



Companies House

Belfast  
Cardiff  
Edinburgh  
London

# Learning & Development Strategy



# 2022-25




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Driving confidence in the **UK economy**





**To successfully deliver our corporate strategy, our people will need the right skills and behaviours to meet our ambitious plans and navigate the challenges posed in Legislative Reform.**

## Introduction

Companies House published its Corporate Strategy in 2020 setting out our ambition to transform Companies House and ensure that we play a leading role in the fight against economic crime.

The Corporate Strategy outlines the changes that we will make to our registers and services by 2025. None of these changes can happen without our brilliant people, who are at the core of everything we do.

To successfully deliver our Corporate Strategy, our people will need to grow and develop their skillsets and behaviours to deliver our ambitious plans and adapt to the challenges posed as we transform.

We must adopt different ways of working, increase our knowledge, and develop new skills to deliver on our strategic goals and achieve our vision of being the most open, innovative, and trusted register in the world..

**Our Learning & Development Strategy supports the delivery of the following strategic goal:**

- Our culture enables our brilliant people to flourish and drives high performance.

**We must adopt different ways of working, increase our knowledge, and develop new skills to be able to effectively tackle economic crime and increase the value of our Registers to the UK economy.**



However, it is acknowledged that the Learning & Development Strategy will contribute to all our strategic goals by ensuring that we have the right people in place at the right time with the right skills to fulfil our role.

- Our registers and data inspire trust and confidence
- We maximise the value of our registers to the UK economy
- We combat economic crime through active use of analysis and intelligence
- Our brilliant services give a great user experience
- Delivering value through efficient use of resources.

## **Learning & Development Strategy will contribute to all our strategic goals by ensuring that we have the right people in place at the right time with the right skills to fulfil our role.**

Our Learning & Development Strategy is closely aligned to Companies House' People Transformation Strategy (Annex 1) and successful delivery will support the following People Transformation Strategy outcomes:

- Delivering a high performing organisation where we all have meaningful roles
- Our leaders inspire, give confidence, and empower
- We feel connected to each other
- We're clear about our future and our contribution.



## Background

Learning and Development has always been important for Companies House, and never more so than now. We are on an exciting journey to transform our organisation; legislative reform will be the biggest change to Companies House since 1844 and this challenge cannot be underestimated.

Historically, our approach to Learning and Development has been reactive rather than proactive. We have mainly focussed on the 'here and now,' planning development activities annually and delivering learning in traditional classroom-based environments. This has made it more difficult to anticipate and plan future skills requirements.

To respond, we require a new approach towards learning and development; one that is dynamic and supportive, providing the tools and confidence to enable Companies House to be a high performing organisation. We must consider how we will all work in future, utilising the opportunities linked to hybrid working. We must be more responsive to the expectations set out by the Civil Service around Professions and core professional skills and cater for a wide range of learning styles and preferences. This will ensure that we are well prepared to adapt to the significant changes to Companies House' role which will demand new skills and expertise.

We will need to work collaboratively to anticipate the skills needed to continuously improve as we transform and ensure we build the right mindsets and capabilities for success.

We have already made excellent progress; undertaking greater partnership working and digitising and tailoring our learning offer, but we recognise that there is still much more work to do to improve and embed these approaches over the lifetime of our strategy. We also need to do more to prove the value and impact of learning activities, developing a clear evaluation approach that goes beyond reactionary feedback, and which assesses the impact on performance, behaviours, and mindsets.

**We must be more responsive to the expectations set out by the Civil Service around Professions and core professional skills.**

## Vision

The purpose of this Learning and Development Strategy is to set out our vision and ambition for the delivery of learning and development from now to 2025. This is a sub strategy of the corporate strategy for 2020 to 2025.

# **‘Enabling everyone to be high performing and curious about their own development through a range of brilliant learning opportunities’**

Learning and development is about creating the right culture, opportunities and environment for individuals and organisations to learn and grow.

Through this vision, we will improve and modernise the learning and development experience for everyone in Companies House. .

We will deliver focussed and bespoke learning opportunities, addressing differing needs at organisational, team and individual levels, designed to suit diverse learning styles and preferences – moving away from a ‘one size fits all’ approach. Our approach will focus on ensuring that everyone has opportunities to raise their aspirations and develop their careers, professional skills, role-specific capabilities and leadership and management skills. This approach will be critical for building a high-performing and future-focussed culture.



We’ll introduce accessible learning at the point of need, providing innovative, relevant, and exciting learning options that go far beyond the classroom, and that can be factored into the ‘flow of work.’ There will be opportunities relevant to career, leadership, and professional pathways, so everyone can appreciate the value of learning and development. We’ll make greater use of digital learning options to provide more convenient ways to access learning, which will support hybrid working.

To ensure that we can deliver our vision, it is important that we all understand the skills and capabilities required in the short, medium, and longer term that will support the delivery of our transformation. Our Strategic Workforce Planning Strategy (Annex 2) will guide our work, and provide the insight required to deliver learning based on future skills, supporting us to identify the right times where Learning and Development interventions may be required. Our Heads of Professions will play a key part in identifying the professional and technical development needs of our people.

**As a centre of expertise for learning and development**, the Learning and Development team will work with leaders across Companies House to assess our current and future skills and capability requirements linked to our Transformation, as well as **creating a learning culture that promotes individual engagement** in ongoing professional development to drive high performance.

We'll develop a new approach to **Talent Management and Succession planning** by identifying and developing high potential talent capable of progressing into mid and senior level roles, and opportunities for aspiring leaders to develop the skills to take their very first step into leadership.

We will continue to develop our **Coaching and Mentoring offer to be flexible and responsive**, so that everyone has opportunities to develop, either through being a coach or a mentor, or by receiving coaching or mentoring. We will embed a coaching style of leadership through our leadership and management programmes.

We recognise that our people will need to play their part and will be accountable for identifying relevant learning that supports their individual needs, as we transform and provide new or different services. We will work in partnership to achieve joined up learning outcomes, offering a more flexible and tailored approach towards each service area, where we focus on building relationships with our key stakeholders and ask the right questions to truly understand where learning will make a difference. This will ensure we have the upskilled workforce that can meet the challenges set out in our transformation.

## Our Approach

Our vision will create a set of principles which will guide how we deliver Learning and Development activity. We will achieve this by implementing the following: -

- Continuous learning experiences to support 'learning in the flow of work' such as small nudges, digital tools, and conversational experiences to demonstrate that learning is not confined to a 'training course' or classroom and that it is a continuous process.
- Offering simple, straight-forward learning solutions at the point of need.
- Being more confident to challenge the organisation towards identifying priority areas of learning need in line with strategic objectives.
- The 70 20 10 model of learning (Appendix 3) which promotes distinct types of learning experiences

We will develop an expert, high-performing Learning and Development team, maintaining professional standards, to create a positive learning culture for all colleagues at Companies House. The team will coach and challenge at all levels, using a range of information and data to clearly understand where learning and development can add value.

We will innovate and utilise our knowledge and expertise to recognise opportunities and barriers to learning, informing effective solutions, and utilising a range of innovative digital tools and approaches based on the latest and most innovative global L&D thinking. These approaches will help to meet the demands of a dynamic and changing environment, against a backdrop of an ambitious transformation programme and legislative change.

**We'll coach and challenge at all levels, using a range of information and data to clearly understand where learning and development can add value.**



Working in this way highlights the critical role Learning & Development plays in the following areas:



### Learning and Development will:

Take a coordinated and structured approach to learning planning and delivery through dynamic **Learning Needs Analysis**, involving colleagues at all levels to understand learning needs and to identify solutions, linking to our 'Culture of Conversations' approach.

Provide **flexible, blended learning opportunities** that everyone can access in ways and at times that are right for them and the role they are in.

**Grow the range of engaging and interactive learning opportunities** available to support our peoples' development in line with the 70:20:10 learning model. (Annex 3). These opportunities will promote curiosity, inspiring colleagues to try new ways of learning.

Work with our people to offer meaningful, **joined-up learning linked** to our strategic objectives that is also enjoyable, with tangible benefits.

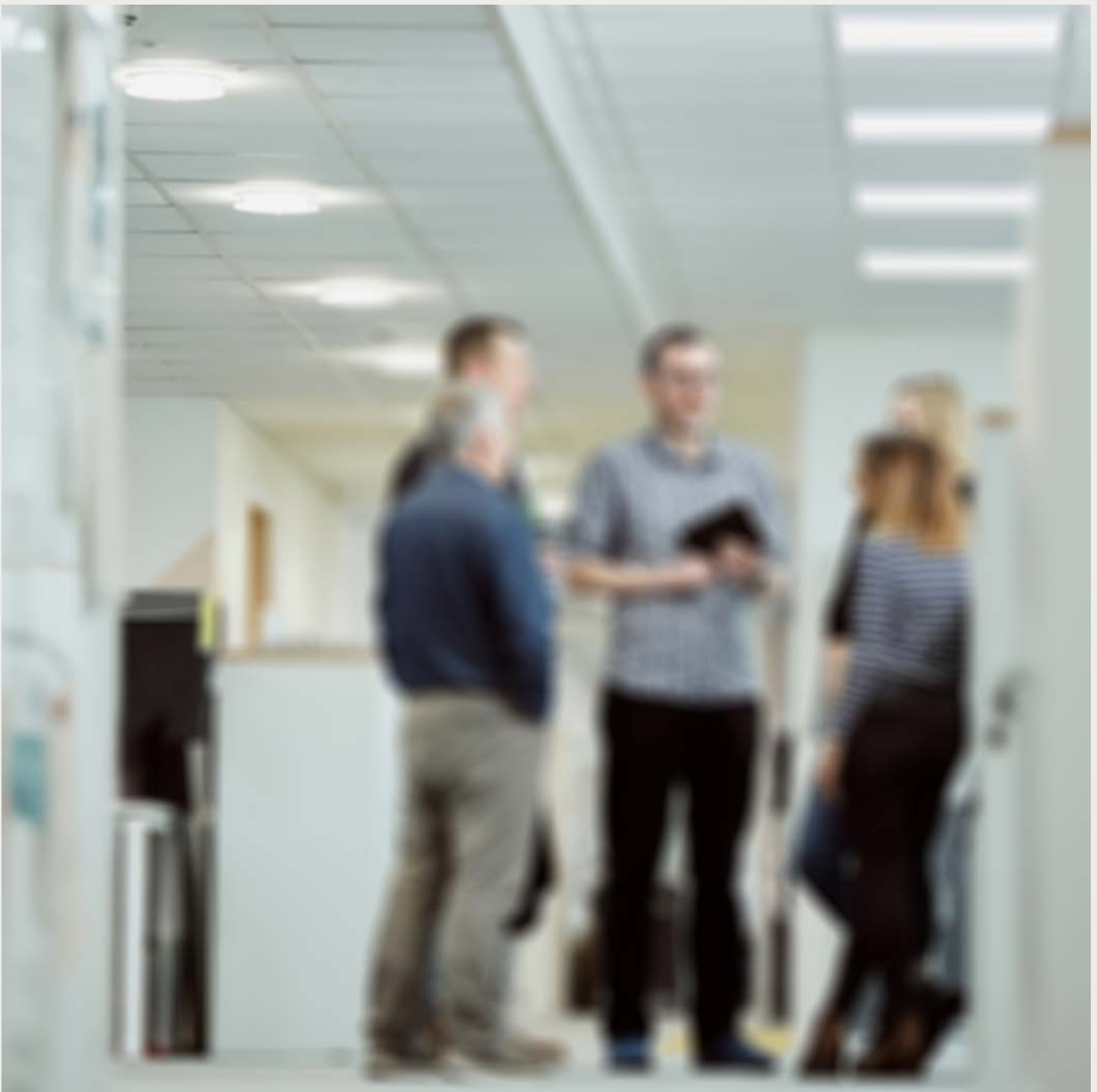
Introduce **Civil Service Professions frameworks** which will clearly define learning pathways available to help people flourish and progress throughout their careers.



**Understand the impact of [legislative changes](#)** and other significant changes on skillsets and capabilities, by undertaking skills audits and implementing specific training initiatives, particularly related to digital and data skills.

**Change our role** as Learning and Development professionals so that we can deliver the kinds of learning activities and support that will help us achieve our strategic objectives.

**Work in partnership** to encourage others to be curious and take greater ownership of their own development.



## Evaluating the impact of learning

Evaluating the impact of all learning activities, with a view to continually improving the learning experience for all our people. Learning and Development will:

- Agree measures of success with stakeholders at the outset, when learning needs and activities are being scoped and planned. We'll clearly define what success must look like, the impact that is desired and how this will be measured.
- Collect pre and post activity data to understand the shifts in knowledge and behaviour from learning activities
- Ensure that all feedback captured informs the design of future learning and supports continuous improvement of the learning and development offering.
- Invest in tools and systems to collect evaluation data, and experiment with innovative approaches
- Communicate evaluation outcomes and data regularly with key stakeholders

The Kirkpatrick Evaluation model will be used as a guide to determine the impact from learning:



## Evaluating the impact of learning

Our Learning and Development teams will undertake the following activities in line with this model:

**Level 1** – Collect evaluation surveys following formal learning events

**Level 2** – Continue to run action learning sets and focus groups to enable participants to re-visit and discuss the learning and to scope any further learning required

**Level 3** – The action learning sets will support identification of where learning has been beneficial and applied 'on the job'. Assessments, observations, and self-reflection can be used where appropriate. Case studies will also be sought to provide more in-depth examples of impact.

**Level 4** – Use key metrics and data to demonstrate learning impact and seek feedback from a wider range of stakeholders to ensure that the learning objectives were fully met.

### Return on Investment

Learning and development are a benefit for everyone at Companies House and represents significant investment in budget, resources, and time. It is important that we can demonstrate and evidence the return on investment and value for money obtained from all learning activities.

#### To do this we will:

- Work closely with learning suppliers to ensure high quality learning provision that meets agreed objectives, sharing evaluation feedback and challenging where learning has not met expectations.
- Ensuring that formal learning activities are only planned where there is a clear identified need
- Maximising training places to ensure greater value for money
- Fully evaluating all learning activities following the Kirkpatrick model



## Learning & Development Strategy — How do we get there?

Companies House Corporate Strategy sets out the strategic goals and objectives for the organisation. It is implicit that all the activities we undertake across Companies House should contribute to delivery of one or more of the goals and objectives to successfully deliver our Corporate Strategy.

It is therefore important that we acknowledge that these goals will guide the Learning & Development Strategy and we will align our activities and how we will deliver them to the appropriate corporate goal or objective.

The diagram below shows how the Learning and Development Strategy delivers against these goals and objectives.

Our culture enables our brilliant people to flourish and drive high performance

Have the right people in place at the right time, with the right skills to fulfil our role

Embed a mindset of adaptable, bold and curious behaviours

Implement an organisational structure that focuses on customers and service delivery

Value, and benefit from, diversity and inclusion

Create an environment that embraces and facilitates change

The Learning & Development Strategy Objectives set out the principles and outcomes of our work and articulates how we will achieve them. In doing so, we will successfully deliver the Learning & Development Strategy Vision.



Strategic Goal	Strategic Objective	How	
<b>Our culture enables our brilliant people to flourish and drives high performance</b>	have the right people in place at the right time, with the right skills to fulfil our role	Develop and deliver a range of Leadership & Management Programmes	<ul style="list-style-type: none"> <li>• Develop and deliver a comprehensive range of new and innovative programmes catering for different leadership and management needs.</li> <li>• Ensure all leadership and management programmes focus on role modelling our ABC behaviours.</li> <li>• Develop a clear set of leadership expectations to support performance management and underpin our leadership and management programmes.</li> </ul>
	embed a mindset of adaptable, bold and curious behaviours	Develop our approach to Talent Management & Succession	<ul style="list-style-type: none"> <li>• Introduce a High Potential Leadership development programme for those suited for future senior leadership roles, and an Aspiring Managers programme for those entering a management role for the first time.</li> <li>• Refresh the current Apprenticeship Programme and Graduate Schemes – working in partnership to attract the best talent and to design challenging yet satisfying programmes of development.</li> <li>• Ensure the Professions Frameworks offer clear criteria for career progression, including sideways development into other roles.</li> </ul>
	implement an organisational structure that focuses on customers and service delivery	Continue to develop the Coaching & Mentoring offer at CH	<ul style="list-style-type: none"> <li>• Continue to develop cross-government and external reciprocal arrangements and share best practice.</li> <li>• Grow the internal coaching and mentoring networks to offer more coaching and mentoring support.</li> <li>• Offer professional qualification options and CPD opportunities.</li> <li>• Actively promote the role of coaching and ensuring the principles are embedded in leadership and management programmes at all levels.</li> </ul>
	value, and benefit from, diversity and inclusion	Improving and Modernising the Learning Experience for all	<ul style="list-style-type: none"> <li>• Ensure regular and professional learning needs analysis is carried out in all areas, incorporating learning requirements linked to the Professions.</li> <li>• Curate an engaging, digital learning hub consisting of quality digital learning materials to support 'learning in the flow of work' and self-directed learning.</li> </ul>
	create an environment that embraces and facilitates change		<ul style="list-style-type: none"> <li>• Offer a greater range of blended learning opportunities in line with the 70 20 10 model of learning, catering for a wide range of learning styles, utilising internal subject matter experts to share their skills and knowledge</li> <li>• Adopt a 'digital first' approach and less reliance on formal classroom-based training.</li> <li>• Adopting more agile approaches, iterating messages quickly and often and ensuring that the L&amp;D process remains flexible to respond to changing needs.</li> </ul>

Strategic Goal	Strategic Objective	How	
Our culture enables our brilliant people to flourish and drives high performance	have the right people in place at the right time, with the right skills to fulfil our role	Implement the Professions Frameworks	<ul style="list-style-type: none"> <li>Working in partnership implement the Civil Service Professions across CH, ensuring everyone is aligned to a Profession.</li> <li>Ensuring Heads of Professions are supported and have the skills their teams need to carry out their role effectively.</li> <li>Support the development of individual and team development plans to raise capability levels in line with the standards outlined by their Professions.</li> </ul>
	embed a mindset of adaptable, bold and curious behaviours	Understanding the impact of Register Reform and Smarter Working	<ul style="list-style-type: none"> <li>Ensure leadership and management programmes have a focus on the skills needed for the effective management of Smarter working teams, ensuring an inclusive and flexible approach.</li> <li>Undertake targeted skills audits to understand future requirements and our people current capabilities linked to Register Reform.</li> <li>Provide learning opportunities that improve our people's capabilities and understanding of how Legislative Reform will change their work.</li> </ul>
	implement an organisational structure that focuses on customers and service delivery	Changing the role of Learning & Development	<ul style="list-style-type: none"> <li>Adopt new L&amp;D roles in line with best practice and proactively engage with our stakeholders to build trusted business partnering relationships.</li> <li>The team will be made up of qualified L&amp;D professionals that keep up to date with best practice, network externally and adopt new L &amp; D approaches..</li> <li>Act as role models for personal development, promoting L&amp;D opportunities, showcasing the benefits of learning and acting as change champions and innovators.</li> </ul>
	value, and benefit from, diversity and inclusion	Evaluating Impact of L&D	<ul style="list-style-type: none"> <li>Ensure measures of success are agreed at the outset for all learning activities.</li> <li>Follow the principles of the Kirkpatrick Evaluation model (levels 1 to 4) by collecting Evaluation surveys for all formal training events, conducting action learning sets, focus groups, individual discussions and case studies to demonstrate the impact of learning.</li> <li>Utilise key performance metrics and data as much as possible to determine the impact of learning, to inform other learning programmes and continuous improvement</li> <li>Use the People Survey, Investors in People accreditation assessment and People Voice surveys to gather feedback about L&amp;D and develop action plans for improvement.</li> </ul>
	create an environment that embraces and facilitates change		

We are excited to deliver our ambitious strategy that will increase the visibility, value and impact of Learning and Development in Companies House. Learning and Development will play a key role in driving the positive behaviours, professionalism, and attitudes we need to see as part of our transformation.

Our ways of working will result in improved relationships with colleagues across the organisation, where we will see everyone taking more ownership for their personal development.

By improving the learning experience, we'll challenge existing mindsets and perceptions and increase engagement in learning, resulting in greater partnership's where learning and development is owned by all and considered key to our current and future success.

**Our ways of working will result in improved relationships with colleagues across the organisation, where we'll see everyone taking more ownership for their personal development.**



## Measures and Reporting

To ensure we can evidence how our activities will deliver against the Learning & Development Strategy and more broadly, the Companies House Strategy, we have created a set of clearly defined measurements. These measurements have been devised and agreed in partnership with the Analysis & Corporate Insight Team and will be monitored and evaluated throughout the life cycle of the strategy.

Whilst we will not deliver these measures in isolation, we will make a significant contribution towards successfully achieving the following measures.

### **Our culture enables our brilliant people to flourish and drives high performance:**

- Skills growth levels within leadership and personal effectiveness; digital and data literacy and within key professions (ODP (Operational Delivery Profession), Investigative, Counter Fraud and Data).
- Increased number of secondments for 3-6 months.
- Evidence of Learning & Development intervention enabling high performance - Level 4 evaluation.
- Improved People Survey scores

### **Delivering value for money through efficient use of resources:**

- Improvements in professional capability across key professions.

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Annex

**People Transformation Strategy**

**Strategic Workforce Planning Strategy Link**

**70, 20, 10 model**



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# Learning & Development Strategy

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