

Learning & Development Service Delivery Plan 2025

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LEARNING AND DEVELOPMENT 2025

OUR VISION

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

OUR PURPOSE

“Our function within the Courts Service is empowering employees’ growth and developing their knowledge, skills, and capabilities to drive better business performance”

INTRODUCTION

Welcome to the Learning and Development Service Delivery Plan 2025. The purpose of this document is to identify the key services the Learning & Development Team will deliver to the Courts Service during 2025 and to articulate the benefits our learning interventions.

This Service Delivery Plan outlines our goals, how we propose to achieve them and how success is measured. This plan is aligned with the objectives in the Courts Service Corporate Strategic Plan 2024-2027, the Courts Service Business Plan 2025, the People and Organisation (P&O) Strategy, the Modernisation Programme, and business as usual priorities.

The Learning and Development Unit (L&D) delivers training under three pillars:

Pillar	Description
Core	These are the basic training essentials for Courts Service staff for legislative, strategic or policy reasons.
Job Training	These are the specific technical skills, knowledge or capabilities required to be an effective employee in each function; likely to be specific to a role or function.
Developmental	The training or support required to develop their career.

By the end of 2025, new entrants will have access to a range of supports, including induction and e-learning crime job training for Courts. A newly established training unit will offer additional learning options and classes, while core learning will continue to be refreshed such as updated GDPR training. Developmental pathways will be available in line with new Civil Service guidelines, featuring a redesigned Management Development Academy.

An upgraded Learning Management System will make interaction easier for learners, and managers will benefit from improved reporting systems. Organisational capability will be enhanced as teams complete the Building Effective Teams programme.

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 Glackin (Principal Officer)

I am delighted to present the Learning and Development Service Delivery Plan for 2025. This year marks a pivotal moment in the growth and evolution of our Learning and Development Unit. We are incredibly excited about the progress we've made, and this year promises to be a transformative one.

Building on the progress made in 2024, we will launch the job training programme for Crime. This initiative represents the first standardised, consistent, and scalable learning programme for court operational staff - the first steps toward an accredited learning programme for the Courts Service - and we are eager to see its impact. The feedback we've received from those testing the online learning has been overwhelmingly positive, reinforcing our confidence in the programme's potential. This year we will also rollout of the revised induction programme for new entrants, following a highly successful pilot in 2024, while also revising and adding to our developmental programme for staff.

While there is still much work ahead, I am confident in the ability and dedication of the Project Team and the Learning and Development team to deliver excellent programme across the three pillars of learning, core essential, job training and developmental.

Of course, this year will also see a continued focus on improving communication and reporting, which will be essential engaging with our staff and for understanding and demonstrating the impact of the Learning and Development unit in building our capability and organizational agility.

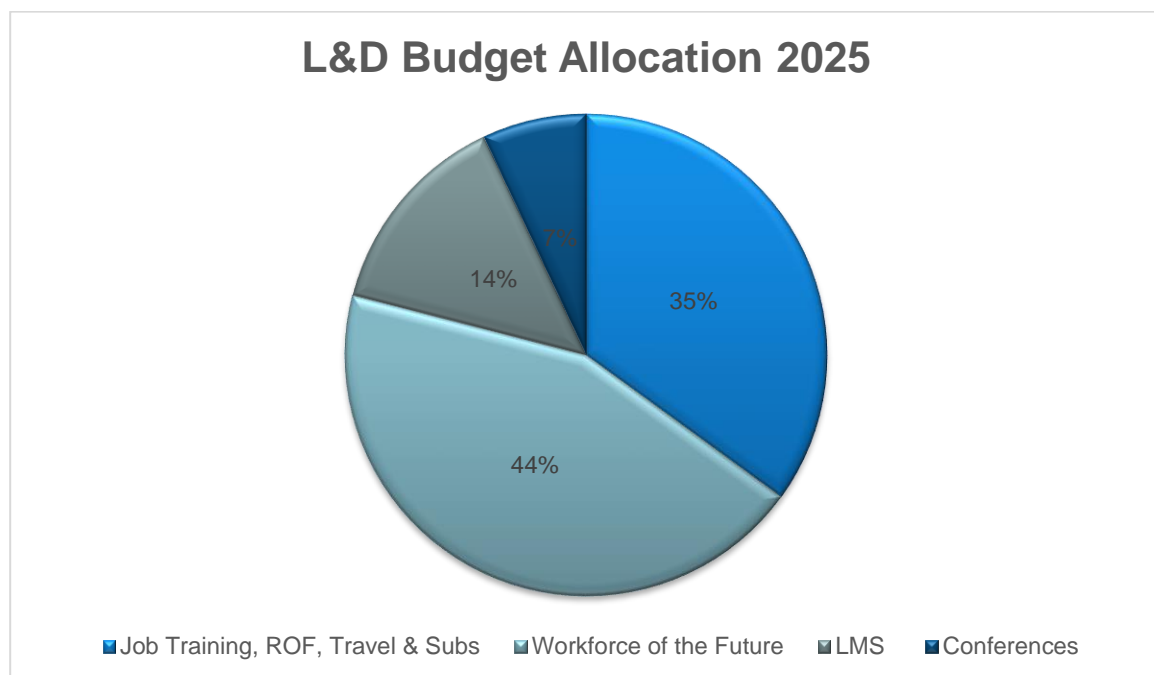
I would like to take this opportunity to express my heartfelt gratitude to the Learning and Development team for their dedication, hard work, and commitment. Their efforts have been crucial in achieving these milestones, and I wish them continued success as they look ahead to an exciting and impactful year.

Thank you.

FINANCIAL SUMMARY

The budget for 2025 is €650,000, with an additional €20,000 allocated for T&S. Furthermore, we have separately secured ringfenced funding of €600m for contract staff to accelerate the development of our Training and Development Programme, to expand the rollout of our Building Effective Teams training and deliver Irish Language training. We have been allocated additional staffing resources to establish a training office which will enable the Courts Service Training and Development Programme to move forward with delivery this year. Those resources will support training in the area of crime and family law.

In 2025 a significant portion of our budget is allocated to Modernisation (Workforce of the Future) learning activities and job training.



Seventy-nine percent (79%) of our budget is allocated to learning activities.

- Approximately a third (35%) of the budget is allocated to individuals to access training e.g., job training, such as Public Sector Management and Governance or Certificate in Public Sector Accounting, refund of fees, professional individual memberships, travel and subscriptions.
- The remainder (44%) is allocated to learning activities and deliverables against the Modernisation and Workforce of the

Future programmes e.g., Leadership in Action, High performing teams, CO and EO development programme, Development of your career pathways, Trauma Informed Practice and to support on-going training programmes such as MDA, coaching etc.

Fourteen percent (14%) of our budget is allocated to fixed costs to maintain and upgrade L&D Connect, our Learning Management System.

Seven percent (7%) is allocated to conferences.

Learning and Development Governance and Structure

The L&D Unit consists of thirteen (13)¹ team members, led by the Head of the Change Programme Office, reporting to the Head of Strategy and Reform Directorate. The unit is organised into 4 work streams.

- Strategy and Demand Planning
- Design and Delivery
- Governance and Communications
- Training Unit

Training and development of our people is a key strategic priority for the Courts Service particularly in a time of high “churn” where a significant number of operational staff are in the role for 3 years or less.

L&D is structured to meet the increasing training demand of our staff by:

- Developing and overseeing the execution of learning strategy and plan, which addresses the wide learning needs and aligns with the overall learning strategy at Courts, elevating learning to support achieving Courts future strategic objectives
- Developing the overall learning plan for the staff, and ensuring the design, development, of programs via the right modality, in support of the overall L&D strategy and vision.
- Managing the overall learning governance mechanisms, communication and engagement approaches for ensuring key insights from relevant learning metrics are leveraged to drive continuous improvement and consistency is maintaining in the delivery

Establishing the training unit - a new addition to the structure in 2025 providing dedicated training officers for crime and family law to deliver the job training aspect on the Courts Service Training and Development Programme for Circuit and District Operations in Crime and Family Law.

The recruitment of L&D of instructional designers to build the online content, develop learning programmes and maintaining our learning and development management system has made a significant difference in the quality of the training programme. This year we plan to recruit specialised resources to support the L&D connect, further develop the skills of our team and to engage contract staff to speed up the building of the online material.

¹ L&D are carrying two vacancies at EO level

Separately the Assistant Principal Officer with responsibility for Strategy and Need Planning and Training Unit will continue as Project Manager for the Courts Service Training and Development Programme.

STRATEGIC PRIORTIES 2025

1	Develop our New Entrants Support our new entrants to develop the skills they need to thrive in the Courts Service.
2	From Learning to Performing Support the development of a Culture of Learning so we contribute to a high-performing organisation.
3	Quality Training, Quality Service Design and deliver high quality, effective, and responsive training to our people so that we provide an excellent service to our users.
4	Good Governance Strengthen our governance processes so our activities align with and reflect organisational strategies and policy.



Priority 1: Develop our New Entrants

Strategic Priority

We will support our new entrants to develop the skills they need to thrive in the Courts Service and as they move through their career with us, focusing on their first two years.

The Courts Service Training and Development Programme (T&DP) is currently being set up to provide a standard, consistent, scalable and sustainable training programme. This year we complete the design of the programme for crime, family and civil, launch a new Induction programme and commence rolling out the job training elements for crime and family law in a blended format.

Area of focus

- Conclude the design of the curriculum for the T&DP.
- Develop the crime and family law training programme in a blended format
- Roll out the crime training from April 2025
- Establish a Training Unit with resources to support job training for crime and family law
- Encourage new entrants to progress through the Induction Pathway as it develops.
- Communicate core, job training and developmental courses available to staff on a regular basis.
- Align developmental pathways for staff to new capability model developed by Public Appointments Service

Performance Indicators

- Percentage completion of the curriculum design for family and civil law.
- Percentage completion of curriculum development for crime and family law.
- Percentage participation and completion rates in Induction, crime training and development training.
- Learner Satisfaction rate for induction programme.
- Three training officers recruited and onboarded.
- Learner satisfaction rating for New Entrants in Circuit and District staff for new entrants' programme.
- Post training performance as rated by line managers through survey and focus groups.

Key Dependencies

- New entrants will be allocated enough time to complete Induction training pathway.
- New entrants will be given time to progress through e-learning crime training and associated training events.
- Managers will encourage new entrants to complete training events and participate in quality and proficiency signoffs.
- Capacity and capability of L&D team is maintained, and contract staff are engaged to speed up the development of the programme.

Benefits

- Competence and confidence of new entrants increases through a structured programme over two years.
- Managers are confident of new entrant proficiency as they progress through the programme
- Staff have access to an agreed training resource so that they can skill up for changes and additional roles in the future.



Priority 2: From Learning to Performing

Strategic Priority

We will support the development of a Culture of Learning, so we contribute to a high-performing organisation.

The pace of change in the Courts Service is increasing as we modernise. The organisation wishes to develop staff capabilities for success to become a higher performing organisation. Our focus in 2025 is to ensure that our development opportunities are fit for purpose to support modernisation and are communicated effectively to all managers and staff to encourage participation.

Area of focus

- Promote training to staff to encourage the development of capabilities that can transform the organisation.
- Implement a communications plan so that office managers and staff are aware of training obligations and opportunities to ensure staff can avail of learning opportunities.
- Communicate the value of learning through presentations, learner stories and achievements.
- Co-design of our training programmes with our business partners to meet business needs.
- Deliver the Building Effective Teams Programme

Performance Indicators

- Percentage learner satisfaction with access to, layout and guidance of the learning pathways.
- Alignment is clear between our courses and the needs of the Courts Service and the wider civil service.
- Percentage participation and completion rates on courses.
- Percentage learner satisfaction for courses designed and customised for the Courts Service.
- Increased recognition by team leaders that their teams are working better, with an agreed sense of purpose and agreed actions, after taking the Building Effective Teams programme.

Key Dependencies

- Managers are aware of the learning pathways and communicate same to staff to encourage participation and are active in giving opportunities for learning to be applied post training.
- Business experts work with L&D to source, consult and sign off on courses specific to their areas of interest to ensure alignment with capabilities.
- The LMS is used for scheduling, enrolment, attendance and course assessment for all training delivered by the Courts Service, so reporting is accurate.
- Team leaders facilitate and assign time for the full team to take part in the Building Effective Teams programme.
- Staff who trained in specific skills and capabilities, for example Project Management, Change Management, and have an opportunity to apply these in their work.

Benefits

- Staff are open-minded and responsive to changes in how we work.
- Staff are aware of and invested in co-design so changes in how we work are useful
- Teams work better together, feel supported, and can integrate new members more easily.
- Staff and managers understand the value of learning, in the flow of work, and for the development of specific capabilities.



Priority 3: **Quality Training, Quality Service**

Strategic Priority

We will design and deliver high quality, effective, and responsive training to our people so that we provide an excellent service to our users.

Learning and Development wants to provide the best training possible to our staff. We strive to ensure that the training we develop or provide is excellent and effective. We ensure that we use the government design principles in our approach to designing and delivering bespoke training, consulting with users and using iterative process to improve. Where we use external training provision, or customise training, we ensure our procurement and evaluation processes include business and learning experts. Learning solutions and definitions of success are agreed with our business partners.

Area of focus

- Building capability within the team - keeping up with new trends and upskilling and keeping skills up to date to ensure quality of learning programmes
- Building capacity - engage additional resources on a temporary basis to speed up develop of off new material
- Enhancing our evaluation process for assessing new requests for new learning modules or courses
- Enhancing our post course completion process to improve the provision of course
- Implement best practice in acquiring, modifying and evaluating learning courses from external providers
- Amend our inhouse programmes to align with the new PAS capabilities
- Upgrade the Learning Management System so that we have the best technology possible to ensure we can monitor and report on training, focusing on agreed metrics and reporting systems.

Performance Indicators

- Percentage of L&D staff with agreed specific training qualifications such as Train the Trainer, instructional Design.
- Percentage of new build courses approved, designed, built and delivered.
- Learner satisfaction with the redesigned Management Development Academy and other courses.
- Percentage of identified courses that have been updated.

Key Dependencies

- Business Managers requesting training actively involve themselves in the process of agreeing impact, success or benefit metrics, agreeing solutions and definitions of success.
- The LMS is used for scheduling, enrolment, attendance and course assessment for all training delivered by the Courts Service, so reporting is accurate, and feedback communicated to managers.
- Capacity and capability of L&D team is maintained with enough capacity to allow for continuous evaluation and improvement of training courses.

Benefits

- L&D staff have the capability and capacity to evaluate training needs for the organisation and to source solutions for these needs through excellent build or procurement processes.
- Our training resources across all modalities are excellent and fulfil the needs of the learner and organisation
- Our training is aligned with the PAC capability model and with the needs of the organisation.
- Manager and staff recognise the effectiveness of training provided by L&D.



Priority 4: Good Governance

Strategic Priority

We will strengthen our governance processes, and ensure our activities align with and reflect organisational strategies and policies. Good governance is essential to our being able to deliver our ambitious plans. A key aspect of governance is effective reporting as a source of reliable and informative information to measure our effectiveness. Good governance ensures that we are responding to need, managing resources and skills, ensuring value for money, managing risks and issues.

Area of focus

- Enhance metrics we use to measure learning impact and align with organisational measurements.
- Consult with the business, Regional and Office Managers, to identify how and what metrics and information they require from us.
- Design and develop reporting systems with and for Regional and Office managers.
- Design and develop narrative progress reports to support statistical updates to SMT and Director.
- Strengthen our communication process to ensure promotion of role of L&D and to promote learning pathways, programmes and courses.
- Strengthen our strategic and demand planning and our Financial Management to allow for service estimates for 2026 and beyond.
- Ensure business processes such as Risk Management, Business Continuity Planning and service delivery planning are carried out in line with organisational processes.

Performance Indicators (Capabilities/outcome)

- Metrics to track and measure organisational benefits are agreed.
- Reporting requirements are agreed with Region and Office Managers and developed that meet their needs to monitor training provision.
- The SMT receive updates on L&D impact and return on investment.
- Percentage of business processes completed in year as per the Internal Audit review.

Key Dependencies

- Sufficient staff resources and funding to implement the activities we have focused on.
- Upgraded Learning Management System that can deliver the reports we need easily to ensure we can report effectively.
- Managers work with us to identify reporting dashboards and reports that are useful to them.
- The organisation agrees on metrics to be used to measure organisational change.

Benefits

- Staff and Managers understand the role of L&D and the programmes, pathways and courses available to them.
- Managers understand the impact of learning and development, for their own teams.
- Managers can track learning through their team, identify skills gaps, and suggest training to staff to manage gaps.
- The SMT understands the impact and effect of training on the organisation.
- The organisation invests in learning and development.

REPORTING AGAINST OUR PRIORITIES

The annual service delivery plan sets out the strategic priorities the L&D unit proposes to deliver by the end of 2025 within existing constraints of resource availability and funding. The plan is aligned to the Corporate Business Plan and the Workforce of the Future People & Organisation priorities for this year

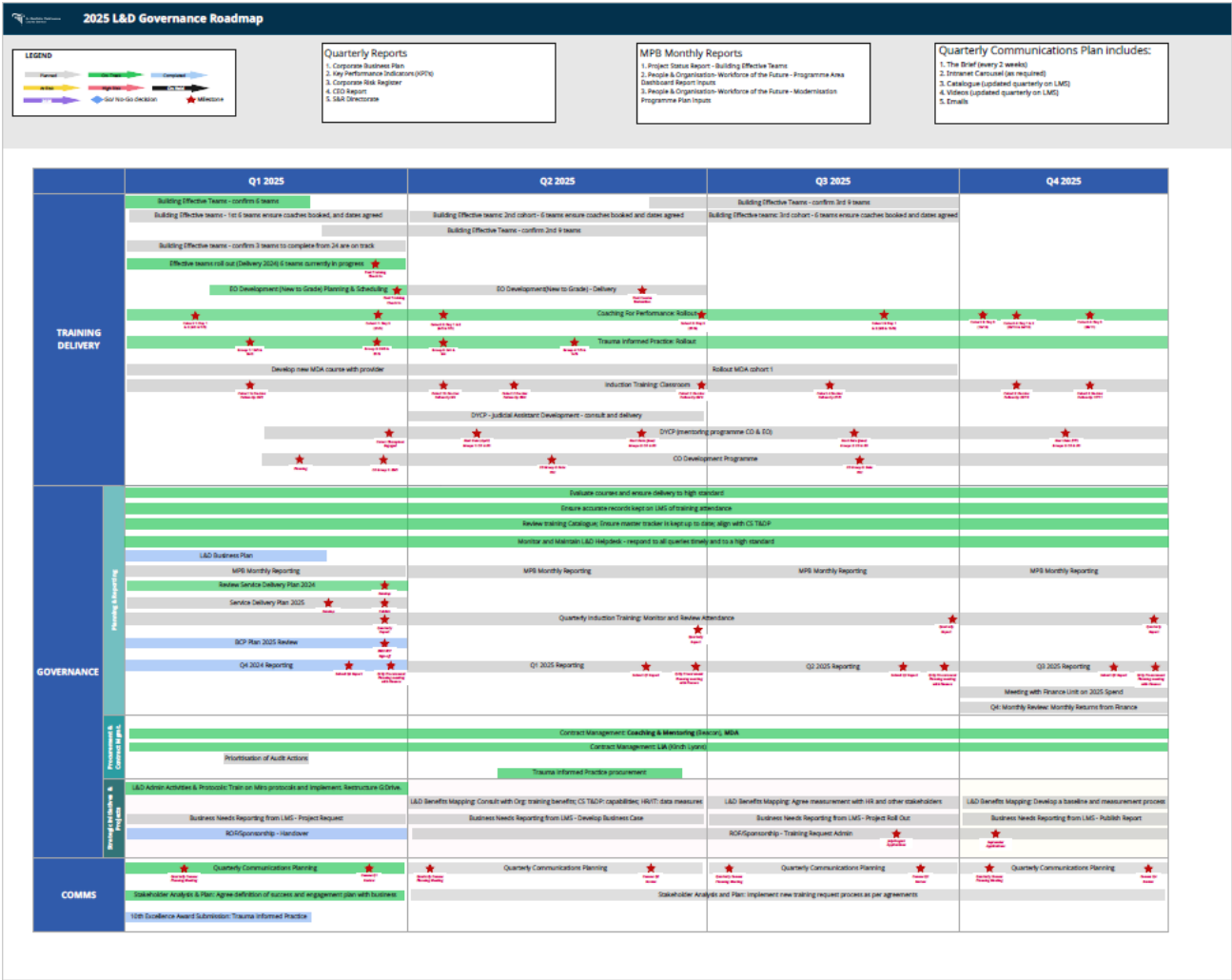
To affect the changes and implement the key goals, priorities, and actions in our Service Delivery Plan, we will adopt a project management approach aligning with the Single Approach to Change and leverage key tools to ensure our actions are effectively monitored and delivered on time. The L&D AP's will 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 2025 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 2025

Learning and Development Plans 2025



2025 L&D Strategy & Demand Planning Roadmap	

	Q1 2025	Q2 2025	Q3 2025	Q4 2025
FINANCE	Develop Estimates & Budget Tracker 2025 document		Monitor and Update Estimates & Budget Tracker 2025	
	Q1: Monthly Review: Monthly Returns from Finance	Q2: Monthly Review: Monthly Returns from Finance	Q3: Monthly Review: Monthly Returns from Finance	Q4: Monthly Review: Monthly Returns from Finance
			Final Review: 2025 Spend	Final Review: 2025 Spend
				Meeting with Finance Unit on 2025 Spend
	Approving Invoices - Invoice process (Review and approval)			
STRATEGIC INITIATIVES & PROJECTS		Sprint Planning, Updating & Monitoring		
		CS T&OP		
	Training Needs Analysis: Review and Share	Training Needs Analysis: Update L&D technical training		Training Needs Analysis: Develop for 2026
BAU ACTIVITIES		Support Office Learning Pathways: Handover from Governance & Comms	Support Office Learning Pathways: Prioritise and schedule learning pathways meeting	Support Office Learning Pathways: update/amend support office pathways
				Support Office Learning Pathways: Review activity
	Approve Training Courses			
MISCELLANEOUS	Training Requests			
	MPB Dashboard P&O mthly (3 reports)	MPB Dashboard P&O mthly (3 reports)	MPB Dashboard P&O mthly (3 reports)	MPB Dashboard P&O mthly (3 reports)
	2024 Service Delivery Plan Report (YE)			Inputs into 2026 Service Delivery Plan Report planning
	L&D Audit - Input as Required			

Appendix A: Alignment with Corporate Business Plan & People & Organisation Workforce of the Future

Corporate Business Plan Goal	Corporate Business Plan Target Activity	P&O WoF Key Deliverable	L&D Strategic Priority	L&D Action
We will continue to invest in and support our people to create a high-performing organisation, delivering on the modernisation agenda and broader government priorities.	Roll out the following elements of the Courts Service Training and Development Programme (T&DP): Induction for new entrants	Launch of revised Induction programme all new staff	Support our People to Develop the Skills they need to thrive in the Courts Service	Deliver Induction to all new staff.
	T&DP: Roll out Core Essentials training for all staff	Develop the Core Essentials pillar of the T&DP.	Support our People to Develop the Skills they need to thrive in the Courts Service	Communicate Core Essentials courses to staff on a regular basis, monitor and encourage take-up indicating which programmes are regulatory requirements.
	T&DP: Roll out Crime training programmes to Circuit and District court	Develop the crime programme – identified as a high risk area.	Support our People to Develop the Skills they need to thrive in the Courts Service	Roll out the Courts Service Training and Development Job

				Training Curriculum to new entrants
		Review and update curriculum for Central Office	Assess existing and design curriculum for future state of central office.	Revise Central Office Training in collaboration with staff and design curriculum for future state
	Commence build of blended training programme for Family Law	Develop the Family Law job training programme	Build family law eLearning modules and design blended delivery of training	Build family law e-learning.
	Restructure Learning and Development Unit to include a Training Unit to support delivery	Restructure L&D to include training unit to support delivery	Support our People to Develop the Skills they need to thrive in the Courts Service	Recruit 2 trainers (crime) by Q2, programme additional training activities. Roll out activities to support the release of crime. Recruit further Family Law trainer by end of Q3
	Align developmental pathways for staff with new capability model developed by Public Appointments Service	Align Dev pathways for staff with new capability model PAS	Support the development of a Culture of Learning so we contribute to a high-performing organisation	Align developmental pathways to agreed capabilities, source suitable courses to align with these, and

				update on the Learning Management System
	Continue roll out of Building Effective Teams programme	Roll out of BET to 24 teams in 2025	Support the development of a Culture of Learning so we contribute to a high-performing organisation	Recruit 24 teams to take Building Effective Teams programme. Work with them to programme and complete training Consult team leaders re benefits.

Appendix B Current Workforce of the Future Development Pillar Offering from Learning and Development Unit.

COURSE
Induction
2nd Induction meeting (online)
Induction Drop In every 2 weeks
CO Development
EO Development/New to Grade
HEO New to Grade
CO Develop your Career Pathway
EO Develop your Career Pathway
Coaching for Performance
Coaching Refresher
Management Development Academy
Leadership in Action
Building Effective Teams
Executive Coaching
Trauma Informed Practice
Intern Induction
JA Induction
JA DyCP