

# Training Programme

September 2009 – June 2010

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## Summary of Courses

Course	Date	Location
Construction Design and Management	1 <sup>st</sup> September 09	Thistle Hotel, Inverness
Frameworks Scotland Awareness Day	11 <sup>th</sup> September 09	Woodend Hospital, Aberdeen
Fire Safety Workshop	16 <sup>th</sup> September 09	Beardmore Hotel, Clydebank
Project Director and Project Manager Roles	2 <sup>nd</sup> October 09	Health Facilities Scotland, Glasgow
Introduction to Project Management	12/13 <sup>th</sup> October 09	Health Facilities Scotland, Glasgow
Role of the Supervisor	20 <sup>th</sup> October 09	Aberdeen Royal Infirmary
SCART	16 <sup>th</sup> November 09	St John's Hospital, Livingston
Construction Design and Management	19 <sup>th</sup> November 09	Health Facilities Scotland
Nominated Officer (Fire)	20 <sup>th</sup> November 09	Glasgow (TBC)
Project Risk and Scheme Contact	24 <sup>th</sup> November 09	Holiday Inn Theatreland, Glasgow
Development of a Business Case	25/26 <sup>th</sup> November 09	Holiday Inn Theatreland, Glasgow
Open Book Accounting/Role of Cost Advisor	1 <sup>st</sup> December 09	Health Facilities Scotland, Glasgow
PAMS	2/3 <sup>rd</sup> December 09	Beardmore Hotel, Clydebank
Risk Based Methodology for Property Appraisal	9/10 <sup>th</sup> December 09	Beardmore Hotel, Clydebank
Frameworks Scotland Awareness Day	12 <sup>th</sup> January 10	Stirling Management Centre
Project Director and Project Manager Roles	19 <sup>th</sup> January 10	Stirling Management Centre
Fire Safety Management update	26 <sup>th</sup> January 10	Health Facilities Scotland, Glasgow
Project Risk and Scheme Contract	2 <sup>nd</sup> February 10	Aberdeen (TBC)
Open Book Accounting/Role of Cost Advisor	9 <sup>th</sup> February 10	Aberdeen (TBC)
Construction Design and Management	16 <sup>th</sup> February 10	Edinburgh (TBC)
Role of the Supervisor	23 <sup>rd</sup> February 10	Health Facilities Scotland, Glasgow
EMART/CEEF	3 <sup>rd</sup> March 10	St John's Hospital, Livingston
EMART/CEEF	11 <sup>th</sup> March 10	Perth Royal Infirmary
Fire Risk Advisor update	18 <sup>th</sup> March 10	Health Facilities Scotland, Glasgow

Please note that the *Medical Gas Pipeline Systems* courses will be arranged when the new guidance is published.

The courses below will be arranged in line with demand. Please register your interest.

Course
Cleanroom Training
Decontamination Equipment Training
Internal Auditor Training

## Central Energy Efficiency Fund (CEEF)

### Aim:

To provide training on the Web Based CEEF Software Tool.

### Course Content:

The course will provide training on:

- Web Tool overview and navigating around the system;
- Creating new projects;
- Inputting project details, selecting payback period;
- Verification and submitting.

### Course Objectives:

Participants will acquire the skills and knowledge to:

- Use the Web Tool to evaluate variations of projects or different projects;
- Maintain a record of projects;
- Submit projects for authorisation;
- View their Board's fund and schedule for repayments;
- Print reports.

**Duration:** ½ day

**Audience:** The course is appropriate to those who are responsible for applying for authorisation/management of the CEEF funds on new projects within their Boards.

**Dates:** 3<sup>rd</sup> March 2010 11<sup>th</sup> March 2010

**Venue:** St Johns Hospital, Livingston Perth Royal Infirmary

**Cost:** NHSScotland rate: £45 (VAT not applicable)

Non NHSScotland rate: £60 plus VAT

## Construction Design and Management (Project Health and Safety)

'Frameworks Scotland' is a new partnering framework established by Health Facilities Scotland (HFS) on behalf of NHS Boards to accelerate the procurement of NHS capital projects. This uses the NEC 3 Partnering contract for the appointment of Principal Supply Chain Partners (PSCPs) and also Professional Services Contracts (PSCs) covering the disciplines required for the form of contract – Project Manager, Supervisor and Cost Advisor and additionally also for CDM Coordinator and Healthcare Planner.

### Aim:

This special half-day training event has been designed to supply you with training on the role of the CDM Coordinator within the context of the Construction Design and Management Regulations. This course will also review the CDM role within the context of Frameworks Scotland, where health and safety forms a key performance indicator.

### Course Content:

Subjects addressed in this course include:

- Construction Design and Management Regulations;
- Role of the CDM Coordinator;
- Safety throughout the lifetime of the capital project.

**Duration:** ½ day

**Audience:** If you are involved or planning a major capital project then this course will be an essential training event. Along with CDM Coordinators, Frameworks Scotland Project Directors, Project Managers, Cost Advisors, Supervisors, Principal Supply Chain Partners and Principal Supply Chain members are also invited.

**Dates:** 1<sup>st</sup> September 2009                      19<sup>th</sup> November 2009                      16<sup>th</sup> February 2010

**Venue:** Thistle Hotel, Inverness                      HFS Glasgow                      Edinburgh/Stirling

**Cost:** NHSScotland rate: £85 (VAT not applicable)  
Non NHSScotland rate: £105 plus VAT

## Development of a Business Case

### Aim:

The course will concentrate on the development of both outline and full business cases which are becoming increasingly important in relation to NHSScotland's commitment to be a 'better client'. It will provide delegates with knowledge to ensure business cases are prepared and developed fully in accordance with the Scottish Government's Scottish Capital Investment Manual and the Office of Government Commerce (OGC) Gateway Review Process.

### Objectives:

- To prepare and develop an outline or full business case for an NHSScotland capital investment opportunity;
- To carry out reviews at critical stages in accordance with the OGC Gateway Review Process to ensure accountability and auditability;
- To minimise the business risk associated with a capital investment opportunity by utilising best practice literature and guidance;
- To understand the long term financial impact of both the capital and revenue expenditure of a project through its entire life cycle;

### Course content:

The course will consist of a series of lectures and presentations, workshops and scenario setting activities and case study review on the following topics:

- NHSScotland guidance and current best practice literature, in particular the Scottish Capital Investment Manual (SCIM) Business Case guide and HDL(2002)87;
- OGC Gateway Review Process, in particular, Stage 1 – 'Business Justification';
- Recommendations on preparing and developing business cases from the Scottish Government Health Directorates;
- Best practice and potential shortcomings in preparing and developing business cases;
- The role of existing assets and the technical, legal, financial and Scottish Government Health Directorates.

**Duration:** 2 days

**Audience:** Directors of Facilities, Directors of Finance, Capital Planning and Premises Development Teams

**Dates:** 25<sup>th</sup> and 26<sup>th</sup> November 2009

**Venue:** Holiday Inn Theatreland, Glasgow

**Cost:** NHSScotland rate: £340 (VAT not applicable)  
Non NHSScotland rate: £400 plus VAT

## Development of a Property and Asset Management Strategy (PAMS)

### Aim:

Asset management is one of the five work streams in the Scottish Government's 'Efficient Management' agenda and is a vitally important task, particularly with the capital investment in assets in the NHS having more than trebled in recent years. This course will provide delegates with an understanding of the key issues that the strategies should address and provide guidance on how to write a PAMS in a stepwise, straightforward and structured way.

### Objectives:

This course will provide participants with:

- An introduction to developing Property and Asset Management Strategies;
- An understanding of the key issues in PAMS Planning;
- A guide to writing a Property and Asset Management Strategy.

### Course content:

This course will consist of a series of lectures and presentations, workshops and interactive activities on the following:

- Key issues in PAMS, the interaction with the organisations corporate and service strategies and plans for change;
- Ensure the Scottish Government's commitment to a 'mutual NHS' is properly reflected;
- Understanding the importance of establishing a clear statement of current condition and performance of all assets;
- The development of strategic asset options, examining the NHS optional appraisal tool;
- The relevance of life cycle costing, a structured approach addressing long-term revenue funding reflecting in the development of PAMS;
- Provide an understanding of the new proposed methodology for monitoring the impact of the PAMS on the overall organisations delivery.

**Duration:** 2 days

**Audience:** Directors of Facilities, Directors of Finance, Capital Planning and Premises Development Teams

**Dates:** 2<sup>nd</sup> and 3<sup>rd</sup> December 2009

**Venue:** Beardmore Hotel, Clydebank

**Cost:** NHSScotland rate: £340 (VAT not applicable)  
Non NHSScotland rate: £400 plus VAT

## Environment Monitoring and Reporting Tool (EMART)

### Aim:

To provide training on the Environment Monitoring and Targeting Tool (EMART).

### Objectives:

Participants will acquire the skills and knowledge to:

- Compare the relative performance of each site;
- Calculate the carbon dioxide emission for each site or by Board;
- Assess compliance with national targets;
- Print reports and output excel spreadsheets with their data.

### Course content:

The course will provide:

- An overview and how to navigate around the system;
- Guidance on inputting data, controlling passwords, selecting sites and services codes;
- Instruction on verifying data;
- An overview of process calculations and outputs.

**Duration:** ½ day

**Audience:** Staff who will be making 'environment returns'

**Dates:** 3<sup>rd</sup> March 2010 11<sup>th</sup> March 2010

**Venue:** St John's Hospital, Livingston Perth Royal Infirmary

**Cost:** NHSScotland rate: £45 (VAT not applicable)  
Non NHSScotland rate: £60 plus VAT

## Fire Risk Advisor update

### Aim:

To update NHSScotland Fire Safety Advisors and statutory 'duty holders' Nominated Officers (Fire) in regard to recent NHSScotland Firecode developments. To provide a CPD opportunity for fire safety practitioners in NHSScotland, and others with fire safety duty holder responsibilities.

### Objectives:

To ensure relevant fire safety professionals and duty holders are aware of recent guidance and other developments to assist them to properly meet the mandatory obligations and duties as defined in the fire policy for NHSScotland, and that statutory fire safety provisions so far as they affect NHSScotland.

### Course content:

The course shall comprise group workshops, directed open forums and lecture inputs on a range of subject areas including:

- NHSScotland FIRECODE updated and new guidance documents;
  - SHTM 81 Part 1: fire precautions in new healthcare buildings;
  - SHTM 81 Part 2: guidance on the fire engineering of healthcare premises;
  - SHTM 87 Textiles and furniture;
- Regulatory agency input. Enforcement and compliance issues forum;
- Future guidance development group exercises, workshops and open forum discussions, including:
  - Fire risk assessment;
  - Practical exercise and evacuation training issues;
  - Policy and fire safety management.

**Duration:** 1 day

**Audience:** The programme is intended for those who have some knowledge of fire safety in the healthcare field and who require CPD update e.g. Fire Safety Advisors, Nominated Officers (Fire), Executive or Divisional directors and Line Managers

**Dates:** 18<sup>th</sup> March 2010

**Venue:** Health Facilities Scotland, Glasgow

**Cost:** NHSScotland rate: £170 (VAT not applicable)

Non NHSScotland rate: £210 plus VAT

## Fire Safety Management update

### Aim:

To provide executive and non-executive directors and divisional or departmental line managers in NHSScotland with sufficient information and knowledge to enable senior officers of the NHS to understand the implications of strategic decisions that may impact on fire safety, and understand the statutory and mandatory fire safety obligations in regard to the estate, staff, and others for whom they have responsibility.

### Objectives:

To provide sufficient knowledge of the legislation and mandatory fire safety policy obligations as defined in the Fire Policy for NHSScotland.

### Course content:

The course shall comprise inputs including:

- Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006; roles, responsibilities and obligations;
- Duty holders and their statutory obligations;
- The Fire Safety Policy for NHSScotland; statutory relationships and obligations;
- Statutory audits and the enforcements regime; what to expect.

**Duration:** ½ day

**Audience:** The course is suitable for all executive directors, non-executive directors and divisional or departmental line managers.

**Dates:** 26<sup>th</sup> January 2010

**Venue:** Health Facilities Scotland, Glasgow

**Cost:** NHSScotland rate: £85 (VAT not applicable)  
Non NHSScotland rate: £105 plus VAT

## Fire Safety Workshop – CPD update

### Aim:

To update NHSScotland statutory 'duty holders', Nominated (Fire) and Fire Safety Advisors in regard to recent NHSScotland Firecode developments. To provide a CPD opportunity for fire safety practitioners in NHSScotland, and others with fire safety duty holder responsibility.

### Objectives:

To ensure relevant fire safety professionals and duty holders are aware of recent developments to enable them to properly meet the mandatory obligations and duties as defined in the fire policy for NHSScotland, and the statutory fire safety provisions so far as they affect NHSScotland.

### Course content:

The course shall comprise group workshops, directed open forums and lecture inputs on a range of subject areas including:

- NHSScotland FIRECODE updated and new guidance documents:
  - SHTM 81 Part 1: fire precautions in new healthcare buildings;
  - SHTM 81 Part 2: guidance on the fire engineering of healthcare premises;
  - SHTM 87 Textiles and furnitures;
  - Training needs analysis.
- Regulatory agency input. Enforcement and compliance issues forum;
- Future guidance development of group exercises, workshops and open forum discussions, including:
  - Fire risk assessment;
  - Practice exercise and evacuation training issues;
  - Policy and fire safety management.

**Duration:** 1 day

**Audience:** The programme is intended for those who have some knowledge of fire safety in the healthcare field and who require CPD update e.g. Fire Safety Advisors, Nominated Officers (Fire), Executive or Divisional directors and Line Manager duty holders.

**Dates:** 16<sup>th</sup> September 2009

**Venue:** Beardmore Hotel, Clydebank

**Cost:** NHSScotland rate: £90 (VAT not applicable)  
Non NHSScotland rate: £120 plus VAT

## Introduction to Project Management

This introductory level course, provided by an Association of Project Management (APM) trainer, is designed to clarify and explain the basic aspects of a project and project management and to give participants confidence in their project environment. It will help individuals to recognise the key aspects of a project and the importance in their role within it.

### Aim:

- Understand what constitutes a project and the typical life cycle of a project;
- Understand the role of the Project Manager and the Project Team;
- Interpret and understand typical project charts and documentation;
- Understand the importance of the Project Objectives;
- Understand the benefits of an effective project team;
- Understand best practice as defined by the professional bodies.

### Course content:

Subjects addressed in this course include:

- Project Management in context;
- Planning the strategy;
- Techniques;
- Business and Commercial;
- Organisation and governance;
- People and the profession.

At the end of the course participants will be able to undertake the 'Introductory Certificate in Project Management' examination offered by The Association for Project Management (APM). **This will be an additional cost of £115.**

**Duration:** 2 days

**Audience:** This course is relevant for those are new to Projects and Project Management, individuals who are required to carry out project related tasks. Individuals who need to enhance their understanding of project terminology and documentation and those working in functional departments which interact with projects.

**Dates:** 12<sup>th</sup> & 13<sup>th</sup> October 2009

**Venue:** Health Facilities Scotland, Glasgow

**Cost:** NHSScotland rate: £340 (VAT not applicable)  
Non NHSScotland rate: £400 plus VAT

## NEC 3 Frameworks Scotland: Awareness Day and Project Walk Through

'Frameworks Scotland' is a new partnering framework established by Health Facilities Scotland (HFS) on behalf of NHSScotland Boards to accelerate the procurement of the NHSScotland Capital projects.

It encourages long-term partnering relationships between NHSScotland Boards and Principal Supply Chain Partners (PSCPs).

The PSCPs have pre-accredited supply chains with a wide range of specialists such as architects, engineers, healthcare planners etc that have extensive knowledge of working with the NHS.

### **Aim/Objectives/Course content:**

A special half day training event has been designed to supply you with an overview of Frameworks Scotland and will include such topics as:

Procurement Process	Selecting a PSCP
Design quality	Innovation and best practice
Educating the Project Team	Managing risk
Financial issues	Benchmarking & value for money
Project Walkthrough	

**Duration:** 9.30 – 12pm

**Audience:** If you are involved or planning a major capital project then this will be an essential training event to bring you up to date of the future changes in the delivering of NHS capital schemes. Project Directors, Project Managers, Capital Works Managers/Officers, Director of Estates & Facilities and other associated officers are invited.

**Dates:** 11<sup>th</sup> September 2009                      12<sup>th</sup> January 2010

**Venue:** Woodend Hospital, Aberdeen                      Stirling Management Centre

**Cost:** NHSScotland rate: Free  
Non NHSScotland rate: £100 plus VAT

## NEC 3 Frameworks Scotland: Open Book Accounting (run in conjunction with Role of the Cost Advisor)

'Frameworks Scotland' is a new partnering framework established by Health Facilities Scotland (HFS) on behalf of NHSScotland Boards to accelerate the procurement of NHSScotland capital projects. This uses the NEC 3 Partnering Contract for the appointment of Principal Supply Chain Partners (PSCPs) and also Professional Services Contracts (PSCs) covering the disciplines required for the form of contract – Project Manager, Supervisor and Cost Advisor and additionally also for the CDM Coordinator and Healthcare Planner.

### Aims/Objectives/Course content:

This special training event has been designed to supply you with training on open-book management under Frameworks Scotland and will include such topics as:

- Definitions and Terminology;
- Setting the Target Price;
- Overview of the NEC 3;
- Risk Management;
- Open Book Audit;
- Reporting.

This event combines with the afternoon module concerned with Role of the Cost Advisor.

**Duration:** 1 day including Role of the Cost Advisor module

**Audience:** If you are involved or planning a major capital project then this will be an essential training event to bring you up to date with delivery of projects through the Framework. Project Directors, Project Managers, Capital Works Managers/Officers, Directors of Estates & Facilities and other associated officers are invited.

**Dates:** 1<sup>st</sup> December 2009 9<sup>th</sup> February 2010

**Venue:** HFS Glasgow Aberdeen

**Cost:** NHSScotland rate: Free subject to line manager attendance approval  
Non NHSScotland rate: £200 plus VAT



## NEC 3 Frameworks Scotland: Project Director and Project Manager Roles

'Frameworks Scotland' is a new partnering framework established by Health Facilities Scotland (HFS) on behalf of NHSScotland Boards to accelerate the procurement of NHSScotland capital projects. This uses the NEC 3 Partnering Contract for the appointment of Principal Supply Chain Partners (PSCPs) and also Professional Services Contracts (PSCs) covering the disciplines required for the form of contract – Project Manager, Supervisor and Cost Advisor and additionally also for the CDM Coordinator and Healthcare Planner.

### **Aims/Objectives/Course content:**

The Project Director and Project Manager are important to the successful implementation of projects under Frameworks Scotland.

The role of the Project Manager is pivotal in any successful contract using the NEC 3 Engineering and Construction Contract (ECC).

Delegates will gain a working knowledge of the duties respective of the Project Director and the NEC 3 Project Manager through discussion, review of key clauses and reference to Frameworks Scotland procedures.

At the end of the course participants should be able to understand the key duties of the Project Director and NEC 3 Project Manager in delivering a project using Frameworks Scotland.

**Duration:** 1 day

**Audience:** This workshop is intended for those acting or intending to act as Project Managers and those interested in understanding what this role involves such as Project Directors.

**Dates:** 2<sup>nd</sup> October 2009

16<sup>th</sup> January 2010

**Venue:** HFS Glasgow

Stirling Management Centre

**Cost:** NHSScotland rate: Free subject to line manager attendance approval  
Non NHSScotland rate: £200 plus VAT







## Nominated Officer (Fire)

### Aim:

To ensure Nominated Officers (Fire) and other 'duty holders' have sufficient knowledge and understanding to undertake the duties set out in the Fire Safety policy for NHSScotland CEL 25 (2008) and to meet the obligations of the Fire (Scotland) Act 2005 and the Fire Safety (Scotland) Regulations 2006, as statutory duty holders.

### Objectives:

To ensure Nominated Officers (Fire) have sufficient knowledge and information to understand their statutory and mandatory obligations. Mandatory policy standards, compliance and fire safety legislation will be examined and presented in that context.

### Course content:

The course will comprise sufficient information to undertake and meet the statutory obligations as defined in the legislation and fire policy for NHSScotland, including;

- Scottish Govt. Health Directorate Fire Safety policy for NHSScotland CEL 25 (2008); Roles and responsibilities;
- Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006. Roles and responsibilities;
- NHSScotland FIRECODE and the statutory compliance guide 'Practical Fire Safety Guidance for healthcare Premises';
- Practical management of fire safety;
- Fire hazards and risk assessment;
- Fire awareness and case history;
- Fire response arrangements, including control and related Health and Safety issues.

**Duration:** 1 day

**Audience:** The course is primarily for Nominated Officers (Fire) and their deputies, but will also be suitable for other statutory 'duty holders', e.g. line managers and others with supervisory responsibilities.

**Dates:** 20<sup>th</sup> November 2009

**Venue:** Glasgow

**Cost:** NHSScotland rate: £170 (VAT not applicable)  
Non NHSScotland rate: £210 plus VAT

## Risk Based Methodology for Property Appraisal

### Aim:

This course will provide training on the risk based methodology for property appraisal to assist those responsible for or for providing information that supports the development of a Property and Asset Management System. Whilst this training is specific to the estate as an asset, the principles can be used for the appraisal of an organisation's other assets.

### Objectives:

This course will provide participants with an overview of the suggested methodology for carrying out a property appraisal of the estate. The proposal recognises that the condition and performance of the NHS estate as an asset is assessed and maintained to ensure it is fit for purposes and safe for patients and staff.

A significant outcome of applying this methodology will be to enable a consistent approach to determining the quality of estate assets.

### Course content:

This course will consist of a series of lectures and presentations, workshops and interactive activities providing training on the proposed methodology covering:

- Developing the scope of the appraisal;
- Deciding on the level of detail required from the appraisal;
- The six facet approach – ranking protocols – elements and sub-elements;
- How to incorporate SCART and Corporate Greencode information within the methodology;
- Establishment and reporting of costs;
- The principles of the risk assessment process;
- Data collection, management and reporting;
- Performance analysis;
- Estate investment planning.

**Duration:** 2 days

**Audience:** Directors of Facilities, Directors of Finance, Capital Planning and Premises Development Teams.

**Dates:** 9<sup>th</sup> and 10<sup>th</sup> December 2009

**Venue:** Beardmore Hotel, Clydebank

**Cost:** NHSScotland rate: £340 (VAT not applicable)  
Non NHSScotland rate: £400 plus VAT

## Statutory Compliance Audit and Risk Tool (SCART) for Health Board Champions

### Aim:

To provide SCART Champions with the necessary high-level SCART knowledge to manage their estate, highlight recent developments in the Tool, and through a workshop, learn how to interpret the 'Tool Output' Results and identify any additional features required within SCART.

### Objectives:

Each Champion will have current SCART Champion experience, but will further develop their knowledge and skills, using the latest available version of SCART, to:

- Set up or change their organisational management structure within SCART;
- Allocate properties to particular sectors or divisions within their organisations;
- Assign particular staff to complete specific Questionsets in SCART for sites within their sector or division of responsibility;
- Assign read/edit rights to staff within their sector or division;
- Develop Action Plans for a site, sector or the whole organisation;
- Monitor use of the system and check completion of Questionsets;
- Read/interpret and print results.

**Duration:** 1 day

**Audience:** This course is suited to all estates/facilities staff having strategic responsibilities for the implementation and/or management of SCART either within their organisation as a whole, or within a particular sector or division of their organisation.

**Dates:** 16<sup>th</sup> November 2009

**Venue:** St John's Hospital, Livingston

**Cost:** NHSScotland rate: £170 (VAT not applicable)

Non NHSScotland rate: £210 plus VAT

## Enrolment Process

If you would like to reserve a place on any of our courses, please either visit our website ([www.hfs.scot.nhs.uk/training](http://www.hfs.scot.nhs.uk/training)) and book online or complete the attached Enrolment Form (**with Purchase Order and Email Address**) and fax to Health Facilities Scotland 0141 332 0703.

Alternatively, you can email it to [nss.hfseducation@nhs.net](mailto:nss.hfseducation@nhs.net) or request a copy from Health Facilities Scotland.

## Course Enrolment Form

### Course Information

Name of Course .....

Course Date .....

Course Cost .....

### Delegate Information

Name .....

Position .....

Organisation.....

Healthcare Base .....

Address .....

.....

Town ..... Postcode .....

Telephone..... Fax .....

E-mail (required for notice of confirmation) .....

\* Order Number ..... **\*Please note no booking will be confirmed without an approved Order Number**

Do you have any Dietary or Access Requirements?.....

.....

### Methods of payment

All payments must be sent to the following address:

**Health Facilities Scotland**  
**National Services Scotland**  
**Finance Department**  
**Gyle Square**  
**1 South Gyle Crescent**  
**Edinburgh**  
**EH12 9EB**

**By Cheque:** Payable to: The Common Services Agency. Please ensure that the delegate's name(s) and organisation(s) are written on the back.

**By BACS:** Payable to OPG Account No: 75909000 Sort Code: 10-14-99. Please send BACS remittance form as confirmation of payment.

### Data Protection

We may wish to send you information about other services which we think you may be interested or pass on your details to other bona-fide organisations for mailing purposes. If you do not wish to receive information about other services or events please tick this box.

If you do not wish to receive information from other bona-fide healthcare organisations please tick this box.

### CANCELLATION POLICY:

10 days notice is required for the cancellation of a booking