

Apprenticeships in frontline environmental services

John Wheatley

Interim Head of Waste Services



Tower Hamlets 2024 Training Needs



- ➡ Lack of investment in training & use of the Levy
- ➡ High dependency on consultants to manage services and agency drivers
- ➡ Insufficient focus on legal compliance and good practice around vehicles and H&S
- ➡ Failure to recognise workforce potential and develop skills , talents and capabilities of individuals
- ➡ Service dependency on consultants to manage services despite knowledge , experience and skills amongst employed staff



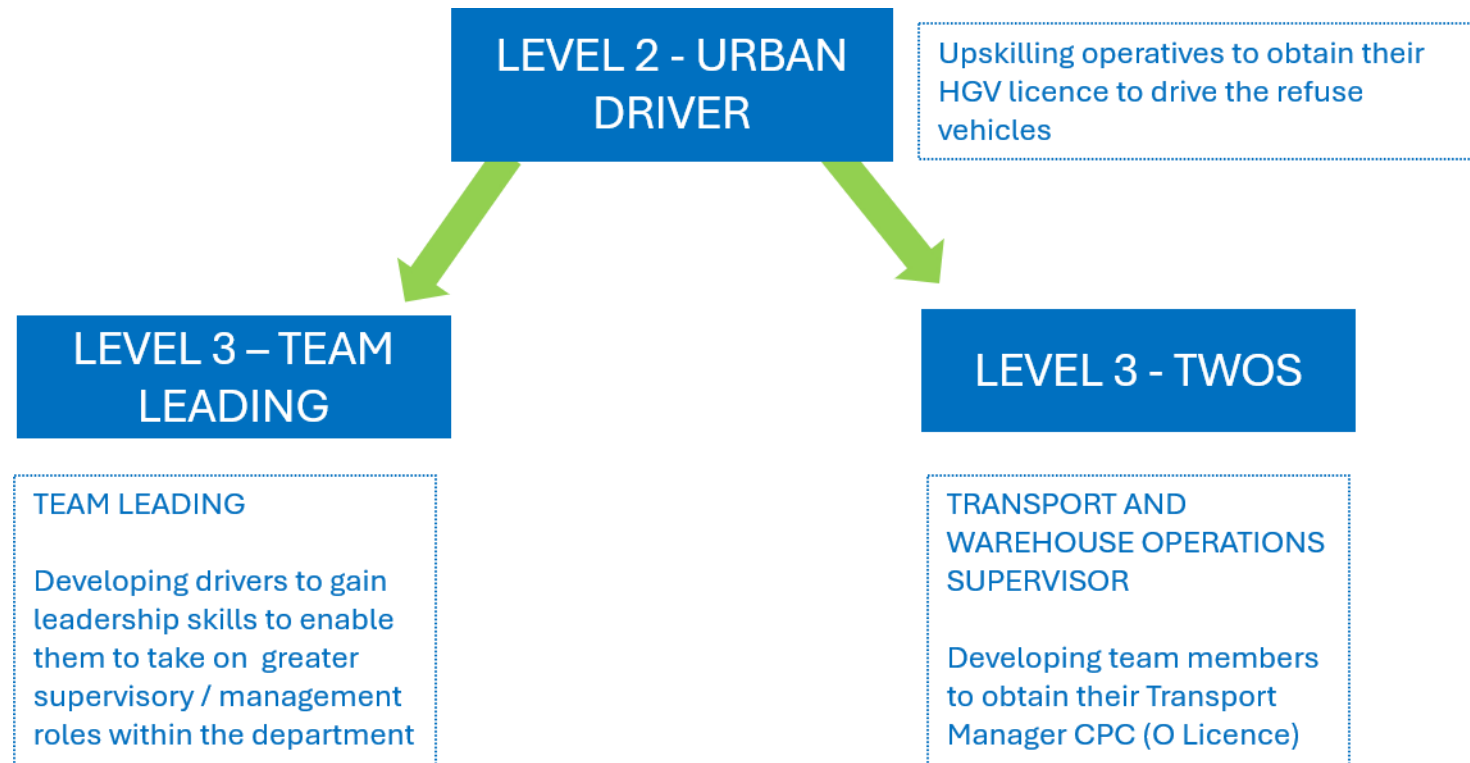
Tower Hamlets 2024 Training Needs



- ➡ Trade union dissatisfaction with Tower Hamlets and previous contractors' failure to train workforce
- ➡ Low morale / motivation due to workforce perception of lack of career opportunities
- ➡ Impact of service performance
- ➡ Higher service costs
- ➡ Potential for industrial relations issues



Urban driver led to other apprenticeships



Benefits



- ➔ Creates a learning culture, more staff coming forward enquiring about training opportunities
- ➔ Improved industrial relations, trust and bond with local union officials
- ➔ Reduced use of agency staff, through creation of full time, secure positions
- ➔ Training creates awareness of the possibilities, several hidden gems discovered, managers of the future
- ➔ Vastly improved service performance , safety and legal compliance



Challenges and how they've been overcome



- ➔ Initially nervousness and reluctance to participate because of a history of a lack of training opportunities
- ➔ Training seen as a supportive approach which the workforce have embraced
- ➔ Delivering services and freeing up time for the training requires a coordinated approach
- ➔ Mentoring of operatives and provision of in-service specialist support. EG Fleet
- ➔ Setting out a career path, so staff know what is possible and the potential rewards



Challenges and how they've been overcome



- ➔ Service becoming self sufficient with specialist support in the operational service area
- ➔ Training, operatives have started moving into full time roles in transport , driving and management
- ➔ Combination of training and operational experience, such as management, encourages staff to think strategically
- ➔ Greater flexibility within the services resources, multi skilled staff, increases services options
- ➔ Development of staff increases commitment to the organisation / services, increased ownership of the service being delivered



Transport and Warehouse Operations Supervisor – Level 3



This apprenticeship allows staff to get their 'Transport Manager CPC' qualification alongside the 'Level 3 Transport and Warehouse Operations Supervisor' qualification.

Ideal for Supervisors / Team Leaders / Managers wanting to manage the organisation's '**O Licence**'

It is delivered online with tutors and masterclasses, so only one visit to the depot for 'observations'

It takes 10 months to complete involving personal study, assignments and workplace learning



Why this Level 3 course?



- ➔ Important focus on compliance overall, but especially in Transport
- ➔ Crucial to adhere to transport related laws / regulations given the powers of the Transport Commissioner
- ➔ Individuals and the Council's service are at risk of sanctions if we get things wrong
- ➔ Helps in raising awareness and improving knowledge at service-level
- ➔ Developing service-based experts in addition to corporate fleet management
- ➔ Enabling the capture and tackling of compliance matters at an early stage
- ➔ Building long-term compliance and a safe working and public environment

