

# **PUBLIC PROTECTION PARTNERSHIP TRAINING AND DEVELOPMENT PLAN 2026 - 2029**

December 2025

A shared service provided by  
Bracknell Forest Council,  
West Berkshire Council and  
Wokingham Borough Council



## Contents

1. INTRODUCTION .....	3
2. TRAINING REQUIREMENTS .....	4
3. PROFESSIONAL BODIES LINKED TO THE PPP .....	5
4. TRAINING AND PROFESSIONAL LEARNING .....	6
5. TRAINING AND DEVELOPMENT PLANNING .....	8
6. TRAINING ROUTES .....	11
7. OVERSIGHT OF TRAINING .....	12
8. TRAINING RECORDS .....	12
9. TRAINING FEEDBACK.....	13
10. SHARING KNOWLEDGE .....	13
11. REVIEW.....	13

## 1. INTRODUCTION

The Public Protection Partnership (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 technological progression. The Service therefore aims to:

- Help employees to develop their skills and potential.
- Increase personal growth and performance of the team.
- Enhance digital competency and foster innovation through ongoing engagement with emerging technologies, including Artificial Intelligence.
- Support succession planning by identifying and developing talent to ensure leadership continuity and organisational resilience.
- Provide good quality services and value for money for our residents and the authorities we serve.
- Inform, protect and support residents and legitimate business.

This Training and Development Plan outlines the direction for training and development (T&D) of staff within the PPP and reflects the PPP Workforce Strategy. The Plan recognises 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. The Plan also underpins several of the Service's other key strategic documents including the [Strategic Assessment](#).

The Vision of the Service is to protect our communities using effective communication, intelligence and enforcement by:

- Providing information to people to enable them to make informed decisions and understand their rights and responsibilities.
- Creating an atmosphere where legitimate and compliant businesses can thrive and not have their interests undermined by those who choose not to comply.
- Protecting the health, wellbeing and safety of the communities we serve.
- Responding to emerging issues and needs.

In order to do this the Service strives to:

- Be objective in decision making.
- Act at all times with best of intentions.
- Ensure an approach to service delivery which is professional on every level.
- Invest in our people.
- Stay informed about technological advancements relevant to the sector, with a focus on AI applications in policy, governance, and public service delivery.

- Identify potential successors for key roles and assess current skill gaps through the appraisal process and personal development discussions.

To achieve these aims and to ensure that we have a workforce that is able to deliver the Service's Priorities it is essential to undertake investment in apprentices and trainees and continue to upskill existing staff. We will also seek to apply learning by identifying opportunities to integrate AI or other digital solutions into work processes, policy development, or service improvement initiatives.

While the Business Plan sets out the priorities and visions for the service the Workforce Strategy is designed to ensure that the service has an adequate supply of people with the skills, knowledge and experience to deliver these priorities. The Training and Development Plan is designed to improve the professional skills, knowledge and expertise of individual employees to support the Workforce Strategy.

Training needs will be identified and discussed through the Employee Performance Management or Appraisal Process including at regular one to one meetings with line managers.

## 2. TRAINING REQUIREMENTS

Training requirements may result from:

- The service, e.g. responding to new corporate or service priorities.
- External sources, e.g. responding to cost-of-living issues or disease outbreaks.
- Professional teams, e.g. dealing with changes in legislation or professional standards.
- Officers e.g. identifying knowledge or skills gaps or organisational weakness.
- New starters, apprentices and ongoing professional development.
- Part of a broader commitment to continuous professional development, digital literacy, and innovation.

All of these are legitimate reasons for requiring training, however, overall, the training should be to allow the Service to deliver against priorities and the needs of residents and businesses in the PPP area.

The Plan aims to ensure that the PPP maximises the organisational capacity, performance and resilience of the Service.

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.

In addition to the above sources of training, West Berkshire Council and the PPP require all employees to undertake mandatory training courses and professional bodies may set their own requirements too.

### 3. PROFESSIONAL BODIES LINKED TO THE PPP

Professions	Organisations
Environmental Health	<b>The Chartered Institute of Environmental Health (CIEH)</b> <a href="https://www.cieh.org/">https://www.cieh.org/</a>
Case Management	<b>The Law Society</b> <a href="https://www.lawsociety.org.uk/">https://www.lawsociety.org.uk/</a>
Licensing	<b>The Institute of Licensing (IoL)</b> <a href="https://www.instituteoflicensing.org/">https://www.instituteoflicensing.org/</a>
Trading Standards	<b>The Chartered Trading Standards Institute (CTSI)</b> (and local Southern Branch) <a href="https://www.tradingstandards.uk/">https://www.tradingstandards.uk/</a> <b>The National Trading Standards (NTS)</b> <a href="https://www.nationaltradingstandards.uk/">https://www.nationaltradingstandards.uk/</a> <b>Trading Standards South East (TSSE)</b> <a href="https://www.tsse.org.uk/">https://www.tsse.org.uk/</a>
Food	<b>Food Standards Agency</b> <a href="https://www.food.gov.uk/">https://www.food.gov.uk/</a>
Health and Safety	<b>Health and Safety Executive</b> <a href="https://www.hse.gov.uk/">https://www.hse.gov.uk/</a>

## 4. TRAINING AND PROFESSIONAL LEARNING

The PPP has two areas of mandatory training:

1. West Berkshire Council (WBC) mandatory training
2. PPP mandatory training

### West Berkshire Council Mandatory Training

As the host authority, WBC stipulates the mandatory training which all staff and managers must carry out. The list of current requirements is set out here: [Mandatory training courses - Intranet](#) and includes:

Mandatory Training for Staff	Mandatory Training for Managers
Data Protection and Security Essentials (Annual)	Data Protection and Security Essentials (Annual)
Display Screen Equipment (Every three years)	Display Screen Equipment (Every three years)
Equality, Diversity and Inclusion (Every three years)	Equality, Diversity and Inclusion (Every three years)
Fire Awareness (Every three years)	Fire Awareness (Every three years)
Health and Safety for Staff (Every three years)	Health and Safety for Managers (Every three years)
Stress Awareness for Staff (Every three years)	Stress Awareness for Managers (Every three years)
Worker Protection Act: Preventing Sexual Harassment in the Workplace (Every three years)	Worker Protection Act: Preventing Sexual Harassment in the Workplace (Every three years)
Neurodiversity Awareness (Every three years)	Neurodiversity Awareness (Every three years)
Induction to West Berkshire Council (within first 6 months)	Induction to West Berkshire Council (within first 6 months)
Prevent (Every two years)	Prevent (Every two years)

WBC monitor, provide access to and update the mandatory training courses to ensure employees are aware of the council's standards and legal responsibilities for key subjects such as equalities, health and safety, and handling data. The requirement is for all mandatory training to be completed within the first six months of employment. The exception being Data Protection and Security Essentials which should be completed on the first day of employment. All mandatory e-learning is accessed via the [Learning Hub](#).

Line managers will check officers are up to date with their mandatory training during the 6-month and 12-month appraisals. Any out-of-date learning should be addressed or elevated to senior management if there is an issue. All classroom based courses should be booked using [iTrent - Employee Self Service](#); and guidance notes on how to do it can be found [here](#).

## PPP Mandatory Training

The PPP also has several mandatory training areas identified. This training may be covered on whole service training days, via the local authorities within the partnership, by partner organisations, by other professional bodies or by competent staff within the Service. The level of training required may vary based on the role an individual fulfils within the team. This training should be undertaken at least every three years. BFC Induction Training will only be undertaken once but should be completed within the first 6 months of joining the team.

PPP Mandatory Courses
1. Safeguarding
2. Personal Safety
3. Conflict Resolution for Managers
4. Systems Training
5. Bracknell Forest Council Induction
PPP Mandatory Courses for Officers Undertaking Enforcement Work
1. Disclosure Training
2. Regulation of Investigatory Powers Act (Annual)
3. Human Rights Act
4. Criminal Procedure Investigations Act IO training

## Professional Learning Requirements

Officers who are members of professional bodies e.g. CIEH, CTSI and the SRA will be required to undertake training that will broaden their knowledge, skills and ability to do their job. They will be required to accrue a certain number of hours each year to maintain their membership and will need to log that training based on the requirements of the individual body.

The PPP will develop clear career development paths to ensure new staff into the service are certain of the opportunities to develop and learn from those more experienced staff. This work will also identify pathways for existing employees to allow them to progress from officer roles to senior and principal officer positions based on service need.

## Learned Experience and Mentoring

In addition to training and development delivered in formal settings the service will build on the existing competencies in the team by providing opportunities for on the job learning and mentoring from competent colleagues.

West Berkshire Council is promoting the [70-20-10 approach to learning](#) as a useful framework for empowering staff to develop their skills both formally and informally. The model suggests that individuals obtain 70% of their knowledge from job-related experiences. This is the most beneficial way of learning, because it enables individuals to develop and refine their job-related skills, make decisions and address challenges. This happens through learning on the job, practice and independent research. 20% is obtained from interactions with others, including social interactions with colleagues, mentoring, coaching and feedback. The final 10% is from formal training or educational events.

## 5. TRAINING AND DEVELOPMENT PLANNING

Due to the nature of regulatory services and breadth of the work carried out by our officers, it would be counter-productive and unrealistic to set rigid annual plans for Training and Development. However, it is expected that training planning is documented and fit for purpose, depending on the skills being learned. Personal Development Plans should be developed through the [Employee Performance Management Process](#). A core element of all appraisals and 121s will be to evaluate the performance of an individual and identify training needs and opportunities to support them in this process.

The service has in place various competency frameworks to accommodate this varied learning within its Quality Management System (QMS) structure. It is recognised that training and or development requirements may be identified at any time during the year and because of this reactive position, some elements may become uncoordinated.

We therefore aim for a proactive core for most training and development, but with the acknowledgement that some may be reactive or unforeseen.

Training and Development Planning	
Proactive / Core	Reactive/ Unforeseen
Statutory requirement for legal competencies	Training to deal with emerging issues
Training of apprentices	Exposed areas of weakness
Career advancement (professional examinations etc.) and succession planning.	New areas of work being absorbed into the Service
Mandatory Training	Opportunities for updates
PPP Mandatory Training	New training courses being developed
Continuous Professional Development	Training associated with emerging legislation

As stated above proactive development of an individual's training plan should be developed during the employee performance management process and in accordance with any Continuing Professional Development Requirements of the individual officer.

All professional training undertaken and identified should be set out on Personal Development Plan Forms and logged on the PPP Competencies Matrix which can be found here: I:\Public Protection & Culture\PPP\PPP Training and Development\5. Professional competency matrix.

The Matrix is intended to assist the Service to:

- identify which officers have particular expertise,
- identify learning gaps, and
- identify areas which may be exposed should officers leave the service.



The matrix should be updated after every appraisal and half year review by the officer. The Principal Officer's Group should review the training matrix on a quarterly basis. It is however recognised that training plans also include an unforeseen or reactive element.

## When Training Opportunities Arise

Training providers are continuously designing and promoting training courses which may not have previously been formally identified or requested but would be beneficial to undertake. When such opportunities arise, consideration should be given to:

- is there already sufficient knowledge within the team or do we need more officers to have knowledge of the subject (by checking the competency matrix),
- the quantity of work the officer undertakes within the area,
- availability of funding and if perhaps alternative training methods or providers are available (e.g. from internal sources)

All significant cost courses (exceeding £200) should be considered by the Principal Officer Group<sup>1</sup> (POG) to select the most appropriate officers to receive the training. ([See the Oversight of Training Section of this Document.](#)) Courses costing less than £200 must be agreed with the officers line manager and be included on their Personal Development Plan. All courses (no matter of cost) which may be appropriate for multiple officers should also be directed to the POG for consideration.

## Unforeseen Training Requirements

Sometimes extra training may be required following changes to legislation or emerging issues becoming part of service provisions or because of a significant event e.g. infectious disease outbreak. This type of training is likely to involve a group of officers which will benefit from central coordination to ensure those applicable undertake it. It should therefore be considered by the POG.

## CAREER DEVELOPMENT

Career development opportunities will be provided where possible based upon budget constraints and service need. The majority of funding for career development will need to come from within existing service budgets. Occasionally alternative sources including external grant funding may arise.

Officers may develop vertically professionally by taking professional based exams organised by the professional institutes (Chartered Institute of Environment Health, Chartered Trading Standards Institute, Institute of Licensing or Legal, Financial and Democratic Services for example).

Alternatively, officers may also wish to develop horizontally by learning new skills which may complement their current skill set or reflect the needs of the service to address emerging

---

<sup>1</sup> Principal Officer Group comprises all of the Services Principal officers who meet fortnightly

issues or addressing recruitment gaps. This training may take the form of a secondment or on the job training alongside other colleagues.

Requests for career development should be raised in appraisals or 121s, these will then be considered by the POG (for capacity issues etc.) and forwarded to the Strategic Management Group for authorisation.

## Identified by External Sources

Some training and development may be identified by external sources such as customer satisfaction surveys, complaints to the service or grievances. Addressing these types of systematic failings by an individual, team, or service requires a structured, fair, and constructive approach that focuses on improvement, accountability, and learning.

Where systematic failings are identified, the PPP will take a restorative and developmental approach, ensuring that individuals and teams are supported to improve while maintaining accountability. This includes structured reviews, targeted interventions, and ongoing monitoring to embed learning and drive service excellence.

## Unique Training

Requests which are professionally unique or for a specialist function, e.g. an officer requires Animal Health or Animal Warden training, should be treated in the normal manner, i.e. for courses under £200, the request is made to the line manager, who checks against service need, the competency matrix and available finance before making a determination. Courses costing over £200 will be referred to the POG.

## Possible Multi-Officer Training

If a request for training is received by a line manager, which may affect multiple officers it should be forwarded to the POG for consideration. The POG will be responsible for the co-ordination of training for multiple officers.

## Training for Strategic Managers

Training requirements for senior managers will be overseen by the Service Lead: Public Protection through the appraisal process.

## No Cost Training

On occasion free training can be provided by partner agencies and organisations such as the Chartered Institute of Environment Health (CIEH) or the Local Government Association (LGA) or other departments within the council. Decisions around no-cost training also needs to follow all the principles for costed training i.e. they should be agreed with your line manager and if it involves multiple officers, it should be co-ordinated through the POG.

## TSSE Training

Trading Standards Southeast Training is not free but is already contributed to by PPP. It is a great source for Trading Standards Officers as well as Officers in the Case Management and

Investigations Teams and officers that undertake enforcement work in other teams. TSSE training courses can be booked with line manager agreement. The PPP account with TSSE will be reviewed every quarter by the POG to ensure it is within budget.

## **6. TRAINING ROUTES**

### **6.1 APPRENTICESHIPS**

As set out in the Workforce Strategy, PPP has a strong emphasis on ‘growing its own’ officers. The opportunity for current staff to undertake an apprenticeship will be based on service need. Officers who wish to undertake an apprenticeship should raise it during their appraisal and complete an expression of interest form which should be submitted to the Principal Officer: Policy and Governance after being signed off by their line manager.

The National Apprentice Scheme now includes professional qualifications in a few specialised areas including Trading Standards and Environment Health but it is recognised that it does not deliver on all specialised training requirements for the professions within PPP. Specialist training courses must therefore continue to be accessed in addition to the apprenticeship route.

### **6.2 PROFESSIONAL QUALIFICATIONS**

Not all professional development requirements can be met through the apprenticeship route. Where the need to undertake a professional qualifications is identified through the appraisal process [West Berkshire Council’s Qualification Training Procedure](#) should be followed. It is important that employees do not make arrangements (such as formally accepting a place on a course) that have a financial commitment attached to them until they receive formal confirmation of the level of financial assistance available from the Council.

As the costs of this training has to be met from the Service’s budget any requests for training will need to be considered by the Service Lead: Public Protection. The employee will be required to complete a Qualification Training Application Form which must be signed off by their line manager.

Each application will be considered on its own merits by the Service Lead. Consideration will be given to the relevance of the course to the employee’s duties, the needs of the service, the development needs of the employee, the training priorities in the service and the financial constraints of the training budget. It may be necessary to use waiting lists to match demand to budget.

Where training is approved the employee will need to complete a Qualification Training Agreement. The Service will pay the costs of the course. Employees who leave the Council within two years of completing the training course, or who cease the training out of their own choice or through dismissal on disciplinary or capability grounds (except where incapability is due to ill health or disability), will normally be expected to repay a percentage of the Council’s contribution.

## 7. OVERSIGHT OF TRAINING

The Principal Officer: Policy and Governance is the Lead Officer for Training and Development within the PPP and will be responsible for arranging group training for annual and emerging events.

The Principal Officers Group (POG) will play a key role in the delivery of this plan given that the officers involved will have a strong understanding of their teams and the roles played by individual officers. The Group is responsible for co-ordinating training and signing off individual training costing more than £200. In addition, the Group will be responsible for reviewing the competency matrix on a quarterly basis to assist with identifying any service gaps. The POG will also be responsible for co-ordinating training requests and opportunities involving multiple officers. T&D will therefore be a standard agenda item in the regular POG meetings.

The Strategic Management Group (SMG) will continue to direct the core direction of Training and Development and ensure delivery through performance management.

The professions within PPP all have their own professional bodies as set out in [Section 3](#). The role of these bodies varies but generally they champion, lobby, assist, organise and promote the work of their professions. These bodies will have specified training requirements associated with the profession. In order for the PPP to operate to its full potential, the support and training offered by these (and other) organisations should be maximised to ensure our workforce remains competent and that the service remains relevant.

## 8. TRAINING RECORDS

A transparent and consistent recording method is crucial for the Service to achieve appropriate, proportionate and good value training. In many circumstances there may also be legal requirements for the Service to demonstrate the competence of its officers, e.g. food, noise, health and safety enforcement.

It is the responsibility of officers to record all training on their Personal Development Plans. Line Managers will review training records as part of the appraisal and one to one process to ensure they are being recorded, and feedback will be provided on any concerns or courses identified. Officers must also ensure that any professional qualifications are logged on the competency matrix and all officers need to ensure that their log on the matrix is kept up to date.

Some of the professional bodies for example The Chartered Institute of Environmental Health requires professional officers to upload their training to ensure they have completed the requisite training hours annually (usually circa 20-30 hours per annum). The extent of these exterior requirements varies upon profession, role and qualifications of the officers involved.

Officers may therefore need to maintain an additional system for recording their CPD for their own professional purposes.

Apprenticeships may also require a separate competency framework or training log which includes formal and on the job training in the various teams within the Service. This activity is usually recorded on the provider's IT platform.

## **9. TRAINING FEEDBACK**

Attending a training session may not be a 'silver bullet' to creating or improving competence. Some courses may not deliver on the subject, be poorly delivered, or pitched at the wrong level for those attending.

Officers should therefore complete a feedback form following their training to record feedback and comments on the training provided. These can be used for reference when committing to future training courses or providers. The completed forms should be stored here I:\Public Protection & Culture\PPP\PPP Training and Development\3.Training Feedback forms and should be referred to by POG when requests for training are being considered.

## **10. SHARING KNOWLEDGE**

Cascading of training within the Service will be beneficial to the Service as a whole. If the Service has paid for officers to receive training, it is expected that a form of cascade training will occur where it is appropriate to do so.

This may occur as:

- A brief feedback in a team meeting.
- Dissemination of notes or a summary of the training to the wider service.
- Highlighting to the team that training notes have been saved in the shared drive (I:\Public Protection & Culture\PPP\PPP Training and Development\6. Training course notes).
- A presentation at a whole team away day.
- Standalone training session where applicable.

Line managers should promote the use of training notes on the shared drive as a way of officers updating themselves in relevant subject areas.

## **11. REVIEW**

As stated within the plan, the nature of regulatory services and the environment in which we operate is very broad and dynamic. This plan should therefore be reviewed by the Joint Public Protection Committee on a regular basis and at least every three years.