
Training and Development Plan

Committee considering report:	Joint Public Protection Committee
Date of Committee:	13 December 2021
Chair of Committee:	Councillor John Harrison
Date JMB agreed report:	22 November 2021
Report Author:	Sean Murphy
Forward Plan Ref:	JPPC4139

1. Purpose of the Report

To provide the Joint Public Protection Committee with an overview of the Training and Development Plan within the Public Protection Partnership (PPP) for the forthcoming year.

2. Recommendations

The Committee **AGREES** the Training and Development Plan and associated budget for the forthcoming year.

3. Implications and Impact Assessment

Implication	Commentary
Financial:	<p>There is currently a budget allocated to training of staff alongside separate budget for continuing study and the apprentice roles. There are hidden costs of time lost to the service from time taken by staff undertaking training within work hours.</p> <p>Currently the budget allocation is around £300 per officer.</p>
Human Resource:	<p>Updating knowledge and skills to meet new challenges is a key element of our workforce planning. We want to promote a culture where learning is valued and encouraged and support staff to perform at a high standard and reach their potential. Learning and development contributes to the success of individuals, teams, the partnership and it benefits the authorities and residents we serve.</p> <p>The focus of the Training and Development Plan is to improve and enhance our existing and future employees. The approach is to ensure appropriate and necessary training for staff across the service which will support and improve the quality of staff as well as their personal development. It is also anticipated that this will assist with staff recruitment and retention.</p>
Legal:	<p>There are no direct legal implications associated with the Training and Development Plan.</p>
Risk Management:	<p>One of the purposes of the Plan is to mitigate the risks associated with having a poor performing and untrained</p>

	workforce with disparate training provision. The Plan is also designed to ensure training is put in place to take cognisance of any statutory and workforce changes that may arise.		
	The Plan will ensure training and development is well planned and considered alongside the needs of the service and ensuring value for money.		
Property:	There are no property related implications associated with this Plan.		
Policy:	The JPPC is obligated 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.		
	Positive	Neutral	Negative
			Commentary
Equalities Impact:			
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		✓	The Training and Development Plan is designed to promote consistency in the way in which training is offered and delivered.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	✓		The level of service will be improved with competent and appropriately qualified staff delivering to our customers, from initial contact through to enforcement action. Staff will also have the opportunity for personal development and growth and improved self-worth.
Environmental Impact:		✓	There is no environmental impact associated with this plan.
Health Impact:		✓	There are no direct health impacts associated with this plan although it is recognised that personal development could have a positive impact on employee's mental health and a well trained workforce should contribute positively to the health and wellbeing of our residents.
ICT or Digital Services Impact:		✓	Online training is already in use

PPP Priorities :	✓			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.
Data Impact:		✓		Training records and associated documents will be stored following existing protocols
Consultation and Engagement:	Staff have been briefed on the operation of the plan at team meetings.			
Other Options Considered:	None			

4. Executive Summary

- 4.1 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 Delivery Plans.
- 4.2 Employee development is also central to the achievement of the Service's Strategic Priorities. Individuals are encouraged to develop their skills, knowledge and experience to maximise their service delivery, work performance and career potential.
- 4.3 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. To this end one officer within the service has been identified as the Lead Officer for Training and Development.
- 4.4 This report introduces the Training and Development Plan for the Public Protection Service and seeks the observations and approval of the Committee for the plan.

5. Background

- 5.1 Members will be aware that the Public Protection Service 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.
- 5.2 The Committee is regularly asked to review the service priorities. The most recent review was in September 2021. A further workshop session has been delivered since then with Bracknell Members to look at implementation of priorities at a local level. In order to deliver against these priorities and the work plan that appears elsewhere on this agenda we need 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 equalities. Individual training and development is managed through the appraisal process whilst

cross cutting training needs are identified and managed by managers working with the Training and Development Lead.

- 5.3 As a service we also need to be mindful of other matters such as the risk of single points of failure and wider issues of workforce planning. In terms of the former we strive to identify such risks and deal with them through a combination of formal training and in-service mentoring. This has proved very successful at filling potential knowledge and skills gaps. In relation to the latter we have a comprehensive commitment to post entry qualification training and apprenticeships which in the last two years has seen two officers qualify as Environmental Health Officers, two further Environment Health staff pass MSc's and ensured staff go onto professional competence programmes, two officers qualify as Regulatory Compliance Officers, one officer pass ILM3 and one officer qualify as a confiscator under Proceeds of Crime Act.
- 5.4 Meanwhile others have started apprenticeships in Regulatory Compliance and Intelligence Analysis and we have engaged one KickStart Apprentice. Finally a number of officers have gained professional competence in housing standards regulation and maintained competence in food safety, standards and health and safety.
- 5.5 The achievements set out above are a credit to personal endeavour but have also highlighted the commitment to individual training and development and the short and long term service delivery needs. PPP2 intends to recruit further Apprentices and support those who are in the current career framework to go to the next level if that is what they aspire to and there is a service need.

6. Main aspects of the Plan

- 6.1 This plan outlines the direction for training and development (T&D) of staff within the PPP and reflects the PPP Workforce Strategy. The PPP delivers a wide range of services, many of which are based on a legal and or regulatory framework, and it is therefore essential that staff are provided with appropriate training in order to deliver these services to our residents.
- 6.2 The plan sets out the framework for identifying training needs through the performance management process and the criteria against which requests for training will be assessed. Due to the reactive nature of the service it is recognised that although majority of T&D will be scheduled on a proactive basis there is a need to retain a reactive or unforeseen element to the training plan. Irrespective of how the training is identified it must assist the Service to deliver against priorities and the needs of residents and businesses in the PPP area.
- 6.3 Officers within the PPP are required to undertake the mandatory training required by West Berkshire Council as the host employer. In addition most employees that work within the PPP are also expected to undertake additional mandatory training as set out below:

1. Safeguarding
2. Modern Slavery and human trafficking
3. Police and Criminal Evidence Act
4. Regulation of Investigatory Power Act

5. Equalities and GRT Community

6. Conflict resolution

- 6.4 In order to assist staff the Plan sets out the procedure for booking approved training and also the methodology for recording any training undertaken. The Plan also recognises that officers may also decide to maintain an additional system for recording their CPD for their own professional purposes.
- 6.5 Sharing information and cascading knowledge gleaned at these training courses is encouraged and line managers are urged to promote the use of training notes on the shared drive as a way of officers updating themselves in relevant subject areas.
- 6.6 The Service has a good track record of growing its own officers. The Plan therefore also reflects on using the National Apprenticeship Scheme which has proven very successful in giving officers general regulatory knowledge and skill and it is anticipated that we will continue to use this method of training new officers. The opportunity for current staff to undertake the apprenticeship will however be based on the needs of the Service.
- 6.7 The final element of the Plan sets out the development of a new ‘Training Zone’ which will comprise internal training sessions which the Service aims to be provided every other month or when needs are identified. These sessions will be delivered by the most relevant manager/ officer or external person if necessary and will last between thirty to sixty minutes. They will be designed to address issues which may be professionally/subject based, or they may be service generic and may cover both ‘higher’ level professional skills as well as ‘soft core skills’.
- 6.8 The Plan will be reviewed at least every three years.

7. Concluding Observations

- 7.1 A Training and Development Plan acts as a road map for employees and helps to support their career and personal development. It will also assist the Service identifying skills and knowledge gaps and identifying which officers are best placed to fill those gaps and giving them the tools to do so.
- 7.2 It will also ensure that employees have a better understanding of what is being asked of them thereby building their confidence and will help to boost team morale and should assist with the recruitment and retention of our staff.
- 7.3 Many of our key functions rely on having a motivated and knowledgeable workforce and this Plan will assist with delivering this aim.

8. Appendices

Appendix A – Public Protection Training and Development Plan

9. Background Papers

PPP Workforce Strategy March 2020

Wards affected: All wards

Officer details:

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