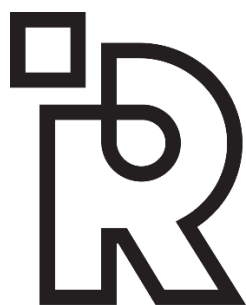


Learning and Development Strategy



rotunda

May 2023

Introduction

The Rotunda Ltd, Training and Development strategy has been written to support the charities strategic plans from the Business Plan dated 2021 – 2024, to meet the strategic goals of:

- Be a leading education provider;
- Be a sustainable organisation;
- Redevelop out assets; and
- Be an effective Community Anchor Organisation.

To support these goals, we have developed a strategy that sets out how the team will work with staff, managers, and stakeholders to help the organisation achieve these through engaging, innovative, and interactive learning pathways.

Our success continues to rest on the knowledge, skills and expertise of our staff, from front line engagement teams through to our Chief Executive Officer, each has a part to play in the delivery of a quality education, training and community services infrastructure for the people of the Liverpool City Region.

To continue delivering a service that ensures our stakeholders have access to all of our services and the charity remains sustainable, our people need to continually develop their knowledge, skills and behaviours and apply the highest standards of professionalism and ethics in everything they do. To achieve this, we need a learning culture that supports people develop the knowledge and skills they need, when they need them.

Our focus for this strategy, until 2025, is to:

- continue to support essential operational training and development needs, identified through business objective development; and
- develop and begin introducing a systematic and sustainable approach to training and development that allows staff to access a range of quality learning opportunities. This builds a strong foundation to ensure that our staff are supported now, and as our teams manage an increasing more complex environment in the future.

This strategy will ensure that training and development opportunities are available throughout their time working at Rotunda Ltd, with the key aim of building a skilled, engaged and diverse workforce, investing in staff development and strengthening our capacity to deliver an improved service.

Our Ambition

Our ambition for the Training and Development Strategy is to support the Rotunda Ltd vision by:

- introducing learning pathways to help staff develop and progress throughout their Rotunda Ltd career;
- providing flexible, blended learning opportunities that staff can access at the time that is right for them and the role they are in;
- growing the range of engaging and interactive learning opportunities available to support our staff development;
- working with our managers, key stakeholders, and staff to develop meaningful learning that they enjoy and feel the benefit of;
- being structured in our approach so that our managers and staff know what learning will be delivering for them; and
- evaluating what we do, with a view of continually improving the learning experience for all our staff.

What does our ambition mean?

Our ambition means we want to change how we work with managers and staff:

From Reactive

- Reactive learning and development activities;
- Managers unclear about who does what;
- People being “extracted” for training;
- Variations in training content and delivery across operational areas;
- Ad-hoc one size fits all leadership and management development; and
- Inconsistent evaluation of training and development.

To Proactive

- Planned and integrated learning and development activities linked to strategic and operational plans;
- Managers and staff working in partnership to make training effective for Rotunda;
- Staff being actively engaged in following their learning pathways;
- Consistency in content and delivery across operational areas;
- Tailored leadership and management development linked to role and learning pathway; and
- Evaluation of learning is planned, and linked to organisational outcomes (tangible measures).

By working more proactively, Rotunda Ltd can:

- support managers deliver their plans more effectively;

- provide blended learning opportunities for staff so they can access training and development activities flexibly and at a time that is right for them;
- work with managers to make managing their staff members learning as easy as possible, using our expertise and learning management systems to support this;
- help to drive the positive behaviours, professionalism and ethics we want to see from our staff members;
- help to share good practice across Rotunda Ltd.

Working this way will encourage our staff to stay and grow with us for longer, allow us to grow our reputation as an attractive employer further, and in turn support our culture and skills base.

What does our strategy look like?

The Training and Development Strategy is designed to work across the whole of the charitable departments at Rotunda so that we are developing our knowledge, skills, and behaviours consistently – one team delivering a quality community anchor services and educational provision.

Our strategy is underpinned by the promotion of engaging learning through departmental working to deliver integrated development for all.

There are two main areas of work: development and delivery.

Development includes:

- Learning pathways to deliver learning (including induction), through training needs analysis, linked to roles, management and operational training to identify future skills.
- Leadership and management which develops leadership and management learning, that focus on the knowledge, skills and behaviours needed at all levels and the agreed learning pathways.
- Development areas which support managers and key stakeholders develop learning and development plans for their teams.

Delivery includes:

- Management of learning and development which manages and continually reviews learning and the development of the staff team.
- Blended learning which develops approaches for e-learning and blended learning across Rotunda Ltd.
- Evaluation of the training model for evaluation linked to the business plan and operational outcomes.

How will we develop the strategy?

We will be systematic in our approach to developing our new way of working taking the following key steps.

We will build a skilled, engaged and diverse workforce, invest in staff development and strengthen our capacity to deliver an improved service.

We will:

- detail the knowledge, skills and behaviours needed for each department through a training needs analysis by working in partnership with managers and staff. This approach ensures that the teaching and learning truly reflect the knowledge, skills, and behaviours the role needs
- departmental action plans will identify what needs to be learned when, within a role. We will work with managers and staff to identify what development should be taking place within the first month, 3, 6, 18- and 24-month period and beyond, dependent on what the role requires.

Develop our future leaders to inspire, innovate and engage.

We will work with department heads to identify the specific learning outcomes that will support the development of inspirational, innovative, and engaging leaders across our organisations structure. Our aim will be to equip them with the knowledge, skills, and behaviours they need now and, in the future, to support the development of the organisation and its culture.

This work will be based on:

- the learning needed for their roles;
- the Success Profile of learning to date; and
- best practice.

Invest in our staff to give them the skills and knowledge they will need to meet public expectations of our service.

We will prioritise areas for development to be identified based upon:

- Learning which we are able to deliver/fund;
- feedback from operational departments;
- feedback from our stakeholders via consultation on service delivery;
- consultation with SLT and Trustees.

Evaluation

We will provide evaluation, which is immediate:

- Course content and delivery; and
- Blended learning opportunities content.

This evaluates the development work undertaken and identifies where any improvements may be needed.

We will provide evaluation, which is longer term:

- Impact of learning – what can staff and managers identify as the changes that have resulted from learning.

This will link into business plan and strategic objectives of the charity.

We will review this strategy in line with the strategic and business planning process to ensure that it continues to support all of Rotunda's staff members achieve their goals.

We will report regularly on the progress we make, the opportunities we have taken and any barriers that we encounter.

Maxine Ennis

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