ECFRS CORE LEARNING PATHWAYS FOR LEADERSHIP AND MANAGEMENT 2020/24			
	Service Structure	**Level**	**ECFRS Courses/Activities**
UNDERPINNED BY THE NFCC LEADERSHIP FRAMEWORK BEHAVIOURS	**LEADING SERVICE** Strategic Management	L7	NEW 21st Century Leadership including 360º Appraisal NEW Political Awareness NEW Mentoring Skills NEW Finance for Non-Financial Managers NEW The Role of Project Sponsor NEW Industrial and Employee Relations Management GDPR – E-Learning (Mandatory) Safeguarding – E-learning (Mandatory)

	LEADING FUNCTION Middle Management	L5	NEW ILM Level 5
			NEW Political Awareness
			NEW Mentoring Skills
			NEW Finance for Non-Financial Managers
			NEW The Role of Project Sponsor
			NEW Introduction to Project Management
			NEW Industrial and Employee Relations Management
			NEBOSH
			Alternative Resolution
			Inclusion and Diversity:
			  • Dyslexia and Neurodiversity Awareness (enhanced version from Mandatory Training)
			  • Mental Health Awareness for Managers
			  • Mental Health Awareness (enhanced version from Mandatory Training)
			  • Adult Mental Health First Aid
			  • NEW Dignity in the Workplace – E-Learning (Mandatory)
			NEW Training Skills Level 2
			GDPR – E-Learning (Mandatory)
			Safeguarding - E-learning (Mandatory)
			NEW Managing Safely - E-Learning (Mandatory for Managers)

	LEADING YOURSELF/OTHERS Supervisory Management	L3	NEW ILM Level 3
			NEW Political Awareness
			NEW Mentoring Skills
			NEW Finance for Supervisory Managers
			NEW Introduction to Project Management
			NEW Industrial and Employee Relations Management
			Alternative Resolution
			Inclusion and Diversity:
			  • Dyslexia and Neurodiversity Awareness (enhanced version from Mandatory Training)
			  • Mental Health Awareness for Managers
			  • Mental Health Awareness (enhanced version from Mandatory Training)
			  • Adult Mental Health First Aid
			  • NEW Dignity in the Workplace – E-Learning (Mandatory)
			NEW Training Skills Level 2
			NEW Training Skills Level 1
			GDPR – E-Learning (Mandatory)
			Safeguarding - E-learning (Mandatory)
			NEW Managing Safely - E-Learning (Mandatory for Managers)
			Developing Management Potential

Further details on the above and all further L&D activities are available on the Service intranet – Learning & Development – Courses. If you have any queries related to any L&D activities, please contact the L&D team.			

*The content of each course is appropriate to the level of skills that you are acquiring (leading self/others/function/service). Dependent on the topic some courses are trained together, others are differentiated.