

# WASTE SERVICES EAST LoTHIAN COUNCIL

SWITCH FORUM

# WHY - HEALTH & SAFETY



# 2000 - 96 STAFF

De-motivated workforce with limited trust in management

No culture of career development or training

Weak recruitment process

Regular examples of poor practice in service delivery and through accidents and health and safety failures

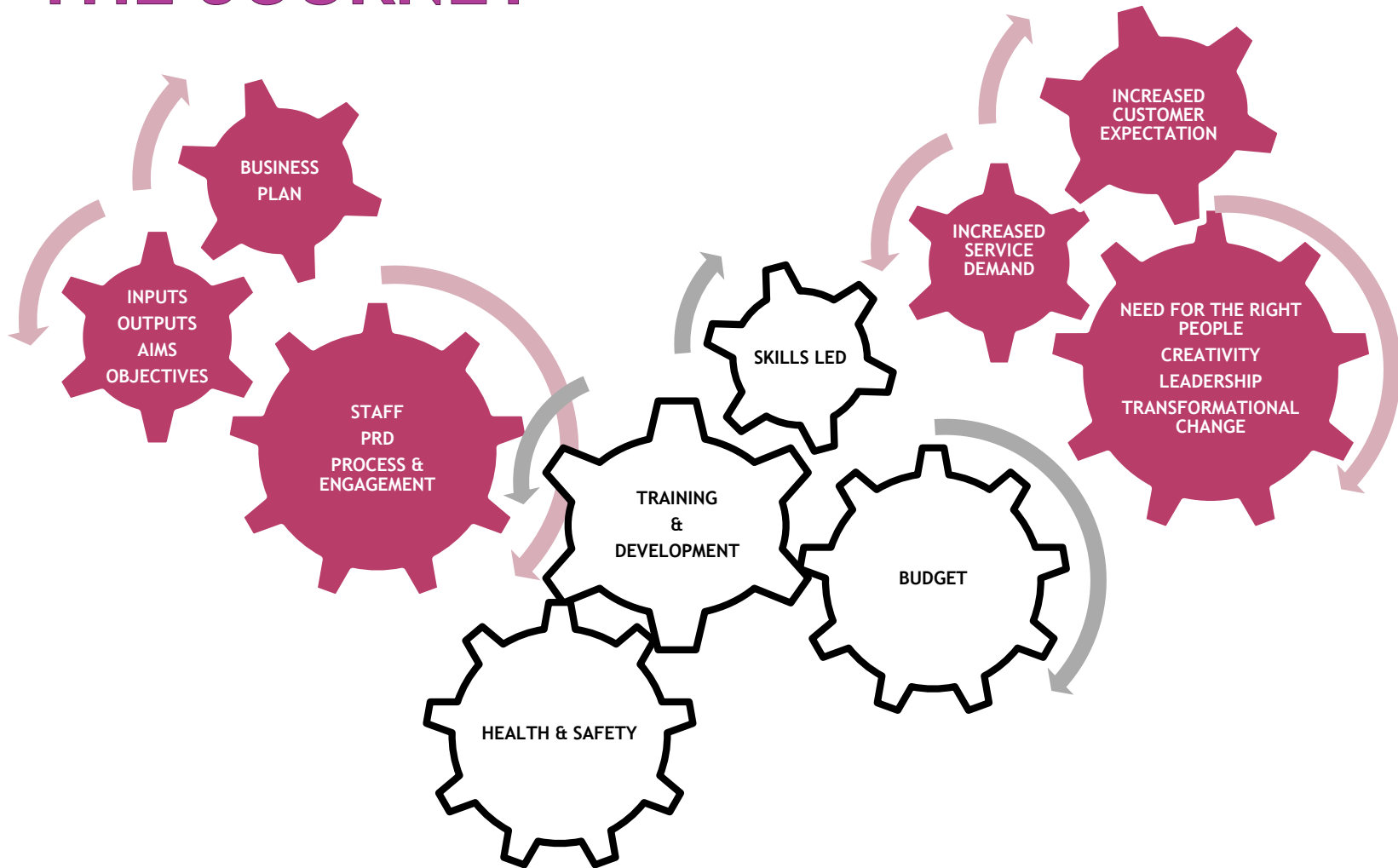
Mixed fleet with no consistency of procurement or standardisation for maintenance

Poor infrastructure in terms of depot, transfer station and HWRC.

Reactive service

We did have potential both in the staff in place and the opportunity to drive change.

# THE JOURNEY



# EAST LOTHIAN WAY

- **Focus** - Service delivery and need
- **Explore** - New ways to deliver
- **Initiate** - New technology and practice
- **Share** - Consult and work in partnership
- **Relate** - Listen and learn
- **Deliver** - Targets and Budget

Core competencies and skills designed to support and guide staff to generate continuous improvement and best value.

Key competencies identified from an operational perspective:

- Leadership
- Communication
- Problem Solving
- Technical Skills



# KEY CHALLENGES

## PESTLE

- **Political** - Local and National - Instability and change....
- **Economic** - Finance / Budget / Material Values
- **Social** - Public Acceptance & Participation
- **Technological** - Collection treatment and recovery of material
- **Legal** - Targets & Bans & Taxation
- **Environmental** - WSR 2012 - Waste Charter & Code etc etc etc...tbc

And let's not forget

- Population & Housing Growth linked to waste arisings

# STAFF DEVELOPMENT

## People

- Your staff know the area and work
- Motivation to progress and effect change
- Cultural Change - Customer focused / Health and Safety

## Assets

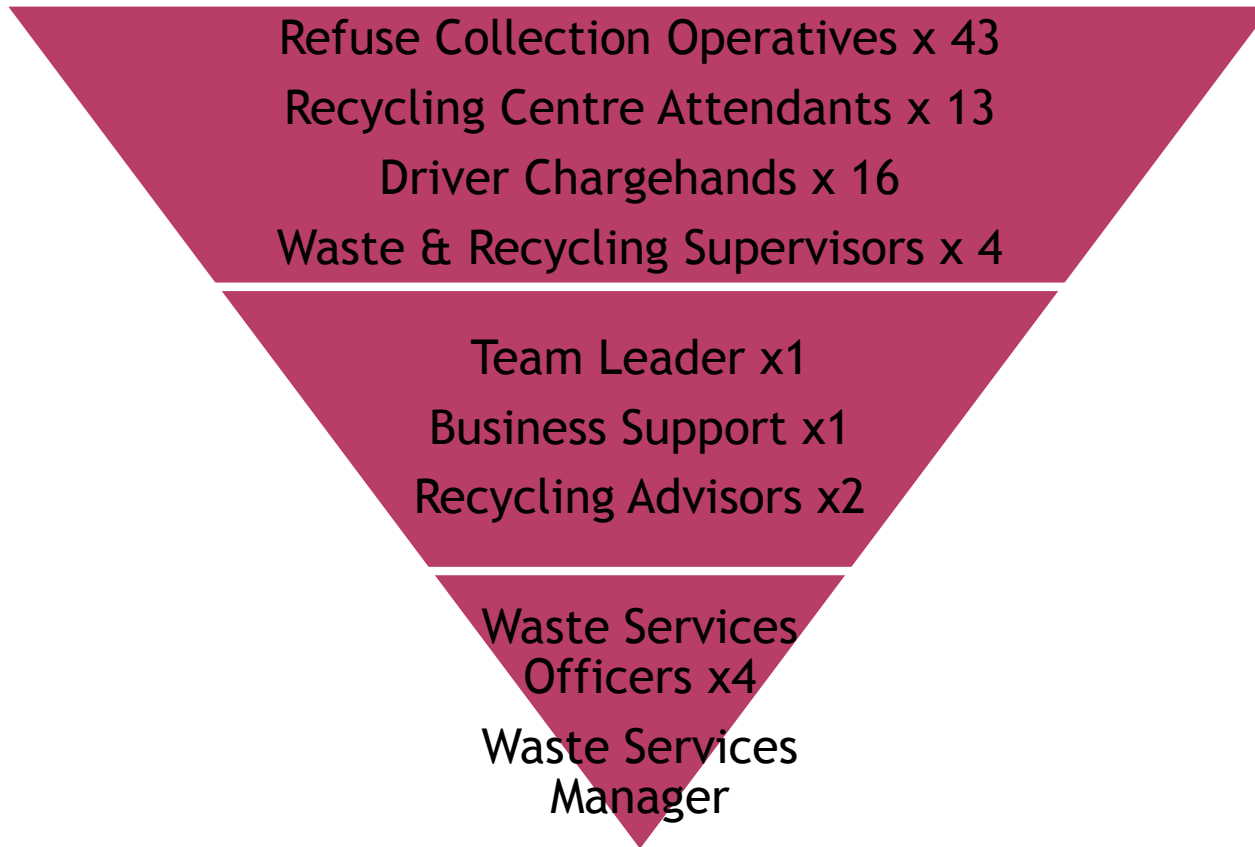
- Smart Procurement driven operationally - fleet, depot etc

## Processes

- PRD engagement
- Relevant Training
- Opportunity to gain experience and participate in higher roles
- Internal adverts where applicable



# SERVICE STRUCTURE 2016





# TRAINING PORTFOLIO

WASTE SERVICES TRAINING PORTFOLIO		
Course Name	Business Need Identified For:	Mandatory Optional
HNC Waste Management	Officer/Manager	Mandatory
Supervisory Management	Officer/Manager	Mandatory
Middle Management	Officer/Manager	Optional
Introduction to Management	Foreman/Officer/Manager	Optional
Risk Assessment	Foreman/Officer/Manager	Mandatory
COSSH	Foreman/Officer/Manager	Mandatory
Disciplinary & Grievance	Foreman/Officer/Manager	Mandatory
Recruitment	Foreman/Officer/Manager	Mandatory
CMI 3 & 5	Foreman/Officer/Manager	
ILM Management	Driver Charge Hand	Optional
CA Site Operator Course	Recycling Centre Attendants	Mandatory
COTC 4	Waste & Recycling Supervisors/Foreman/Officer/Manager	Mandatory
COTC 3	Recycling Centre Attendants	Optional
CSCS	All Plant Operators	Mandatory
HGV	Loaders	Optional
CPC	HGV	Mandatory
Induction	All Staff	Mandatory
Manual Handling	All Staff	Mandatory
First Aid Awareness	All Staff	Optional
I.T. Skills	Waste & Recycling Supervisors/Foreman/Officer/Manager	Mandatory
Learning Café Induction	All Staff	Optional
Health Awareness	All Staff	Optional
Customer Care training	All Staff	Optional
Banksman	Loaders/Driver Charge Hands/Recycling Centre Attendants/Waste & Recycling Supervisors/Foreman	Mandatory
Stress Awareness	All Staff	Mandatory
Static Compactor	Recycling Centre Attendants/Waste & Recycling Supervisors/Foreman	Mandatory
Mobile Compactor	Recycling Centre Attendants/Waste & Recycling Supervisors/Foreman	Mandatory
JCB Course	All Plant Operators	Mandatory
Lifting gear	Loaders/Driver Charge Hands/Foreman	Mandatory
Chassis	Driver Charge Hands/Waste & Recycling Supervisors/Foreman	Mandatory
RCV Body	Loaders/Driver Charge Hands/Waste & Recycling Supervisors/Foreman	Mandatory
Permit test	All Drivers/Plant Operators	Mandatory

# THE RESULTS

## SKILLS & COMPETENCIES

- Health and Safety Skills improvement - reduction in accidents
- Motivation from within - staff learning and encouraging others
- Positivity - involvement and ownership of the service
- Cultural Change - Customer / Health and Safety focus
- Staff involvement in Service Planning and Service Change

## Evidence

- 34% budget efficiency improvement
- Full Service Change and implementation with no issues/complaints
- Accident rate and sickness absence rate reductions
- Frontline staff now employed within the management team
- All Driver Charge Hands since 2010 from internal appointment
- Multiple other staff with completed and progressing qualifications.



# SWITCH

- ◉ The SWITCH Framework complements the East Lothian Way and they will be used together to create a more comprehensive job specific set of expectations.
- ◉ The SWITCH Framework will support our work as managers and supervisors to highlight and improve competence which will lead to improved performance and better customer service.
- ◉ The Switch Framework formalises good practice for management and staff focusing on safety to improve how we work.



# LESSONS LEARNT

- ◉ Had the SWITCH Framework existed at the outset of our journey it would have saved hours in design, analysis and implementation!
- ◉ Begin slowly with volunteers and build on their success.
- ◉ Be open to learn from the process and participants input and feedback
- ◉ BEWARE - Manage expectation in terms of what staff are likely to obtain and achieve.
  
- ◉ The process works
- ◉ It is affordable
- ◉ It cuts the number of accidents
- ◉ It improves staff motivation
- ◉ It improves performance



# CASE EXAMPLES

- ◉ Waste Services Officer

**Ross Largue**

- Career History
  - Training
- Current Position

- ◉ Waste Services Supervisor

**Glyn Evans**

- Career History
  - Training
- Current Position

