



# TRAINING NEEDS

## in Waste Activities in Welsh Local Authorities

---

FINAL REPORT  
November 2005

CIWM , Celine Anouilh  
[celine.anouilh@ciwm.co.uk](mailto:celine.anouilh@ciwm.co.uk)

Commissioned by the Welsh Assembly Government

## Executive Summary

This report presents an assessment of training requirements for Welsh local authorities staff involved in waste activities. It identifies current training practices as well as specific training needs and gaps for employees at all levels.

Some of the information was gathered via a targeted questionnaire but most came from face-to-face interviews with waste officers from 20 local authorities, carried out between June and September 2005.

The officers interviewed consider "training" to include formal training courses – including those leading to vocational and academic qualifications - as well as events such as seminars, workshops and conferences.

Current practice shows that local authorities have already developed some schemes and strategies to increase training opportunities for their staff. Generally performance and development reviews are already in place, authorities keep training records for each employee, and several have training departments or officers and dedicated training budgets. Commitment to more and better training has been driven by new and stricter regulations and the increasing challenges faced by local authorities to reduce and manage waste properly.

Although local authorities recognise the benefit and importance of having qualified staff, they tend not to require formal qualifications from candidates at the time of employment. Job descriptions rarely mention specific qualifications needed for a job although this information would guide employees to choose the right training to develop their career. In the same way, authorities acknowledge the importance of professional membership but do not require it from their staff. Some encourage their staff to obtain a professional status by contributing to membership fees however this help is unequally distributed.

All authorities provide in-house basic skills training usually accessible to all employees. These courses are delivered by specific departments, peers, managers or external training providers contracted by the authorities. Courses related to waste issues and specific topics requiring external expertise are typically attended outside the authority premises.

Whatever their commitment to staff training, authorities feel that high costs and lack of time are major issues that prevent them from going forward.

Operational workers are typically the employees that receive the most training. This relates to the hazards involved with their jobs and strict health and safety regulations (statutory requirements on training). Training needs were identified in customer care and communication, waste awareness, NVQs in recycling and enforcement.

Supervisors get regular training and have similar needs as the operational crews with priority given to training on health and safety, management and customer care.

Office-based officers and senior managers mostly attend conferences and seminars rather than formal training courses. Authorities underline the need for well-informed officers as well as requiring more resources – personnel, money and time - to cope with continuous changes in their work. Training needs identified relate to updates on legislation, contract management, enforcement but also general skills including project and people management, using information to make sound decisions and communication.

The last section focuses on what local authorities suggest the Welsh Assembly should prioritise with respect to training. Seven topics stand out and show the main concerns of authorities: sharing best practice, lobbying the relevant bodies to develop more qualifications in waste activities, providing funding dedicated to training, better co-ordination, guidance and communication from the assembly, promoting professional membership, waste awareness for all and more accessible training.

<b>1. INTRODUCTION</b> .....	4
1.1. Aim of the training assessment.....	4
1.2. Methodology.....	4
1.3. Structure of the assessment.....	4
1.4. Important note .....	4
<b>2. ASSESSMENT</b> .....	4
<b>2.1. Training strategy and tools in place</b> .....	4
2.1.1. Development schemes.....	4
a) Investors in People.....	4
b) Performance and development reviews (PDR).....	5
c) Other development processes in place.....	5
2.1.2. Training department or officer.....	5
2.1.3. Training budget.....	5
2.1.4. Training available .....	5
a) In-house training.....	5
b) External Training.....	6
c) Barriers to training attendance .....	6
2.1.5. Importance of vocational and academic qualifications .....	6
a) Benefits and priorities.....	6
b) Job advertisements .....	7
c) Job descriptions .....	7
2.1.6. Importance of professional membership .....	7
<b>2.2. Training gaps and needs across the ranks</b> .....	7
2.2.1. Operation crews.....	7
a) Current practice.....	7
b) Needs .....	8
c) Overcoming difficulties.....	8
2.2.2. Supervisors and team leaders.....	9
a) Current practice .....	9
b) Needs .....	9
2.2.3. Office-based officers and senior managers.....	9
a) Current practice.....	9
b) Needs .....	10
<b>2.3. Where to Focus</b> .....	10
2.3.1. Best practice.....	11
2.3.2. More qualifications in waste activities.....	11
2.3.3. Funding .....	11
2.3.4. Co-ordination, guidance and communication .....	11
2.3.5. Professional membership .....	11
2.3.7. Waste awareness for all .....	12
2.3.8. Accessible Training.....	12
2.3.9. Summary Tables .....	12
<b>3. ACTION PLAN</b> .....	12
<b>4. CONCLUSIONS</b> .....	17
<b>5. APPENDICES</b> .....	17

## 1. INTRODUCTION

### 1.1. Aim of the training assessment

The aim of this assessment was to identify, within each Welsh local authority:

- the current practices related to training – eg. whether a strategy to offer/deliver relevant training to employees had been developed, whether training procedures were in place, whether training records were kept for each employee, etc.
- specific training needs and gaps for employees in waste activities
- what help local authorities would like the Welsh Assembly Government to provide to develop employees skills and competences in waste activities.

The objective was to draw up an action plan based on local authorities' requirements to help them develop employees' skills and competences in waste activities and enable them to reach their targets.

### 1.2. Methodology

The information was obtained from twenty local authorities, through face-to-face interviews with waste management officers. Between 1 and 6 members of staff with various levels of responsibility were interviewed per authority. Interviews took place between June and September 2005.

The information was also gathered through a questionnaire ([Appendix 1](#)) sent to waste officers in each local authority. However many questionnaires were not fully completed, some questions were misunderstood, and the total response was low.

### 1.3. Structure of the assessment

The discussions during interviews and the questionnaire focused on the following topics:

- Strategy and tools in place to identify and deliver training
- Training needs and gaps across the ranks
- Where to focus for improvement

### 1.4. Important note

It is important to clarify what we consider as "training". The officers interviewed for this assessment considered training to include formal training courses (some leading to vocational and academic qualifications) as well as events such as seminars, workshops and conferences.

## 2. ASSESSMENT

### 2.1. Training strategy and tools in place

#### 2.1.1. Development schemes

##### a) Investors in People

Twelve local authorities have adopted (or are in the process of adopting) the Investors In People standard. This standard is a business improvement tool designed to augment an organisation's performance and allows it to achieve its objectives through the management and development of its people. It provides a flexible framework, which involves plans, actions and reviews. For the standard, the local authority has to identify its goals and targets and how they will be achieved. This involves identifying the necessary skills and training that employees require to do their job well. Training and development needs are then regularly reviewed against the authority's objectives during performance reviews, job appraisals, or career planning meetings between line managers, supervisors and staff.

By adopting the Investors In People standard:

- training and development plans are set up for each employee
- employees are encouraged to attend training
- employees have individual files where training is recorded and action plan set up
- training requirements are reviewed during the annual performance review, at which the requirements of all staff members are identified and the necessary training agreed.

#### **b) Performance and development reviews (PDR)**

Five local authorities who don't follow the IIP standard have introduced other systems and processes such as Performance and Development Reviews process (PDR), Development Scheme, or Personal Development Plans. Through these systems, the staff attend regular appraisal meetings, usually twice a year, with line-managers where training needs are discussed, planned and reviewed. During these appraisals, documents are filled out identifying training needs. Records of each training attended are kept using a variety of techniques (Excel spreadsheets, word tables, databases or individual files for each employee).

#### **c) Other development processes in place**

Two local authorities mentioned achieving or working towards the Green Dragon Award. Although not specific to training, adopting this standard encourages staff to work towards improving environmental practice within the authority which does impact positively on the staff well-being and working environment.

One authority is looking into an external programme called "Performance + which offers a 360 degree approach (vertical and horizontal) where each individual is appraised by managers as well as by his peers".

### **2.1.2. Training department or officer**

Twelve authorities have a training department (often part of the Human Resources Services) and/or a training officer responsible for identifying training needs for the staff and putting the right procedures in place to deliver relevant training where required.

For five authorities, training is dealt with by the Personal Department or the Business Support Section. For three authorities, training issues within waste activities are dealt with by the head of the department.

### **2.1.3. Training budget**

Thirteen authorities have a budget specifically allocated to training. This training budget in some cases covers the needs of a whole directorate or in other cases a smaller waste department. This budget is often limited and tends to cover statutory training as well as basic skills training.

The other authorities allocate a budget for each department/directorate and it is the responsibility of this department to use part of the money for training. Therefore in these authorities, waste departments have no specific training budget as such. The necessity and cost of courses or any other development has to be agreed by senior management and deducted from a general department budget.

Local authorities with proper training budgets do not necessarily provide more or better training services than the others. It all depends on the size of the budget allocated and the commitment of the authority to train its staff.

### **2.1.4. Training available**

#### **a) In-house training**

The first port of call for training is the authority itself. All local authorities deliver in-house training for their staff.

Many training courses on **basic skills** are available within each authority. They are delivered

- by staff of specific departments such as the IT Department, Finance Department etc.

- by external consultants employed by the authority to deliver the course at the authority's premises
- by the training department or training officer of the authority if they exist
- through the Human Resources or personnel department

In-house training courses cover a wide range of topics including: computer skills, finance, presentation skills, communication skills, report writing, welsh language, general administration, management, train the trainer, team building etc... Usually any member of staff can access these "basic skills" training courses.

Manual workers need regular training on **specific issues** such as health and safety, manual handling or fork lifting and driving. This training is often compulsory as it is driven by health and safety regulations. It is delivered by peers, supervisors, or very often by external training providers with expertise in the field. Some authorities have developed partnerships and contracts with specific companies to get tailored training delivered (list of companies used in [Appendix 2](#)). In this case, the content of the course is discussed between the authority and the training provider and regularly reviewed to meet the authority's needs.

## **b) External Training**

Training courses related to wastes topics are often only required by one or two individuals rather than a group of employees. Therefore, these individuals attend training delivered by various companies, outside the authority's premises.

The general feeling is that there are a lot of training courses as well as many waste events available, organised by numerous organisations. It is most often office-based officers who attend these training courses and waste events outside the office.

Officers receive regular mail, invitations, leaflets and e-mail advertising these waste events and training courses. They also receive and consult numerous professional journals, reviews and websites where details of courses and events are advertised. The most popular references where information may be obtained include:

APSI, CIWM, ELWa (good training), Ends Report, ICE, IDEA (good website), IEMA, Land Regeneration Network, Larac, Let's Recycle, MRW, MEL Research in Birmingham, WAG, WAW, WLGA (has run very good seminars), WRAP, universities websites for formal courses.

## **c) Barriers to training attendance**

For all employees, the relevance and content of the training course/waste event are the main criteria in deciding attendance regardless of the organisation providing it.

"High cost" and "lack of time" are the obstacles for most local authorities. If manual workers are sent on training the cost to the authority is that of the course as well as the cost of replacing the worker during his/her absence as the service must be delivered. Unless the training comprises a short session of a couple of hours, many local authorities found it difficult and very costly to accommodate longer training for their operational staff.

For office-based staff, training and events are mostly available outside the office across Wales and England. The geographical location of many Welsh authorities implies long journeys to attend events and often one or two full days out of the office. High travelling and accommodation costs also add to the bill. With limited training budgets, many authorities will give precedence to local and/or free events. More in-house training would solve the issue of travelling time and cost. Also the opportunity for LAs (especially rural LAs) to work together would further lower the cost of training.

Some organisations have addressed the cost issue by organising successful "fully-funded" courses (eg WRAP Recycling Managers Training Programme).

## **2.1.5. Importance of vocational and academic qualifications**

### **a) Benefits and priorities**

All local authorities recognise the importance of having qualified employees especially their manual workers. The obvious benefits of statutory/certified training and qualifications are fewer injuries and a

decrease in accidents in the workplace, higher attendance at work, higher staff moral, increased motivation to work, better provision of services and lower staff turnover. This is true at all levels. For this reason, five or more of the local authorities interviewed were very keen and committed to training their staff to obtain these qualifications.

NVQs, HNC and ONC are quite popular for operatives. Part-time degrees at university (such as the Waste management MSc at Southampton) are more popular for office-based staff. New regulations in health and safety and waste management made some qualifications statutory (example: COTC level 3 & 4). Local authorities send their staff on these courses as a priority.

Four authorities admitted that non statutory qualifications were not a priority at the moment. They were providing essential training for their staff already and considered workers very competent in their jobs. Motivation and interest were more important criteria for them when employing new staff rather than focusing on qualifications.

### **b) Job advertisements**

Although local authorities recognise the importance and value of qualifications, very few require them from candidates at the time of employment. As it is difficult to recruit in waste positions, authorities prefer not to limit the number of candidates with qualification requirements but employ based on interest and motivation. For operational positions, many authorities employ fairly unskilled people who will be receive in-house training right at the start of their employment.

At office-based and managerial levels, most authorities ask for a degree in addition to relevant experience. Membership of a professional body (such as CIWM) is sometimes mentioned in a job advertisement as desirable / an advantage.

### **c) Job descriptions**

There are still employees who don't know whether they have job descriptions or think these are out-of-date. When job descriptions exist, they rarely mention qualifications or degrees needed for the job. Some employees think that job descriptions or adverts should define the qualifications and degrees necessary for a position. Such information guides them to decide on what training they should attend in order to progress in their careers.

## **2.1.6. Importance of professional membership**

Only one local authority required relevant professional membership for certain positions and indicated it in job adverts as "required or highly desirable".

All local authorities however feel that professional membership is an excellent way to develop employees' knowledge of their job, competences and information network. Therefore they encourage their staff to gain professional membership relevant to their position. Ten authorities help some of their employees by paying their membership annual fees. However this funding is dependent on the authority, the type of job, the grade of the officer, and the political climate when the employee joined the authority. This creates a feeling of unfairness for staff when membership fees are not being paid by their authority.

## **2.2. Training gaps and needs across the ranks**

### **2.2.1. Operation crews**

#### **a) Current practice**

Manual workers are regularly exposed to health and safety risks and accidents in their jobs. Consequently local authorities have put in place typically compulsory training programmes for their operational staff to prevent injuries and comply with strict Health & Safety regulations.

All local authorities have essential training organised in-house, by peers or external companies covering: H&S, manual handling, driving, use of equipment, fork lifting and first aid sometimes.

## b) Needs

### ▪ Customer care and communication

Workers on refuse and recycling collections increasingly have contact with the public and are likely to answer some of their queries. Nine authorities believe it would be very useful to provide customer care and communication training to the crews. This would help them to convey the right image of their authority as well as improve the public perception of the Council Waste Services.

### ▪ Waste awareness

Generally crews know WHAT their work involves and HOW to do it but typically they do not understand WHY they do it. They need to understand the "bigger picture" to become aware of the importance of their role and how they fit into the whole process.

Eight authorities think "waste awareness" training would address this issue and help to pass on a unified message to the public

### ▪ NVQs in recycling

Seven authorities recognise the need for proper qualifications in recycling for their workforce. The cost and time involved in helping staff to get these qualifications (and associated training for underpinning knowledge) is an issue, as is the lack of qualifications available for the recycling sector. It is also necessary to explain to reluctant candidates what is involved in the preparation for a qualification and the resulting recognition of competence.

### ▪ Enforcement

Local authorities are given more powers to enforce the law thanks to new regulations such as the Clean Neighbourhoods and Environment Act (2005) Act. Some foresee the need to give more powers and responsibilities to crews working on the street to collect evidence for example. This would imply providing them training on enforcement as well as environmental awareness and customer care.

## c) Overcoming difficulties

- The main issues with respect to training operatives are time and cost. Local authorities find it difficult to give their operatives time to attend training as the normal day services must be completed. Personnel attending training need to be replaced at a cost and this must be added to the cost of the training itself. These difficulties could be addressed in the following ways:
  - Making funding available either to pay for the replacement of employees or to subsidise training (by way of example, the average cost of level 4 or higher qualifications is £1300 + VAT per candidate).
  - Organising on-site short training sessions (couple of hours each) would avoid replacing staff.
  - E-learning allows flexibility for staff to train at their own pace. However experience shows poor completion of courses – extra support and time collation are needed. Other Electronic learning systems exist and may prove useful for those in remote locations, but are not in use in the UK yet (ie SWANAs E briefings, E Courses and E lectures).
- Many authorities are keen to support qualification schemes like NVQs for their workforce. Some employees are interested in getting qualifications, on the other hand it is still difficult to enrol others (often the older men) for the following reasons:
  - they have never gained any qualifications in their life and miss the basic skills like reading and writing. They think it will be too difficult for them. Design of underpinning knowledge courses to meet these needs is a high priority
  - they associate qualifications to studying and passing exams, hence are reluctant or scared
  - they get offended as they consider they know their job very well and don't see the point of training and qualifications.
  - they associate qualifications with a pay rise. If the qualification does not give them a pay increase, they are not interested.

- There is a misunderstanding of what a vocational qualification is – the recognition of manual competences - and what the process of obtaining an NVQ involves. There is a need to clearly explain to the crews what that involves and the benefits they could get. This is an issue, and there is a difference between NVQ, VRQ etc in terms of regulatory compliance and commitment
- Any training session organised for the crews should be short (maximum half a day), practical (directly applicable to their work), delivered in plain and clear language, and in their work environment to be successful. It is also important to make sure that basic skills needs are accounted for – can all crew members read and write? If not, then training needs to be visual and verbal, not text.

### 2.2.2. Supervisors and team leaders

The Supervisor role is to manage manual worker teams such as refuse collection teams. The Team Leaders manage a single team and typically they are the driver on a refuse collection team.

#### a) Current practice

Through the training strategies put in place, and in order to comply with new regulations, most local authorities provide a lot of training for their supervisors and many have already gained the right skills as well as qualifications - statutory or not - in waste management. These include HNC in waste management, NVQs in management and higher level qualifications in health and safety – eg. IOSH.

#### b) Needs

Team leaders and supervisors need the same skills as the crews and some more specific to their role:

- Team management
- Health & Safety
- Customer care to deal with increasing public queries
- Communication / PR / media
- Administrative tasks: how to do “back to work” interviews, accident reports, etc.
- Quality control
- Basic use of IT for administrative tasks
- Legislation and technical updates
- “Train the Trainer”

Unless supervisors can demonstrate they possess these skills, they should be trained to gain them and training should be attended on a regular basis.

Local authorities identify training needs for supervisors in terms of priority with Health & Safety first, followed by management and finally customer care.

### 2.2.3. Office-based officers and senior managers

Waste officers/managers get a lot of pressure in their jobs as they have to adapt to continuous changes in dealing with waste: new regulations, new targets, new tools and techniques. Local authorities underline that not only competences gained through training are essential to meet the challenges, but resources (personnel and money) and time to cope are as much needed.

#### a) Current practice

Training for office-based officers is generally associated with conferences and seminars rather than formal training courses. Waste events are organised regularly and are time and cost effective as well as practical and relevant to local authorities’ daily work.

Training for waste officers also includes any means or device to develop and learn. Therefore training courses are not the number one choice to get knowledge on a specific issue: officers look for answers on the internet, books, press, publications, DVDs or any information support material available.

Many waste officers and managers already have the academic qualifications that were required for getting the jobs, especially the younger staff. Older officers who went up the ladder to senior positions often get qualifications such as HNC in Waste Management - mandatory to progress in

some authorities. Lots of staff also have qualifications like NVQs up to level 5, COTC and Health & Safety qualifications.

## **b) Needs**

### **▪ Regular updates on legislation**

Waste legislation is changing constantly and waste officers from 16 authorities, find it difficult to keep up-to-date with these changes. They need to get the information sufficiently in advance to organise and plan prior to the implementation of the new regulation. They need a simple and clear message that they would like to get from a single point of contact (that could be a website). They welcome regular meetings/seminars on legislation updates organised by WAG for example rather than formal courses that are too theoretical and complex and often do not relate sufficiently to the local authorities context.

The main topics of new legislation that need clarification are: landfill directive, hazardous waste, WEEE, Clean Neighbourhoods and Environment Act (2005), biowaste, trade waste/duty of care, and abandoned vehicles.

Waste officers would welcome a training programme including different modules on waste legislation for local authorities: duty of care, dumping, graffiti, notices, penalties, compliance, prosecutions, code for Crown prosecutors etc.

Welsh waste officers are concerned that many training courses or presentations given outside Wales and provided by non-Welsh companies do not underline or mention the differences in legislation between England & Wales. There is a need to see these differences acknowledged.

### **▪ Contract management**

More and more authorities are outsourcing their waste service requirements to private companies for refuse collections, waste disposal, waste transport, or CAS management. Waste officers have to set up big contracts and currently they haven't necessarily got the skills to prepare these contracts properly. Even if they get external experts to prepare these contracts, they need practical training to be able to read and understand a contract as well as how to assess it. This includes financial, legal as well as technical competences.

In the same way, there is a need for sessions on technical planning for new facilities: engineers from consultancies will make plans and proposal to be approved by local authorities. These authorities need competence on technical planning to comment or discuss proposals.

There is also a need for training on: contract development and monitoring, tender process, introduction to tendering, process of procurement.

### **▪ Enforcement**

Local authorities are given more and more powers to deal with waste related offences thanks to new legislation such as the recent Clean Neighbourhoods and Environment Act (2005) Act. They can deal with issues that would have been previously dealt with by the Environment Agency or the Police.

Waste Services rarely have an enforcement team to deal with waste related offences so waste enforcement is very often undertaken by Environmental Health Officers and Public Protection Services. For those authorities with fewer resources, there is a need for training to enable them to undertake efficient investigations leading to successful prosecutions.

### **▪ General skills**

Officers have training needs in both waste issues and interpersonal skills. Not only do they have to be technically competent but they also have to develop skills in finance (funding bid), people and projects management, communication, IT and administration (reports to prepare for H&S, sickness issue, disciplinary procedure etc).

## **2.3. Where to Focus**

All interviews with local authorities ended with two open questions: "what should the Assembly focus on to help local authorities in developing their staff competences?" and "what should their priorities be in terms of training?".

### **2.3.1. Best practice**

Nine local authorities mentioned that “sharing best practice” was a priority. There is a strong need to bring all authorities experience together to avoid duplication, making the same mistakes again and again and wasting time and money.

The Welsh Assembly should identify best practices in each authority, and share them with all other authorities through:

- encouraging presentations of practical case studies,
- a guide of Best Practice,
- setting up a discussion forum on-line
- setting up standard forms and procedures following good practice for local authorities

### **2.3.2. More qualifications in waste activities**

Eight local authorities mentioned that there was a shortage of vocational and academic qualifications for the Waste Industry as a whole, but especially for the recycling sector. Authorities would like to see the government lobbying the relevant bodies to develop these qualifications and provide funding to make it happen. Authorities also mentioned that existing education and training programmes did not include specific modules on “working in local authorities” although various skills and knowledge are required to work in this environment. They would welcome the introduction of such modules, in Waste Management degrees to provide the basic skills and knowledge required to work in local authorities.

There is a general need for education and training programmes leading to qualifications accredited by the Government and recognised by all local authorities in Wales (like the Green Dragon Award).

### **2.3.3. Funding**

Seven authorities mentioned that training opportunities were limited by the budget available. Training is expensive and replacing employees attending training is even more expensive. They believed funding from the Welsh Assembly should be made available for local authorities to cover the cost of:

- Statutory qualifications like COTC levels 3&4
- the Manual Handling Passport Scheme
- Staff enrolment on NVQs or academic qualifications

Any funding should be dedicated to training purposes only.

### **2.3.4. Co-ordination, guidance and communication**

Six authorities wish they received more guidance from the Welsh Assembly. They want the government to be a stronger co-ordinator. There is a need for regular communications between all local authorities and the Assembly and messages have to be more practical, clear and in plain and simple language.

Waste officers like the idea of a single reliable point of contact where they can obtain the right information and advice to move forward. Some mentioned a WAG database could be used as THE source of information and contacts for local authorities.

### **2.3.5. Professional membership**

Six local authorities underlined the differences between them in the payment of professional memberships for their employees. Although many authorities recognise the importance of professional status to raise individual competences and general standards in the Waste Industry, they treat their employees differently according to their position, time in the authority and where they work. This situation should be harmonised making professional membership accessible for all employees in any authority. The Welsh Assembly should encourage local authorities to pay fully or partially for one professional membership for each employee or even provide funding for this purpose.

Professional membership can help training through CPD, SET requirements and training provision. If this was made an employment criteria, then professional bodies could be relied upon to assist the professional development of employees through training.

### **2.3.7. Waste awareness for all**

Six local authorities thought the focus should be on raising waste awareness not only across all ranks in local authorities (the workforce in the first instance) but also for everyone as we all produce waste. They underlined the importance of training Elected Members and effectively engaging them in waste issues too. Few authorities have given successful presentations to political figures to make them aware of the waste challenges they were facing.

The Assembly should encourage dialogue and communication between local authorities and their councillors.

It was also mentioned that the public should be trained (as it is the front line of the whole process and is the key to make recycling and other waste management initiatives successful) as well as the commercial and industrial waste producers. The delivery of the Waste Awareness Certificate across Wales should help raising waste awareness for all, especially waste producers.

### **2.3.8. Accessible Training**

All authorities see lack of time and high costs as the two major obstacles in sending staff on training. Therefore six authorities suggested:

- The development of on-line training courses leading to proper qualifications. That would solve the problem of cost, time, and travel. Candidates would be able to work at their own pace.
- The promotion of local courses shared between local authorities. As authorities often have the same needs in terms of training, it would make sense to organise relevant courses, repeated in the different part of Wales, shared between the neighbouring authorities. The development of locally based short training sessions for civic amenity sites staff was also mentioned.
- The preparation of a list of "good training courses for local authorities" set up from the authorities' feedback. This would help making efficient and relevant choices amongst a plethora of courses available to avoid disappointment, waste of time and money.

### **2.3.9. Summary Tables**

Comments and information given by local authorities during interviews are summarized in the tables 1 to 5 presented in [Appendix 3](#).

## **3. ACTION PLAN**

Following the identification of training needs across the ranks in local authorities and the focus and priorities underlined, an action plan is suggested on the following pages:

Training requirement	Objective	Suggested actions	Possible costs and Other information
<b>Operational Crews</b>			
<b>Customer care and Communication</b>	<ul style="list-style-type: none"> <li>▪ To deal with the public and answer some of their queries.</li> <li>▪ to convey a right image of the authority and to improve the public perception of the Council Waste Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Half day, multi authority local training in customer care designed to be highly visual and verbal and directly relevant to front line staff – should follow on from waste awareness training</li> </ul>	<ul style="list-style-type: none"> <li>▪ No cost estimation available</li> <li>▪ The customer care issue has been identified as part of the Occupational standards, and therefore future NVQs.</li> <li>▪ Basic training for crews is currently being developed by Calderdale Council (currently in the early stages of recruiting technical authors) but if a success, then the material will be made available (free of charge) to other local authorities.</li> </ul>
<b>Waste Awareness</b>	<ul style="list-style-type: none"> <li>▪ To see the “bigger picture”</li> <li>▪ to understand the importance of their role and how they fit in the whole process</li> <li>▪ To pass on a unified message to the public</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIWM Waste Awareness Certificate (WAC) to be delivered in 2 shorter sessions at the working place</li> </ul>	The delivery of WAC costs a minimum of £25 a head payable to the CIWM (to cover booklet, marking, postage, printing of certificates, administration).
<b>NVQs in Recycling</b>	<ul style="list-style-type: none"> <li>▪ To give the workforce recognition of their competences (increase confidence and moral in their job)</li> <li>▪ To attract people in jobs and promote careers in the sector</li> <li>▪ To develop workers competence and skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ To follow progress made by Wamitab in creating the qualification (on-going)</li> <li>▪ To provide some funding to authorities</li> <li>▪ To get training assessors to explain staff implications of qualification (QSP training?)</li> <li>▪ Develop or adapt entry level training to underpin NVQs – possibly a module, locally delivered training</li> </ul>	Estimate cost of £1,000 per candidate to obtain qualification
<b>Enforcement</b>	<ul style="list-style-type: none"> <li>▪ To provide the skills to workers to collect evidence on waste offences</li> </ul>	<ul style="list-style-type: none"> <li>▪ To provide tailored training courses – (Contact Bond Solon who work already with Cardiff and Swansea)</li> <li>▪ Develop and adapt ‘capacity building’ training being prepared by the environment agency – Should be ready early 2006 for piloting</li> </ul>	Training ~ £125 /head/day Qualification ~£1,000 per candidate

Training requirement	Objective	Suggested actions	Possible costs and other information
<b>Supervisors and team leaders</b>			
Requirements similar to those for operation crews– Need to reinforce current practice ie training on Health and Safety, Management and Customer Care			
<b>Office-based officers and senior managers</b>			
<b>Regular updates on Legislation</b>	<ul style="list-style-type: none"> <li>▪ to keep up-to-date with regular changes in legislation (current topics: landfill directive, hazardous waste, WEEE, Clean Neighbourhoods and Environment Act (2005), biowaste, trade waste/duty of care, abandoned vehicles.)</li> <li>▪ to be able to organise and plan prior to the implementation of the new regulation</li> </ul>	<ul style="list-style-type: none"> <li>▪ To identify a reliable single point of contact (that could be a website).</li> <li>▪ WAG to organise regular meetings/seminars on legislation updates</li> <li>▪ To set up a training programme including waste legislation modules for local authorities: duty of care, dumping, notices, penalties, compliance, prosecutions, code for Crown prosecutors etc. –will be part of the EAs training package mentioned above.</li> </ul>	No cost estimation available. However, regular seminars could be organised at very low costs – free seminars have been organised in the past by the WLGA, the WDA, Cardiff University and other organisations.
<b>Contract management</b>  (contract development and monitoring, tender process, process of procurement.)	<ul style="list-style-type: none"> <li>▪ for officers to prepare major contracts properly</li> <li>▪ for officers to be able to read, understand and assess a contract.</li> <li>▪ To get competence on technical planning, to be able to comment or discuss contracts prepared by consultancies</li> </ul>	<ul style="list-style-type: none"> <li>▪ To deliver practical training /workshops looking at financial, legal and technical issues of procurement</li> <li>▪ To deliver training sessions on technical planning for new facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ No cost estimation available.</li> <li>▪ CIWM are currently investigating the development of a course on Contract Management.</li> <li>▪ Waste data/waste data flow training best practice and guidance training is currently being discussed with a number of parties</li> </ul>
<b>Enforcement</b>	<ul style="list-style-type: none"> <li>▪ LAs to use their new powers to enforce environmental laws</li> <li>▪ to undertake efficient investigations leading to successful prosecutions for waste offences</li> </ul>	<ul style="list-style-type: none"> <li>▪ To provide funding to LAs to create Enforcement Officer positions in Waste services</li> <li>▪ Provide funding for current staff to attend courses or get qualifications</li> </ul>	<ul style="list-style-type: none"> <li>▪ No cost estimation available</li> <li>▪ The EA have funding to develop a course to undertake efficient investigations leading to successful prosecutions. It should be available in early 2006</li> </ul>

## WHERE TO FOCUS

Theme	Objective	Action	Possible Costs Other information
<b>Best Practice</b>	Bringing all authorities experience together to avoid: <ul style="list-style-type: none"> <li>▪ duplication,</li> <li>▪ repeating the same mistakes</li> <li>▪ wasting time and money.</li> </ul>	Identify and share best practices in local authorities, through: <ul style="list-style-type: none"> <li>▪ encouraging presentations of practical case studies, (poss. with professional institutions?)</li> <li>▪ the publication of a guide of Best Practice,</li> <li>▪ setting up a discussion forum on-line</li> <li>▪ setting up standard forms and procedures following good practice for local authorities</li> </ul>	A WLGA/WAG Peer Review is currently undertaken and will identify best practices in waste activities. Best practice events are being organised and more thought is being given how this information could be shared in the future.
<b>More qualifications for waste activities</b>  (shortage of degrees/ qualifications for the Waste Industry as a whole, especially for the recycling sector)	<ul style="list-style-type: none"> <li>▪ to recognise staff competences</li> <li>▪ to improve efficiency, motivation at work</li> <li>▪ to create careers opportunities in waste activities</li> <li>▪ to attract people in the jobs</li> <li>▪ to raise standards of the profession</li> </ul>	<ul style="list-style-type: none"> <li>▪ WAG to lobby relevant bodies to develop qualifications and providing funding to make it happen.</li> <li>▪ To create specific modules on “Working in Local Authorities”</li> <li>▪ Qualifications or training programmes leading to qualifications to be accredited by WAG and recognised by all local authorities in Wales (like the Green Dragon Award).</li> </ul>	Level 1&2 NVQs are currently being developed and should come on stream in the new year and Level 3 & 4 the following year.
<b>Funding</b>	<ul style="list-style-type: none"> <li>▪ to give all employees equal training opportunities</li> <li>▪ to enable staff to go on training and get council services provided at the same time</li> </ul>	WAG to provide funding to cover the cost of: <ul style="list-style-type: none"> <li>▪ Statutory qualifications like COTC levels 3&amp;4</li> <li>▪ the Manual Handling Passport Scheme</li> <li>▪ Staff enrolment on NVQs or academic qualifications</li> </ul>	The Recycling Managers Training Programme has been developed as a ‘fully-funded’ course by WRAP and staff from 18 Welsh LAs have attended these courses.

<p><b>Co-ordination, guidance and communication</b></p>	<ul style="list-style-type: none"> <li>▪ WAG to be a stronger co-ordinator</li> <li>▪ To deliver more practical messages, clear, in plain and simple English</li> </ul>	<ul style="list-style-type: none"> <li>▪ To develop regular communications between all local authorities and WAG</li> <li>▪ To identify a single reliable point of contact where to get the right information and advice to move forward</li> <li>▪ WAG to set up a database to be THE source of information and contacts for local authorities</li> </ul>	
<p><b>Professional membership</b></p>	<ul style="list-style-type: none"> <li>▪ to raise individual competences and general standards in the Waste Industry</li> <li>▪ to harmonise the situation in LAs and make professional membership accessible for all employees in any authority.</li> </ul>	<ul style="list-style-type: none"> <li>▪ WAG to encourage LAs to pay fully or partially for one professional membership per employee</li> <li>▪ WAG to provide funding to LAs to contribute to professional membership fees</li> </ul>	<p>The cost of CIWM Membership starts from £84 a year for an affiliate member.</p>
<p><b>Waste awareness for all</b> (workers, public and elected members)</p>	<ul style="list-style-type: none"> <li>▪ to make recycling and other waste management initiatives successful</li> <li>▪ to effectively engage Elected Members in Waste Issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ WAG to encourage dialogues and communication between local authorities and their councillors</li> <li>▪ To give presentations to political figures</li> <li>▪ To pursue and develop more WAW campaigns</li> <li>▪ To increase the awareness of waste producers (Waste Awareness Certificate)</li> </ul>	<p>The Waste Awareness Certificate costs a minimum of £25 a head for CIWM (to cover booklet, marking, postage, printing of certificates, administration)</p>
<p><b>Accessible training</b></p>	<ul style="list-style-type: none"> <li>▪ To overcome time and high costs obstacles to send staff on training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To develop on-line training leading to proper qualifications</li> <li>▪ To promote local courses shared between neighbouring Local Authorities</li> <li>▪ To develop locally based short training sessions for civic amenity sites staff</li> <li>▪ To prepare a list of good training for local authorities (set up from the authorities' feedback)</li> </ul>	

## 4. CONCLUSIONS

Local authorities recognise the importance of developing their staff competences and clearly see the benefit of having qualified employees. All have developed training strategies to a greater or lesser extent and have schemes to give development opportunities to all their staff. The feeling is that they have already achieved a lot, driven by the new regulations. Hence the current assessment is positive and some quotes reflect that: "We are very committed to training policy at all levels. We are keen on giving opportunities to employees who want to develop and progress", "Staff have many opportunities to receive training especially when a specific topic comes up. In the Waste section, they can attend any courses that are beneficial for work".

However, whatever the commitment of the authority to train staff, two main difficulties exist that prevent extending training opportunities: lack of time and resources – personnel and money. Authorities still have limited budgets and resources for waste activities. They often can't afford to free their officers and workers to attend training at relative high expenses when work is piling up on the desk or in the street. The assessment highlights the importance and need of more local training delivery at a price that local authorities can afford.

With a targeted help from the government, local authorities can make a step forward in terms of training. Any training funding must be dedicated to training purposes only. Training provided must be accessible, tailored to local authorities' needs and deliver clear and relevant messages.

A greater involvement with professional institutions would provide local authorities with objective information, CPD opportunities and 'guarantees' of quality during employment if membership is mentioned in job adverts.

The opportunity for authorities to work together is also very important given the size of the authorities, their often 'remote' rural location and the different legislative and political circumstances.

## 5. APPENDICES

### 5.1. Appendix 1: Questionnaire

See following pages (Page 18).

### 5.2. Appendix 2: External Training Providers used by Welsh local authorities

- LANTRA
- Shortcliffs (machinery)
- Pristine Conditions (for Health & Safety)
- Investors in Excellence (project management)
- Evershute (solicitor) for attendance procedures
- SRL Consultancy
- MEL
- Legal Company of North England
- Centre of Alternative Technologies
- "Mecatech" to train operatives on Hazardous Waste in CAS.
- Terry March Consulting
- St Johns
- Raglan (for Health & Safety, use of equipment, driving)
- Iscavision (project management training)
- 'Skillspath' courses - really quite good - managing projects, etc.
- Bond Solon (enforcement training and qualifications)

### 5.3. Appendix 3: Comments and information given by local authorities during interviews

See following pages (page 20).

## 5.1. Appendix 1: Questionnaire

<b>TRAININGS NEEDS QUESTIONNAIRE</b>					
<b>Local Authority:</b> _____					
<b>1- Dept/Service/Division:</b> _____					
<b>Main activity:</b> Wastes Collection <input type="checkbox"/> Disposal/Treatment <input type="checkbox"/> Enforcement <input type="checkbox"/> Recycling/composting <input type="checkbox"/>					
Other <input type="checkbox"/> (Please specify) _____ <b>Size of team:</b> _____					
<b>2- Position / Job Title:</b> _____ Manager <input type="checkbox"/>					
<b>3- Education:</b> O Level/GCSE <input type="checkbox"/> A Level <input type="checkbox"/> BTEC/HND/HNC/COTC Level 4 <input type="checkbox"/> BSc/BEng/BA <input type="checkbox"/>					
MSc/MBA/MEng/MPhil/MA <input type="checkbox"/> Postgraduate Diploma <input type="checkbox"/> PhD <input type="checkbox"/>					
Other <input type="checkbox"/> Please specify: _____					
<b>4- Work Experience in the Waste Sector</b>					
Less than 5 years <input type="checkbox"/> 5 to 10 years <input type="checkbox"/> 10 to 15 years <input type="checkbox"/> More than 15 years <input type="checkbox"/>					
<b>5 - Council Training Strategy</b>			<b>Yes</b>	<b>No</b>	<b>Don't know</b>
a) Is your Council accredited "Investors in People"?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Has your Council set up a Training Plan or Personal Development Plan for employees?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Do you attend Performance Reviews with your manager where opportunities or professional development and training needs are discussed?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Has your Council got a budget for training?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6- Identification of Skills and Qualifications</b>			<b>Yes</b>	<b>No</b>	<b>Don't know</b>
a) Did you provide/ Were you asked evidence of specific qualifications/skills when you applied for your job?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Does your current job require specific qualifications?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please specify _____					
c) Do you have a Job Description?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
if YES, does it describe the required qualifications?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7- Training Attendance</b>					
a) Since you have started working in a Waste Activity at the Council, how regularly do you attend training?					
Never <input type="checkbox"/> Less than once a year <input type="checkbox"/> About once a year <input type="checkbox"/> Twice a year or more <input type="checkbox"/>					
b) When you go on training it's usually because :					
you asked for it <input type="checkbox"/> you were offered to attend <input type="checkbox"/> it was compulsory for you to attend <input type="checkbox"/>					



### 5.3 APPENDIX 3 Local Authority Training Needs Summary table (results from 20 Welsh local authorities)

		1	2	3	4
<b>Strategy and Tools in place</b>	<b>Programme in place</b>	Investors In People	Recent Development Scheme	Investors In People	Investors In People
	<b>Including:</b>	<ul style="list-style-type: none"> <li>▪ Performance reviews</li> <li>▪ Individual files</li> <li>▪ Training plan for each employee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular appraisal meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appraisal meetings</li> <li>▪ Dvlpmt plan for each employee</li> <li>▪ Individual Trg record sheet</li> <li>▪ Induction meetings</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff appraisal meetings</li> <li>▪ New training Plan developed to be linked into business Plan</li> <li>▪ Individual Training record files</li> </ul>
	<b>Trg Dept or officer?</b>	Head of waste section and secretary deal with training issues for their staff	Training officer	Training Department and officers	Training officer at corporate level
	<b>Training budget</b>	Have a Training budget	Have a Training budget	No specific budget for training. Training cost put on Waste department budget	Training budget for the Waste Management Department
	<b>Importance of: Qualifications Prof. Membership</b>	<ul style="list-style-type: none"> <li>▪ LA keen to send staff on HNC and NVQs</li> </ul>	Relevant degree/qualifications required for various positions	<ul style="list-style-type: none"> <li>▪ LA keen to help staff getting qualifications like HNC, ONC, NVQs, HND, WAMITAB</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance staff to study MSc</li> <li>▪ Relevant degree required for various positions</li> </ul>
	<b>Prof. membership</b>	1 Prof. membership paid /employee	1 Prof. membership paid /employee	LA pays for 1 relevant membership	LA does NOT pay for Prof.memb.
<b>Trg provided</b>	<b>General Skills Training</b>	Mostly delivered in-house	Essential skills delivered in-house	Delivered in-house, some external	Delivered in-house, some external
	<b>Waste specific Trg</b>	External training courses and conf/seminars/workshops	External training	External training	External training
	<b>Workforce Training</b>	In-house H&S, Manual Handling	In-house Driving, H&S	<ul style="list-style-type: none"> <li>▪ In-depth induction</li> <li>▪ H&amp;S, manual handling delivered in-house by contracted external providers (large input of LA)</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ H&amp;S, manual handling and Managing Safely for all</li> </ul>
<b>Training Needs</b>	<b>Crews</b>	<ul style="list-style-type: none"> <li>▪ Customer care</li> <li>▪ Basics of recycling and waste awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer Care &amp; Communication</li> <li>▪ Waste Awareness, bigger picture</li> <li>▪ Specific qualifications &amp; programmes</li> </ul>	/	<ul style="list-style-type: none"> <li>▪ Enforcement for personnel in the street</li> </ul>
	<b>Supervisors</b>	/	/	/	/
	<b>Office-based / Waste managers</b>	<ul style="list-style-type: none"> <li>▪ Project Management</li> <li>▪ Procurement</li> <li>▪ Partnerships and PFI</li> <li>▪ How to get the most of a partnership with private Cies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Update on Waste legislation</li> <li>▪ Management Skills</li> <li>▪ Best Communication documents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Up-to-date Waste Legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Changing legislation</li> <li>▪ New technologies</li> <li>▪ Contract monitoring</li> <li>▪ Tender process</li> </ul>
<b>What WAG should FOCUS on ?</b>		<ul style="list-style-type: none"> <li>▪ Funding to replace workforce sent on training</li> <li>▪ Waste Awareness for elected members</li> <li>▪ Idea of Best Practice</li> <li>▪ Enforcement Qualification for workforce</li> </ul>	<ul style="list-style-type: none"> <li>▪ Share of good practice with other Las</li> <li>▪ Catching up with legislation</li> <li>▪ Better sharing of information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding to send more people on training</li> <li>▪ Best Practice</li> <li>▪ Practical workshops very relevant to LAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enforcement</li> <li>▪ Wag to be stronger on guidance to lead Las</li> <li>▪ Better co-ordinating role in disseminating information</li> <li>▪ Encouraging staff to join CIWM</li> <li>▪ Sharing good practice</li> </ul>
<b>What would help LAs to develop Waste employees skills &amp; competences?</b>					

		5	6	7	8
<b>Strategy and Tools in place</b>	<b>Programme in place</b>	Look into "Performance +" programme as well as Green Dragon Award	<ul style="list-style-type: none"> <li>Personal Development Review Process</li> <li>Awarded with Green Dragon</li> </ul>	Personal Development Plan	Investors In People ( slow progress on it)
	<b>Including:</b>	Have no regular staff reviews yet	<ul style="list-style-type: none"> <li>Appraisal reviews twice a year</li> </ul>	<ul style="list-style-type: none"> <li>Inductions</li> <li>Staff reviews</li> <li>Training records for employees</li> </ul>	<ul style="list-style-type: none"> <li>Development plans</li> <li>Not regular appraisals yet</li> <li>Database to log training attended (not always up-to-date)</li> </ul>
	<b>Trg Dept or officer?</b>	Training officer in charge of finding the right training when needed	No training officer as such – Help from the Human Resources Department	Training & Development service within Human Resources	Training manager at corporate level, recently in place
	<b>Training budget</b>	Training budget covering mostly basic skills training	Have a training budget	Have a training budget	Have a training budget (corporate level)
	<b>Importance of: Qualifications Prof. Membership</b>	LA would support Qualification Schemes for the crews	Keen to get NVQs for crews	Currently no priority on qualifications	Currently no priority on qualifications
	<b>Prof. membership</b>	LA does NOT pay for Prof.Memb.	Pay for 1 or 2 Prof.Memb according to grade	LA does NOT pay for Prof.memb	Fees paid depending on authority politics at the time of employment
<b>Trg provided</b>	<b>General Skills Training</b>	Delivered in-house	Delivered in-house. Training by colleagues encouraged	Delivered in-house	Delivered internally and externally
	<b>Waste specific Trg</b>	External training	External training	Internal and external training	External Training
	<b>Workforce Training</b>	H&S, manual handling, use of equipment	H&S, manual handling, use of equipment	H&S, Manual Handling	Well trained on H&S, Driving, Manual handling, Lifting
<b>Training Needs</b>	<b>Crews</b>	<ul style="list-style-type: none"> <li>Awareness on what involves preparing an NVQ</li> </ul>	<ul style="list-style-type: none"> <li>Customer care</li> <li>Communication</li> <li>Waste awareness</li> </ul>	Staff is well trained already. NVQs not a priority as expensive, time consuming and many personnel illiterate	<ul style="list-style-type: none"> <li>Waste Awareness, bigger picture</li> </ul>
	<b>Supervisors</b>	Recognised training programme with H&S, customer care, communication, team management and administration skills	Customer care	/	Management skills
	<b>Office-based / Waste managers</b>	<ul style="list-style-type: none"> <li>Staff management</li> <li>Administration skills</li> <li>Changing legislation</li> <li>Contract preparation</li> </ul>	<ul style="list-style-type: none"> <li>New legislation (Duty of Care, Hazardous Waste)</li> <li>Mostly interpersonal skills</li> <li>Setting up contracts</li> </ul>	<ul style="list-style-type: none"> <li>Waste legislation for Las</li> <li>Procurement</li> <li>Enforcement</li> <li>Management</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships</li> <li>Financial skills</li> <li>Presentation skills</li> </ul>
	<b>What WAG should FOCUS on ?</b>  <b>What would help LAs to develop Waste employees skills &amp; competences?</b>	<ul style="list-style-type: none"> <li>Customer care across the ranks</li> <li>Staff Management</li> <li>Help to get professional membership</li> </ul>	<ul style="list-style-type: none"> <li>NVQs for men in the street</li> <li>More degrees and qualifications for the Waste Industry</li> <li>Training the public</li> </ul>	<ul style="list-style-type: none"> <li>More qualifications and degrees in the Waste Industry</li> <li>Setting up "working in Las" modules in degrees</li> <li>Providing on-line training to solve cost, time, travel issues</li> </ul>	<ul style="list-style-type: none"> <li>How to pass the information down the chain properly</li> <li>Waste Awareness Certificate</li> <li>Set up a list of good training for LAs</li> </ul>

		9	10	11	12
<b>Strategy and Tools in place</b>	<b>Programme in place</b>	Performance Reviews Process	Investors In People	Investors In People	Investors In People
	<b>Including:</b>	<ul style="list-style-type: none"> <li>▪ Staff reviews twice a year</li> <li>▪ Training records</li> <li>▪ Induction training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance reviews</li> <li>▪ Individual files for the staff</li> <li>▪ Group of 10 managers looking at training</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff interviews</li> <li>▪ Training records</li> <li>▪ Training plan for each employee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Start staff appraisal meetings</li> </ul>
	<b>Trg Dept or officer?</b>	Corporate training dealt with by Personnel Services in human Resources	Authority has a Training and Development officer	LA has a Training Unit	Training via Personal Department
	<b>Training budget</b>	No training budget as such for waste department	No training budget as such for waste department	Training budget identified when training plans are set up	No training budget as such for waste department
	<b>Importance of: Qualifications Prof. Membership</b>	Qualifications are not a priority. Interest and motivation are more important	LA help staff in financing degrees (like MSc)	Priority for statutory training like COTC	Currently no priority on qualifications
	<b>Prof. membership</b>	/	Prof. Memb. Paid for senior managers and higher positions	Prof. Memb. paid for highest positions	LA does NOT pay for Prof.Memb.
<b>Trg provided</b>	<b>General Skills Training</b>	Provided in-house	Provided internally and externally	In-house, delivered by Training Unit	In-house via Personal Department
	<b>Waste specific Trg</b>	External providers	External training	Usually external/ delivered by external companies	External training
	<b>Workforce Training</b>	H&S, Manual handling, Driving	Induction and H&S, tool box training	N/A	Compulsory training on H&S, manual handling, use of equipment
<b>Training Needs</b>	<b>Crews</b>	<ul style="list-style-type: none"> <li>▪ Waste Awareness</li> <li>▪ Recycling Qualifications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer care</li> <li>▪ More H&amp;S</li> <li>▪ Various modules towards a proper qualification</li> </ul>	N/A	/
	<b>Supervisors</b>	/	<ul style="list-style-type: none"> <li>▪ Train the trainer</li> <li>▪ IT</li> <li>▪ Where do they fit in the process?</li> </ul>	N/A	/
	<b>Office-based / Waste managers</b>	<ul style="list-style-type: none"> <li>▪ Technical updates</li> <li>▪ Legislation updates</li> </ul>	<ul style="list-style-type: none"> <li>▪ New legislation updates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduction to Tendering</li> <li>▪ Contract Development</li> <li>▪ Procurement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislation updates</li> </ul>
	<b>What WAG should FOCUS on?</b>  <b>What would help LAs to develop Waste employees skills &amp; competences?</b>	<ul style="list-style-type: none"> <li>▪ Exchange of good practice</li> <li>▪ Case studies of what LAs do</li> <li>▪ Regular communication between LAs and WAG</li> <li>▪ Being more practical</li> </ul>	<ul style="list-style-type: none"> <li>▪ Waste Awareness across the ranks</li> <li>▪ Help staff to get professional membership</li> <li>▪ Promotion of local courses shared between LAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enforcement</li> <li>▪ Financial help for COTC levels 1&amp;2</li> <li>▪ Raising the profile and status of Waste Managers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exchange of good practice between LAs</li> <li>▪ On-line training</li> <li>▪ Single point of contact (a WAG database for information and contacts)</li> <li>▪ Communication in plain and simple English</li> </ul>

		13	14	15	16
LA pays for	<b>Programme in place</b>	Investors In People	Appraisal system	No programme in place yet but look into it	Just started Investors In People
	<b>Including:</b>	<ul style="list-style-type: none"> <li>Performance reviews</li> <li>Personal files</li> <li>Action plan for employee</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal meetings with staff</li> </ul>	No set procedure for staff reviews yet	<ul style="list-style-type: none"> <li>Performance reviews to be in place in 2006/07</li> <li>Individual training files</li> </ul>
	<b>Trg Dept or officer?</b>	LA has a Training Dept and Training officers	Head of waste section deals with training issues for its staff	Head of waste section deals with training issues for its staff	Training Department within Human Resources
	<b>Training budget</b>	No training budget as such for waste department	Training budget for the waste section	Training budget but very limited	Training budget for Waste Management services
	<b>Importance of: Qualifications Prof. Membership</b>	Staff employed with certain "Level of Education". Motivation and interest more important.	Depends on the type of position. Qualifications, professional membership desirable and advantage	/	<ul style="list-style-type: none"> <li>Some qualifications required before starting job</li> <li>NVQs important</li> </ul>
	<b>Prof. membership</b>	LA does NOT pay for prof.memb for Waste officers	LA does NOT pay for Prof.Memb	LA does NOT pay for prof.Memb.	Some Prof.Memb. PAID, some UNPAID
Trg provided	<b>General Skills Training</b>	Provided in-house via Training Department	Delivered in-house	Few training delivered in-house	Available in-house
	<b>Waste specific Trg</b>	External or in-house through partnerships	External training	External training, mostly attendance to Waste events	External providers
	<b>Workforce Training</b>	Essential skills, H&S, manual handling, use of equipment...	H&S, manual handling, tools use	H&S, manual handling	H&S, Manual handling required before starting job with LA
Training Needs	<b>Crews</b>	<ul style="list-style-type: none"> <li>NVQs in recycling</li> </ul>	<ul style="list-style-type: none"> <li>NVQs</li> <li>Customer care</li> <li>Waste Awareness</li> <li>Communication</li> </ul>	<ul style="list-style-type: none"> <li>Customer care</li> <li>Communication</li> <li>Waste awareness</li> </ul>	/
	<b>Supervisors</b>	/	<ul style="list-style-type: none"> <li>Legislative and technical updates</li> <li>Management skills</li> <li>PR / Media</li> </ul>	<ul style="list-style-type: none"> <li>Legislation updates</li> <li>Management skills</li> </ul>	/
	<b>Office-based / Waste managers</b>	<ul style="list-style-type: none"> <li>Updates on legislation</li> </ul>	<ul style="list-style-type: none"> <li>Technical planning for new facilities</li> <li>PR/Media</li> </ul>	<ul style="list-style-type: none"> <li>Legislation updates</li> <li>Managing funded projects</li> <li>Procurement</li> <li>PR, communication, marketing</li> </ul>	<ul style="list-style-type: none"> <li>Updates on legislation</li> </ul>
	<b>What WAG should FOCUS on?</b>  <b>What would help LAs to develop Waste employees skills &amp; competences?</b>	<ul style="list-style-type: none"> <li>Sharing good practice</li> <li>Sharing real life/practical case studies between LAs</li> <li>On-line learning</li> <li>Developing locally based short training sessions for CAS staff</li> <li>Training elected members</li> </ul>	<ul style="list-style-type: none"> <li>Skills in recycling</li> <li>Waste awareness for elected members</li> <li>Raising the profile of the Waste Industry</li> <li>Accredited Waste qualification similar to Green Dragon</li> <li>Funding for NVQs</li> <li>Help to get Prof.membership</li> </ul>	<ul style="list-style-type: none"> <li>Funding to put more staff on training</li> <li>NVQs in recycling</li> <li>Influencing managers to send staff on training more regularly</li> </ul>	<ul style="list-style-type: none"> <li>Funding dedicated to training to send more staff on training</li> <li>Set up qualifications recognised by all LAs in Wales</li> <li>More exchange of good &amp; best practice between LAs</li> <li>Encourage LAs to pay for Prof.Membership</li> </ul>

		17	18	19	20
<b>Strategy and Tools in place</b>	<b>Programme in place</b>	Investors In People since 2002	Investors In People	Works towards Investors In People	Training Strategy with local college via Elwa
	<b>Including:</b>	<ul style="list-style-type: none"> <li>Annual Performance Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Annual reviews</li> <li>Individuals files</li> <li>Log of training and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Performance Reviews twice a year</li> <li>Training plan for employees</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal Performance Meeting</li> <li>Dedicated training file</li> </ul>
	<b>Trg Dept or officer?</b>	Training officer for Environment Department	Small Training department and Trg officers for Envir.Directorate	Business support Section looks at training for the directorate	LA has an internal training unit
	<b>Training budget</b>	Waste Training Budget for Waste Services	Training budget for the directorate	LA has a Training budget	Have training budget within waste department (one for operations and one for waste officers)
	<b>Importance of: Qualifications Prof. Membership</b>	Academic Qualifications required for office-based jobs, HNC required too	<ul style="list-style-type: none"> <li>Put operatives on NVQs, IOSH</li> <li>Mention Prof.Memb. desirable or compulsory in job adverts</li> </ul>	LA keen to have qualified staff	Desirable or essential qualifications/degrees and professional membership required for waste officers – Put operatives on NVQa, IOHS etc
	<b>Prof. membership</b>	LA does NOT pay for Prof.Memb.	LA does NOT pay for Prof.Memb. except for Student members	LA pays for 1 Prof. Membership per employee	LA pays for 1 Prof.Membership for managers
<b>Trg provided</b>	<b>General Skills Training</b>	Provided in-house	In-house. Lots of input from the LA in courses with external providers	Delivered in-house by colleagues or external providers	Delivered in-house by colleagues or external providers
	<b>Waste specific Trg</b>	External training	External training	External training	External training
	<b>Workforce Training</b>	H&S, Manual handling, use of equipment in-house	H&S, Manual handling, use of equipment in-house	Usual compulsory training driven by H&S regulations	Driving, manual handling, 1 <sup>st</sup> aid, customer care, fork lifting
<b>Training Needs</b>	<b>Crews</b>	<ul style="list-style-type: none"> <li>Customer Care</li> <li>NVQs</li> </ul>	<ul style="list-style-type: none"> <li>Customer care</li> <li>Communication skills</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on differences they make</li> <li>Waste Awareness</li> <li>Customer care</li> </ul>	/
	<b>Supervisors</b>	Management	/	<ul style="list-style-type: none"> <li>H&amp;S</li> <li>Bigger Picture</li> </ul>	/
	<b>Office-based / Waste managers</b>	/	<ul style="list-style-type: none"> <li>Regular updates on legislation and new technologies</li> </ul>	<ul style="list-style-type: none"> <li>Standard formats</li> <li>Legislation updates</li> <li>Comparison of methods (costs)</li> <li>Best Practice</li> </ul>	<ul style="list-style-type: none"> <li>Legislation and new technologies</li> </ul>
	<b>What WAG should FOCUS on?</b>  <b>What would help LAs to develop Waste employees skills &amp; competences?</b>	<ul style="list-style-type: none"> <li>Funding for training purposes only</li> </ul>	<ul style="list-style-type: none"> <li>Funding for the Manual handling Passport Scheme</li> <li>Training the public and elected members</li> <li>Funding for NVQs</li> <li>More guidance from WAG</li> </ul>	<ul style="list-style-type: none"> <li>Identification of best practice</li> <li>Bring all LAs experience together</li> <li>More planning</li> <li>More co-ordination and guidance to LAs from WAG</li> </ul>	<ul style="list-style-type: none"> <li>Specific Waste modular training in order to accredit competence. within a level structure aimed at different levels of responsibility.</li> </ul>