

APSE, Parks, Grounds and Streets Advisory Group

Frontline Training Model
Project

Background

- The need – What is required of us to demonstrate competence among staff
- Scope – Range of tasks and training methodology for inclusion
- Terms of Reference – Existing best practice, existing resources, HSE
- Hoped For Outcomes – Consistent approach across our watch that ensures best practice

Proposed Work Stream for the AG

Develop a Training Manual that covers the Parks, Grounds and Streets frontline service delivery agenda

Ensure that training is delivered to a consistent level, content, frequency and style

Seek to have this adopted across the participating LA's

Benefit from a “safety in numbers” approach

What is Competence?

- Certificated operatives; someone with grandfather rights; someone who's driven a tractor on a farm since they were 13; an ex Forestry employee working on street trees?

Competence = Skills + Knowledge + Experience + Training

Exactly what are these?

Definitions!

- Suggest that each component of Competence be expressed as a range of examples and clarified by highlighted variances experienced on the public domain.

E.g. Knowledge is defined as someone having a broad theory of the safe deployment and use of the required equipment, the appropriate Risk Assessments and Safe Systems of Work and the ability to identify and manage site specific risks in a less controlled environment

Definitions cont.

Training is defined as someone who has the required up to date level of legislative certification and has been in receipt of qualified instruction in the safe operation & maintenance of the required equipment in a similar environment and the relevant Risk Assessments and Safe Operating Procedures

Training Types

A key task for this project to clearly identify what types of training are suited to what operation and to apply consistent standards to In-house / Cascade content and quality of delivery

Definitions cont.

Experience is defined as someone who has a documented, generally incident free work history in a like for like environment over a determined minimum period of time and has been assessed to demonstrate no persistence of bad habits

Definitions cont.

Skills are defined as someone who, via qualified assessment is able to demonstrate a full understanding of the methodology, equipment and risk controls associated with the task and deliver a fit for purpose finished product

Training Needs Assessment – Service Requirements

Task	Skills	Knowledge	Experience	Certificated Training	In House / Cascade Training
Urban Mech Sweeping	Machine Operation and Maintenance Ability to plan route to minimise risk	Supplier Induction Training Knowledge Assessment Undertaken	Minimum x months incident free operation in a similar environment	Driving Licence	Driver Assessment Risk Assessment and Safe Operating Procedures
Rural Mech Sweeping	Machine Operation and Maintenance Ability to plan route to minimise risk	Supplier Induction Training Knowledge Assessment Undertaken	Minimum x months incident free operation in a similar environment	Driving Licence Signing and Coning at Roadworks	Driver Assessment Risk Assessment and Safe Operating Procedures
Ride On Grass Cutting	Machine Operation and Maintenance	Supplier Induction Training Knowledge Assessment Undertaken Site Specific Risk Assessment	Minimum x months incident free operation in a similar environment	Driving Licence LANTRA Ride On Mower Certificate	Driver Assessment Risk Assessment and Safe Operating Procedures School Grounds Awareness Training

Training Needs Assessment – Operative Rating – S Pryde

Task	Skills	Knowledge	Experience	Training	Comments
Urban Mech Sweeping	Met	Met	Met	Met	
Rural Mech Sweeping	Met	Met	Part Met	Met	Requires 6 months supervised operation on Dual Carriageways

Competence Assessment and Recording

- Develop a consistent and cost effective assessment model – Tick Box Sheet based on a series of defined subjects / criteria under each heading for each task
- Identify appropriate criteria for in-house assessors (probably similar to In-house / cascade trainers)
- Specify the requirements for an efficient training database

Training Delivery Options

- Traditional Certificated via instructed led course and end of course assessment to establish appropriate knowledge and understanding
 1. Via College (£££)
 2. Via Supplier (£)
 3. Via commercial training company (£££££)
- In-house instructor (with certificate Issue) (£££)
 1. Required to demonstrate ability to train staff – Train the Trainer Course
 2. Required to demonstrate full knowledge of the equipment being trained on
 3. Required to demonstrate full knowledge of the H&S elements
 4. In house capacity to deliver training at appropriate scale and frequency
- Cascade Induction Training (£)
 1. Best suited to small hand machine training
 2. Demonstrate ability to deliver training as above
- Other training models? (££?)
 1. Partner LA's (Geographical Spread) each taking one specialism

Determine Appropriate Model for Each

Examples

1. In House Instructor – H&S Pack
2. Supplier – Ride On and Mech Sweeper
3. Commercial Trainer – LANTRA 360d Digger
4. Large Sweepers – Supplier (LANTRA) Via Capital Purchase

Training Needs Analysis

HSE Definition

A means of identifying gaps in workplace skills and knowledge that will lead to improved operative risk awareness and provide the skills to implement suitable control measures to work safely

1. Benchmark required S.K.E.T – Operators Manual, National Operating Standards, Risk Assessment, legislative certificates
2. Determine missing SKET's
3. Design / Choose Training Method
4. Develop a means of measuring that SKET are being used post training

Subject Matter Scope

1. Full H&S Pack (COSHH, RA, PPE, Etc.)
2. Ride On Equipment Inc. 360 d Diggers
3. Tractors and attached / trailed plant
4. Compact Sweepers
5. Large Sweepers
6. Powered Pedestrian Equipment

Repeat Frequency

1. Determine Shelf Life of each Certificate Type – Is a LANTRA Certificate for life (Not just for Christmas!)
2. Biennial Refreshers for H&S Subjects
3. Toolbox Talks to keep it fresh
4. Is each LA's Capital Replacement Programme sufficient to meet refresher training requirements via supplier?

Finance Options

1. Scotland Excel Contract
2. Partner LA's on SLA
3. Suppliers included as part of Capital Purchase Tender
4. In-House Dedicated Instructor(s) Spend to save model
5. Risk Reduction Funds – Based on reduced claims and HSE Fines
6. Payback model for departing training recipients

Summary of Actions

- 1. Agree if this is a work-stream that the AG wish to progress?**
2. If so, develop a Project Plan and allocate / share tasks across the group with timelines for completion
3. Define the scope of subject matter for inclusion in the Plan
4. Develop the SKET database to a consistent model based on benchmarking of existing best practice

Project Plan Headings.

1. Agree Competency definitions and develop Operative Rating Sheets for desktop Assessment of Operatives
2. From above, agree the scope of training required and repeat frequencies
3. Agree appropriate training model for each task / subject
4. Identify existing LA resources that can be shared and possible SLA(s)
5. Develop the “Scottish LA Training Manual”

Project Plan Headings.

1. Consider funding models and development of partner LA's SLA
2. Develop the "Scottish LA Training Manual"