



# Learning and Development 2024

## Service Delivery Plan



An tSeirbhís Chúirteanna  
Courts Service



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# LEARNING AND DEVELOPMENT 2024

## OUR VISION

‘Support the delivery of a modern court system by promoting a learning and development culture that is **accessible**, **collaborative** and **user centric**’.

## DESIGN PRINCIPLES FOR GOVERNMENT IN IRELAND

- We will put people first,
- We will design for trust,
- We will design services together,
- We will work to make things simpler,
- We will design to be inclusive,
- We will design from the top down and the bottom up,
- We will challenge assumptions and design with evidence,
- We will build, test, learn & iterate,
- We will design so knowledge can be reused & shared.





## INTRODUCTION

# INTRODUCTION

Welcome to the Learning and Development Service Delivery Plan 2024. The purpose of this document is to identify the key services that the Learning & Development Team intends to deliver to the Courts Service during 2024, and how we will deliver these services.

The Service Delivery Plan details our commitments and plans for the year ahead and our strategic priorities against which we will deliver our services to support the needs of our Courts staff, thereby facilitating access to justice.

**We are responsible for implementation of the Courts Service's L&D Service Delivery Plan and pride ourselves on delivering this through a solid teamwork ethos and a coaching culture.**

On an annual basis, we will adopt a Service Delivery Plan with specific targets based on collated objectives devised from the areas under which L&D have obligations under the People and Organisation (P&O) Strategy, the Modernisation Programme and Business as Usual priorities. We have developed an annual Service Delivery Plan with specific targets based on these priorities. These objectives and targets will then cascade into operational team plans and the objectives of individual team members in the L&D Unit.

There has been an increase in demand on L&D to develop training programmes due to increase in staff turnover, changes in ways of working introduced by the Modernisation Programme, the increase in remote working, and our commitment to the workforce of the future in the People and Organisation (P&O) strategy. The L&D Unit will deliver training under three pillars, Job Training, Developmental Training, and Core Courts Service Essentials.

This Service Delivery Plan is structured under the following strategic priorities as summarised from the L&D Strategy Review 2020-2023 Document.

- Embed the **New Entrants Programme**, in collaboration with HR through designing and delivering the training interventions, and communicating updates to the Courts Service
- Further develop our **Learning Pathways**,
- Renew the **L&D maintenance processes** to reflect the recent increase in responsibilities for L&D and develop an accompanying **communications plan** to inform the wider organisation of changes.
- Encourage a **culture of learning** in the organisation and create a plan with actions to embed this culture.

We will also have the internal strategic focus of establishing our new Operating Model to support the **Service Delivery Plan** and delivery of our strategic priorities.

**The L&D Unit look forward to continuing working alongside our colleagues to achieve the Courts Service vision of enabling a world class Courts system.**

**Note from the Head of Learning & Development,  
Catherine Mary Glackin (Principal Officer)**

*“Welcome to the Service Delivery Plan for our unit. As Courts Service embarks on this journey of growth and progress, it is imperative that we prioritise our activity to support of our People and Organisation Strategy to ensure the successful delivery of our commitments. This plan outlines our concerted efforts to foster a learning culture and build programmes that specifically cater to the needs of our valued staff.*

*In today's dynamic and ever-changing environment, investing in the development and well-being of our employees is not just a choice but a necessity. With this in mind, our unit has undergone a strategic restructure to make certain that we are well-equipped to advance the learning and development of our staff.*

*It is our firm belief that supporting the People and Organisation Strategy is fundamental to achieving our long-term objectives. By creating a favourable environment for learning and growth, we aim to empower our employees to reach their full potential and contribute meaningfully to the organisation.*

*This Learning and Development Service Delivery Plan outlines our commitment for 2024 to building programmes tailored to the specific needs of our staff, ensuring that they have the resources and opportunities to grow both personally and professionally.*

*I extend my gratitude to all those who have contributed to the development of this plan, and I am delighted to present this plan”.*

*Thank you.*



## OUR APPROACH

The Learning and Development Unit has been delivering targeted and effective services across the Court Service for several years. We aim to create the right learning courses/programmes for our staff at the right time. In recent years we have had to change how we manage activities to deliver services during unprecedented times, as well as deliver against increasing and competing priorities.

### Our key accomplishments:



Delivered against obligations from the Modernisation Programme including delivering training for ICT projects, the embedding of L&D resources into project teams and delivery of training to staff on various topics as requested.



Upgraded the Learning Management System to improve navigation, access, management information data, and to allow for the refund of fees application online.



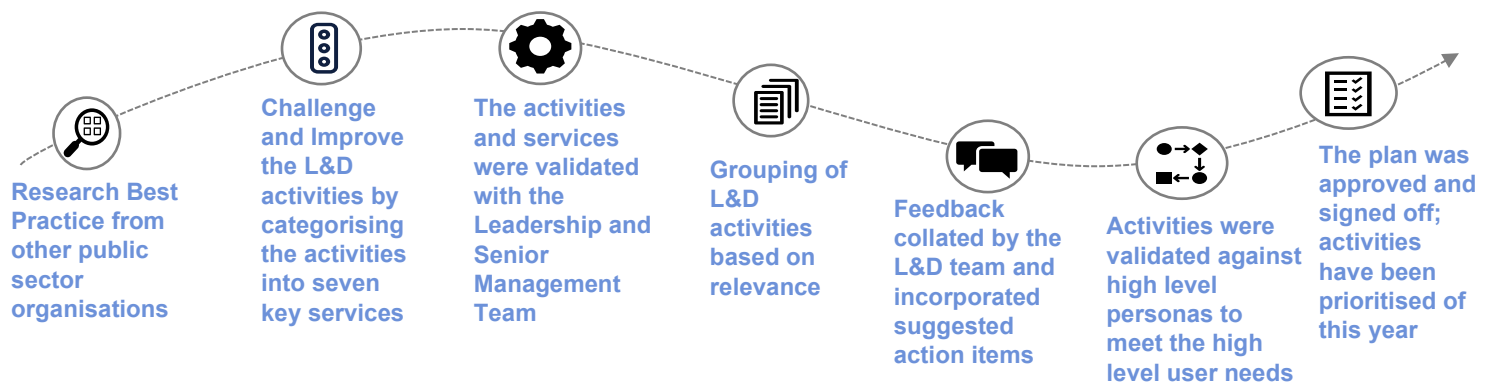
Delivered 155 training courses; focusing on online, classroom and blended programmes.

L&D leadership have identified the need for developing a L&D Service Delivery Plan because of:

- Increasing demand on L&D resources to **develop training programmes** due to increase in staff turnover (recruitment, retention), changes in ways of working introduced by the **modernisation programme** and our commitment to the **Workforce of the Future strand in the People and Organisation (P&O) Strategy**
- **Feedback from HPtW** suggest learning and development across **core Courts Service essentials, developmental (particularly managerial training) and job training** are key areas of priority for Courts Staff
- Feedback from the SMT suggests that **job training is a key priority** which requires a review in terms of the structure for delivering, updating, reporting and maintaining training

- **Best practice research** demonstrated that other Public Sector bodies have Learning and Development models that could benefit the Courts Service
- L&D unit identified a need for **development of the capabilities and expertise** within the team

We have approached the development of the Service Delivery Plan through a methodological and comprehensive way and undertaken a process for re-defining L&D services and activities. Below is a diagram that represents our approach to the Service Delivery Plan.



## FINANCIAL SUMMARY

The annual finance budget for the year 2024 is €650,000, plus €20,000 for T&S. Our approach to budgeting will incorporate our strategic priorities ([highlighted in section 8 of this plan](#)) which includes our obligations to design and deliver against business-as-usual requirements, changing ways of working across the Modernisation Programme, as well as our commitment to the Workforce of the Future Programme aligned to the People and Organisation (P&O) Strategy.

We spilt our budgets into:

- 76% of our budget is allocated to learning activities
- Around 20% of our budget gets allocated to centrally administered services e.g., refund of fees, memberships, travel and subscriptions paid out annually
- 4% of our budget is allocated to fixed costs to maintain and upgrade L&D Connect, our Learning Management System
- Approx. 16% is allocated to conferences

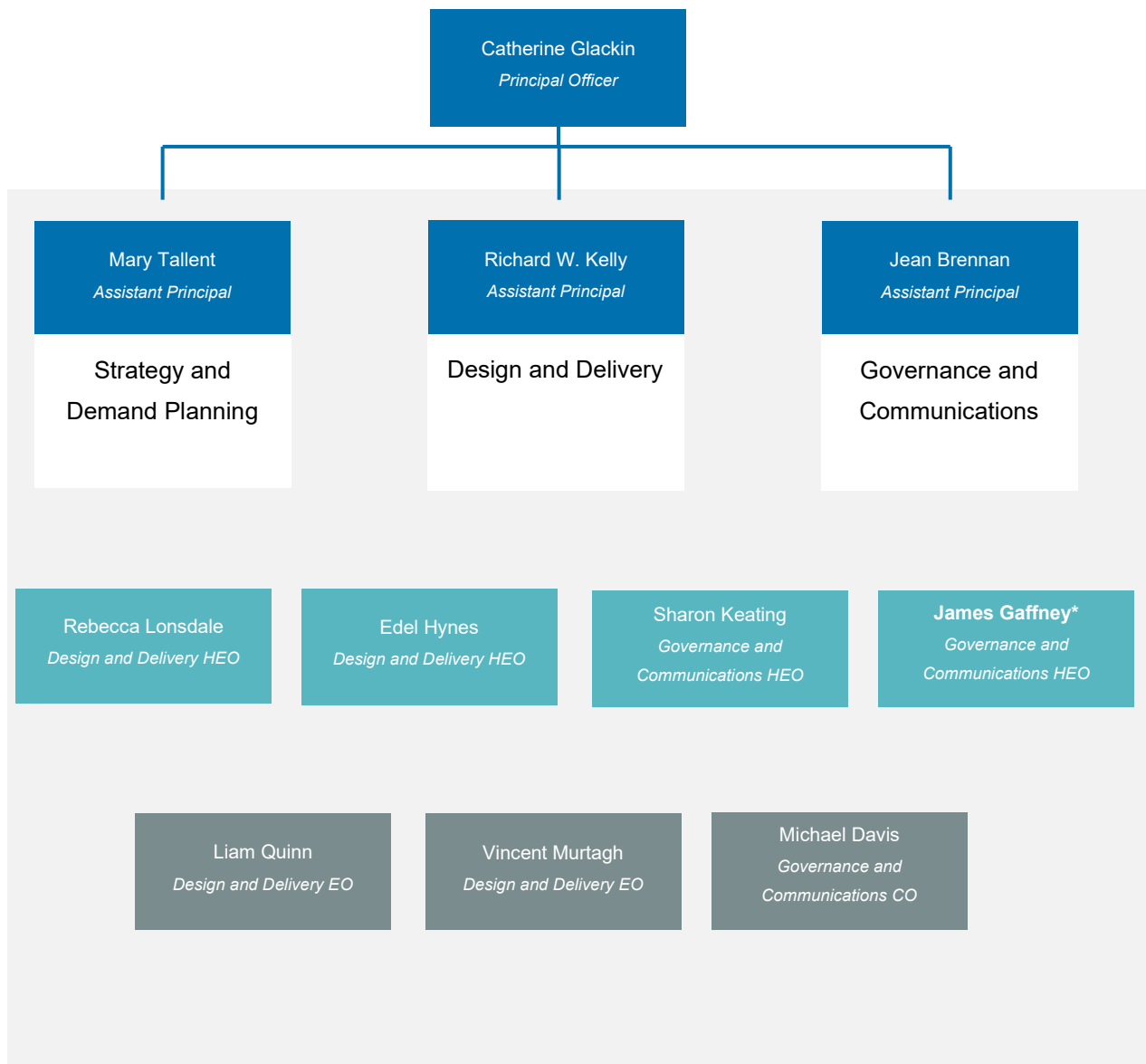
We allocate most of our budget to learning activities and deliverables against the Modernisation and Workforce of the Future programmes e.g., Leadership in Action, High performing teams, Development of your career pathways, Innovation, Trauma Informed Practice and to support on-going training programmes such as MDA, coaching etc.

As a unit, we contribute to and support the Corporate Business plan and have aligned our vision and priorities to the overall strategy of the Courts Service.

In 2022, the total training hours were 12,060 and average training hours per employee was approx. 11 hours. The total training hours in 2023 to date (end of Q3) is 19,451 whereas the average training hours per employee is approx. 17 hours, which is an increase of 55% from 2022 to 2023. There was no budget increase from 2022, but the increase in training delivered was facilitated by an increase in e-learning.

## PROFILES IN L&D UNIT

The Learning and Development Unit function designs, develops, and provides for focused development initiatives to support the achievement of organisation objectives. The L&D Unit consists of 10\* team members, led by the Head of the Change Programme Office, Catherine Glackin (PO). This Unit supports initiatives in line with the Modernisation Programme, the People and Organisation(P&O) Strategy and Business as Usual learning requirements. In the L&D Unit we currently have three HEO vacancies.



## L&D UNIT SERVICES 2023 AT A GLANCE



### 67 courses developed by L&D available on the LMS

(Including BAU and needs arising out of the modernisation programme)



### 03 Learning Pillars

(Development, Job, Core Courts Service Essentials which includes Compliance/Safety Health and Wellbeing and Equality Diversity & best practice delivered through classroom, online or blended)



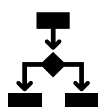
### CO Development Programme

73 learners completed the 9 courses of the programme delivered through a blended modality including regional in-person sessions



### Developing Career Pathways Programme

80 learners completed the programme across CO, EO and JA cohort levels



### Assisted Decision Making (Capacity) Programme

Approx 370 learners have completed the introductory programme



### MDA Programme

35 learners received their qualification for the MDA programme;  
33 new enrolments for the programme to date for 2024



### 242 learners enrolled for the Trauma Informed Practice Programme

86% of the total enrolled learners completed the course;

14% of the total enrolled were external learners who completed the course across the justice sector:

Department of Justice, Irish Prison Service, Director of Public Prosecutions, Department of Social Protection, An Garda Síochána, Legal Aid Board, Oberstown, Fisheries Ireland and Department of Public Expenditure and Reform



### Investment on training on individuals attending external trainings - €206,000



Approx €102,000 spent on Refund of Fees



Approx €69,000 spent on Sponsorship of Fees



Approx €35,000 spent on Job Training



### Sponsorship of Fees and Refund of Fees schemes

75 learners availed of the scheme across 6 different directorates:

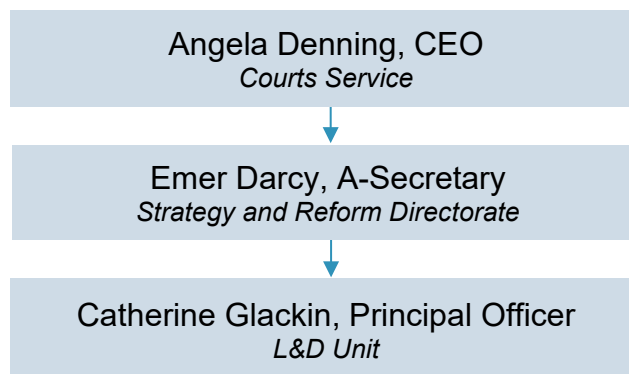
Office of the CEO, Superior Courts, Strategy and Reform, C&D Courts, Corporate Services, Information Technology



## GOVERNANCE STRUCTURE

The Learning and Development Unit is based within the Strategy and Reform unit headed by Emer Darcy, but also interacts with the Human Resources Team as mentioned through actions derived from the People and Organisation (P&O) Strategy. The L&D unit also receives requests via Change Programme Office (CPO) which has been formulated to support the ongoing Modernisation Programme, and from the organisation undertaking projects as part of the Modernisation programme as well as requests to support Business as Usual.

Below is a snapshot of L&D unit's governance structure:



Business Units making a request from L&D for new training projects will follow the single approach to change for approval by the budget holder or Modernisation Programme Board as appropriate and prioritisation by making a business case available to the Enterprise Change Board (ECB) where necessary.



## STRATEGIC PRIORTIES

# STRATEGIC PRIORTIES 2024

The L&D unit has the following strategic priorities for 2024:

|   |   |
|---|---|
| 1 | <p>Embed the <b>New Entrants Programme</b></p> <p><b>‘Support the successful implementation of the New Entrants Programme through designing and delivering the training interventions, and communicating updates to the Courts Service’</b></p> |
| 2 | <p>Further develop our <b>Learning Pathways</b></p> <p><b>‘Update learning pathways for support offices and include all relevant training for staff to follow a structured learning journey’</b></p>  |
| 3 | <p>Renew of the <b>L&amp;D Maintenance Model</b></p> <p><b>‘Support the unit to reflect the recent increase in responsibilities, and an accompanying communications plan to inform the wider organisation of changes’</b></p>                   |
| 4 | <p>Embed a <b>Culture of Learning</b></p> <p><b>‘Create a plan with actions to embed a culture of learning within the Courts Service where learning is seen as valuable to the learner, the manager and the organisation’</b></p>               |



## Priority 1: Embed the New Entrants Programme

### Strategic Priority

**We will design and deliver the training interventions required for the New Entrants Programme and communicate updates on the programme to the wider organisation.**

The New Entrants Programme is currently being set up to provide a consistent and informative training programme for new joiners to the Courts Service. L&D Unit will play a pivotal role in designing the training interventions, supporting the delivery in both logistics and trainers, and communicating updates on this programme and its benefits to the broader organisation.

### Area of focus

- Support the design of learning interventions as part of the New Entrants Programme (NEP)
- Ensure availability of resources to support with the delivery of the Programme
- Lead stakeholder engagement on the New Entrants Programme and ensure effective communication of updates and benefits of the programme to the organisation

### Performance Indicators

- Key performance indicators met as per the New Entrants Programme business case in year one



#### ACTION:

- Design and Delivery and Governance and Communications streams to work closely with the NEP project team.
- Ensure alignment and required support provided.
- Strategy and Demand stream to include NEP requirements in demand planning for the year and capacity tracker.



## Priority 2: Further develop our Learning Pathways

### Strategic Priority

**We will align all training courses with learning pathways so that Courts staff can follow a structured learning journey.**

The Courts Service is working on creating learning pathways which will encompass all current and upcoming learning and development interventions available to staff. There is on-going work in relation to aligning programmes as part of learning pathways. Learners will be able to independently access and follow a structured approach for their learning needs. Learners will be able to access their learning pathways via L&D Connect (Learning Management System).

### Area of focus

- Align the Modernisation Programme including Workforce of the future including the New Entrants Programme (P&O) and high performance teams to the overall learning pathways
- Align all training programmes within the learning pathways
- Support the provision of training specific to Modernisation Programme needs (CPO and ICT to advise priority projects over course of year)

### Performance Indicators

- |   |
|---|
| <ul style="list-style-type: none"> <li>• There is a learning pathway on the L&amp;D Connect for all staff/learners that is up-to date/accurate – <i>will not be achieved by 2024 but work will be progressed</i></li> </ul> |
| <ul style="list-style-type: none"> <li>• Learning pathways validated with business units and SMEs before publishing ensuring transparency</li> </ul>  |
| <ul style="list-style-type: none"> <li>• All offices familiar with pathways through strategic communications plan</li> </ul>  |



#### ACTION:

- Expand learning pathways for specialised / support offices to include role specific training requested by office, and add these pathways to LMS
- Develop and deliver the learning programme for the New Entrants Programme
- Develop and implement a communications plan so that Managers in each office are aware of current learning pathways on L&D Connect.





### Priority 3: Renew L&D Maintenance Model

#### Strategic Priority

**We will look to reflect the recent increase in responsibilities and an accompanying communications plan to inform the wider organisation of changes, wherever applicable.**

We will renew L&D governance processes and take a structured approach to define roles, responsibilities and agree ways of working with our key partners based on the SMEs, Managers, business unit's inputs which will be piloted and will be an iterative approach. A communications plan will be created with the help of our Communications Partner to ensure the right set of channels are used to effectively communicate with the organisation at appropriate times. We will create an annual marketing plan and ways to engage with our key partners on an agreed frequency.

We have developed principles which will guide how we communicate with the organisation:

1. Provide staff with the support and training they require to carry out their role and progress in their careers.
2. Support the organisation in becoming a learning organisation by developing bespoke training programmes, sourcing a catalogue of courses, and making them available on our Learning Management System, where possible.
3. Collaborate with project teams to support projects under the Modernisation Programme as well as business as usual.
4. To communicate the role of learning and the benefits that it can bring by spreading awareness and understanding of how we can support the Corporate Strategic Plan objectives to deliver the Modernisation Programme and People & Organisation Strategy.
5. To embed a culture of learning in the organisation and instil a recognition that developing a culture of learning is the responsibility of the whole organisation.

## Area of focus

- Develop communication strategy and effective ways to communicate with the staff in relation to L&D Unit Services and offerings along with align them to our principles which been laid
- Develop an annual marketing plan which includes spreading awareness on the L&D programmes/courses available on various platforms
- Engage with stakeholders on their and our requirements and support needed from the L&D unit

## Performance Indicators

|  |
|--|
| <ul style="list-style-type: none"> <li>• Develop KPIs and appropriate governance structures for L&amp;D and gain approval from L&amp;D Leadership</li> </ul>   |
| <ul style="list-style-type: none"> <li>• L&amp;D ways of working document created for internal/external stakeholders</li> </ul>  |
| <ul style="list-style-type: none"> <li>• A detailed communications plan aligning to the annual learning and development marketing plan</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Agreements developed and shared which outline the roles of SME's and L&amp;D in working together on production, validation and maintenance of training materials and interventions</li> </ul> |



### ACTION:

- Develop an effective communications plan with the help of our Communications and Brand Team
- Embed consistent principles and governance structure to review, update, maintain L&D processes as required
- Develop agreements in collaboration with Directorates / SME's



## Priority 4: Embed a culture of learning

### Strategic Priority

**We will define a culture of learning and create a plan with actions to embed the culture within the Courts Service along with support from our key stakeholders.**

As outlined in the Service Delivery Plan, the Courts Service aspires to be a learning organisation. The L&D Unit will promote and support continuous learning, encourage self-development and support the organisation to build capability. Developing a culture of learning will contribute to the Courts Service vision to build capability, improve health and wellbeing, improve engagement as well as contributing to better job performance. Leaders, managers and individuals are all required to drive this culture. A willingness to learn, experiment, and to fail fast as well as fail better are all key indicators of a culture of learning. This priority aligns with the Government's strategy to recognise lifelong learning and curiosity as indicators of a healthy life.

### Area of focus

- Define what culture of learning means to L&D and the organisation
- Align and validate with the current culture working group and other stakeholders
- Create a roadmap of activities to embed the culture of learning within the Courts Service
- Deliver activities to enable a change in behaviour to support the culture of learning

### Performance Indicators

- |   |
|---|
| • Culture of learning defined and accepted by the organisation                          |
| • Current culture working group referencing culture of learning in overall organisation |
| • Key stakeholder groups are targeted by culture of learning actions                    |

**Long Term Key Performance Indicators**

- Leadership in Action and HPTW feedback
- Business unit, learner and manager feedback
- Increase in training requests
- Increase in attendances at training events

**ACTION:**

- Define a culture of learning
- Promote the culture of learning at all levels within the Courts Service
- Learning to be a priority for everyone with key stakeholder preferences and collaboratively work towards achieving common goals

## RECOMMENDATIONS

The annual service delivery plan sets out the strategic priorities the L&D unit proposes to deliver by the end of 2024 within existing constraints of resource availability and funding. The unit will monitor the plan and a management report will be presented to leadership regularly.

To affect the changes and implement the key goals, priorities and actions in our Service Delivery Plan, we will adopt a project management approach aligning with the Single Approach to Change and leverage key tools to ensure our actions are effectively monitored and delivered on time. The L&D AP's will monitor the progress and its implementation on a regular basis, ensuring that we are working to plan, identifying and sharing our successes as well as overcoming any challenges to achieving our ambition.

A summary of the Annual Service Delivery Plan 2024 will be communicated to all staff within Courts Service via various communications channels.

The L&D Unit look forward to continuing working alongside our colleagues to achieve the Courts Service vision of enabling a world class Courts system.

Learning and Development Unit  
February 2024