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FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

# Learning and Development Strategy 2020-2023

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## Introduction

The 2021-2023 Learning and Development strategy has been written to support the COPFS strategic plan's three strategic goals:

- deliver high quality casework
- support our people
- improve our service

To support these goals, we have developed a strategy that sets out how the COPFS Learning team will work with people, 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 people, from front line prosecutor through to our newest Fiscal Officer, each has a part to play in the delivery of a quality prosecution service to secure justice for the people of Scotland.

To continue delivering a service that ensures Scotland is safe from crime, disorder and danger, our people need to continually develop their repertoire of 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 2023, is to

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

The strategy will ensure that learning and development opportunities are available throughout peoples' careers and work in conjunction with the People Strategy "to build a skilled, engaged and diverse workforce, investing in staff development and strengthening our capacity to deliver an improved service".

## Our Learning Strategy

### Our Ambition

Our ambition for the Learning Strategy is to support the COPFS vision by:

- introducing learning pathways to help people develop and progress throughout their COPFS career

- providing flexible, blended learning opportunities that people 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 peoples' development
- working with our managers, key stakeholders, and people to develop meaningful learning that they enjoy, see, and feel the benefit of
- being structured in our approach so that our managers and people know what COPFS Learning will be delivering for them
- Making best use of the work carried out through the Digital Strategy to make learning is as "location neutral" and accessible as possible
- evaluating what we do, with a view of continually improving the learning experience for all our people

### What does our ambition mean?

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

<b>From Reactive</b>	<b>To Proactive</b>
Reactive learning and development activities	Planned and integrated learning and development activities linked to strategic and operational plans
Managers unclear about who does what	Managers and COPFS Learning working in partnership
People being "extracted" for training	People being actively engaged in following their learning pathways
Variations in training content and delivery across operational areas	Consistency in content and delivery across operational areas (variations dependent on specific area needs only)
Ad-hoc one size fits all leadership and management development	Tailored leadership and management development linked to role and learning pathway
Inconsistent evaluation of learning and development	Evaluation of learning is planned, and linked to organisational outcomes (tangible measures)

By working more proactively, COPFS Learning can:

- support managers deliver their plans more effectively

- provide blended learning opportunities for people so they can access learning and development activities flexibly and at a time that is right for them
- reach agreement about what learning is more effective when delivered locally and offer advice, guidance and support to local managers and teams who are delivering their own training solutions
- work with managers to make managing their people's 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 colleagues by using role profiles and the Success Profiles more fully in the learning pathways to explore what these look and feel like.
- Support key workstreams and Project Boards identify and address learning and development needs
- help to share good practice across COPFS

Working this way will encourage our people 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.

The team in COPFS Learning will have the knowledge, skills, and expertise to support people, however we want and need our managers and people to work in partnership with us to make this happen.

### **What does our strategy look like?**

The Learning Strategy is designed to work across the whole of COPFS so that we are developing our knowledge, skills, and behaviours consistently – one team delivering a quality prosecution and death investigation service.

The strategy is underpinned by promotion of engaging learning through partnership working to deliver integrated solution-based development for all.

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

Development includes:

- Learning pathways
  - Deliver learning pathways (including induction), through training needs analysis, linked to role profiles
  - Link leadership, management and operational training to learning pathways, and identify future skills
- Leadership and management

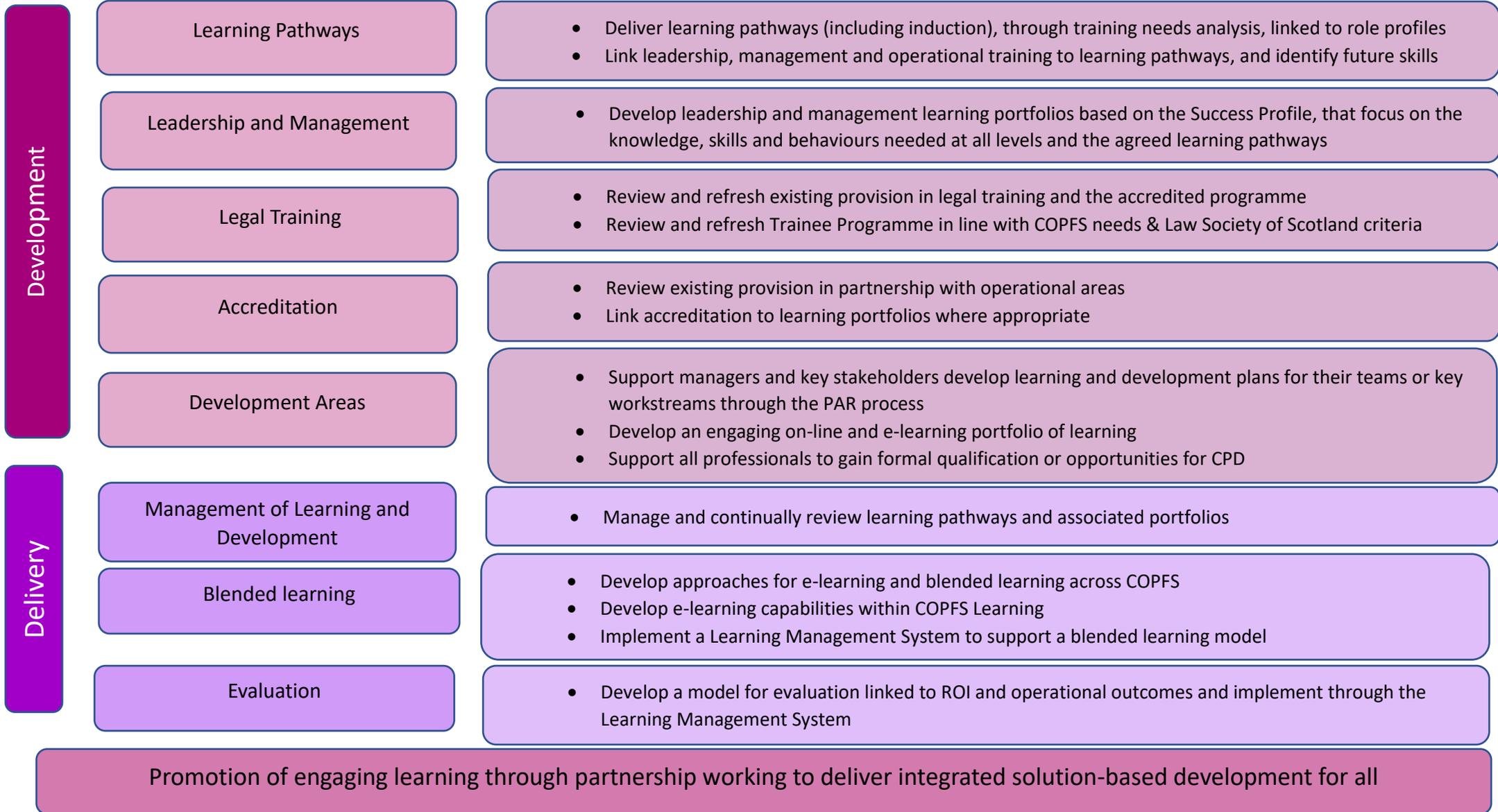
- Develop leadership and management learning portfolios based on the Success Profile, that focus on the knowledge, skills and behaviours needed at all levels and the agreed learning pathways
- Legal training
  - Review and refresh existing provision in legal training and the accredited programme
  - Review and refresh Trainee Programme in line with COPFS needs & Law Society of Scotland criteria
- Accreditation
  - Review existing provision in partnership with operational areas
  - Link accreditation to learning portfolios where appropriate
- Development areas
  - Support managers and key stakeholders develop learning and development plans for their teams or key workstreams through the PAR process
  - Develop an engaging on-line and e-learning portfolio of learning
  - Support all professionals to gain formal qualification or opportunities for CPD

Delivery includes:

- Management of learning and development
  - Manage and continually review learning pathways and associated portfolios
- Blended learning
  - Develop approaches for e-learning and blended learning across COPFS
  - Develop e-learning capabilities within COPFS Learning
  - Implement a Learning Management System to support a blended learning model
- Evaluation
  - Develop a model for evaluation linked to ROI and operational outcomes and implement through the Learning Management System

Figure 1 gives an overview of our strategy.

Fig 1 COPFS Learning Strategy



## 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.

COPFS Strategy	Area to be developed	Activity
<p>“We will build a skilled, engaged and diverse workforce, invest in staff development and strengthen our capacity to deliver an improved service.”</p>	<p>Learning Pathways</p>	<p>Through the Future Ways of Working and Fair Futures work that is being carried out we have agreed role profiles and job families. COPFS Learning will use these to develop learning pathways for each role to support people in own roles or prepare for new roles as part of the Career Movement and Development policy. We will:</p> <ul style="list-style-type: none"> <li>• detail out the knowledge, skills and behaviours needed for each learning pathway through a training needs analysis by working in partnership with managers and people. This approach ensures that the pathways truly reflect the knowledge, skills, and behaviours the role needs</li> <li>• learning pathways will identify <i>what</i> needs to be learned <i>when</i>, within a role. We will work with managers and people 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.</li> </ul> <p>Learning Pathways once completed will:</p> <ul style="list-style-type: none"> <li>○ form the basis for the learning portfolios that will guide and support peoples’ development from their first day to their last with us</li> </ul>

COPFS Strategy	Area to be developed	Activity
		<ul style="list-style-type: none"> <li>○ support COPFS Learning identify and gain agreement on what learning is corporate and they will manage and deliver and what learning is more effectively delivered locally.</li> </ul> <p>Corporate development should focus on the knowledge, skills, and behaviours COPFS needs to develop consistently across all its teams to achieve its goals. At the very least this includes:</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• People Management</li> <li>• Prosecution</li> </ul> <p>COPFS Learning will discuss and agree these areas with SET.</p> <p>Operational learning activities will be agreed with managers. COPFS Learning will support them in its development and delivery model and ensure that there is consistency of content and delivery quality across all operational areas as they deliver their own learning.</p>

<b>COPFS Strategy</b>	<b>Area to be developed</b>	<b>Activity</b>
<p>“Develop our future leaders to inspire, innovate and engage.”</p>	<p>Leadership and Management learning opportunities</p>	<p>We will work with SET, SLT and HR to identify the specific learning outcomes that will support the development of inspirational, innovative, and engaging leaders across our 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.</p> <p>This work will be based on:</p> <ul style="list-style-type: none"> <li>• the Learning Pathways for their roles</li> <li>• the Success Profile</li> <li>• best practice</li> </ul>
<p>“Invest in our people to give them the skills and knowledge they will need to meet public expectations of our service.”</p> <p>“Encourage and support our people to make greater use of their professional judgement and skills to make the right decision at the right time.”</p>	<p>Learning material development</p>	<ul style="list-style-type: none"> <li>• Priority areas for development to be identified based on: <ul style="list-style-type: none"> <li>○ Learning Pathways</li> <li>○ feedback from operational areas</li> <li>○ consultation with SET and SLT</li> </ul> </li> <li>• Current provision will be reviewed to identify what learning activities remain relevant for the pathways and agreed priority areas, with activities being refreshed, developed, or removed accordingly. This creates current and relevant content for portfolios.</li> <li>• Portfolios will be developed based on:</li> </ul>

COPFS Strategy	Area to be developed	Activity
		<ul style="list-style-type: none"> <li>○ agreed learning outcomes</li> <li>○ the COPFS Success Profile (a framework for knowledge, skills, and behaviours)</li> <li>○ accessing existing relevant learning material from Civil Service Learning</li> <li>○ developing relevant content where required</li> </ul> <p>These portfolios will include interactive e-learning and blended learning options which could include, video case studies, podcast, reading materials, as well as courses. The content will be refreshed and built on over time</p> <ul style="list-style-type: none"> <li>● Review and re-energising of the Learning and Development PF Eye page and Learning and Development Portal to support the new learning framework we are putting in place.</li> </ul>
	Delivery	<p>Once agreed, Learning Pathways and the associated learning portfolios will be introduced to the organisation in a systematic, phased manner to allow COPFS learning to support their implementation</p> <p>The introduction of Learning Pathways will be supported by information sessions, and guidance so that managers and people understand what they mean, how they can be used and what is expected of them. These sessions will be interactive and as business partners, COPFS Learning will be</p>

COPFS Strategy	Area to be developed	Activity
		<p>meeting with the operational management teams regularly to offer additional support as required.</p> <p>COPFS Learning will use the LMS system to audit and track people's progress through their pathway and will support where necessary if any issues arise with the expected progress.</p>
	Evaluation	<p>Immediate:</p> <ul style="list-style-type: none"> <li>• Course content and delivery</li> <li>• Blended learning opportunities content</li> </ul> <p>This evaluates the development work undertaken and identifies where any improvements are needed.</p> <p>Longer term:</p> <ul style="list-style-type: none"> <li>• Impact of learning – what can people and managers identify as the changes that have resulted from learning. What can the COPFS KPIs tell the team?</li> </ul> <p>This will link into business outcomes and the evaluation framework the team will develop.</p> <p>As our evaluation framework develops and matures increasing informative data can be shared on the return on our investment in learning and the business outcomes, we are achieving</p>

## Supporting Our Learning Strategy

We will review our strategy in line with the strategic and business planning process to ensure that it continues to support managers achieve their goals.

COPFS Learning will develop annual delivery plans to support the strategy, balancing the development work that needs to take place with the ongoing delivery of the essential learning needs agreed with our managers.

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