

**The department's Learning and Development Plan supports the three corporate learning priorities:**

- **Managing Change** – this plan addresses the need to develop staff for long term succession and incorporates on-going professional learning in relation to changing requirements and legislation.
- **Leadership and Management Skills** – financial and health and safety skills are a key focus this year in this departmental Learning and Development Plan
- **Communication** – a staff open day is planned to encourage better communication and an understanding of the roles and contributions of different divisions.

**The Departmental learning priorities are**

- Continuous Professional Development
- Marketing and Communication
- Team Working
- Project Management & Organisational Skills
- Budget Management
- Health and Safety for Managers

**Specific departmental training events or initiatives identified:**

1. As part of our workforce plan we will re-invigorate the departmental CPD group, requiring there to be a representative from each division/team who will contribute ideas to a calendar of cross-cutting learning events and facilitating their delivery.
2. Individual CPD events will be provided where identified and agreed.
3. A departmental Open Day will be held during the 2nd Quarter of the year as a learning event for everyone in the department to encourage team working and improved communication.
4. All budget holders will be required to undertake the financial e-learning training provided by the Chamberlain's department.
5. All managers will be required to attend the corporately run health and safety sessions provided.

**Key skills/knowledge/qualifications identified to achieve key departmental objectives:**

Objective linked to Business Plan:	Key skills/knowledge /qualifications	Development Methods	Progress @ mid-year	Priority (by when)
To reduce traffic accidents on City's Streets	<ul style="list-style-type: none"> <li>• Road Safety awareness</li> <li>• Knowledge of changing context.</li> </ul>	<ul style="list-style-type: none"> <li>• Road Safety awareness sessions for staff as and when required.</li> <li>• CPD specific training as identified</li> </ul>		31 <sup>st</sup> March 2015
Enhance the environment of the City Streets and spaces, meet the needs of the business City, and meet the anticipated increase in cycling and footfall, through a long-term co-ordinated & integrated programme of strategic, spatial & modal changes.	<ul style="list-style-type: none"> <li>• Professional knowledge around street scene enhancement.</li> <li>• Knowledge of changing context in relation to cycling and footfall.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• Process Benchmarking against other major Cities</li> <li>• Conferences/seminars</li> <li>• Team briefings</li> <li>• Design criticism sessions</li> </ul>		31 <sup>st</sup> March 2015
Provide a cost effective parking service, including parking enforcement, car parks parking bay and cash collection functions	<ul style="list-style-type: none"> <li>• Keeping abreast of developments in parking technology</li> <li>• Continuous improvement in contract management</li> </ul>	<ul style="list-style-type: none"> <li>• Conferences/Seminars</li> <li>• CPD</li> <li>• Support for contract management specific training</li> <li>• Mentoring staff to improve skills/knowledge.</li> </ul>		31st March 2015
Effective management of Highways activities, co-ordinating works and	<ul style="list-style-type: none"> <li>• Keeping abreast of developments in street lighting technology</li> </ul>	<ul style="list-style-type: none"> <li>• Process Benchmarking with manufacturers</li> <li>• CPD</li> </ul>		31st March 2015

<p>ensuring disruption to pedestrians and traffic minimised.</p>	<ul style="list-style-type: none"> <li>• Knowledge of NEC contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Conferences/Seminars</li> <li>• Training Courses</li> <li>• Sharing knowledge and experience with external local authorities and TfL via meetings.</li> </ul>		
<p>Review the Public Convenience Strategy to improve cost effectiveness and ensure it meets the current and future needs of residents, workers and visitors.</p>	<ul style="list-style-type: none"> <li>• Knowledge of other schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Process Benchmarking against other suppliers of public conveniences</li> </ul>		<p>31st March 2015</p>
<p>Provide a cost effective, 24/7, street enforcement service including delivery of an out of hours noise response service in line with the agreed service level agreement with Environmental Health Service.</p>	<ul style="list-style-type: none"> <li>• Specific SEO training to delivery to deliver EH service requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify matrix of training to be rolled out to SEOs in consultation with Environmental Health.</li> </ul>		<p>31st March 2015</p>
<p>Deliver a cost effective waste management and street cleansing service whilst reducing household waste and improving sustainability</p>	<ul style="list-style-type: none"> <li>• Front line customer service skills for live phone answering</li> <li>• Professional knowledge around waste management and street cleansing in relation to household waste</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• Hazardous Waste training, where appropriate</li> <li>• Process Benchmarking against other local authorities</li> </ul>		<p>31<sup>st</sup> March 2015</p>

	<p>reduction and sustainability.</p> <ul style="list-style-type: none"> <li>• Knowledge of changing context in relation to waste and recycling.</li> </ul>			
<p>Prepare for, assist &amp; co-ordinate the delivery of major third party infrastructure projects, including influencing and mitigating their permanent impact</p>	<ul style="list-style-type: none"> <li>• Knowledge of technical expertise to contribute to the delivery of projects</li> </ul>	<ul style="list-style-type: none"> <li>• CPD</li> <li>• Conferences/</li> <li>• Seminars</li> <li>• Training Courses</li> </ul>		<p>31st March 2015</p>
<p>Maximise workload in the challenging competitive market place through direct contact with development intelligence from internal and external sources.</p>	<ul style="list-style-type: none"> <li>• Knowledge of schemes developing in the City</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating with other divisions within the department as well as CPAT in City Surveyors through meetings</li> <li>• Attending external seminars meetings and conferences to improve networking and maintain and increase contacts and gain an understanding of activity.</li> <li>• Research on property information.</li> <li>• Specific meetings with key developers.</li> </ul>		<p>31st March 2015</p>
<p>Improve financial transparency and VfM, as well as compliance with CIPFA and internal financial regulations by</p>	<ul style="list-style-type: none"> <li>• No knowledge requirements identified.</li> </ul>			<p>31st March 2015</p>

<p>monitoring recording of staff time against projects and work classes.</p>				
<p>Deliver successful graduate/junior training programme, ensuring succession planning within the division and profession.</p>	<ul style="list-style-type: none"> <li>• Continuing Professional knowledge</li> <li>• Understanding of career development scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• In-house CPD training in relation to Development Scheme</li> <li>• External CPD training where appropriate.</li> <li>• Sharing of career grade criteria with managers and incorporate into Development Scheme</li> </ul>		<p>31st March 2015</p>
<p>Influence national and strategic planning and transportation policy context to benefit City’s future development;</p> <p>Planning data monitoring, analysis, and updated submissions to national gazetteer hub or Mayor in accordance with legal agreements</p> <p>Update Development Plan for the City of London including new</p>	<ul style="list-style-type: none"> <li>• Knowledge of changing context</li> <li>• Knowledge of new policies around CIL and S106</li> <li>• Knowledge of changing legislation</li> <li>• Knowledge of relevant software for monitoring and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and Team CPD</li> <li>• RTPI season ticket training</li> <li>• Departmental CPD</li> <li>• Workshops and briefing notes/sessions for Planning Officers on new CIL and S106 policies.</li> <li>• Software training via on-line or traditional classroom training.</li> </ul>		<p>31st March 2015</p>

<p>City CIL and revised planning obligations</p>				
<p>Develop the Corporate Geographic Information System (GIS), encourage its wider use, and increase corporate data sharing to boost corporate efficiency, effectiveness and service delivery.</p>	<ul style="list-style-type: none"> <li>• GIS professional development for team where identified</li> <li>• Maintain technical skills for GIS team</li> <li>• Identify needs and gaps in knowledge across divisions, addressing those needs with the development methods listed</li> </ul>	<ul style="list-style-type: none"> <li>• Training to maintain technical skills in GIS team</li> <li>• Conferences/seminars</li> <li>• In-house mentoring and hand-holding from GIS team</li> <li>• External Courses</li> <li>• On-line training</li> </ul>		<p>31st March 2015</p>
<p>Deliver and administer an effective town planning service ensuring an efficient service to developers and occupiers, encouraging the development of high quality, sustainable and accessible buildings.</p>	<ul style="list-style-type: none"> <li>• Up to date professional knowledge</li> <li>• Knowledge of Access team's work in relation to this objective</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• Departmental CPD</li> <li>• Close working with Access team.</li> <li>• Planning and Architectural Visits to sites and properties</li> <li>• Attending POS and ALBPO meetings</li> </ul>		<p>31st March 2015</p>
<p>To ensure the IT systems are in place to support an efficient town planning system.</p>	<ul style="list-style-type: none"> <li>• Knowledge of Uniform system</li> </ul>	<ul style="list-style-type: none"> <li>• Train the trainer training</li> <li>• Uniform system training for staff</li> </ul>		
<p>To secure, manage and monitor S106/CIL and other legal arrangements</p>	<ul style="list-style-type: none"> <li>• Knowledge of changing legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• Seminars and Conferences</li> </ul>		<p>31st March 2015</p>

<p>in relation to development management</p>	<ul style="list-style-type: none"> <li>• Knowledge of S106/CIL policies</li> </ul>	<ul style="list-style-type: none"> <li>• Legal Updates</li> <li>• Workshops/briefings on S106 and CIL policies.</li> </ul>		
<p>To facilitate the planning aspects of the major infrastructure proposals required in the City, e.g. Thames Tunnel, Crossrail, Bank Station upgrade, etc and to secure the best outcome for the City.</p>	<ul style="list-style-type: none"> <li>• Professional Knowledge</li> <li>• Changing context</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• RTPI season ticket training</li> <li>• Meetings with other boroughs and TfL</li> </ul>		<p>31st March 2015</p>
<p>Through the planning process, ensuring that the quality of the City's environment is protected and enhanced, safeguard its heritage and special character and make it a more pleasant and inclusive place in which to work, live and visit.</p>	<ul style="list-style-type: none"> <li>• Professional Knowledge</li> <li>• Changing context</li> </ul>	<ul style="list-style-type: none"> <li>• Individual and team CPD</li> <li>• RTPI season ticket training</li> </ul>		<p>31st March 2015</p>
<p>Support and develop our staff to ensure each person achieves their potential and that staff develop to ensure succession in the future.</p>	<ul style="list-style-type: none"> <li>• Knowledge of best practice.</li> <li>• Knowledge of legal changes</li> <li>• Knowledge of changing context</li> <li>• Knowledge of</li> </ul>	<ul style="list-style-type: none"> <li>• Professional qualifications</li> <li>• Appraisals</li> <li>• Individual, team and departmental CPD</li> <li>• Professional seminars</li> <li>• Other free conferences/seminars</li> </ul>		<p>Ongoing</p>

	<p>organisational understanding</p>	<ul style="list-style-type: none"> <li>• Industry Meetings</li> <li>• Team briefings</li> <li>• Critical reading</li> <li>• Mentoring/Mentee</li> <li>• Leadership/Management Qualifications (e.g. ILM)</li> <li>• Exposure to Committee meetings</li> <li>• Representation at meetings as deputies</li> <li>• Identifying specific work that would encourage organisational understanding and building relationships.</li> </ul>		
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