

## Individual Decision

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Title of Report:	<b>Environment Directorate Plan</b>		
Report to be considered by:	Councillors Keith Chopping / Geoff Findlay	on:	31 August 2007
Forward Plan Ref:	ID1286		

**Purpose of Report:** To seek approval for the Environment Directorate Plan for 2007/08.

**Recommended Action:** That the Directorate Plan be approved.

**Reason for decision to be taken:** To set out the key objectives and work programme for the Environment Directorate for 2007/08.

**List of other options considered:** n/a

**Key background documentation:** Council Plan and Directorate service plans

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# Environment Directorate Plan 2007 – 2011



## **Structure of Plan**

This plan is divided into 3 sections. The first section describes the context within which the Environment Directorate work, focusing on the services that we provide, the local and national context, and the performance framework adopted to measure our success.

Section 2 is focused on identifying the key achievements to date and the main priorities over the life of this plan drawing upon cross cutting themes that as a Directorate, we will play a key role in delivering.

Section 3 explains how we intend to manage our resources to deliver our services and meet the targets identified in both the Directorate Plan and the respective service plans.

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## **Foreword**

This is the second revision of West Berkshire Council's Environment Directorate Plan 2007 - 2011. It provides an overview of the way in which the Environment Directorate will deliver and develop the services it provides to 2011. It sets out the Directorate vision of '**Working to maintain and enhance the quality of the environment in West Berkshire**' as well as its priorities, linked to a strategy for how they will be delivered.

The Directorate Plan flows from the Council Plan<sup>1</sup>, which contains a detailed explanation of the Council's vision and priorities for 2007 – 2011. The Environment Directorate is responsible for overseeing the delivery of the Council priorities for this year of **Better Roads and Transport, Cleaner and Greener and High Quality Planning**. The Directorate also contributes to other Council objectives through cross cutting work with other services throughout the Council.

The Council Plan supports the Sustainable Community Strategy, developed by the Local Strategic Partnership (LSP), which works towards actions on the key themes of housing, transport, rural issues and learning. The LSP framework has been developed in conjunction with private and voluntary sector partners as well as other public sector organisations.

We measure our progress in meeting priorities through monitoring of Service Plans. These plans are key documents for the management of annual targets and projects within the services and contain detailed actions and targets for each of the service areas: Highways and Transport, Countryside and Environment and Planning and Trading Standards. The Service Plans inform team and individual work plans, which are monitored through the Directorate Performance Management framework.

This last year has seen a restructure of the four services resulting in the merger of the Public Protection Service, into the other services, its functions being incorporated, in the main, into both Countryside and Environment and the Planning and Trading Standards Services respectively.

The performance of the Environment Directorate has continued to improve over the last year, culminating in recognition in the Comprehensive Performance Assessment (CPA) score, the Environment Block having been judged as a three star service (from a two star).

The Directorate also performed extremely well in an exercise working towards Investors in People accreditation (IIP), with a view to the Council gaining full IIP status during 2007.

The services that the Environment Directorate is responsible for have a direct impact on the quality of life for the people of West Berkshire in their daily lives and also for the people who work in and visit the area. We are committed to ensuring that the services provided by the Environment Directorate will continue to improve, that our staff are valued and that our service planning documents, including this Directorate Plan, are real working tools.

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<sup>1</sup> Council Plan Update 2007 "Promoting the economic, social and environmental wellbeing of West Berkshire"



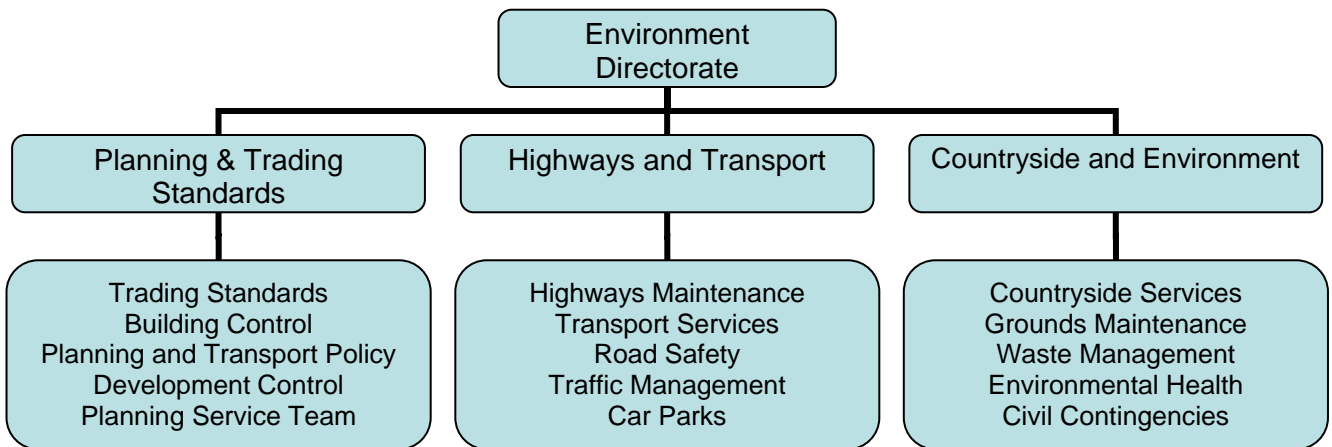
**John Ashworth**  
**Corporate Director**

## 1.0 The context within which we work

### 1.1 Description of Services

The Environment Directorate sits alongside three other Council Directorates: Children and Young People; Community Services and the Chief Executive's Directorate.

The chart detailed below provides an overview of the services provided by the Environment Directorate. A more detailed description of the functions performed can be found in each of the service plans.



The Policy Framework governing the work of the Environment Directorate is detailed in Appendix 1.

### 1.2 Local research

The District Profile, produced by the Council, is the key reference point for the Directorate for information on changing demographics, economic and social trends in West Berkshire. Having a good understanding of the profile is critical to the shaping of our future plans and priorities.

In addition to this, the results of a number of surveys carried out by the services within the Directorate as well external inspections and scrutiny work, provide key information on how well services are performing and help to highlight areas that require improvement. Examples include the annual satisfaction survey, the Planning user satisfaction survey, and other individual service user surveys. Alongside this, there are a range of consultative events such as Area Forums which also contribute to our research and engagement with the public.

### **1.3 Legislation / National Priorities for the Environment Directorate**

The services within the Environment Directorate are covered by a wide range of legislation, the key acts of which are detailed in Appendix 2.

There are also national priorities designed to drive the development of specific areas of activity within our services. The key issues to be addressed during 2007/ 08 are as follows:

#### Gypsies and Traveller Policy

The government has recently produced new legislation and guidance on local authority responsibilities for Gypsies and Travellers. This is largely to resolve the issue of unauthorised encampments and the requirement upon local authorities to assess and improve the provision of pitches available to Gypsies and Travellers. This year will see the proposed adoption of the Draft Gypsy and Traveller Policy by the Council. A new Berkshire wide Gypsy and Traveller Officer group has been created and could encourage future partnership working to help address these issues.

#### Emerging Rights of Way Improvement Plan

The Council has a duty to produce a long-term plan of improvements to the Rights of Way Network by November 2007. This will take into account the needs of users after a full and thorough Public consultation exercise. Therefore a priority for 2007 will be to finalise and publicise the plan and to ensure its future integration into the Local Transport Plan and the work of the Countryside Service.

#### Civil Contingencies

The Civil Contingencies Act 2004 placed a responsibility on the authority for ensuring that the Council is as prepared as possible in its capacity as a community leader in times of disaster whether natural or man made. A priority for 2007 will be to review the Major Incident Plan and to finalise the Pandemic Flu Plan.

#### Parks

In 2002 the government's Urban Green Spaces Task Group delivered the 'Green Spaces, Better Places' report. This recognised that a national decline in the quality of urban parks had occurred over the last 25 years.

The report reiterated the social, economic and environmental benefits of this resource and noted that re-investment was needed. It was recommended that re-investment be achieved through external sources wherever possible and that local authorities develop a strategic approach to ensure delivery of higher standards.

One of the priorities for the Grounds Maintenance Team for 2007/8 will be to achieve successful negotiations for Section 106 Developer Contributions in

order to provide investment to secure future improvements in Parks and Open spaces.

### Waste

The Waste Management team will continue this year to work towards achieving the targets set by Government through the EU Landfill Directive, for reducing waste to landfill, increasing levels of recycling and composting aimed at ensuring that waste management follows sustainable practices.

One of the key objectives for the team will be waste prevention and re-use, and also securing the investment in infrastructure required to divert waste from landfill.

The National UK targets<sup>2</sup> cover the next fifteen years [to 2020] and are primarily set to achieve the reduction in waste being sent to landfill.

- **To recycle or compost at least 40% of household waste by 2010.**
- **To recycle or compost at least 45% of household waste by 2015.**
- **To recycle or compost at least 50% of household waste by 2020.**

National energy recovery targets have also been set as follows:

- **To recover value from 53% of municipal waste by 2010;**
- **To recover value from 67% of municipal waste by 2015.**
- **To recover value from 75% of municipal waste by 2020.**

West Berkshire continues to respond to this challenging agenda for waste modernisation and this is being achieved through the implementation of its Waste Management Strategy, one element of which will be the procurement of the Council's new PFI Integrated Waste Management Contract, due to be awarded during 2007/8.

### Food Enforcement Plan

The Trading Standards and Environmental Health Teams have a joint responsibility to produce an annual Food Enforcement Plan for 2007/8. The Council is required to produce this plan by the Food Standards Agency under the provisions of the Local Authority Enforcement Framework.

The plan provides information on services we provide in relation to food enforcement and is intended to focus debate on key service delivery issues and provide an essential link with financial planning. The plan sets objectives for the future, and identifies major issues that cross service boundaries; as well as providing a means by which performance can be managed and comparisons can be made.

A strong emphasis on business and consumer education work is highlighted in the plan as well as targeted inspection and sampling programme based on national and local priorities and risk assessment.

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<sup>2</sup> Figures cited in National Waste Strategy 2007



### Trading Standards Performance Plan

In line with the National Performance Framework, the Trading Standards Service produces an annual service plan which sets out its priorities in respect of all matters other than food standards, agriculture and animal health and welfare. The plan sets out the local and national contexts for the work of the service and highlights the main targets for ensuring that local consumers and businesses are confident and informed and that enforcement is targeted and effective. The plan also highlights the integration between regional and local working and adopts many of the priorities of Trading Standards South East (TSSE).

### The Animal Health Service Level Agreement

The Trading Standards Service has in place a Service Level Agreement with Defra in relation to the Framework for local authority animal health enforcement. This is refreshed annually and sets out the work that we will carry out in relation to the enforcement of movement and bio security controls on farms, at animal gatherings and in transit. In return the Service provides direct funding under the terms of the agreement.

### Planning

There is a government requirement to have in place a Local Transport Plan 2 and this was submitted and marked by Government as 'Good' during 2006.

The West Berkshire Planning Strategy which was produced and consulted on during 2006, was withdrawn following a change in Government advice. The change in advice required a review of the Local Development Scheme (LDS). This review will continue into 2007.

In addition to the above, there is also a requirement for the Policy Team to produce an Annual Monitoring Report (AMR). A report for 2007 will therefore need to be produced.

Finally, major, minor and other planning applications will continue to be processed in line with nationally set Government targets.

### Highways and Transport

This service makes a significant contribution to the development and of the Local Transport Plan (LTP2). The report, marked by Government as 'Good', included 'Excellent' ratings for Road Safety and Performance Management.

The extensive programme of highway and transport improvements over the five-year life of the Local Transport Plan 2006-2011 will continue to contribute significantly to national objectives of reducing road casualties, reducing congestion and improving accessibility.

LTP2 sets out key outcomes and performance indicators in the field of highways and transport including improvement targets for road condition and street lighting. It is now also a requirement that all highway authorities develop a Transport Asset Management Plan (TAMP). Work on delivery of the plan will

continue during 2007.

#### Traffic Management Act 2004 (TMA):

This legislation places a Network Management Duty on the Council requiring it to appoint a 'Traffic Manager'. The Head of Highways and Transport fulfils this statutory position and the Council's delegated powers have been amended accordingly.

Under the TMA, new regulations are being introduced on a phased basis and include guidance on intervention criteria by the Secretary of State which came into effect on 12th March 2007.

Other elements of the TMA, which will have an impact on the Highway and Transport Service, include civil enforcement of traffic contraventions (sometimes referred to as decriminalised enforcement), bus lane and moving traffic offences and blue badge inspection.

### **1.4 National Context**

In addition to the above, there is also national guidance that sets the context within which the Council and therefore the Environment Directorate operates. This is detailed below.

#### Equalities Agenda

The Environment Directorate applies the aims and values of the Council's Equalities Strategy to all areas of its work. The Race Relations (Amendment) Act 2000 has required all public organisations to carry out Equality Impact Assessments on their policies and services to ascertain whether there are any adverse (or positive) impacts on Black and Minority Ethnic (BME) groups. The Council has widened the remit to cover the needs of disabled people in assessing these impacts.

The timetable for Equality Impact Assessments within Environment runs on a three-year rolling programme. Impact Assessments due in the Directorate in 2007 include the Services and policies impacting on Travellers. Other ad hoc impact assessments are carried out wherever a new policy is introduced or an existing policy is being revised.

Results of completed Equality Impact Assessments can be viewed on the Council's website at [www.westberks.gov.uk](http://www.westberks.gov.uk)

In addition to the rolling 3 year programme, each service area must conduct an audit to demonstrate how the service will meet the needs of the ethnic minority community and those with a disability. All 3 service areas within the Environment Directorate have undertaken this audit.

#### Local Strategic Partnership and Local Area Agreement

The Local Strategic Partnership (LSP) brings together the Council, Police and Primary Care Trust with the voluntary and private sectors. The purpose of the partnership is to share ideas, expertise and resources to resolve local problems.

The Council, in conjunction with the LSP, has entered into a Local Area Agreement (LAA) which runs from April 2006 to March 2009. The LAA sets out the priorities for the local area and includes a series of challenging targets to improve performance in areas which are key government priorities. The Environment Directorate plays a significant role in contributing to the 'Safer and Stronger Communities' block. The targets in relation to this are aimed at reducing consumption by young people of alcohol and tobacco. The approach taken is multi-faceted and includes an education programme in local secondary schools, smoking cessation advice, a responsible retailer scheme and a comprehensive enforcement programme in conjunction with the local Police.

The Local Area Agreement was negotiated with the Government Office for the South East who regularly monitors progress against the agreed targets.

### Parish Planning

In 2006 West Berkshire Council was awarded Beacon Status for its community involvement role around Parish Planning. The Environment Directorate has major involvement with both the development of Parish Plans and also the delivery of projects with Parishes and their other partners. Examples include protocols for Village Design Statements and highway improvements, particularly relating to traffic speed and road safety issues.

The White Paper on the future of local government – Strong and Prosperous Communities (October 2006) seeks to provide local communities with more influence and power to improve their lives through the adoption of Local Area Agreements and encourage greater community involvement through initiatives such as the Parish Planning process.

### Financial Management

In order to ensure effective delivery of services, there is a need to ensure the Council has in place a robust financial framework. The Council has addressed this through the adoption of a Medium Term Financial Strategy (MTFS).

The MTFS for 2007/08 – 2009/10 seeks to;

- summarise the financial context within which the Council is working
- provide a stable financial framework for the Council over the period of the Council Plan, taking into account the need to address new statutory requirements, known financial pressures, and new Government initiatives;
- ensure within that framework, through a variety of means, that financial resources are made available to deliver the Council's 16 Outcomes as set out in the Council Plan.

The MTFSS proposes delivering savings through a range of initiatives, some of which involve extending the current boundary of our Efficiency Programme. These are:

- establishing a new 'Value for Money Programme' which ensures that resources follow our priorities and that in low priority areas we are delivering services at a low unit cost;
- reviewing our management costs to ensure they are kept to a minimum;
- renewing our focus on procurement savings;
- looking to 'share services' with neighbouring authorities so we can increase our own capacity and performance and look to further reduce our costs;
- continuing to develop partnerships with other local agencies both to improve local services efficiency and reduce costs;
- seek opportunities to develop third party business and thereby improve our income stream; and;
- providing incentives to managers to improve efficiency and deliver savings.

It is planned to invest an additional £11 million in supporting the delivery of our Corporate Priorities over the life of this new Strategy. Decisions on where these resources are to be allocated will be set out in the Council Plan and subsequent refreshes. The precise allocation of funding will be agreed through the annual Revenue Budget.<sup>3</sup>

## **1.5 The Performance Management Framework within the Environment Directorate**

### External Assessment

#### Comprehensive Performance Assessment (CPA)

The major external test of our services is known as the Comprehensive Performance Assessment (CPA), the purpose of which is to determine how well we are delivering our services. It also considers how well the Council is operated; focussing on financial management and use of resources to ensure that budgets are well managed and used to support priorities.

The CPA methodology was revised during the course of 2005 which brought with it further challenges. However, despite this, the Environment Directorate was successful in increasing its CPA rating in December 2006 from 2 stars to 3 stars which demonstrates that as a Directorate we are improving well.

The Council is due to for another corporate assessment in September 2007. In preparation for this process, the Audit Commission will conduct an initial inspection in July which will involve collating evidence to assess how we

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<sup>3</sup> "Delivering Value for Money" A Medium Term Financial Strategy 2006/07 – 2008/09

perform against the CPA 'Key Lines of Enquiry'. There is also a requirement by the Council to provide the Inspectors with a self assessment paper that describes how we have developed as an organisation since the last corporate assessment in 2002, our successes, as well as the key challenges we face. This will then be followed up with a 2 week inspection in September.

The Council's performance management framework is developed and promoted within the broader context of the Comprehensive Performance Assessment (CPA).

### Internal Assessment

The Council uses a range of tools to manage both the performance of its services and its employees as detailed below:

### Council Wide Performance Management Framework

As outlined in the introduction to this Plan, a comprehensive performance framework is in place across the Council. It comprises the Sustainable Community Strategy, Council Plan, Directorate Plans and Service Plans.

These plans incorporate challenging targets to develop a culture of continuous improvement and best practice, to ensure that all plans are integrated and linked to achieve the same goals and to enable community and corporate priorities to be delivered and to measure and monitor success.

Level One Indicators comprise top-level strategic indicators. They are designed to review progress against the 16 outcomes identified within the Council Plan, the Corporate Health Indicators, and each service area's performance in terms of its achievement against targets identified within the service plans. Progress on performance is reported on a quarterly basis to Members via the Executive in the form of a traffic light system. Exception reports are produced for 'out of line' targets and where targets are showing as 'red', action plans for improvement are produced.

### BVPIs and Operational Indicators

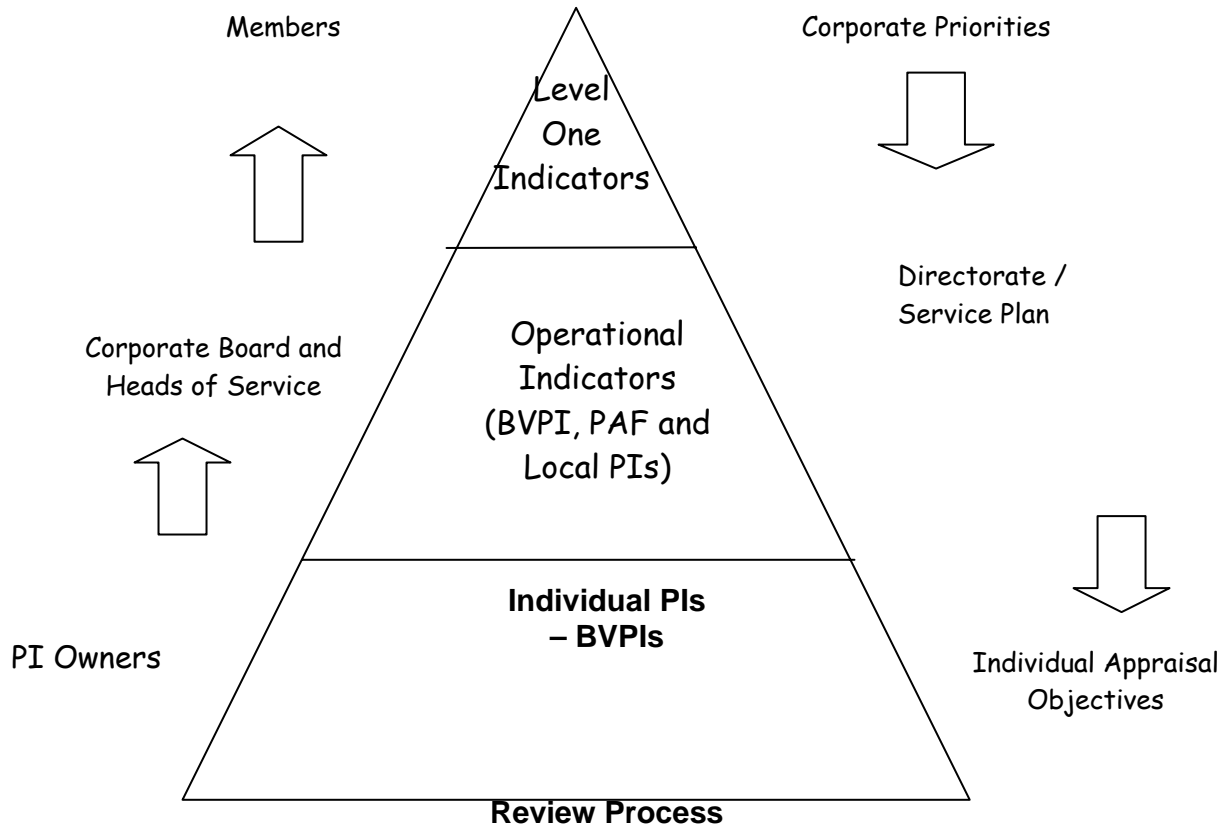
These are made up of all the remaining measures used within the Council and its Services and consist of a basket of Best Value Performance Indicators, Performance Assessment Framework (PAF) indicators and Local indicators. These indicators are detailed within the Service Plans and are managed by the Heads of Service in conjunction with their Senior Management Teams. Progress against these indicators is reported on a monthly basis to the Corporate Director and Portfolio Members in the form of a traffic light system, where out of line measures are reviewed and actioned.

### Individual Appraisal Objectives

As part of the appraisal process each member of staff is set personal objectives, which are aligned to the Council / service objectives. The process is designed to help staff identify how well they are doing and to improve performance through learning and development.

Appraisals take place on an annual basis and are supported by mid-year reviews at which performance against objectives can be assessed, and learning and development needs reviewed. The process helps to shape the corporate learning and development programme.

The following diagram shows the performance management framework:



### Scrutiny

The Overview and Scrutiny Commission helps develop policy and can “call in” decisions taken by the Executive where they feel it is necessary. They also undertake a broad scrutiny role for the Council in respect of public service provision within the wider community. Elected Members have set up specific scrutiny task groups to review and make recommendations on service delivery within the Environment Directorate. Examples include Countryside Access, Traffic Management and the Planning Developer Contributions function. The recommendations from these scrutiny reviews have resulted in an action plan for improvements to be developed in all cases. In respect of the Planning Developer Contributions, this has resulted in the introduction of a new nationally recognised Developer Contribution policy and a new streamlined process that has been recognised as ‘best practice’ by the Audit Commission.

### Policy Development Commissions

The Overview and Scrutiny Commission is supported by 3 Policy Development Commissions whose emphasis is on driving forward policy development across a range of services with themes being based around the Local Area Agreement

Blocks of Healthier Communities, Children and Young People and Safer, Stronger and Sustainable Communities. The Commissions will undertake up to 3 policy reviews per year.

### Quality Framework

During 2006, a quality framework aimed at examining and quality-assuring services was introduced across the Council. The framework, designed to facilitate the self assessment required for the government's comprehensive performance assessment (CPA) Key Lines of Enquiry, provides a systematic method of checking progress and developing an action plan for improvement, covering areas such as:

- Customer focus
- Information requirements
- Service Planning
- Resource Management
- Learning and Benchmarking
- Partnership Working and governance

By working through this framework, priorities for action and improvement can be identified across the services and the results can be used to feed into the service planning process.

### Investors in People Standard

In 2006, the Council, embarked on a programme to revise its organisational development structure based upon the principles of the Investors in People Standard.

The Investors in People standard is proven to provide improvement in performance as it challenges organisations to maximise and recognise the strengths of its people.

Adoption of the standard will ensure that we have strategies in place to improve performance and ensure all staff receive appropriate learning and development opportunities as well as enabling staff to have a greater understanding of their role in the organisation, its aims and objectives in serving the West Berkshire Community.

The Environment Directorate was subject to an initial assessment in December 2006 and the outcome proved very positive, with only two areas identified as requiring improvement in order to gain accreditation. The Directorate is due to be re-assessed in April 2007 and it is hoped that the outcome will be favourable.

### Environment Directorate Performance Management tools

In addition to the performance measures detailed above, the Environment Directorate operates local systems designed to improve the effectiveness and quality of our services. These are as follows:

- User consultation. Listening to what people have to say about their experience of us and using this to develop and plan services.
- Systematic reporting on targets and performance indicators – as described in our Performance Management Framework.
- Monthly in-depth Portfolio Holder briefings with the Corporate Director and Head of Service
- Monthly Performance Reports – These reports provide a comprehensive analysis of the performance of each service area including commentary on HR and Finance issues as well as reporting on progress against both local and nationally defined performance indicators.
- Scrutiny by elected Members as discussed above.
- Responsive and accessible complaints process.
- Staff consultation and information – with regular briefing sessions from the Corporate Director and the Chief Executive
- Key messages relayed to staff and management via management and team meetings.

## **2.0 Key Achievements and Future Priorities**

### **2.1 Key Achievements for 2006/07**

Detailed below is just a snapshot of the key achievements and outcomes for the Environment Directorate for 2006/07.

- The Planning Service has successfully implemented a new Developer-Contribution system which has increased contributions from £1.5 m to £8m per year. This has received national recognition as an example of best practice by the Audit Commission.
- Development Control performance in determining planning applications is in the top 10% nationally.
- Building Control achieved independent registration under BS ISO 9001 quality management system.
- The Local Transport Plan 2 was marked as 'Good' by central Government and included an 'Excellent' rating in relation to Road Safety and Performance Management.
- The long term contract for Highways and Bridge Works was successfully tendered and awarded to Fitzpatrick Ltd in October 2006.
- The £5.7 million transport capital programme was delivered within prescribed budgets and timing constraints as recognised by GOSE.
- Introduction of Pay on Foot parking and refurbishment at Northbrook multi storey car park in Newbury.
- Implementation of a new Free Local Bus Travel Pass for the over 60's and the disabled from 1<sup>st</sup> April 2006 to complement existing travel token scheme.
- Savings achieved through the re-negotiation of the Council's transport fleet contract.
- The Western Area Planning Committee approved the application for the Council's Household Waste and Recycling Centre at Abbotswood.
- The Trading Standards Team introduced a responsible retailer scheme for retailers of tobacco and alcohol.



- A contractor and an exhibition designer were appointed to the ‘renewed’ Nature Discovery Centre project. Work began on site in October 2006 and the centre is due to be re-opened in July 2007.
- Improved recycling rates from 19.78% to 22.95%.
- 500 trees were planted in Thatcham as part of the Cleaner and Greener initiative.
- The CCTV function was successfully transferred ‘in-house’ in September 2006.
- The Environmental Health and Licensing Team have successfully transferred its ‘customer enquiries line’ in respect of specific topics, to the Council’s Contact Centre. It is envisaged that over the coming year, the bulk of all first line enquiries to the Environmental Health and Licensing Team will be dealt with through the Contact Centre.
- Major refurbishment of Newbury Market Place in 2006.

## 2.2 Future Priorities

In April 2007, West Berkshire Council published its latest 4-year Council Plan. This document is arranged as a series of outcomes for the people of West Berkshire and the Environment Directorate has a major role in delivering targets against the majority of the 16 outcomes described.

The Environment Directorate is directly accountable for the 3 outcomes: ‘A Cleaner and Greener West Berkshire’, ‘Better Roads and Transport’ and ‘High Quality Planning’. This is illustrated in Appendix 3.

These outcomes are closely aligned to the Directorate’s vision of ‘Working to maintain and enhance the quality of the environment in West Berkshire’.

The Council’s aims in relation to these outcomes are shown below. Detailed targets against each of the outcomes, to cover the period 2007 – 2011, can be found in Appendix 4.

Outcome	Council Aim
Better Roads and Transport	<ul style="list-style-type: none"> <li>• Continue to improve the road safety record in West Berkshire by implementing a range of education, enforcement and engineering initiatives.</li> <li>• Continue to improve the condition of the district's extensive highway network.</li> <li>• Increase travel choices by improving and promoting alternatives to single occupancy car journeys.</li> <li>• Reduce traffic congestion at known hotspots</li> </ul>
A Cleaner and Greener West Berkshire	<ul style="list-style-type: none"> <li>• Encourage people to change to a greener way of life.</li> <li>• Protect and enhance the natural environment of West Berkshire.</li> <li>• Increase recycling, and use more local resources, reducing dependence on goods and services from</li> </ul>

	<p>outside the district.</p> <ul style="list-style-type: none"> <li>• Keep West Berkshire clean.</li> </ul>
High Quality Planning	<ul style="list-style-type: none"> <li>• Ensure that planning policies achieve community goals within the national planning framework.</li> <li>• Use the planning process to secure an infrastructure which benefits the community.</li> <li>• Minimise the impact of development on the environment.</li> <li>• Take action against people who flout the planning system.</li> </ul>

Of the 16 Outcomes identified in the Plan, the Council has identified 3 priorities for the 4-year period, one of which is a 'Cleaner and Greener West Berkshire' as detailed above. The other two priorities are 'Safer Communities' and 'Successful Primary Schools', both of which require the involvement of the Environment Directorate in terms of meeting targets.

The Council Plan also identifies 4 outcomes which will shape how the Environment Directorate delivers its services. These are as follows:

#### Putting Customers First

The Environment Directorate will seek to continuously improve the service it provides through focusing on achieving the targets identified against this outcome, thus ensuring high levels of customer care, and accessibility to all our services.

#### Value for Money

A Value for Money framework is to be adopted by all services in order to benchmark cost versus performance levels. This will enable the Directorate to make an assessment as to the standard of services it is able to provide within the financial limitations set out and if necessary, diverting funds away from low priority areas into activities requiring further investment.

The Directorate will also be seeking to implement the Council's project management methodology on all its capital projects which will help to ensure effective allocation of resources and successful management of projects.

#### Effective People

With salaries accounting for over 50% of the Council's budget, this outcome is focused on ensuring the effectiveness of staff. As a Directorate, we are committed to managing our staff effectively through the adoption of the Investors in People Standard. This involves effective performance management, maximising learning and development opportunities for all our employees and evaluating the return on our investment.

## Effective Performance Management

This outcome is focussed on improving the existing performance management framework to ensure that outcomes are successfully delivered. As a Directorate, this will include incorporating our performance reporting into the West Berkshire LAA Performance Management Portal. Environment will be the first Directorate to utilise the tool.

In addition to the above outcomes, each of the services has a range of statutory and locally defined responsibilities to fulfil. A comprehensive breakdown of the priorities in relation to these can be found in the respective service plans.

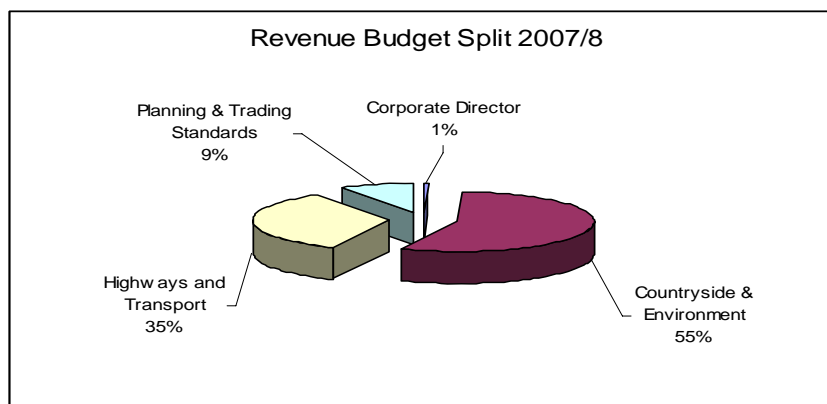
Performance against these outcomes is monitored through the Council's Performance Management Framework as detailed in section one of this report.

### **3.0 Managing Our Services**

The Environment Directorate is striving for continuous improvement. As explained earlier, Councils are subject to rigorous external inspection to ensure services perform well for the customers and we welcome this external challenge. Such challenge is one of the tools we use to help improve the functions in our services. Continuous improvement means setting priorities and having clear goals, identifying those goals and having a clear plan as to how to achieve them. However, the services need to be flexible enough to divert resources and to re-prioritise when necessary.

### **3.1 Matching Resources to Priorities**

The Directorate's gross revenue budget for 2007/08 is £32.751m, and the net revenue budget (excluding support service recharges and capital charges) for 2006/2007 is £25.748m which represents a 6.4% increase from the previous year – and includes an additional £0.77m for the Waste Management Strategy. The chart below indicates how the budget is split between services.



The revenue budget is set in accordance with the Council's Medium Term Financial Strategy, which forms part of the Authority's Policy and Budget framework. This Strategy aims to use efficiency savings as the means of identifying new resources for investment.

It is anticipated that key services will continue to improve in line with Corporate Priorities and achieve CPA requirements, whilst remaining within the Directorate cash limit.

### 3.2 Capital Programme and Strategy<sup>4</sup>

Environment Services business cases are submitted to the Council's Capital Group for initial consideration and potential inclusion in a long term Capital Programme. This ensures that money is being spent on the Council's Strategic priorities and the priorities that are important for our customers, the people of West Berkshire. However, this does present financial challenges and in a climate where finances are tight, tough decisions need to be made about where money is spent. Bids are made against a single capital pot over a five-year strategy. The capital programme for the Environment Directorate for 2007/08 totals £7.4 million.

### 3.3 Human Resources

The Environment Directorate currently has a staffing establishment of 278 FTE (permanent and fixed term posts). A breakdown of the establishment at service level is detailed below:

Corporate Director & PA	2.00 FTE
Planning & Trading Standards	97.59 FTE
Highways and Transport	99.44 FTE
Countryside and Environment	78.97 FTE
Total	278.00 FTE

In 2006, Workforce Planning was introduced into the Directorate, the purpose of which is to ensure that the Environment Directorate has in place a skilled and appropriate workforce capable of delivering the strategic goals of the organisation.

The workforce plan is reviewed annually in line with service planning and therefore enables managers to consider whether the service has in place suitable workforce structures, skills, abilities and capacity in order to deliver the key objectives of the service, and where necessary, to identify actions and / or strategies for addressing any foreseen difficulties.

The Directorate also produces an annual Learning and Development Plan which identifies the key learning and development activities for the Directorate over the coming year. A copy of the plan is attached in Appendix 4.

### 3.4 Joint Working Arrangements

The Environment Directorate continues to explore joint working arrangements with other authorities as a way of maximising service delivery whilst keeping costs to a minimum. This has been particularly successful in areas such as Trading Standards where there are recruitment difficulties due to national shortages within the profession. This has had the benefit of improving service

<sup>4</sup> Capital Strategy and Programme 2005/06 - 2009/10 published January 2005

delivery as well as ensuring value for money is obtained. The Environmental Health team have also been successful in setting up joint arrangements with the Police in order to address issues relating to licensing and nuisances.

The Directorate continues to take advantage of cross border working groups as a means of improving service delivery and achieving efficiencies through the sharing of knowledge and work activities. Examples include the Reading Urban Area Transport Group, the Cross Border Working Group with Basingstoke and Deane and Hampshire County Council to discuss A339 issues, and the Berkshire, Gypsy and Traveller Officer Task Group.

### **3.5 Risk Management**

Effective risk management provides West Berkshire Council with a means of improving strategic, operational and financial management. It also assists in minimising financial losses, service disruption, bad publicity, and threats to public health or injury to employees or members of the public, which may result in claims for compensation.

As part of the service planning process, the Environment Directorate reviews risks associated with service delivery and has embedded actions that are required to mitigate those risks within Service Plans. These risks and actions are translated into Service Operational Risk Registers and Action Plans which are reviewed on a quarterly basis.

The procurement of the new Waste Management PFI contract, which is a long-term contract with significant budget and risk implications for the Council, has its own Risk Register and Action Plan

## Supporting Information

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### 1. Background

1.1 Service planning plays a vital part in assisting with corporate planning, and service performance management and monitoring across Council services.

### 2. Structure of the Directorate Plan

2.1 The Environment Directorate Plan runs for four years from 2007-2011 but will be refreshed annually to reflect key changes to priorities and targets in support of the Council Plan.

2.2 The Directorate Plan describes the context within which the Environment Directorate works, focusing on the services that it provides, the local and national context, and the performance framework adopted to measure success.

2.3 It also identifies the key achievements to date and the main priorities over the life of the plan drawing upon cross cutting themes that the Directorate will play a key role in delivering.

2.4 The Directorate Plan is supported by individual service plans which provide further detail on how the services intend to deliver the targets identified. These are then translated into individual performance objectives for staff.

## Appendices

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Appendix 1 – The Environment Directorate Plan 2007-2011.

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## Consultation Responses

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### Members:

**Leader of Council:** Graham Jones – Graham is currently on leave therefore Deputy Leader, Keith Chopping has been consulted in his absence.

**Overview and Scrutiny Commission Chairman:** Brian Bedwell – Brian's comments have been incorporated into the plan.

**Policy Development Commission Chairman:** Not applicable

**Ward Members:** Not applicable

**Opposition Spokesperson:** Keith Woodhams – Keith was satisfied with the content of the report.  
Royce Longton – no comments received at time of publication.

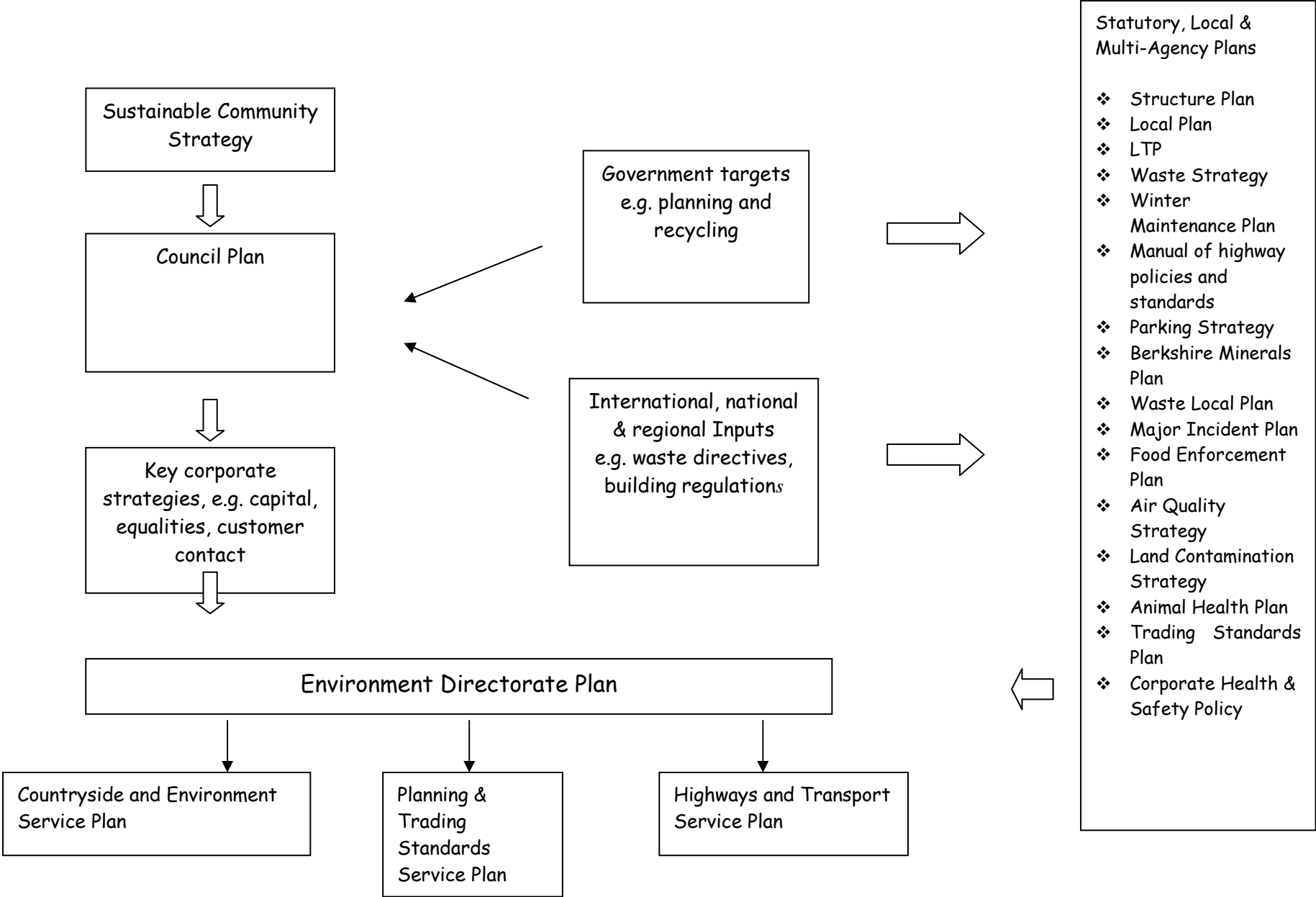
### Advisory Members:

**Local Stakeholders:** Not applicable

**Officers Consulted:** John Ashworth, Gary Lugg, Mark Edwards and Environment Service Managers

**Trade Union:** Not applicable

Policy Framework

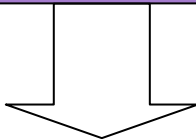


Key Legislation applicable to the Environment Directorate

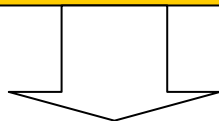
Town & Country Planning Act 1990  
Countryside and Rights of Way Act 2000  
Control of Pollution Amendment Act 1989  
Controlled Waste (Registration of carriers & seizure of vehicles) Regulations 1991  
Refuse Disposal (Amenity) Act 1978  
Wildlife & Countryside Act 1981  
Highways Act 1980  
Clean Neighbourhoods and Environment Act 2005  
New Roads and Street Works Act 1991  
Public Passenger Vehicle Act 1981  
Transport Act 1985  
Goods Vehicles (Licensing of Operators) Act 1995  
Land Drainage Act 1991  
Traffic Management Act 2004  
Environment Protection Act 1990  
Buildings Act 1984  
Civil Contingencies Act 2004  
Licensing Act 2003  
Road Traffic Act 1984  
Consumer Protection Act 1987  
European Communities Act 1972  
Protection of Young Persons (Tobacco) Act  
Intoxicating Substances (Supply) Act  
Criminal Justice Act / Knives Act  
Road Traffic Acts  
Food Safety Act / Agriculture Act  
Pesticides Act  
Animal Health Legislation  
Anti-Social Behaviour Act  
European Communities Act and Regulations  
Petroleum Act  
Explosives Acts  
Fireworks Acts  
Trade Descriptions Act 1968  
Consumer Credit Act 1974  
Theft Acts  
Trade Marks Act  
Copyright, Designs and Patents Act  
Weights and Measures Act 1985  
Proceeds of Crime Act 2002  
Health and Safety at Work Act  
Control of Pollution Act 1974  
Pollution and Prevention of Control Act 1999  
Clean Air Acts 1956-1993  
Public Health (Control of Diseases) Act 1984  
Public Health Acts 1936,1961



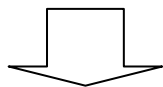
**Council Plan Priorities  
2007 - 2011**



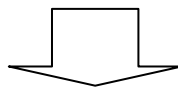
- |  |   |   |
|--|---|---|
| Cleaner and Greener<br>Better Roads and Transport<br>Thriving Town Centres<br>Affordable Housing<br>Vibrant Villages<br>Including Everyone | A Healthier Life<br>Successful Schools and Learning<br>Promoting Independence<br>Protecting Vulnerable People<br>Effective People | Safer and Stronger Communities<br>High Quality Planning<br>Excellent Performance Management<br>Putting Customers First<br>Value for Money |
|--|---|---|



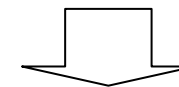
**Cleaner and Greener  
Better Roads and Transport  
High Quality Planning**



**Highways and Transport  
Service Plan**



**Planning and Trading  
Standards Service Plan**



**Countryside and Environment  
Service Plan**

## Council Priorities directly related to the Environment Directorate

	Year 1 Targets	Year 2 Targets	Year 3 Targets	Year 4 Targets
Better Roads & Transport	<p>Maintain improvement in the condition of the West Berkshire Road network (in the upper quartile nationally).</p> <p>Improve performance in the maintenance of unclassified Roads by 5%.</p> <p>Maintain performance in reducing the numbers of people killed or seriously injured on West Berkshire Roads. (improving on government's 2010 target)</p> <p>Contribute to local Road Safety by installing 20 activated signs.</p> <p>Aim to have 65% of schools with an approved travel plan.</p> <p>Improve performance in the maintenance of footways by 5%.</p> <p>Reduce the number of flooded roles by upgrading drainage systems in potential problem areas.</p>	<p>Maintain improvement in the condition of the West Berkshire Road network (in the upper quartile nationally).</p> <p>Increase user satisfaction with Road and Footway network by 3% over 2004/5 base.</p> <p>Maintain performance in reducing the numbers of people killed or seriously injured on West Berkshire Roads. (Improving on government's 2010 target).</p> <p>Aim to have 80% of schools with an approved travel plan.</p> <p>Ease congestion on the A4 corridor by implementing improvements at Hambridge Road junction.</p> <p>Improve parking facilities in Pangbourne, Hungerford, Thatcham &amp; Theale.</p>	<p>Maintain improvement in the condition of the West Berkshire Road network (in the upper quartile nationally).</p> <p>Maintain performance in reducing the numbers of people killed or seriously injured on West Berkshire Roads. (improving on government's 2010 target)</p> <p>Aim to have 90% of schools with an approved travel plan.</p> <p>Ease congestion and assist traffic flow by implementing on street parking enforcement.</p> <p>Ease congestion and improve road safety by implementing junction improvements at the Bull crossroads, Streatley.</p>	<p>Maintain improvement in the condition of the West Berkshire Road network (in the upper quartile nationally).</p> <p>Increase user satisfaction with Road and Footway network by 5% over 2004/5 base.</p> <p>Maintain performance in reducing the numbers of people killed or seriously injured on West Berkshire Roads. (improving on government's 2010 target).</p> <p>Aim to meet national standard of all schools having a travel plan.</p> <p>Ensure consistency of speed limits by reviewing all limits on A and B class roads.</p> <p>Reduce average number of days to repair a street lighting fault to 5 days.</p>

**Appendix 4**

	<b>Year 1 Targets</b>	<b>Year 2 Targets</b>	<b>Year 3 Targets</b>	<b>Year 4 Targets</b>
High Quality Planning	<p>Manage the Newbury Town Centre Development Plan document to an Examination in Public.</p> <p>Ensure performance in relation to the speed in which planning applications are determined is maintained above the government's targets.</p> <p>Ensure that the number of upheld appeals is less than the national average.</p> <p>Publish all public information contained on planning files on the internet.</p>	<p>As part of the Local Development Framework, ensure public participation in the preparation of the West Berkshire Core Strategy document.</p> <p>Ensure development is constructed to the Excellent BREEAM Standard.</p> <p>Ensure performance in relation to the speed in which planning applications are determined is maintained above the government targets.</p> <p>Ensure that the number of upheld appeals is less than the national average.</p> <p>Check 40% of new development sites on commencement to ensure compliance with conditions attached to planning permissions.</p>	<p>As part of the Local Development Framework, ensure submission to Government of the West Berkshire Core Strategy and public participation in the preparation of the Site Allocation documents.</p> <p>Ensure performance in relation to the speed in which planning applications are determined is maintained above the Government's targets.</p> <p>Using the Government's Planning Customer Satisfaction Survey maintain customer satisfaction at the 2006/7 level.</p> <p>Check 40% of new development sites on commencement to ensure compliance with conditions attached to Planning Permissions.</p>	<p>As part of the production of the Local Development Framework, ensure adoption of the West Berkshire Core Strategy and submission to Government of the Site Allocation documents.</p> <p>Ensure performance in relation to the speed in which planning applications are determined is maintained above the Government's targets.</p> <p>Ensure that the number of upheld appeals is less than the national average.</p> <p>Check 40% of new development sites on commence to ensure compliance with conditions attached to Planning</p>

## Appendix 4

	<b>Year 1 Targets</b>	<b>Year 2 Targets</b>	<b>Year 3 Targets</b>	<b>Year 4 Targets</b>
Cleaner and Greener	<p>In partnership with others, develop 3 initiatives that will aim to improve the quality of the natural environment and the richness of its wildlife.</p> <p>Increase the percentage of household waste recycled and composted to 22%.</p> <p>Remove more graffiti through the free of charge removal scheme.</p> <p>Increase the number of unwanted vehicles collected through the free of charge removal scheme.</p> <p>Open the renewed Nature Discovery Centre to enhance education about conserving our countryside and wildlife and aim to attract 50,000 visitors each year.</p> <p>Aim to reduce the carbon 'footprint' of council buildings.</p> <p>In partnership with others, aim to improve 'green education' to help bring about change.</p>	<p>In partnership with others, develop 3 initiatives that will aim to improve the quality of the natural environment and the richness of its wildlife.</p> <p>Increase the percentage of municipal waste recycled and composted to 25%.</p> <p>Achieve Eco-School Green Flag status for 2 schools.</p> <p>Achieve Green Flag status for 2 parks and open spaces.</p> <p>Aim to reduce the carbon 'footprint' of council buildings.</p> <p>In partnership with others, aim to improve 'green education' to help bring about change.</p> <p>Support 20 schools in implementing the 'Go Kinetic' scheme (walking / cycling to scheme).</p> <p>Introduce a 'green' procurement guide for the council.</p>	<p>In partnership with others, develop 3 initiatives that will aim to improve the quality of the natural environment and the richness of its wildlife.</p> <p>Increase the percentage of municipal waste recycled and composted to 30%.</p> <p>Achieve Eco-School Green Flag status for a further 2 schools.</p> <p>Aim to reduce the carbon 'footprint' of council buildings.</p> <p>Introduce a 'green' procurement guide for the council.</p> <p>In partnership with others, aim to improve 'green education' to help bring about change.</p> <p>Reduce the percentage of secondary school pupils travelling to school by car to 26%.</p>	<p>In partnership with others, develop 3 initiatives that will aim to improve the quality of the natural environment and the richness of its wildlife.</p> <p>Increase the percentage of municipal waste recycled and composted to 35%.</p> <p>In partnership with others, aim to improve 'green education' to help bring about change.</p> <p>Increase the amount of primary school pupils walking to school to 50%.</p>

**Appendix 4**

	<b>Year 1 Targets</b>	<b>Year 2 Targets</b>	<b>Year 3 Targets</b>	<b>Year 4 Targets</b>
	<p>Use the planning process to deliver energy efficiency through the BREEAM standard.</p> <p>Support 15 schools in implementing the 'Go Kinetic' scheme (walking / cycling to scheme).</p>			

## **Environment Directorate Learning & Development Plan 2007/8**

### **1.0 Introduction**

1.1 This Learning & Development Plan outlines the Environment Directorate's proposed learning and development activities for 2007/08. The activities have been identified, in the main, through the performance management system and provide the development framework to support Corporate, Directorate, Service and individual development for the 3 service areas: Highways and Transport, Planning & Trading Standards and Countryside and Environment.

1.2 Each member of staff within the Environment Directorate has their own Personal Development Plan (PDP) which is based on their individual and team objectives. The PDP is discussed regularly during one to one's, team meetings and annually at the appraisal.

### **1.3 The Learning & Development Plan**

The key principles underpinning the Environment Learning & Development Plan are as follows:-

- We can only achieve our strategic priorities with a well trained, flexible and committed workforce. Each individual member of staff is critical to our continued success.
- Every individual has a right to equal and fair access to appropriate learning and development opportunities in line with corporate priorities and within available resources and the constraints of delivering the Service.
- The need to respond to central government's requirement of local government, as well as to the needs of our local community, means that we have to seek continuous improvement in all that we do.
- In order to achieve self development and life long learning, all staff are expected to develop the skills, knowledge and attributes required in their job through learning and development processes.
- Every year each member of staff has the opportunity to engage in learning and development activities.
- We invest in staff development in order to make a direct impact on service delivery.

### **2.0 West Berkshire Council's People Strategy**

The Council has in place a People Strategy which is aligned to the Council Plan. The key drivers within the strategy aimed at addressing organisational effectiveness are:

## Appendix 5

- a well led and managed workforce
- a highly motivated workforce and
- a highly performing and productive workforce.

These drivers are being addressed through the following initiatives:-

### Core Skills

In order to achieve a flexible, focused workforce, core skills are required to various degrees, at all levels within the organisation. The Council offers a number of core courses such as Health and Safety, Employee Performance Management, Employee Wellbeing, Risk Management, Freedom of Information and Data Protection, and Valuing Difference. It is recognised that there may be a number of service specific core skills that managers wish to develop for their areas. Senior Managers and Team members will identify all these skills.

### Development of Management Competency Framework

In 2006, the Council stated its intention to introduce a new management competency framework based upon the National Occupational Standards for Management and Leadership. The rationale for introducing this framework was to ensure that managers are performing at the appropriate level and that a consistent approach to management is being applied across the organisation.

The framework has been publicised across the Council but further work is required this year, which involves identifying competencies for each level of management. Once this work has been undertaken, the intention is to construct a self-assessment questionnaire for each level of management. The individual will complete the questionnaire and in conjunction with their line manager, identify any competency gaps and translate these into development activities. It is the intention to conduct an initial pilot at Head of Service level and if successful, to role out self-assessment questionnaires across the other management tiers within the Directorate.

The next stage of the process will involve translating the management competencies into job descriptions / person specifications and to use the competencies as a basis for the recruitment process.

### Management Development Programme

A management development programme was introduced within the Council in 2006 which is accredited by the Institute of Leadership and Management, and is aimed at First Line Managers and Middle Managers.

The Environment Directorate is committed to ensuring that our managers have the knowledge, skills and behaviours they need to lead and develop people effectively, and therefore actively encourage aspiring, new and experienced managers to enrol on the range of courses on offer. The Directorate currently has a total of 9 individuals enrolled on the Programme.

### Investors in People Accreditation (IiP)

The Environment Directorate was subject to an initial assessment against the Investors in People Standard in December 2006 and the outcome proved quite

## Appendix 5

positive, with only two areas identified as requiring improvement in order to gain accreditation. The Directorate is due to be re-assessed in April 2007 and it is hoped that the outcome will be favourable.

Depending upon the outcome of this assessment, the Directorate will seek to implement any recommendations occurring as a result of the assessment during 2007 and in addition, will continue to ensure that best practice is adhered to in the management of its staff.

### Quality Assurance Framework

During 2006, Quality Assurance Workshops were rolled out across the authority. The workshops were designed to facilitate the self assessment required for the government's comprehensive performance assessment (CPA) Key Lines of Enquiry and to support the Investors in People process. The process involved service areas undertaking a 'mapping and gapping' exercise to identify what is being done well, what is missing and what can be improved, from which action plans were produced in order to deliver service improvements and contribute to service planning. The focus this financial year will be to implement the improvements required.

### Workforce Development Plan

Workforce planning was introduced within the Directorate in 2006. Each service now has in place a workforce plan that identifies the following:

- the service area's short and medium term objectives.
- the key workforce structures, skills, abilities and capacity needed to deliver those objectives.
- current capacity within the service area.
- the key issues and risks that will impact on future workforce planning needs.
- actions for developing an effective workforce planning and development strategy to meet the Council's needs.

The skill requirements necessary to take the services forward will be captured from the workforce plans and translated into development activities for each member of staff concerned.

The workforce plans are reviewed on an annual basis in line with service planning.

## **3.0 Service Initiatives**

### **3.1 Continuing Professional Development**

A proportion of the learning and development budget is set aside for career training / continuing professional development. This is obviously important for West Berkshire Council to ensure that individuals maintain their professional competency. However, all individuals are encouraged to develop their role to the full and to continually look for different ways of carrying out their work more effectively and efficiently. The Directorate is also keen to support individuals in progressing their career and therefore where budget and time permits, we will allow individual to work on specific projects / attend courses / shadow other members of staff in order to



## Appendix 5

increase their skills / knowledge base. This is also key to succession planning.

### 3.2 Recruitment of Trainees ('Grow your own' policy)

A major focus for the Directorate continues to be 'growing our own' staff. The Directorate continues to experience recruitment and retention difficulties in professions such as Planning, Trading Standards, Environmental Health and Engineering due to national shortages and our inability to compete on salary, primarily in relation to the private sector.

The Planning Service, Trading Standards and Environmental Health teams all have in place trainee programmes aimed at becoming professionally qualified. In addition, the Highways and Transport service have introduced an accredited trainee scheme which results in the achievement of 'Chartered Engineer' status. Further work is ongoing to develop clear career paths within the Countryside and Environment Service. Work has already commenced with the introduction of Technical Assistants within each of the teams which has resulted in the creation of clear career paths into the respective professions.

The programmes remain successful in terms of seeking to attract individuals wishing to pursue a career without the heavy financial burden imposed upon individuals who seek to pursue the full-time university route.

However, services such as Highways and Transport are now finding that once qualified, individuals are choosing to leave the authority to take on highly paid roles in the private sector. On the positive side, training costs are being recouped. However, this does not take into account the amount of time and effort that has been incurred in terms of on-the-job training and the knowledge that is being lost as a result of individuals leaving the authority.

### 3.3 Service Development Days

During 2006, the Environment Directorate underwent a major restructure which resulted in the deletion of the Public Protection service. The functions of the service have been split up between the remaining 3 service areas. As a result, there will need to be an increased focus on service development days in order to ensure full integration of the functions within the 3 service areas.

## 4.0 **Learning and Development Activities**

The learning and development activities for the financial year 2007/08 are detailed in Appendix 1. As will become apparent, the activities identified are a combination of professional qualifications, on the job training, external short courses /seminars as well as a number of core courses provided by the Council covering areas such as Induction, Diversity, Health and Safety and Performance Management. Other learning and development activities include secondment, temporary promotion and self development activities.

## 5.0 **Roles and Responsibilities**

Heads of Service and Service Managers will be supported by HR to carry out specific roles and responsibilities outlined below:

## Appendix 5

- Identify Service / Team specific learning and development needs via the Employee Performance Management Framework
- Identify individuals' learning and development needs via the Employee Performance Management Framework
- Ensuring staff have equal, fair and appropriate access to learning and development activities
- To actively encourage and support employees to learn continually, both in and outside of the work environment but within the requirements of service delivery and resourcing constraints
- Debrief their staff on completion of learning and development to find out what they have learnt and how they will put this into practice
- Act as coach and mentor, as appropriate
- Participate in the delivery of learning and development as a Tutor or facilitator, as appropriate
- Participate in working parties developing learning and development initiatives, as appropriate
- Evaluate learning and development activities within the Service
- Heads of Service will regularly provide evaluation feedback to the Environment Directorate Senior Management Team to advise how investment in learning and development is improving the performance of the Service and inform development strategies.

### Individuals

West Berkshire Council wishes to build on employees' self development and continual learning and its commitment to creating a learning organisation. Individuals are therefore required to:

- Participate fully in their individual performance appraisal, thereby sharing the responsibility of identifying their learning and development with their line manager.
- To share their skills and knowledge with others of their team and take responsibility for ensuring learning and development is cascaded, as appropriate.
- Provide feedback to their line manager on the learning and development activities they participate in and assist in evaluating their learning and development.

### **6.0 Funding**

The service budgets allocated to learning and development activities are minimal. Additional training funds are often obtained from grants particularly in the case of Trading Standards. Other budgets are also used where the learning and development activity identified can be clearly linked to the specific piece of work being funded by that budget.

The Learning and Development activities within the services are prioritised and finance allocated accordingly.