



Role Profile



Role Title **Learning Delivery Lead**

Job family group **Human Resources**

Job family/ies **Learning & Development**

Grade **Senior Executive Officer (SEO)**

Status Permanent

Role Purpose
(250 words max)

This pivotal role is responsible for driving the successful delivery of key priorities outlined in the HMCTS Learning and Development (L&D) plan, aligned to the HMCTS HR Business Plan. As a subject matter expert (SME), you will lead a team of facilitators and collaborate closely with both internal and external stakeholders to ensure learning initiatives are strategically aligned with organisational goals. The role involves working with other team leads to develop and embed new L&D initiatives, building the L&D team reputation as a centre of excellence and driving forward adoption of modern learning techniques. Your leadership will be instrumental in fostering a culture of continuous learning and professional growth across the organisation.

An important element of this role is people management, directly managing two HEO trainer managers with countersigning responsibility for the training team of 20+ EO colleagues. In leading the team you should adhere to the Civil Service Line Management Standards which set out expectations of managers at all levels across priority themes aimed at building high performing teams and improved business outcomes. Accountability for progress against KPIs and ownership of critical people data impacts and actions is key, as well as ensuring the working environment across your team is safe and inclusive with clear expectations set at every level.

You will oversee the planning and implementation of HMCTS-wide L&D programmes and initiatives, ensuring they are delivered to a high standard in line with our established HMCTS Trainer Standards with consistent monitoring and feedback to ensure

excellent learner experience across the range of 'core' training. Using data and insights, you will ensure that training supports colleague development and drives the learning culture we need in HMCTS.

Key Accountabilities (600 words max)

- Guide the learning delivery team by role modelling, offering coaching, and providing professional development opportunities to enhance performance and achieve both individual and HMCTS objectives.
- Handle conflicting demands by reprioritising and negotiating, adapting quickly to unplanned changes or reorganisations with effective contingency solutions.
- Stay informed about current and future L&D trends to ensure our offerings remain innovative, relevant, and impactful, driving behavioural change and delivering a strong return on investment.
- Establish and maintain a centre of excellence for learning design and delivery. Promote best practices and innovation, ensuring that learning solutions are evidence-based and continually improved using data and insights.
- Develop and implement mechanisms to assess the effectiveness of design and delivery performance, measure impact, and use feedback to refine and enhance strategies and interventions.
- Share L&D strategies, initiatives, and outcomes with stakeholders at all levels. Prepare and present reports on programme effectiveness and impact to senior leadership.
- Collaborate with the L&D Leads and corporate stakeholders to forecast budget demands and plan L&D activities. Address conflicting needs and expectations and persuade stakeholders towards common solutions.
- Work with the planning, stakeholder, and design teams to provide a forward-looking communications plan for L&D activities.
- Analyse challenges and develop strategies for continuous improvement, ensuring alignment with the HMCTS People and Culture Strategy and organisational goals.
- Partner with the planning and stakeholder lead to develop and implement a resource planning approach that meets operational demands and enhances the customer experience.
- Contribute to L&D papers for Ext/SMT/HR SMT as needed and manage contributions to L&D team reporting activities to ensure accuracy and timeliness.
- Collaborate with the Evaluation lead to assess the impact of learning products and use findings to improve offerings.

- Engage with wider stakeholders and external suppliers, including Ministry of Justice learning teams and across-government partners.
- Support the Head of Business & Leadership Learning and Head of L&D with workload planning, milestones and prioritisation.

Knowledge, Skills and Experience (500 words max)

Knowledge:

- Understanding of adult learning principles, instructional design models, and learning methodologies.
- Knowledge of organisational development strategies and how L&D aligns with business goals and culture.
- Understanding of change management principles and how L&D can support organisational change.
- Knowledge of evaluation techniques and metrics for assessing the effectiveness and impact of training programs.

Skills:

- Ability to lead and develop a team, providing direction, support, and professional growth opportunities.
- Capability to align L&D initiatives with organisational strategies and goals, and to develop long-term plans.
- Strong verbal and written communication skills, with the ability to convey complex concepts clearly to various stakeholders.

- Skills in building and maintaining relationships with internal and external stakeholders, including negotiation and persuasion.
- Competency in managing multiple projects simultaneously, including planning, execution, and delivery.
- Ability to analyse data and feedback to make informed decisions and improve L&D strategies and interventions.
- Proficiency in identifying issues, developing solutions, and implementing improvements.
- Flexibility to respond to emerging needs and changes in the business environment.
- Ability to perform consistently to tight timescales with a high degree of visibility and accuracy

Experience:

- Leading and managing a team, including coaching and performance management.
- Developing and implementing strategic L&D plans that align with organisational objectives.
- Experience in managing budgets for L&D initiatives and ensuring cost-effective delivery.
- Experience working with senior leaders and diverse stakeholders to identify needs and deliver solutions.
- Experience in evaluating the effectiveness of training programmes and using data to drive improvements.
- Experience in supporting organisational change through targeted L&D initiatives.

Problem Solving and Decision Making (300 words max)

In this role, strategic decision-making is essential, including the management of conflicting priorities and stakeholder expectations. The job involves gathering information, evaluating alternatives, and making informed decisions while considering risks, supported by a business case and clear priorities. Decisions may need to be escalated to the Head of Business & Leadership Learning for more complex issues, within agreed parameters. The role requires using data from across the L&D network (team level, business stakeholders, and the HMCTS insight team) to guide decisions, reallocate resources, and adjust strategies to maintain a high-quality service. Applying analytical skills, creative thinking, and flexibility to develop solutions and manage stakeholder expectations while balancing operational resources. The role also includes leading risk and issue management by devising strategies to mitigate risks and drive improvements in the HMCTS learning delivery process.

Management of Resources (250 words max)

The direct line management of HEOs L&D Delivery Team Leaders, focusing on their wellbeing and professional development. Support for the delivery team includes strategic thinking, project management, decision-making, and balancing priorities across both the Delivery and wider L&D team. Shared management of the HMCTS L&D offer requires consulting with the L&D team and stakeholders, using leadership and communication skills to engage proactively with stakeholders across HMCTS, MOJ, and other government departments. Emerging risks will be managed by allocating resources effectively to provide practical solutions. Additionally, engaging with various HR teams on cross-cutting activities and supporting the Head of Business and Leadership Learning by collaborating across teams to deliver key priorities, often at a fast pace, will be crucial.

Autonomy (250 words max)

A high level of autonomy is required, with the expectation to manage portfolios effectively based on existing processes and procedures, as well as personal experience. There is also the freedom to enhance these processes as part of a continuous improvement commitment. Recommendations for sign-off will be made to the Head of Business & Leadership Learning when necessary. Independent judgment and decision-making are essential for optimal resource and budget utilisation, with escalation following established principles and protocols as needed. Have the latitude to develop and implement strategic plans for the LD&D function, including setting objectives and evaluating the effectiveness of training programmes. Additionally, the role involves managing cross-cutting activities and being accountable for, but not directly responsible for, the L&D Leads team portfolio contributions. This includes motivating peer groups to complete their tasks on time to meet reporting and planning obligations and providing appropriate challenge to ensure deadlines are met. National travel to various HMCTS sites will be required.

Key Relationships and Contacts (300 words max)

- HMCTS HR L&D Team Leadership: Actively contribute to the HR L&D leadership team, supporting and collaborating on various initiatives as needed.
- HMCTS HR L&D Team: As a member of the wider L&D team, model exemplary leadership behaviours, build strong relationships, and embody the CS Code, corporate values, and People Promise.
- HMCTS HR Delivery Team Leaders: Offer practical support, advice, and guidance, while demonstrating excellent leadership behaviours.
- HMCTS Delivery Team: Stay connected and accessible to the wider team, providing practical support and guidance.
- Wider HR Team: Contribute to broader HR activities, providing input to the HR Strategy team through reporting and collaboration as required.
- Capability Leads and HRBPs: Build high-quality working relationships to enhance collaborative efforts and improve outcomes during the capability planning process.
- HR SMT and HMCTS SMT: Provide necessary information, build a professional reputation, and communicate effectively at strategic levels.
- External Colleagues and Suppliers: Develop and maintain effective working relationships to ensure HMCTS HR is well-represented, sharing expertise, guidance, advice, and best practices.
- Cross-Government L&D Teams: Engage with L&D teams across government to share best practices, establish networks, and foster collaboration to enhance learning and development initiatives.