regular reviews across adult social care providers in Leeds to establish their training and development needs. We then devise and offer this comprehensive training and development programme to support the workforce in order that it can keep improving or maintaining the services it provides. This supports providers to achieve 'Good' or 'Outstanding' in their Care Quality Commission ratings, especially in the 'Well-led' domain.

The Council's aim is to ensure that Leeds is a fantastic place to grow old in, and to have the best adult social care sector. We know that having the very best training available, is going to go a long way to achieving this through supporting our valued providers.

The Leadership Academy also supports the Leeds Registered Manager Networks. These are now recognised as an excellent way of accessing support and keeping up to date with best practice. Details of these will be circulated on a regular basis.

Please take a few moments to browse our brochure. You can then use our online Performance and Learning System (PALS) to book places. Most of the opportunities offered are free of charge. Where there is a cost, then this can be claimed back upon completion through the Workforce Development Fund.

If you would like further information on any of the opportunities available through the Leadership Academy, or you would like to discuss your specific leadership and management development needs, then please contact:

Trevor Hewitt, email trevor.hewitt@leeds.gov.uk

Telephone on 0113 378 9339 or 07891 279 701.

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Introduction

Leeds City Council, Adults & Health, Leadership Academy

- ***Supporting leaders and managers across adult social care***

An accredited centre of excellence providing a range of training and development opportunities for aspiring, new and existing leaders and managers across the adult social care sector.

Leeds City Council recognises that a well-led and well-managed workforce is at the heart of providing high quality social care and support services.

We have developed the Leadership Academy to support and develop leaders and managers across adult social care, improving their confidence and capability to ensure the teams they lead are better able to provide high quality care.

The Leadership Academy sits within the council's Adults and Health Directorate, which provides a range of health and social care services for adults. It is part of the directorate's organisational and workforce development service.

Working with the Care Quality Commission (CQC), the Clinical Commissioning Group (CCG) and the Council's Commissioning Team we want to ensure that services have the right culture, values, expertise, support, and investment to continually improve the care and support that they provide.

The Leadership Academy supports the development of leadership and management at all levels and underpins the Leadership Qualities Framework for adult social care and other key strategies.

The Leadership Academy works with Skills for Care and other partners to co-produce and deliver a programme of learning for aspiring and current leaders and managers.

The Leadership Academy's programme compliments, and sits alongside, the wider training and development offer, supporting the ongoing professional development needs of all its participants.

The Leadership Academy programme and courses

Following consultation with managers and the feedback received, we have put in place this annual programme to support the training needs identified. These include:

Masterclasses and workshops - a programme of modules covering:

- business improvement
- people management
- technical skills and culture
- change management.

These courses are delivered by experts, professionals and sector leads, providing training which underpins leadership and management best practice and qualifications, as well as supporting on-going continual professional development.

Participants can select specific modules or complete the full suite of masterclasses in support of their learning and development needs.

Learning outcomes are designed to provide the knowledge and understanding required to fulfil the Management Induction Standards (MIS) and the CQC's key line of enquiry that make up the "Well-led" domain.

They will also support the knowledge requirements for the health and social care leadership and management qualifications.

Leadership and management programmes:

Lead to Succeed

This programme is for those new to a management role, or aspiring managers such as senior care workers and team leaders who would like to progress into a management position. Also, experienced managers who want to refresh their knowledge and skills. It complements the manager induction standards and the Level 4 Certificate in Principles of Leadership and Management in Adult Social Care. This is a Skills for Care programme and is delivered by members of the Adults and Health Organisational Development service.

The Lead to Succeed programme is delivered over five full day workshops with each workshop focussing on a different topic, these being:

- Successful behaviours for leaders and managers
- Developing a successful culture
- Effective supervision
- Leading and managing the process of change
- Leading and managing the inspection process.

Well-led

The programme is grounded in the reality of social care delivery and has been developed in partnership with registered managers familiar with the day-to-day challenges of leading a care team. Made up of a series of practical workshops, the programme is designed to enable leaders to deliver care in line with the expectations of a well-led service.

You will find out what managers of a well-led organisations do to achieve and sustain high standards and how to apply these examples across your own organisation to deliver high-quality, person-centred care. Throughout the programme you will be supported to develop your leadership skills, advance your service, and have a real impact in your workplace to secure a well-led future.

The Well-led programme will support leaders to:

- Understand how new leadership strategies and techniques can be used to transform services and improve the quality of care
- Enhance leadership skills to become a more effective leader
- Gain improved confidence to lead services in an increasingly complex and challenging sector
- Develop clear goals to improve personal leadership and effectiveness
- Learn from others and share experiences and ideas with peers to develop a strong support network.

Leading Change, Improving Care

Leading Change Improving Care is a new practical leadership development programme aimed at registered managers and other managers currently working in adult social care services.

Leading Change Improving Care (LCIC) is a national development programme for new and experienced managers of adult social care services. The learning programme is grounded in the reality of social care delivery and takes a practical look at how to influence and implement the necessary changes to meet current and future challenges and service needs in health and social care. It explores how to lead and manage change within teams and organisations and provides tools and techniques to drive change and ultimately improve the quality of care delivered. LCIC enables participants to consider their own leadership styles. It focuses on the impact these have on themselves and their team, how to become a more effective leader and how to influence and motivate teams. There is a strong emphasis on mentoring and coaching and how to identify and nurture skills in other people to develop high performing teams and grow future talent. It also provides a wonderful opportunity to work with and share issues and ideas with peers within the sector.

Continual Professional Development (CPD) Modules

These modules have been developed by Skills for Care and are made available through their Endorsed Provider network. They currently attract funding through the Workforce Development Fund (WDF). They are:

Understanding Performance Management

This CPD module will help managers to explore the performance management cycle, recognise that people perform differently and utilise tools and techniques available.

Unlike undertaking a qualification, which can often feel like a solitary process, this CPD module connects managers with their peers.

The programme is delivered through one interactive module covering these objectives:

- Understanding the performance management cycle, including processes for managing different types of performance
- Understanding of disciplinary and grievance, causes of poor performance and how to minimise them
- Awareness of strategies to improve performance
- Awareness of managing and retaining high performing staff
- Understand how to give feedback and manage difficult conversations
- Awareness of cultures that encourage confidence, responsibility and accountability
- Understanding effective role modelling, coaching and mentoring.

Understanding Self-Management

This CPD module will help managers to tackle isolation, manage time, build resilience and ensure well-being. It will look at techniques and tools which can support managers to self-manage and understand when and how behaviours can influence and impact on others.

Unlike undertaking a qualification, which can often feel like a solitary process, this CPD module connects managers with their peers.

The programme is delivered through one interactive module covering these objectives:

- Awareness of the impact of your own beliefs and values
- Understanding self-management, self-awareness and confidence
- Understanding integrity and how actions and words influence others
- Awareness of cultures that foster resilience
- Understanding emotional intelligence
- How to deal with pressure and stress using well-being strategies including delegation
- Awareness of time management, techniques and tools
- Understanding the role of technology.

Understanding Workplace Culture

This CPD module will help managers to explore the critical links between vision, values and culture, providing practical support to influence change and develop the culture of their service.

Unlike undertaking a qualification, which can often feel like a solitary process, this CPD module connects managers with their peers.

The programme is delivered through one interactive module covering these objectives:

- Develop a clear understanding of what culture is
- Understanding the relationship between culture, values and vision
- Understanding approaches for assessing culture and steering action
- Understanding simple rules for turning values into action
- Understanding nudge as applied to head, heart and environment
- Awareness of a range of nudge activities for developing culture.

The Leeds Registered Manager Networks

The registered manager networks are recognised as an excellent way to support managers. Good managers are committed to working with others and embedding best practice. The Registered Manager Networks provides local, practical and peer support and is a great way to meet other registered managers. There are two networks established in Leeds, one for care home and domiciliary providers and the other for learning disabilities.

The network approach gives registered managers an opportunity to:

- Access peer support, reducing isolation
- Share valuable information about their role and service
- Increase confidence outside of their daily environment
- Share skills and best practice
- Listen to guest speakers, including regulators, commissioners, workforce development leads and Skills for Care representatives.

The Registered Manager Networks meet on a quarterly basis and are organised and managed by registered managers with the support of Leeds City Council and Skills for Care. More information can be found at page 53.

The People Development Programme – 2022 / 2023

The People Development Programme is reviewed annually and delivered over the year to support the identified development needs of adult social care workers, including leaders and managers. Many of the courses will complement the centre of excellence offer, and as such, leaders and managers will be encouraged to attend as part of their continued professional development.


The People Development Programme brochure and calendar has also been circulated in its electronic version. If you would like to receive this please contact the Organisational and Workforce Development Unit.

Strategic Fit and Quality Assurance

The Leadership Academy supports the outcomes that are contained in the Leeds Adult Social Services Workforce Strategy.

As a Skills for Care Endorsed Provider and Centre of Excellence this training offer is subject to external monitoring and validation to ensure the quality and relevance of its provision.

For more information about the opportunities in this programme or general advice on leadership and management development contact **Trevor Hewitt**, Organisational and Workforce Development Business Partner by:

 Telephone - 0113 378 9339 or 07891 279 701

 Email - trevor.hewitt@leeds.gov.uk

 Post - **Adults and Health Directorate** | Leeds City Council | Merrion House| 4th Floor East | 110 Merrion Centre | Leeds | LS2 8BB.

Attendance on training courses

Policy and attendance monitoring

Please read the following information before booking places.

Terms and Conditions

The training events and activities that are organised and delivered through the annual people development programme represent a significant investment and financial outlay. They are designed to equip the workforce with the skills and knowledge they need to effectively carry out their duties and deliver the highest possible care services.

In identifying and enrolling a person on a particular event, the line manager is saying that the activity is appropriate for increasing an individual's skills and knowledge and that it will support the development of the individual, team and their organisation. In addition, they are committing their support to the individual and agreeing to them attending the training.

Most courses and events are still offered free of charge, or at a subsidised rate, as part of our on-going commitment to skills and knowledge improvement. All the courses and events that make up the annual programme have been developed as a result of identified need, and therefore demand for them is very high.

None attendance at any event is expensive and wastes valuable places. If a place needs to be cancelled it is the responsibility of the learner to cancel their own place.

However, if they are away from work due to sickness, it is expected that the line manager will cancel the booking in advance of the course.

To cancel a course you need to email the training administration team as soon as possible at bsc.training.administration@leeds.gov.uk If the cancellation is at short notice please call 0113 378 5274.

Charges and Cancellations

Courses and events are offered free of charge unless otherwise stated. Where a charge has been applied, this has been kept to a minimum to cover the cost of delivery, resources or registration where appropriate.

To ensure that we can continue to keep the costs for training as low as possible, it is important that individuals remain committed to their personal development and attend the courses that have been booked. Remember to commit the date, time and details of your course or event to your diary.

Cancellations should only be made as a result of an emergency or illness. If a place has to be cancelled, you should follow the instructions above.

How to book a place on these courses

All the courses in this brochure should be booked using Leeds City Council's on-line performance and learning booking system, PALS. The following link can be used to access PALS. [Click Here](#)

You will also be able to view and search all the courses open to you using the systems search facilities and to keep up to date with new courses and additional dates.

Should you find that a course is fully booked, please add the delegates details to the wait list. By doing this we can see when there is greater demand, and can look at adding additional events.

If your organisation is not already registered on PAL you will need to register before you can book onto the training courses. To do this please email bsc.training.administration@leeds.gov.uk to request a 'new organisation set up form'.

If you experience difficulties with the system, or need help with it, please email our Business Support Centre at bsc.training.administration@leeds.gov.uk

Leadership Academy Training programme 2022 – 2023

The following pages provide details of the courses that will take place between April 2022 and March 2023. The second edition of this brochure will be published in October, and it will contain additional training opportunities and updates.

The easiest way to find the latest information and updates on all training is by using the PAL system. You can log on and search by course title or by using the event calendar. Also, watch out for the monthly workforce development updates that are emailed to our providers.

Lead to Succeed

Course Dates:

Programme 9	Programme 10	Programme 11	Programme 12	Programme 13
• 03/02/22	01/02/22	24/02/22	12/04/22	11/08/22
• 03/03/22	08/03/22	22/03/22	10/05/22	08/09/22
• 05/04/22	07/04/22	19/04/22	31/06/22	06/10/22
• 05/05/22	07/04/22	12/05/22	07/07/22	03/11/22
• 01/06/22	07/06/22	09/06/22	04/08/22	08/12/22

Programme 14

- 01/12/22
- 05/01/23
- 02/02/23
- 02/03/23
- 30/03/23

Duration:

Five one day workshops, 09.30 – 15.30, Enterprise House, Leeds, LS1 2LE.

Provider:

Leeds City Council, Adults and Health, Leadership Academy. A Skills for Care Endorsed Provider and Centre of Excellence.

Target audience:

The programme is aimed at aspiring managers, new managers and managers wanting to refresh and update their knowledge and skills from both internal and external adult social care and support organisations. It will be of particular interest to those organisations wanting to improve in the CQC domain of well-led. These inspiring five-day workshops are designed for:

- Managers wishing to refresh their skills and knowledge
- Aspiring and new managers
- Supervisors
- Team leaders
- Deputy managers
- Senior staff.

Course overview:

This programme will support delegates to further develop their leadership and management potential through understanding how successful behaviour and practical strategies can support them in their day-to-day work, as well as considering how they could implement these, now and in the future.

The course will cover:

The Lead to Succeed programme is delivered through five one day workshops, with each focussing on a different topic. They have been designed to empower the health and social care sector with outstanding leadership skills. The workshops are:

- Module 1 – Successful behaviours for leaders and managers
- Module 2 – Developing a positive culture
- Module 3 – Effective supervision
- Module 4 – Leading and managing the process of change
- Module 5 – Leading and managing the inspection process.

Following this training you will be able to:

Lead and manage your organisation more effectively. You will have boosted your capability, knowledge, skills and confidence to ensure the smooth running of adult social care and support services.

Course format:

Learning will be achieved through presentations, demonstrations and exercises. Participants will have the opportunity to learn and network with other managers from across the adult social care sector. The workshops will be participative with delegates using their current experience and knowledge to explore the course content further. There is no requirement for pre-course reading, but you will be expected to do some reading and research between the workshops. After each workshop you will produce and implement an action plan.

Links:

This programme has been designed by the National Skills Academy Social Care and reviewed and updated by Skills for Care. It is designed around the Manager Induction Standards (MIS) and the specification for the Level 4 Certificate of Leadership and Management in Adult Social Care. It will enable delegates to meet some of the outcomes of the MIS and to start to build evidence to develop further for their Level 4 Certificate. Throughout the programme reference will be made to the Leadership Qualities Framework.

This course supports:

As above. Also, the achievement of outcomes that make up the CQC domain, Well-led.

Cost:

Normally the full recommended cost of this programme is £1,100 per person, but, as part of the Council's commitment to the sector, we only make an administration charge of £500 per person (£600 for people not based in Leeds). Upon completion of the programme, eligible organisations can claim £500 back through the Skills for Care Workforce Development Fund via a funding partnership, where eligible. We will advise how to do this.

Well-led

Course dates:

Programme 9

- Module 1 – 17/02/22
- Module 2 – 17/03/22
- Module 3 – 14/04/22
- Module 4 – 11/05/22

Programme 10

- Module 1 – 30/06/22
- Module 2 – 28/07/22
- Module 3 – 25/08/22
- Module 4 – 29/09/22

Programme 11

- Module 1 – 17/11/22
- Module 2 – 15/12/22
- Module 3 – 12/01/23
- Module 3 – 09/02/23

Duration:

Four interactive workshops over four days, from 09:30 – 15:30. Enterprise House, Leeds, LS1 2LE.

Provider:

Leeds City Council, Adults and Health, Leadership Academy. A Skills for Care Endorsed Provider and Centre of Excellence.

Target audience:

Existing managers working in adult social care services within in the private, public or third sectors.

Course overview:

The programme is grounded in the reality of social care delivery and has been developed in partnership with registered managers familiar with the day-to-day challenges of leading a care team. Made up of a series of practical workshops, the programme is designed to enable leaders to deliver care in line with the expectations of a well-led service.

The course will cover:

You will find out what managers of a well-led organisations do to achieve and sustain high standards and how to apply these examples across your own organisation to deliver high-quality, person-centred care. Throughout the programme you will be supported to develop your leadership skills, advance your service, and have a real impact in your workplace in order to secure a well-led future.

Following this training you will:

The Well-led programme will support leaders to:

- Understand how new leadership strategies and techniques can be used to transform services and improve the quality of care
- Enhance leadership skills to become a more effective leader
- Gain improved confidence to lead services in an increasingly complex and challenging sector

- Develop clear goals to improve personal leadership and effectiveness
- Learn from others and share experiences and ideas with peers to develop a strong support network.

Course format:

The four interactive workshops, over four days (1 per month), explore live, challenges and practical examples of well-led services:

Day 1: Know yourself – looking inwards

Day 2: Leading a successful service – looking around

Day 3: Leading high performing teams – looking sideways

Day 4: Leading in and beyond the boundaries of your service – looking outwards

Links:

This programme supports the knowledge requirements of leadership and management qualifications at levels four and five.

This course supports:

By completing this programme, you will be better placed to achieve the outcomes that make up the CQC domain for Well-led.

Cost:

Normally the full recommended cost of this programme is £1,100 per person, but, as part of the Council's commitment to the sector, we only make an administration charge of £500 (£600 for people providing services outside Leeds). Upon completion of the programme, eligible organisations can claim £500 back through the Skills for Care Workforce Development Fund via a funding partnership. We will advise how to do this.

Leading Change, Improving Care

Course dates:

Programme 1

- Module 1 – 26/05/22
- Module 2 – 29/06/22
- Module 3 – 26/07/22
- Module 4 – 23/08/22
- Module 5 – 27/09/22

Programme 2

- Module 1 – 01/11/22
- Module 2 – 06/12/22
- Module 3 – 10/01/23
- Module 4 – 07/02/23
- Module 5 – 07/03/23

Duration:

Five interactive workshops over five days, from 09:30 – 15:30. Enterprise House, Leeds, LS1 2LE.

Provider:

Leeds City Council, Adults and Health, Leadership Academy. A Skills for Care Endorsed Provider and Centre of Excellence.

Target audience:

Existing managers working in adult social care services within in the private, public or third sectors.

Course overview:

Leading Change Improving Care is a practical leadership development programme aimed at registered managers and other managers currently working in adult social care services.

Leading Change Improving Care (LCIC) is a national development programme for new and experienced managers of adult social care services. The learning programme is grounded in the reality of social care delivery and takes a practical look at how to influence and implement the necessary changes to meet current and future challenges and service needs in health and social care. It explores how to lead and manage change within teams and organisations and provides tools and techniques to drive change and ultimately improve the quality of care delivered. LCIC enables participants to consider their own leadership styles. It focuses on the impact these have on themselves and their team, how to become a more effective leader and how to influence and motivate teams. There is a strong emphasis on mentoring and coaching and how to identify and nurture skills in other people to develop high performing teams and grow future talent. It also provides a wonderful opportunity to work with and share issues and ideas with peers within the sector.

The course will cover:

The programme is delivered through five interactive modules covering the objectives below:

- Leading and managing the process of change within your team and organisation

- Facilitating change sensitively and building resilience for change
- Successful leadership skills and behaviours
- Managing hard to reach colleagues and those resistant to change to improve the performance of teams
- Coaching and development
- Improving personal effectiveness and time management.

Cost:

Normally the full recommended cost of this programme is £1,100 per person, but, as part of the Council's commitment to the sector, we only make an administration charge of £500 (£600 for people providing services outside Leeds). Upon completion of the programme, eligible organisations can claim £500 back through the Skills for Care Workforce Development Fund via a funding partnership. We will advise how to do this.

Understanding Performance Management

Course dates:

- 24/05/22
- 12/10/22

Duration:

Full day, from 09:30 – 15:15. Enterprise House, 12 St. Pauls Street, Leeds, LS1 2LE.

Provider:

Leeds City Council, Adults and Health, Leadership Academy. A Skills for Care Endorsed Provider and Centre of Excellence.

Target audience:

Understanding performance management is a practical continuing professional development (CPD) module aimed at registered managers and other managers in adult social care services.

Course overview:

This CPD module will help managers to explore the performance management cycle, recognise that people perform differently and utilise tools and techniques available.

Unlike undertaking a qualification, which can often feel like a solitary process, this CPD module connects managers with their peers.

The course will cover:

The programme is delivered through one interactive module covering these objectives:

- Understanding the performance management cycle, including processes for managing different types of performance
- Understanding of disciplinary and grievance, causes of poor performance and how to minimise them
- Awareness of strategies to improve performance
- Awareness of managing and retaining high performing staff
- Understand how to give feedback and manage difficult conversations
- Awareness of cultures that encourage confidence, responsibility and accountability
- Understanding effective role modelling, coaching and mentoring.

Following this training you will be able to:

Managers will understand how successful behaviours and practical strategies can support them in their day-to-day work. They'll be challenged to these into practice, boosting their capacity to lead and manage effectively.

The module includes an emphasis on reflection, helping managers to learn from their day-to-day experiences and think about how they can things differently or get better at recognising what they do well.

Course format:

Learning will be achieved through presentations and demonstrations. Participants attending the course will have the opportunity to use practical tools and templates and to network with other managers from across the adult social care sector.

Links:

The knowledge and skills developed through this course will help you to meet the CQC inspection requirements, especially the Well-Led domain.

This course supports:

The completion of this course will give some knowledge and understanding that could help you with the Level 4 Certificate in Principles of Leadership and Management for Adult Social Care or the Level 5 Diploma in Leadership and Management for Adult Social Care.

Cost:

There is an administration charge of £125 per person for this course. Upon completion adult social care employers can claim £125 per staff member on completion of this CPD module through the Skills for Care Workforce Development Fund, where eligible. We will advise on how to do this.

Understanding Self-Management

Course dates:

- 14/07/22
- 18/01/23

Duration:

Full day, from 09:30 – 15:15. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Leeds City Council, Adults and Health, Leadership Academy. A Skills for Care Endorsed Provider and Centre of Excellence.

Target audience:

Understanding self-management is a practical continuing professional development (CPD) module aimed at registered managers and other managers in adult social care services.

Course overview:

This CPD module will help managers to tackle isolation, manage time, build resilience and ensure well-being. It will look at techniques and tools which can support managers to self-manage and understand when and how behaviours can influence and impact on others.

Unlike undertaking a qualification, which can often feel like a solitary process, this CPD module connects managers with their peers.

The course will cover:

The programme is delivered through one interactive module covering these objectives:

- Awareness of the impact of your own beliefs and values
- Understanding self-management, self-awareness and confidence
- Understanding integrity and how actions and words influence others
- Awareness of cultures that foster resilience
- Understanding emotional intelligence
- How to deal with pressure and stress using well-being strategies including delegation
- Awareness of time management, techniques and tools
- Understanding the role of technology.

Following this training you will be able to:

Managers will understand how successful behaviours and practical strategies can support them in their day-to-day work. They'll be challenged to these into practice,

boosting their capacity to lead and manage effectively.

The module includes an emphasis on reflection, helping managers to learn from their day-to-day experiences and think about how they can things differently or get better at recognising what they do well.

Course format:

Learning will be achieved through presentations and demonstrations. Participants attending the course will have the opportunity to use practical tools and templates and to network with other managers from across the adult social care sector.

Links:

The knowledge and skills developed through this course will help you to meet the CQC inspection requirements, especially the Well-Led domain.

This course supports:

The completion of this course will give some knowledge and understanding that could help you with the Level 4 Certificate in Principles of Leadership and Management for Adult Social Care or the Level 5 Diploma in Leadership and Management for Adult Social Care.

Cost:

There is a charge of £125 per person for this course. Upon completion adult social care employers can claim £125 per staff member on completion of this CPD module through the Skills for Care Workforce Development Fund, where eligible. We will advise on how to do this.

Understanding Workplace Culture

Course dates:

- 14/09/22
- 15/02/23

Duration:

Full day, from 09:30 – 15:15. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Leeds City Council, Adults and Health, Leadership Academy. A Skills for Care Endorsed Provider and Centre of Excellence.

Target audience:

Understanding workplace culture is a practical continuing professional development (CPD) module aimed at registered managers and other managers in adult social care services.

Course overview:

This CPD module will help managers to explore the critical links between vision, values and culture, providing practical support to influence change and develop the culture of their service.

Unlike undertaking a qualification, which can often feel like a solitary process, this CPD module connects managers with their peers.

The course will cover:

The programme is delivered through one interactive module covering these objectives:

- Develop a clear understanding of what culture is
- Understanding the relationship between culture, values and vision
- Understanding approaches for assessing culture and steering action
- Understanding simple rules for turning values into action
- Understanding nudge as applied to head, heart, and environment
- Awareness of a range of nudge activities for developing culture.

Following this training you will be able to:

Managers will understand how successful behaviours and practical strategies can support them in their day-to-day work. They'll be challenged to these into practice, boosting their capacity to lead and manage effectively.

The module includes an emphasis on reflection, helping managers to learn from their

day-to-day experiences and think about how they can things differently or get better at recognising what they do well.

Course format:

Learning will be achieved through presentations and demonstrations. Participants attending the course will have the opportunity to use practical tools and templates and to network with other managers from across the adult social care sector.

Links:

The knowledge and skills developed through this course will help you to meet the CQC inspection requirements, especially the Well-Led domain.

This course supports:

The completion of this course will give some knowledge and understanding that could help you with the Level 4 Certificate in Principles of Leadership and Management for Adult Social Care or the Level 5 Diploma in Leadership and Management for Adult Social Care.

There is a charge of £125 per person for this course. Upon completion adult social care employers can claim £125 per staff member on completion of this CPD module through the Skills for Care Workforce Development Fund, where eligible. We will advise on how to do this.

How an action plan can support the effectiveness of any development or improvement work in your service and how it can be used to evidence that development.

The need to tell the story of progress against requirements using an action plan.

Classroom

We will resume face to face training when this is safe to do so, this is reviewed on a regular basis so please check PALS.

Audit Reporting and Action Planning

Course dates:

- 16/06/22
- 13/10/22
- 16/02/23

Duration:

Full day, 09:30 to 16:00. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider: Leeds City Council Care Quality Team

Target audience:

This course is aimed at owners, managers, commissioners, administrative staff and regulators.

Course overview:

Audit reporting and action planning is a key part of the quality assurance process as it is concerned with the monitoring and evaluation of practice, policies and procedures, with the aim of improving service to achieve better outcomes. The primary function of quality assurance is to ensure and evidence that service users are being kept safe from harm. It assists the service in making sure that staff are supported in carrying out their jobs both safely and effectively. Quality assurance is key to supporting learning and continuous improvement. It helps to improve outcomes by identifying strengths, areas for improvement and gaps within practice, policies and procedures in service provision.

The course will cover:

This course will help you to:

- Understand why audit reporting and action planning are a key part of the quality assurance process
- Understand why audits are important to service provision and why we do them
- Understand why we need to record
- Know how to validate your audits
- Support your move towards using electronic systems and audit tools.

Following this training you will be able to:

To develop and improve its service provision. It will also enable you provide evidence to support your external inspections. By using this learning you will be able to:

- Produce a single over-arching action plan
- Ensure that you and/or your team are doing them correctly
- Determine if you are providing a good service
- Produce an action plan to support continual improvement
- Identify ways of doing things better
- Ensure that you and your service is meeting statutory obligations.

Course format:

Learning will be achieved through presentations and demonstrations. Participants attending the course will have the opportunity to use practical tools and templates and to network with other managers from across the adult social care sector.

Links:

The knowledge and skills developed through this course will help you to meet the CQC inspection requirements.

This course supports:

As above.

Safeguarding Adults Level 2 – The role of the manager and supervisor

Course dates:

- 13/04/22
- 18/05/22
- 23/06/22
- 27/07/22
- 01/09/22
- 04/10/22
- 10/11/22
- 13/12/22
- 17/01/23
- 23/02/23
- 28/03/23

Duration:

Half day, 09:30 to 12.30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Leeds City Council

Target audience:

This course is aimed at front line managers, senior managers and supervisors, working with adults with care and support needs in Leeds Adult Social Care and its commissioned services. This includes domiciliary services, care and nursing homes, day care and supported living services. The training is available for both internal and external organisations.

Course overview:

The course will be based on the Leeds Approach – Citizen-led Multi Agency Policy and Procedures and will provide an opportunity for delegates to share experiences, and challenges.

The course will cover:

- Be aware of the Leeds Safeguarding Adults Board and the Multi-agency Safeguarding Adults Policy and Procedures.
- Understand your role and responsibilities within the statutory safeguarding process and those of others.
- Understand the importance of placing the person at the centre of all safeguarding activity and be able to focus on them and their lived experience, when following the Leeds Safeguarding Procedures.
- Consider the legal framework for safeguarding adult's work.
- Know how to raise a concern under the Leeds multi-agency procedures.
- Be confident in conducting an enquiry when requested to do so.
- Be aware of recent learning and practice development in Leeds.

- Be clear about other related processes and how they relate to safeguarding adults.
- Know how to develop and lead a service with a positive safeguarding culture.

Following this training you will be able to:

On completion of this course managers will understand the principles and aims of safeguarding and will have gained a better understanding of the new multi-agency policy and procedures. Have confidence in raising any safeguarding concerns, whilst ensuring the process is citizen lead and person centred.

Course Format:

Learning will be achieved through presentations, group discussions and scenarios. Participants attending the course will have the opportunity to use practical tools and templates and to network with other managers from across the adult social care sector

This course supports:

- Leeds Approach citizen-led Safeguarding Adults Policy and Procedures
- Care Act 2014
- Care and Support Statutory Guidance 2016
- Fundamental Standards or care
- Mental Capacity Act 2005
- Prevent strategy - Prevent duty guidance - GOV.UK

Policies and Procedures, Terms and Conditions

Course dates:

- 12/05/22

Duration:

Half day, 09.30 to 12.30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Adviser / Trainer

The heart of the Acas brand is their reputation for independence and impartiality. Their mission is to improve Britain's workforces making them more productive and harmonious work places for the benefit of both the employer and the individual employee.

Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff and aspirant managers.

Course overview:

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over a total of five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity
- Deal with absence.

The course will cover:

We will consider different working patterns, shift arrangement, holidays, and holiday pay. We explain how policies and procedures govern the employment relationship and look at your procedures that managers need to work with to ensure fairness and consistency. By law all employees must receive written terms and conditions of their employment. In this session we look at what a contract of employment is and the different types of contracts that exist.

Following this training you will:

Understand why you need policies and procedures and terms and conditions in place which support both your employees and the organisation.

Course format:

This training session will be delivered by an acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Essential Line Manager Skills

Course dates:

- 12/05/22 – 13:30 to 16:30
- 24/11/22 – 09:30 to 12:30

Duration:

Half day course. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer

Target audience:

All managers, registered managers, supervisors, HR staff, aspirant managers.

Course overview:

Line managers are key members of the management team and yet have close contact with those they supervise. They need training and guidance to gain confidence in their role. This session will enable them to understand how their role fits into the organisation and the importance of communicating with, leading and motivating the team.

The course will cover:

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity
- Deal with absence.

Following this training you will:

Understand the importance of your role as a supervisor or manager and have greater confidence in this role. You will also be better able to lead and motivate a team.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Recruitment and Selection

Course dates:

- 09/06/22 – 09:30 to 12:30
- 24/11/22 – 13:30 to 16:30

Duration: Half day course. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer

Target audience

All managers, registered managers, supervisors, HR staff, aspirant managers.

Course overview:

Most employers appreciate that the success of their organisation relies on its staff. However, finding the right people with the necessary abilities and attitudes, and then retaining them requires skills and knowledge which can sometimes be overlooked or rushed.

Business Need: Recruiting the wrong people can lead to performance issues, grievances, low morale and unnecessary costs. Such employees are likely to be disengaged, won't give their best and can end up leaving the organisation voluntarily, or involuntarily when their unsuitability becomes evident.

The course will cover:

This practical half day event takes delegates through both the legal and good practice elements of an effective and fair recruitment process.

Following this training you will gain:

The training is based on Acas' own non-statutory guidance on recruitment and induction. Delegates attending this event will gain a sound understanding of the fundamentals which underpin a legal, effective and fair recruitment process.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Managing Performance and Appraisal

Course dates:

- 09/06/22 – 13:30 to 16:30

Duration:

A half day course. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer.

Target audience:

All managers, registered managers, supervisors, HR staff, aspirant managers.

Course overview:

In a challenging economic environment, it is even more important for businesses to get the most from their staff.

Workplaces with a well-communicated and well-managed performance management system have better engaged staff, who understand what is required of them and know how their work fits into the overall aims of the business.

The course will cover:

This course will focus on the essentials of performance management and equip you with the skills and knowledge to implement a fair and successful performance management system in your workplace. Businesses achieve the best results from their employees by managing their performance within an agreed framework of planned goals, clear objectives and consistent standards.

Following this training you will need to:

Delegates attending this event will gain a clear understanding of the essential steps in setting up and maintaining an effective performance management system that will benefit employers, employees and the business as a whole.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Discipline and Grievance

Course dates:

- 03/08/22
- 11/01/22

Duration:

Half day - 09:30 to 12:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer

The heart of the acas brand is their reputation for independence and impartiality. Their mission is to improve Britain's workforces making them more productive and harmonious workplaces for the benefit of both the employer and the individual employee.

Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff, aspirant managers.

Course overview:

All those involved in managing staff need to have a grasp of their internal disciplinary and grievance procedures as they help promote good employment relations and ensure fair and consistent treatment in the workplace. This interactive session includes how to resolve issues at the earliest opportunity, and how to prepare for and conduct a disciplinary meeting. The session then looks at how to deal with formal and informal grievances.

The course will cover:

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity

- Deal with absence.

Following this training you will to:

understand why disciplinary and grievance policies and procedures are so important for managers, the organisation and employees. How to use them to resolve issues, and how to prepare for and conduct a disciplinary meeting. The session looks at how to deal with formal and informal grievances.

Course format:

This training session will be delivered by a acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Disciplinary Investigations in the Workplace

Course dates:

- 03/08/22
- 11/01/23

Duration:

Half day, 13:30 to 16:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer

The heart of the Acas brand is their reputation for independence and impartiality. Their mission is to improve Britain's workforces making them more productive and harmonious workplaces for the benefit of both the employer and the individual employee.

Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff, aspirant managers.

Course overview:

Investigations are held to clarify and establish the facts of a case and to help decide if there are grounds to call a disciplinary meeting, or dismiss a member of staff. Employers can be held liable if a poor investigation leads to an unfair dismissal. This course covers planning and conducting an investigation, analysing the evidence and drafting a report of the findings.

The course will cover:

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity
- Deal with absence.

Following this training you will to:

Confidently carry out disciplinary investigations in order to clarify and establish the facts of a case and to help decide if there are grounds to call a disciplinary meeting or dismiss a member of staff. Employers can be held liable if a poor investigation leads to an unfair dismissal. This course covers planning and conducting an investigation, analysing the evidence and drafting a report of the findings.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Managing Staff Absences

Course dates:

- 31/08/22
- 01/02/23

Duration:

Half day course, 09:30 to 12:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer

The heart of the acas brand is their reputation for independence and impartiality. Their mission is to improve Britain's workforces making them more productive and harmonious work places for the benefit of both the employer and the individual employee.

Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff, aspirant managers.

Course overview:

Absences and their effects on operating costs and productivity are a concern for most organisations and levels of stress are on the increase. This training will show delegates how to improve attendance levels using your attendance policy and how to conduct effective return to work interviews. We provide frameworks for exploring issues affecting attendance in a fair and non-invasive manner, and look at how stress and pressure can lead to illnesses and absences.

The course will cover:

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity

- Deal with absence.

Following this training you will to:

Use your knowledge and skills to improve attendance levels and how to effectively manage absences using agreed policies and procedures.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Tackling Unacceptable Behaviours

Course dates:

- 31/08/22
- 01/02/23

Duration:

Half day, 13:30 to 16:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Adviser / Trainer

The heart of the acas brand is their reputation for independence and impartiality. Their mission is to improve Britain's workforces making them more productive and harmonious workplaces for the benefit of both the employer and the individual employee.

Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff and aspirant managers.

Course overview:

The series of acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations
- Discipline and Grievance
- Increase performance and productivity
- Deal with absence.

The course will cover:

Unacceptable behaviours, such as bullying, and harassment or aggressive attitudes are harmful to everyone at work. This event looks at how managers should use their equality policy to deal with negative behaviours and promote a positive team culture taking account of discrimination laws and all associated rights. It will also break the myth of what is 'Banter', 'Bullying' or 'Harassment'.

Following this training you will to:

Understand why some behaviours at work are unacceptable and the harm that they can have on the culture and working environment. You will also learn how to deal with unacceptable behaviours and eradicate bullying and harassment.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Building Resilience

Course dates:

- 14/09/22
- 13/12/22

Duration:

Half day, 09:30 – 12:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer.

Target audience:

All managers, registered managers, supervisors, aspirant managers.

Course overview:

Building resilience is currently a hot topic in people management, with organisations that have invested in resilience training reporting better productivity, improved sickness absence and higher morale.

The course will cover:

Our resilience training will help leaders, managers and HR practitioners to improve levels of resilience within their workforce. The more resilient an individual, the better they will be able to protect their overall wellbeing and performance levels.

Following this training you will to:

Resilience is the ability of an individual or organisation to positively respond and successfully adapt to difficult events or circumstances.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Menopause in the Workplace – Managing the Menopause

Course dates:

- 14/09/22
- 13/12/22

Duration:

Half day, 13:30 – 16:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Employee Relations Advisor / Trainer.

Target audience:

All managers, registered managers, supervisors, aspirant managers.

Course overview:

Women currently represent 47% of the UK workforce, 28% of whom are aged 50 and above. The average age for a woman to go through the menopause is 51. Each woman's experience of the menopause is different and can present a variety of symptoms. Some of which can lead to increased absence and lower levels of engagement and productivity. Without the right support at work, women can feel they have no choice but to leave their job and maybe the workplace altogether.

Managers can find it difficult to discuss the menopause with their staff, due to a lack of understanding and fear they may make things worse. However, the legal implications of not providing employees with the necessary support and adjustments at work can be costly. This event will provide you with a clear understanding of the menopause, including common misconceptions and the legal position. You will learn about the wide range of symptoms and receive guidance on the support mechanisms available to employees going through the menopause.

The course will cover:

This course will discuss the importance of supporting those experiencing the menopause, including:

- An overview of the menopause, symptoms and who it affects
- The impact in the workplace
- An employer's legal responsibilities
- Case studies from real experiences
- How the organisation and managers can support staff.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Mental Health for Line Managers

Course dates:

- 12/10/22
- 21/02/23

Duration:

Full day, 09:30 to 16:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Senior Adviser / Trainer

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Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff and aspirant managers.

Course overview:

The transition from team member to team leader can be tough, so it is important that line managers receive the support and training they need. This session covers communication skills including listening skills and questioning techniques, how to lead and motivate your team and delegate successfully. We then look at how managers can build their own and their teams personal resilience and cope well during periods of change and adversity.

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity
- Deal with absence.

The course will cover:

Managers may have an understanding of mental health, yet they are often hesitant to address it, through fear of saying the wrong thing or making matters worse. However, early intervention is key. It provides opportunity for the manager and the individual to discuss the support they might need to stay in work, not only benefiting the individual but the team and the organisation. Delegates attending this event will gain an increased understanding of the different mental ill health conditions and how to recognise the signs and symptoms. Delegates will learn how to effectively engage with their staff at an early stage, have constructive conversations and be aware of the range of practical support available for individuals.

Following this training you will:

Understand why positive mental health is so important, different mental health conditions and how to recognise the signs and symptoms. You will also look at how to effectively support team members.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Having Difficult Conversations

Course dates:

- 02/11/22
- 22/03/23

Duration:

Full day, 09:30 to 15:30. Enterprise House, 12 St. Paul's Street, Leeds, LS1 2LE.

Provider:

Acas, James Brown, Senior Adviser / Trainer

The heart of the acas brand is their reputation for independence and impartiality. Their mission is to improve Britain's workforces making them more productive and harmonious workplaces for the benefit of both the employer and the individual employee.

Their philosophy is based on prevention, building long-term relationships with key industrial stakeholders and bespoke solutions.

Target audience:

All managers, registered managers, supervisors, HR staff and aspirant managers.

Course overview:

The series of Acas courses can either be taken as standalone courses, both full days and half days, or as a complete modular programme, delivered over five days. The programme will cover, as required:

- Learn to communicate effectively
- What does a good boss look like?
- Be a leader and delegate responsibly
- Motivate your people
- Deal with issues – have difficult conversations!
- Discipline and Grievance
- Increase performance and productivity
- Deal with absence.

The course will cover:

One of the most challenging parts of managing performance is initiating conversations around sensitive topics. Being able to tackle contentious issues in a balanced, calm and consistent way is a valued skill in all areas of working life and can improve a line manager's credibility with their team. This event covers ways of addressing sensitive subject matters like bullying, emotional issues, resistance to criticism and poor performance. The event includes practical exercises where you will get hands on

experience of how to manage discussions around a range of awkward subjects including personality clashes, discipline and conveying dismissal.

Following this training you will:

Have greater confidence to be able to deal with and challenge contentious issues at work. You will be more comfortable having those inevitable and difficult conversations in order to resolve workplace issues.

Course format:

This training session will be delivered by a Acas trainer whose experience and expertise of the workplace is geared towards providing down-to-earth advice and practical solutions. The training sessions are kept to small groups which allow delegates to discuss issues with the trainer, interact and share experiences with delegates from other organisations.

Complaints and Customer Experience Training

These programmes are designed to consolidate learning, provide reflective space and provide key strategies for making important changes that will improve the customer experience and have a significant impact on complaints handling. Time is extremely precious and so we have designed workshops which are short, highly interactive and energised.

The programme is made up of three half day courses as detailed below.

Duration:

Dependent on the specific course, as below.

Provider:

AKD Training

Target audience:

These courses are for Team and Service Managers, Administrative and support staff, and social work professionals.

The courses:

Complaints are like medicine - sometimes hard to swallow but good for you

This is a 2.5 hour workshop for Team and Service Managers. This programme will support managers to tangibly improve the way they handle complaints. By the end of the workshop participants will have:

- Clarity on the customer experience when things go wrong
- Defined how they will influence the culture (environment, mind-sets, language and behaviour) in their team/organisation to improve how complaints are handled
- Understand the benefits of focusing on resolution
- Know how to increase learning from complaints for their team/organisation
- An update on changes to complaints handling.

This is all done by having participants explore 6 statements from the AKD pharmacy, that are guaranteed to improve your health and move you to more preventative measures in future.

Complaints - How to Make Life Easier

This programme is for admin and support staff and is a ½ day workshop. The overall aim is for staff to understand the importance of customer experience and their personal responsibilities and contribution. By the end of the course participants will:

- Understand why the customer experience is important

- Know what the customer experience should look like and feel like, especially when things go wrong
- Understand how the complaints procedure works
- Understand their personal contribution to delivering great services and a great customer experience in challenging circumstances.

Effective Complaints Handling

This course is for social work professionals and will last ½ a day. The aim of the course is to empower staff to be more confident and effective when involved in handling complaints. By the end of the course participants will:

- Know what the customer experience should look like and feel like, especially when things go wrong
- Understand how the complaints procedure works
- What to do when people complain about you
- Understand and practice skills and techniques for resolving complaints.

How to book places on these courses:

Please note that these courses can't be booked via the PAL system. To book places contact Tina Price, Telephone 0113 378 3891 or email tina.price@leeds.gov.uk

The Acas Line Manager Skills Passport

What are the qualities of a good line manager? Effective line management is a vital part of any organisational success story. One of the key roles of a line manager is leading people. Being able to motivate and communicate the reasons for a certain course of action are also a vital skill. No matter in what field or at what level; poor line management can result in lacklustre results and high staff turnover or absence levels. Acas recognises the need for line managers to have confidence and good quality guidance to help them fulfil their people management responsibilities. This led us to develop the Line Manager Skills Passport. This provides the key skills for managers at all levels to understand their role and improve confidence.

Line Manager Skills Passport... Is a certificated, modular programme, designed for line managers, supervisors, senior managers and employee representatives who wish to develop or update their knowledge, competence and confidence across the full range of employment topics. The programme is focussed on your policies and provides a valuable and usable management toolkit based on the latest thinking in employment relations. Delegates will receive an Acas certificate of attendance.

The Acas Line Manager Skills Passport includes the following subject areas which are available through the Leadership Academy training offer.

Module 1a POLICIES AND PROCEDURES, TERMS AND CONDITIONS - By law all employees must receive written terms and conditions of their employment. In this session we look at what a contract of employment is and the different types of contracts that exist. We consider different working patterns, shift arrangements, holidays, and holiday pay. We explain how policies and procedures govern the employment relationship and look at your procedures that managers need to work with, to ensure fairness and consistency.

Module 2a RECRUITMENT AND SELECTION - Employers aim to recruit the right people with the right skills, behaviours, and capabilities for their business. This session looks at planning your staffing needs, creating job adverts, recruiting, using social media, shortlisting, and preparing for interviews. This course covers the entire process, including how to induct and retain new employees once they arrive within your workplace.

Module 3a DISCIPLINE AND GRIEVANCE - All those involved in managing staff need to have a grasp of their internal disciplinary and grievance procedures. They help promote good employment relations and ensure fair and consistent treatment in the workplace. This interactive session includes how to resolve issues at the earliest opportunity and how to prepare for and conduct a disciplinary meeting. The session then looks at how to deal with formal and informal grievances.

Module 4a MANAGING STAFF ABSENCES - Absences and their effects on operating costs and productivity are a concern for most organisations: levels of stress are on the increase. This training will show delegates how to improve attendance levels using your attendance policy and how to conduct effective return to work interviews. We provide frameworks for exploring issues affecting attendance in a fair

and non-invasive manner and look at how stress and pressure can lead to illness and absence.

Module 1b ESSENTIAL LINE MANAGER SKILLS - Line managers are key members of the management team and have close contact with those they supervise. Managers need training and guidance to gain confidence in their role. This session will enable them to understand how their role fits into the organisation and the importance of communicating with, leading and motivating the team.

Module 2b MANAGING PERFORMANCE AND APPRAISAL - Performance management systems ensure staff understand the standards required of them, are able to prioritise their work and know how it fits into the overall aims of the business. This event looks at the “dos and don’ts” of appraisal, setting objectives, monitoring and improving performance and giving effective feedback.

Module 3b DISCIPLINARY INVESTIGATIONS - Investigations are held to clarify and establish the facts of a case and to help decide if there are grounds to call a disciplinary meeting, or even to dismiss a member of staff. Employers can be held liable if a poor investigation leads to an unfair dismissal. This course covers planning and conducting an investigation, analysing the evidence and drafting a report of the findings.

Module 4b TACKLING UNACCEPTABLE BEHAVIOURS - Unacceptable behaviours such as bullying and harassment or aggressive attitudes are harmful to everyone at work. This event looks at how managers should use their equality policy to deal with negative behaviours and promote a positive team culture taking account of discrimination laws and all associated rights.

Module 5 MENTAL HEALTH IN THE WORKPLACE - Managers may have an understanding of mental health, yet they are often hesitant to address it through fear of saying the wrong thing or making matters worse. However, early intervention is key. It provides an opportunity for the manager and the individual to discuss the support they might need to stay in work, not only benefiting the individual but the team and the organisation as a whole. Delegates attending this event will gain an increased understanding of the different mental ill health conditions and how to recognise the signs and symptoms. Delegates will learn how to effectively engage with their staff at an early stage, have constructive conversations and be aware of the range of practical support available for individuals.

Module 6 HAVING DIFFICULT CONVERSATIONS - One of the most challenging parts of managing performance is initiating conversations around sensitive topics. Being able to tackle contentious issues in a balanced, calm and consistent way is a valued skill in all areas of working life. It can improve a line manager’s credibility with their team. This event covers ways of addressing sensitive subject matters such as bullying, emotional issues, resistance to criticism and poor performance. The event includes practical exercises where you will get hands-on experience of how to manage discussions around a range of awkward subjects, including personality clashes, discipline and conveying dismissal.

Join your local registered managers network



Run by registered managers and supported by Skills for Care, your local registered managers network offers the opportunity to share best practice in a safe space and discuss experiences and issues.

The networks act as a local support. Registered managers can feel a lot of pressure and isolation and the best people to understand how complex your role can be is other registered managers.

Your local registered managers network is growing and we'd be delighted to welcome you to our next meeting.

The network meets a minimum of three times a year and is always chaired by a registered manager. The agenda is set by those who attend, to make sure the discussions are always beneficial.

This network was developed to bring social care professionals together. If you've been given this leaflet, your local registered managers network wants you to join them.



To join your local registered managers network please contact
Jeanette Cookson

Telephone number 07969762864

Email address jeanette.cookson@skillsforcare.org.uk

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