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# Training and Development Plan - Update

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<b>Committee considering report:</b>	Joint Public Protection Committee
<b>Date of Committee:</b>	13 March 2023
<b>Chair of Committee:</b>	Councillor Tom Marino
<b>Date JMB agreed report:</b>	27 February 2023
<b>Report Author:</b>	Moira Fraser
<b>Forward Plan Ref:</b>	JPPC4189

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## 1. Purpose of the Report

- 1.1 To provide the Joint Public Protection Committee with an update on the existing Training and Development Plan and to seek approval for the Plan.

## 2. Recommendations

The Committee

- 2.1 **CONSIDERS** the Training and Development Plan.
- 2.2 **APPROVES** the plan subject to any amendments agreed at the meeting.

## 3. Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	All training and development will be met from within existing resources and accessing funding through the Apprenticeship Levy where appropriate.
<b>Human Resource:</b>	<p>Recruiting professionally qualified staff remains one of the key challenges for the service. To assist with mitigating this risk and supporting Workforce Planning the Service supports a 'grow our own talent' culture.</p> <p>Updating knowledge and skills to meet new challenges is therefore a key element of our workforce planning. Learning and Development contributes to the success of individuals, teams, the partnership and it benefits the authorities and residents we serve. The focus of the Training and Development Plan is to improve and enhance our existing and future employees which should also assist with staff recruitment and retention.</p>
<b>Legal:</b>	There are no direct legal implications associated with the Training and Development Plan.

<b>Risk Management:</b>	<p>One of the purposes of the Plan is to mitigate the risks associated with having a poor performing and untrained workforce.</p> <p>The Plan is also designed to ensure training is put in place to take cognisance of any statutory and workforce changes that may arise.</p> <p>The Plan will ensure training and development is well planned and considered alongside the needs of the service and ensuring value for money.</p> <p>The Plan is designed to assist with mitigating risks associated with difficulties in recruiting professionally qualified staff.</p>			
<b>Property:</b>	<p>There are no property related implications associated with this Plan.</p>			
<b>Policy:</b>	<p>The JPPC is mandated under the terms of the IAA to oversee the delivery of the service and to consider key policy areas. The PPP Training and Development Plan is considered central to the delivery of the service through the maintenance of a range of skills and knowledge and through the encouragement of personal development.</p> <p>The Plan will underpin a number of the Service's key strategic documents including the recently agreed Service Plan and the Workforce Planning Strategy.</p>			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		✓		<p>The Training and Development Plan is designed to promote consistency in the way in which training is offered and delivered.</p>
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics,	✓			<p>The level of service will be improved with competent and appropriately qualified staff delivering to our customers, from initial contact through to enforcement action.</p>

including employees and service users?				Staff will also have the opportunity for personal development and growth and improved self-worth.
<b>Environmental Impact:</b>		✓		There is no environmental impact associated with this plan although it is noted that a lot of the external training is now provided via webinars thereby reducing the need to travel to face to face training.
<b>Health Impact:</b>		✓		There are no direct health impacts associated with this plan although it is recognised that personal development could have a positive impact on an employee's mental health and a well trained workforce should contribute positively to the health and wellbeing of our residents.
<b>ICT or Digital Services Impact:</b>		✓		Online training is already in use
<b>PPP Priorities :</b>	✓			It is business as usual for the authorities, focussing on skilled staff to deliver the PPP Priorities and therefore contribute to the priorities of all partner authorities.
<b>Data Impact:</b>		✓		Training records and associated documents will be stored following existing protocols
<b>Consultation and Engagement:</b>	JMB have been consulted on the Plan.			
<b>Other Options Considered:</b>	None			

## 4. Executive Summary

- 4.1 The updated Plan outlines the direction for training and development of new and existing staff within the PPP and ensures that where appropriate it links to the Workforce Planning Strategy and Service Plan and Priorities. The plan seeks to capture cross-cutting skills and soft skills PPP employees need in order to deliver the wide range of services the team are entrusted to deliver.
- 4.2 The Plan is designed to recognise that the PPP has responsibility for a significant array of complex areas of law ranging from environmental protection to counterfeiting, fraud and money laundering; private sector housing; food chain protection; health and safety, weights and measures and licensing and many other areas. Many of these areas are strictly controlled in terms of officer competence requirements whilst others are a matter for the service to determine.
- 4.3 The purpose of this report is to review the existing Plan and make any changes needed to ensure that it remains fit for purpose.
- 4.4 The Plan should be reviewed at least every three years.

## 5. Background

5.1 The PPP is committed to developing our employees in light of changing demands on the Service as well as new ways of working and learning and the Service therefore aims to:

- Help employees to develop their skills and potential;
- Increase personal growth and performance of the team;
- Provide good quality services and value for money for our residents and the authorities we serve;
- Inform, protect and support residents and legitimate business.

5.2 This Plan outlines the direction for training and development of staff within the PPP and reflects the PPP [Workforce Planning Strategy](#). The Plan aims to ensure that the PPP maximises the organisational capacity, performance and resilience of the Service.

5.3 To do this the Service will strive to:

- Develop the right skills to deliver the Service Plan and Service Priorities;
- Deliver for the needs of the whole community;
- Understand and manage risk;
- Understand the importance of effective implementation of good laws whilst minimising burdens on business;
- Understand the role of other council services and partner agencies and where we share common interests and objectives;
- Support employees to do their job well;
- Help employees and managers to identify and meet job related development needs, areas for personal growth and areas for improvement;
- Minimise single points of failure within the service;
- Consider appropriate routes for succession planning;
- Recognise the economic climate the Service is operating in and identify cost effective training methods;
- Evaluate the quality and costs of any training attended;
- Continue to explore opportunities to use Apprenticeship Levy funding through the National Apprenticeship Scheme;
- Make fair and consistent decisions relating to learning and development and to provide equality of opportunity for all employees based on service needs.

5.4 The Service will make use of a range of learning methods depending on individual and organisational needs, finances and availability of learning opportunities. The PPP needs to maintain a service populated by staff with the right combination of legal knowledge combined with technical skills (including scientific and investigatory skills) and wider awareness of cross cutting areas such as safeguarding and personal safety. To this end the learning methods may include:

- On the job coaching;
- Secondments, projects, shadowing and workplace visits;
- Off the job learning events including seminars and workshops run internally or externally;
- Specific Continuing Professional Development (CPD) requirements resulting from affiliation to professional bodies;
- Themed whole service training e.g. personal safety, safeguarding etc;
- Monitoring and completion of mandatory training;

- Additional cross cutting Service specific training including Safeguarding, Personal Safety, Conflict Resolution and Systems Training;
- Making use of the Council's other corporate training opportunities;
- Production of and access to 'how to' manuals and videos and other forms of digital learning;
- Vocational and academic qualifications including apprenticeships;
- Guided Reading;
- Sharing information and cascading knowledge gleaned at training courses.

5.5 One of the key risks identified in the risk register is successful recruitment in particular to permanent professionally qualified posts. To assist with mitigating this risk the Service set out, in the 2022/23 financial year, to employ four Trainee Regulatory Compliance Officers who would be enrolled on a Level Four Apprenticeship. The recruitment has now been completed and the four trainees are embarking on the two year training programme.

5.6 The focus for 2023/24 for these apprentices will be to ensure that in addition to completing the apprenticeship modules that they are supported to complete the internal training programme set out in Appendix B to the Plan. This programme will provide opportunities to work across the various teams within the Service to have a range of competencies signed off. All apprentices spend an initial 12 -16 weeks in the Partnership Support Team before starting to undertake the rotation element of the programme.

5.7 In addition to employing new apprentices the Service has also asked for expressions of interest from existing employees to undertake an apprenticeship. The focus for 2023 will be to ensure that the necessary procurement process is completed to provide specialised apprenticeships for the Service including Level 6 apprenticeships in Trading Standards (starting in early April 2023) and Environment Health (starting in September 2023). Officers that have expressed an interest will then be enrolled on the courses. Officers will also be enrolled on existing apprenticeships such as the ILM training where a service need or professional development requirement has been identified through the appraisal process.

5.8 It is noted that not all professional development requirements can be met through the apprenticeship route. The Plan therefore sets out the processes for securing training for staff by means of other professional qualifications identified through the appraisal process.

5.9 Key Changes to the previously agreed Learning and Development Plan are:

- Changes have been made to the layout and presentation of the report.
- Inclusion of a list of professional bodies linked to the PPP.
- The Policy and Governance Officer is overseeing the Apprenticeship Program in the capacity of Lead Officer for Training and Development. Co-ordinating requests for training will be undertaken at the bi-weekly Principal Officers Group meeting in consultation with the Strategic Management Group.
- Links have been made to the Workforce Planning Strategy and Business Plan adopted at the January 2023 JPPC meeting.
- The section on apprenticeships (Part 11) has been updated to reflect the progress that has been made with appointed Trainees and the range of

apprenticeships now on offer. We have also attached some information around the areas the apprentices will cover in Appendix B.

- Explanation of acronyms as was requested when the Plan was last reviewed by the Committee.

## 6. Concluding Observations

- 6.1 It is recognised that, in order to secure and maintain organisational capability, high importance must be placed on realising and maximising the potential of all employees. To this end, the Service has developed a Training and Development Plan which provides a framework of opportunities for the learning and development of all employees and a basis for the advancement of the Partnership's Priorities.
- 6.2 It is recognised that training and development of staff and having the right skill set to deliver the PPP now and in the future is essential. It is however not sufficient for a service of the size of the PPP to focus training needs solely on individual requests. Co-ordination of training and good resource management is needed in combination with strategic planning around legislation changes and service priorities. This work will be done through the Principal Officers Group (POG) meeting in consultation with the Senior Management Group

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## 7. Appendices

- 7.1 Appendix A – Public Protection Training and Development Plan

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## 8. Background Papers:

- 8.1 PPP Workforce Planning Strategy January 2023

**Wards affected:** All Wards

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