

Public Protection Partnership

Bracknell Forest
West Berkshire
Wokingham

Public Protection Partnership Training and Development Plan

November 2021

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



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1. BACKGROUND AND SUMMARY

This plan outlines the direction for training and development (T&D) of staff within the PPP and reflects the PPP Workforce Strategy.

Due to the breadth and nature of the service, training and development of officers is essential to success.

We are very fortunate to have a training budget within this Service and will strive to ensure it achieves best value for money and has a significant positive effect on the operation of the service.

The Lead Training and Development (LT&D) Officer will assist and facilitate in the delivery of this budget so officers can meet the needs of the service.

Analysis of Training and Development Within PPP	
Strengths	<ul style="list-style-type: none">• Our professional background means we appreciate the need for continual training.• We already have a lot of skill and knowledge within the organisation (which can be shared).• We have many different avenues for obtaining/ building our skills and knowledge.
Challenges	<ul style="list-style-type: none">• The challenge in coordinating the vast quantity of training which is undertaken.• Competing pressures, (council priorities, team priorities, etc.)• On occasion, the dynamic nature of the service requires officers to deliver areas of work at very short notice such as in the Covid Pandemic
Opportunities	<ul style="list-style-type: none">• PPP has a good record of providing training for surrounding authorities which helped subsidise its own training.• We should aim to maintain a close working relationship with Wokingham (and possibly surrounding authorities) to share and provide training opportunities.• Higher trained officers are more efficient and therefore obtain better results.
Threats	<ul style="list-style-type: none">• The impact of Wokingham Council leaving the shared service.• Funding – Though no identified risk at this time• Experienced / well trained officers leaving the service• Single points of failure

Summary

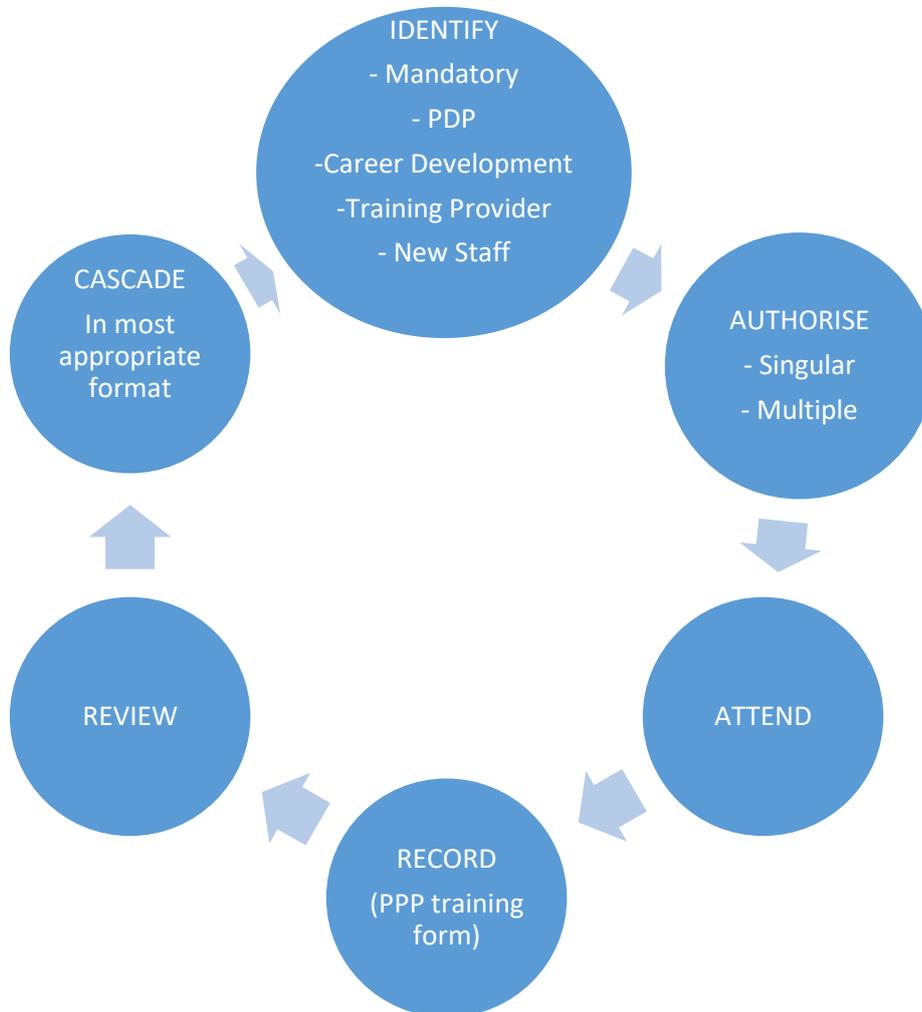
The success of T&D depends upon strong performance management.

The Strategic Management Team will continue to direct the core direction of T&D and ensure delivery through performance management.

The Principal Officer Group (POG) will play a key role in T&D as they assist in the delivery of the plan and it will be their role to keep it on track through performance management. They will have a coordinated overview, coupled with a strong understanding of their teams and the roles played by individual officers, which will therefore ensure the relevance of the T&D.

T&D will therefore be a standard agenda item in the regular POG meetings.

There are a number of elements required to ensure full delivery:



2. TRAINING REQUIREMENTS

Training requirements may result from:

- the service, e.g. responding to political change,
- external sources, e.g. responding to Covid,
- professional teams, e.g. dealing with changes in legislation or professional standards,
- officers e.g. identifying knowledge or skills of weakness.

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.

A PPP Trading Standards Officer inspecting a licensed premises cellar.



3. REQUESTS FOR TRAINING

3.1 Requests and planning

Due to the nature of regulatory services and breadth of the work carried out by many officers, it would be counter-productive and unrealistic to set rigid annual plans for T&D.

It is recognised that T&D requirements may be identified at any time during the year and because of this reactive position, some elements of T&D may become uncoordinated.

We therefore aim for a proactive core for the majority of T&D, 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.)	Opportunities for updates
Mandatory Training	
PPP Mandatory Training	

Training and Development needs may be identified from different areas:

Performance Management

- Appraisals (and half year reviews). - *West Berks Appraisal Form – Part D*
- 121s - *West Berks One to One Form – Part 3*
- Personal Development plans - *PPP PDP Form*. (Note: Appraisal and 121 information is confidential. Information regarding T&D will therefore be shared with the POG via the PDPs, they can then be used to identify any common areas of concern or attention.)

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 or do we need more officers to deliver the subject (referring to the PPP Officer Competencies Matrix),
- the quantity of work the officer undertakes within the area,
- are alternative training methods available (e.g. from internal sources)?

All significant cost courses (**over £200**) should be considered by the POG in order to select the most appropriate officers to receive the training.

All courses (no matter of cost) which may be appropriate for multiple officers should also be directed to the POG for consideration. Emails advertising training events should be forwarded to the *PPP Training* email account so that they can be considered by the POG.

Unforeseen Training Requirements

Sometimes extra training may be required following change of legislation or significant event, e.g. Covid enforcement or Safeguarding training following an incident.

This training will often be in response to a change and therefore may occur after an event. If training is identified from such issues, it is likely to involve a number of officers and would therefore require central coordination to ensure those applicable undertake it. It should therefore be considered by the POG.

Identified by External Sources

Some Training and Development may be identified by external sources such as customer satisfaction surveys or complaints to the service.

The results of Customer Feedback Surveys (positive or negative) should be fed back to Officers during their 121s. These can provide an external perspective on service or officer capabilities and highlight possible additional or alternative Training and Development.

Where continuing issues are identified, line-managers should report it to the POG. The POG will consider if training or development may adequately address the issues.

Unique Training

Requests which are professionally unique or for a specialist function, e.g. an officer requires Animal Health or Dog Warden training, should be treated in the normal manner, i.e. for courses for under £200, the request is made to the line manager, who checks against service need and permits or refuses it accordingly. (Courses over £200 are referred to POG.)

Possible Multi-Officer Training

If a request is received by a line manager, which may affect multiple officers, e.g. writing statements, safeguarding etc., this should be forwarded to the POG for consideration.

If the POG believe the training will only be of benefit to the requesting officer, they will notify the line manager as such. However, if they decide it will be beneficial for multiple officers they will co-ordinate it's provision with the LT&D accordingly.

Training for Senior Managers

Training for senior managers will be dealt with by the Head of Service.

Free Training

On occasion free training can be provided by partner agencies or other departments within the council.

These training courses should normally be automatically approved by line managers, unless there are strong reasons for declining, e.g. the officer is leaving the service or the date for training is inconvenient for the service or team.

TSSE Training

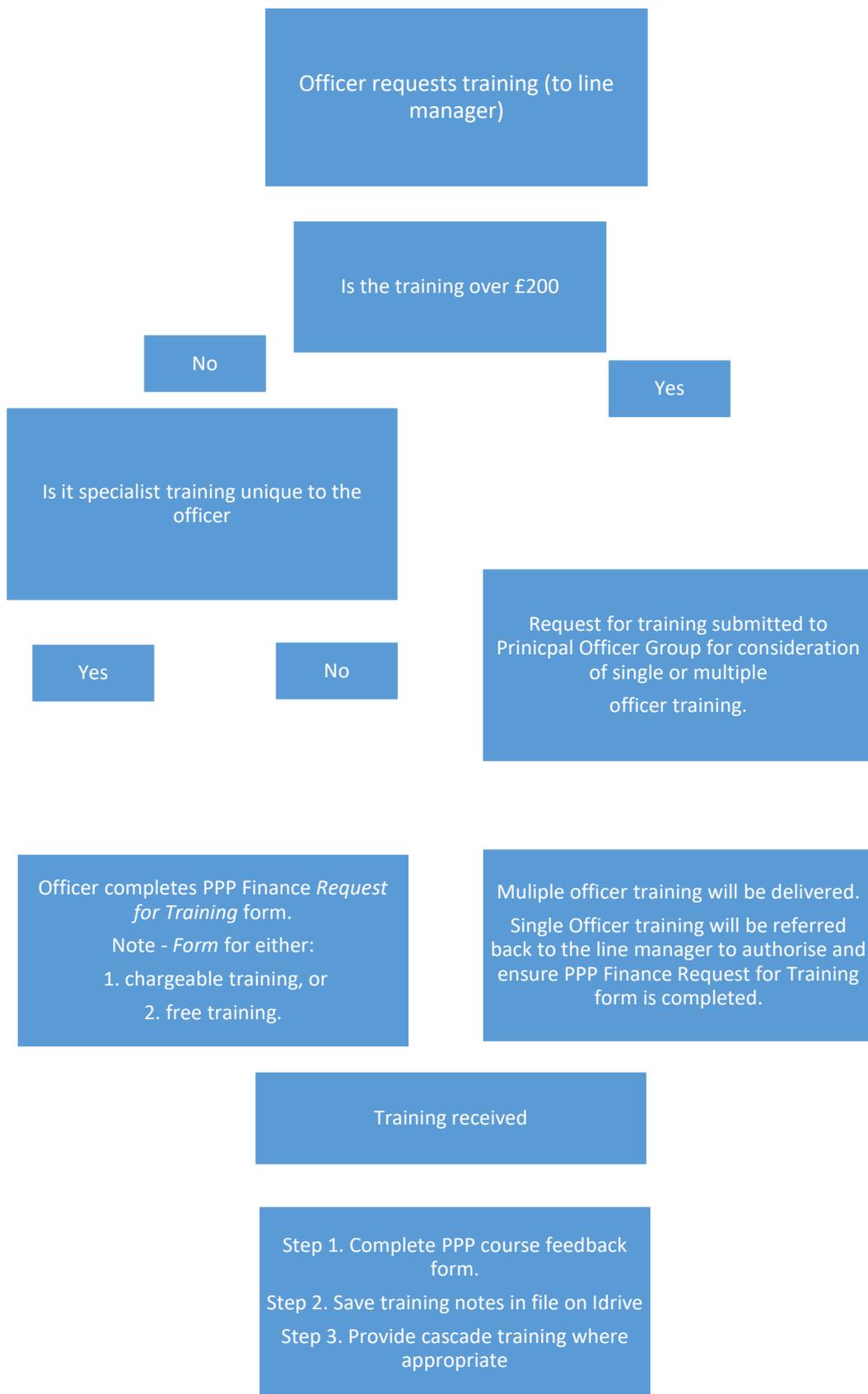
Trading Standards South East Training is not free but is already contributed to by PPP.

It is a great source for both Trading Standards as well as legal practice training and updates and should be considered by officers from all three professions.

TSSE training courses can be booked with line manager agreement.

The PPP account with TSSE will be reviewed every quarter to ensure it is within budget.

3.2 Procedure for Booking Training



4. 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.

The system for keeping this information must therefore be simple and practical.

It is the responsibility of officers to record all training in their training records.

Appropriate training records will:

- Ensure the best spread of training across the Service, e.g. it adequately addresses all teams/ professions/ level of officer etc.
- Ensure officers have undertaken the relevant training e.g. food enforcement officers must undertake 'x' hours of CPD
- Ensure officers undertake the right balance of training e.g. taxi enforcement officers undertake Child Sexual Exploitation training etc.

The Lead Officer – T&D will review training records to ensure they are being recorded and feedback will be provided on any issues

4.1 Training Records for Professional CPD Purposes

It is recognised that T&D requirements may also come from sources exterior to PPP, e.g. The Chartered Institute of Environmental Health.

The extent of these exterior requirements vary upon profession, role and qualifications of the officers involved.

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

5. 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.

A simple form will therefore be completed by officers following their training to record feedback comments. These can be used for reference when committing to future training courses or providers.

6. SHARING KNOWLEDGE

Cascading of training within the Service will be consistent and appropriate.

If the Service has paid for officers to receive training, it is expected that a form of cascade training will occur. This may occur as:

- a brief feedback in a team meeting
- declaration of training notes being saved in a shared drive, or
- stand alone training session where applicable.

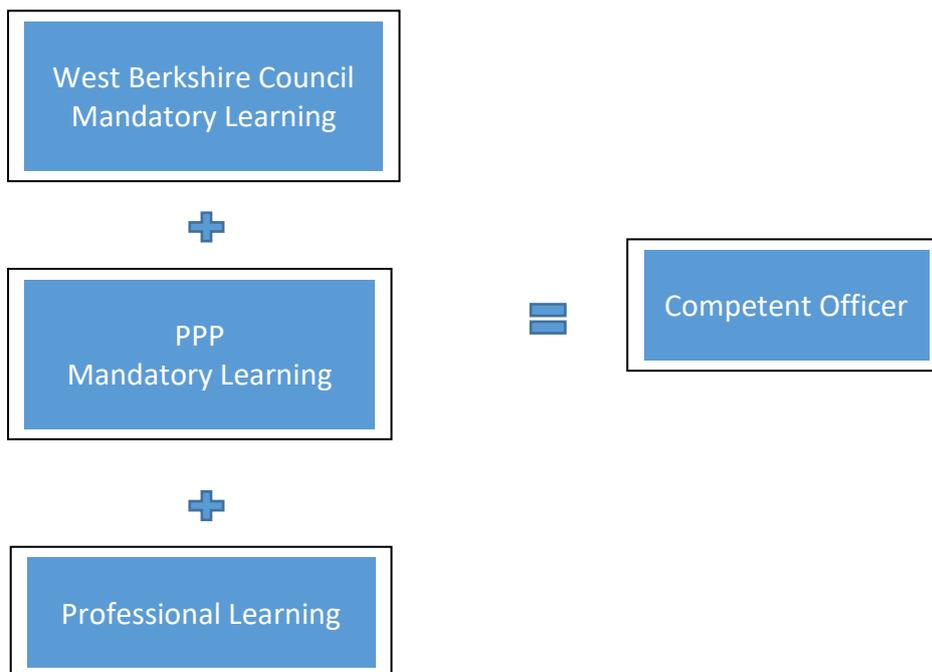
Line managers should promote the use of training notes on the shared drive as a way of officers updating themselves in relevant subject areas.

Legal Updates

Cascading of knowledge should also be provided from attendance at professional meetings and matters learnt from projects, cases etc.

It is anticipated that this will be covered in the 'Legal updates' section of Team Meetings.

7. OFFICER SKILLS AND KNOWLEDGE



Part 1 – Mandatory Knowledge and Skill

PPP has two areas of mandatory training:

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

West Berkshire Council Mandatory

As the host authority, WBC stipulates the mandatory training which all staff must carry out including Fire safety, Data Protection and Display Screen Equipment.

WBC fully control this system and the only role for PPP is to ensure officers are compliant and to ensure this mandatory training meets the demands of other partner Councils.

PPP Mandatory

PPP also has a number of Officer mandatory training areas identified which it expects officers to undertake (although there may be some exemptions e.g. Partnership Support Team not requiring RIPA training).

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

5. Equalities and Gypsy Roma and Traveller (GRT) Community
6. Conflict resolution

Line managers will check officers are up to date 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.

Part 2 – Professional Knowledge and Skill

Officers must maintain and update their professional training as stated in the points above.

The PPP Competencies Matrix is intended to assist the Service:

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

It should be completed every year at the time of appraisal between the officer and the line manager.

8. APPRENTICES

As set out in the Workforce Strategy, PPP has a strong emphasis on growing it's own officers.

Using the National Apprenticeship Scheme 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.

Increasingly the NAS is moving into the areas of professional qualifications but in the meantime it cannot deliver on all specialised training requirements for the professions within PPP. Specialist training courses must therefore be provided in addition to the apprenticeship.

The process for *Regulatory Compliance Officer* Apprentices has improved considerably since our first officer was engaged. We recognise that officers must:

- Work within all 3 professions to ensure a range of knowledge
- Receive assistance and co-operation from more experienced/qualified staff
- Not be considered or used as a qualified officer.
- Be given adequate opportunity for their studies.
- Be supported by the LT&D to ensure their studies are made relevant to their roles

The opportunity for current staff to undertake the apprenticeship, as well as the appointment of new staff will be based upon service need. Officers who wish to undertake the apprenticeship should raise it as part of their *PDP*



One of the PPP Apprentices with one of our Licensing Liaison Officers.

9. CAREER DEVELOPMENT

Career development opportunities will be provided where possible and based upon budget constraints and service need.

The majority of funding for career development will need to come from the PPP Training budget and some funding may also be available from WBC or alternative sources.

Officers may develop vertically professionally by taking professional based exams organised by the professional institutes (CEIH, CTSI, IoL). These studies will provide them with deeper understanding of the subject areas.

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 issues.

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

Officers undertaking career development courses should be listed on the '*Career Development*' form.

10. TRAINING ZONE

A new 'Training Zone' should improve understanding, consistency and efficiency.

The '*PPP Training Zone*' consists of internal training sessions which aim to be provided every other month or when needs are identified.

These sessions may be virtual, physical or a mixture of both and will be delivered by the most relevant manager/ officer or external person if necessary.

They will be short (approx. 30-60 mins) designed to address issues which may be professionally/subject based, or they may be service generic. They may cover both 'higher' level professional skills e.g. noise monitoring, as well as 'soft core skill' e.g. communication, or 'hard core skill' e.g. PACE requirements.

PPP CPD certificates will be given.

Requests for sessions will be reviewed by the POG.

It is important for the Training Zone sessions to be clearly communicated throughout the service so that all relevant officers have the opportunity to attend.

Examples:

Session	Areas Covered
New staff induction session to the role of PPP.	<ul style="list-style-type: none">• Explanations regarding the role of the three professions, - what they cover, how they do it etc.• Explanation re the different requirements of each council area.

Partnership Support Team training and understanding	<ul style="list-style-type: none"> • Tackling the internal issues which PST face most regularly. • Training on what the professions cover. • What is important, what is not important in their role (from a professional perspective). • Preferences for contact, taking details etc.
Case Management Legal reports	<ul style="list-style-type: none"> • What is important and what is less important. • Formal and informal comments about legal files. • Common problems • Method of presentation • Use of QMS forms • Time expectations – what legal expect from us and what we can expect from them
Carrying out a raid	<ul style="list-style-type: none"> • Use of police support • Different roles of officers during the raid • Important things to remember
Role of Intel team	<ul style="list-style-type: none"> • What they do • Why they do it. • Use of IDB • Successes • Contacts • How they can help
Rats and vermin	<ul style="list-style-type: none"> • What to look for • Powers • Limitations and expectations
A day on Duty	<ul style="list-style-type: none"> • What duty entails • What is expected – recording of data • Where to check databases, answers etc. • Escalation • Distribution to specialist teams
Interviewing under caution/ PACE	<ul style="list-style-type: none"> • The equipment • Forms used • Rooms used • PACE procedures etc.
Customer relations	<ul style="list-style-type: none"> • Communication • Handling complaints • Managing expectations • Problem solving
Understanding the PPP operating model	<ul style="list-style-type: none"> • Intelligence lead • Priorities of the service • Key Performance Indicators • Expectations of the professions

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 on a regular basis and renewed every three years.