

Section C

Training Plan

UPPER DERWENT VALLEY WOODLANDS: TRAINING PLAN

1. INTRODUCTION	2
2. ORGANISATIONAL CONTEXT.....	2
3. TRAINING TO SUPPORT IMPLEMENTATION OF CONSERVATION MANAGEMENT PLAN.....	2
3.1 What would be the outcomes resulting from this training?	2
3.2 Who would be involved in this training?	3
3.3 What is the training need?	3
3.4 Format/content of the training	3
3.5 Estimate of cost/inputs	4
4. TRAINING TO SUPPORT IMPLEMENTATION OF AUDIENCE & ACCESS DEVELOPMENT PLAN.....	4
4.1 What would be the outcomes resulting from this training?	4
4.2 Who would be involved in this training?	4
4.3 What is the training need?	4
4.4 Format of the training	5
4.5 Estimate of costs.....	5
5. ACTIVITIES WHICH WILL CAPITALISE ON THE UPPER DERWENT VALLEY AS A TRAINING/COMMUNITY RESOURCE	6
5.1 What would be the outcomes resulting from these activities?	6
5.2 Who would be involved in this training?	6
5.3 Possible scope/format of these activities	6
5.4 Capacity for delivery, and possible costs	7
6. EVALUATION AND ONGOING REVIEW OF THIS TRAINING PROGRAMME	7
7. SUMMARY OF THE TOTAL COSTS OF THE TRAINING PROGRAMME	7
 APPENDIX	
‘WOOD TRAIN’ REVIEW	9
1. Introduction	9
2. The training	9
3. Response to the training	10
4. Participants	10
5. Inputs	10
6. Conclusions and recommendations	5

Upper Derwent Valley: Training Plan

1 Introduction

This plan complements the Conservation Management Plan (CMP) and the Audience and Access Development Plan (AADP) prepared for the Upper Derwent Valley during 2005-06.

Training proposals fall into three categories:

- a) Training to support implementation of the Conservation Management Plan
- b) Training to support implementation of the Audience & Access Development Plan
- c) Activities which will capitalise on the Upper Derwent Valley as a training / community resource. This last group of proposals would enable a wide range of people to become strongly engaged with this special place, while opening up opportunities for them to develop new skills relating - for example - to conservation, woodland craft or environmental art.

This plan:

- Explains what would be achieved as a result of the proposed training interventions,
- Identifies the audiences for the proposed training,
- Makes recommendations in terms of format and content of the training, and
- Presents indicative costings. Costs cover an initial three year period.

This plan does not detail where different elements of the training might be delivered. This will depend on the extent to which recommendations in the CMP and AADP are taken forward. Development of the third category of activities (category c in the list above) would - in particular - be significantly advanced if a training venue were developed at Ashopton Sawmill. This possibility is proposed as part of the Conservation Management Plan, and was the subject of a previous study¹. Other possible venues for training activities within the Upper Derwent include St Henry's Hall at Derwent, the Lockerbrook Centre and Hagg Farm. The woodlands as a whole are of course a training venue in their own right.

2 Organisational context

The training identified in this plan, together with the activities proposed in the CMP and AADP, will be delivered by the Upper Derwent Valley Partnership Group (comprising the Peak District National Park Authority, The National Trust, the Forestry Commission and Severn Trent Water. All four organisations have large staff teams and a sophisticated approach to staff training and development. PDNPA and NT also support programmes of volunteer training.

The training proposed here will be additional to existing training activity, focussing on developing the competence of the in-house workforce, contractors, volunteers and others from the community. As a result of the training CMP and AADP proposals will be delivered to the highest standard, and a wider constituency will develop skills relating to the woodland heritage.

3 Training to support implementation of the Conservation Management Plan

3.1 What would be the outcomes resulting from this training?

¹ *Ashopton Sawmill Site, Ladybower – Feasibility Study (January 2004)*. Report prepared for Working Woodlands Ltd by ECUS, The Natural Route and Icarus.

As a result of this element of the training programme, the woodland management operations and other practical works proposed in the CMP would be carried out in a sensitive way. This means that all points raised in s3.6 of the CMP – the ‘Vulnerability Assessment’ – will be taken on board.

3.2 Who would be involved in this training?

This training will be aimed at whoever is involved in commissioning and carrying out practical works. Conservation work could be carried out:

- a) Through the appointment of a small staff team. This might comprise three sets of staff employed to work on land owned by the three landowners (FC, STW and NT) or – preferably – a single team who would work across the land-holdings.
- b) By contractors (and possibly sub-contractors) employed on a number of discrete contracts. This is the approach generally followed in the UDV at present.
- c) By contractor(s) who would enter into a longer term partnering agreement with the land-owners. To achieve the highest environmental standards – and to ensure training is as effective as possible – this approach would be preferable to option (b) above. For an overview of the partnering approach to contracting see http://www.pslcbi.com/PSL_guides/index.html

Whichever approach is adopted, volunteers will also continue to be involved in practical conservation work in the UDV, and they would need also to be engaged in this element of the training. Volunteer training could cascade via professional staff who have a volunteer support remit, and so might involve no extra resource. Volunteer training overlaps with proposals identified in section 5 below.

3.3 What is the training need?

In order to ensure appropriate standards of activity on the ground:

- Those involved in managing the project will need to become expert in the production of ‘environmentally proofed’ woodland management specifications
- Contractors (or the in-house team) will need to produce and follow suitably detailed method statements.
- The project manager will need to ensure method statements are adequate. In addition, s/he needs to ensure work on the ground is carried out in line with what has been agreed.

Considerable knowledge and hands-on expertise already exists within the partnership organisations. Through the proposed training this expertise will be shared amongst all involved, and agreed practice will be documented.

3.4 Format / content of the training

For those with a strategic role (on both client and contractor side):

- A mix of training seminar (s) / site visits to other woodlands managed to a high environmental standard, together with an ongoing programme of facilitated environmental review sessions.

For all personnel who undertake / supervise practical work within the Upper Derwent:

- A programme of environmental briefings to emphasise the importance / sensitivity of this site, and to review / re-inforce working methods to be employed. This approach was used to good effect as part of STW’s Millennium Project which included works to heighten the Ladybower dam.

3.5 Estimate of cost / inputs

This element of the training could be delivered through a training consultant, with good training facilitation / skills, as well as a sound knowledge of sustainable woodland management. Anticipated breakdown of activities are:

Activity	No. of days (over three years)
Development of programme methodology, administration / bookings	2
Seminars / site visits (6 in year 1; 3 in years 2 and 3)	12
Development of environmental briefing materials	1
Delivery of environmental briefings (4 in year 1; 2 in years 2 and 3) (@ ½ day each)	4
Contingency	1
TOTAL DAYS	20

Total costs:

Element	Costs
Trainer to deliver programme as described above - 20 days at £400	£8,000
Trainer expenses	£500
Transport and premises	£1,000
Total	£9,500 (ex VAT)

4 Training to support implementation of the Audience & Access Development Plan

4.1 What would be the outcomes resulting from this training?

As a result of this element of the training programme, partner organisations (FC, STW, PDNPA, NT and WWL) will be able to deliver the proposals identified in the AADP. In particular staff (and potentially volunteers) will be able to ensure information and activities are physically, intellectually and culturally inclusive. One important goal would be for staff to develop their capacity to work effectively with consultants and contractors who deliver audience and access development projects.

4.2 Who would be involved in this training?

Site based staff with a day to day site management role, and office based staff with a more strategic / project based role. Up to 10 individuals might become involved in this area of work.

4.3 What is the training need?

Once the scope of activity to be delivered through implementation of the AADP is agreed a detailed needs analysis will be required. Initial contact with those who might be involved suggests the following topics will need to be addressed:

a) Generic:

- Project management
- Contract management (specifying, tendering, monitoring / quality control)

b) Implications of recent legislation

- Of particular importance here is the Disability Discrimination Act (1995), the Countryside and Rights of Way Act (2000) and the Race Relations (Amendment) Act (2000).

c) Relating to the non physical elements of the AADP:

- Diversity awareness
- Working with local stake-holders
- Working with priority groups, their representatives and other professionals involved in that sector. The priority groups identified in the AADP are people with disabilities, ethnic minorities, low-income families, and young people aged 16-24. In addition to these groups, the number of older people visiting the Upper Derwent is declining and so their needs too need to be considered as part of the training.
- Engaging with visitors, especially face to face communication skills
- Developing accessible signage, panels and print
- Evaluation and monitoring visitor enjoyment and understanding

d) Relating to the physical elements of the AADP

The partner organisations already have a wealth of expertise and experience relating to the physical access infrastructure – eg planning and construction of footpaths and other rights of way etc.

One important mode of AADP delivery – as with the CMP above – is the likely involvement of volunteer groups. Volunteer training could cascade via professional staff who have a volunteer support remit, and will need to cover not only practical aspects of access but also give volunteers a clear understanding of why work is being carried out in particular ways (eg in line with the Disability Discrimination Act.)

4.4 Format of the training

This training could be delivered through a process of detailed analysis of the needs of the project in relation to competence of key staff, followed as needed by both:

- (i) Attendance at short courses where these address the above issues, and
- (ii) Programme of facilitated reviews on the challenges and learning points encountered as delivery of the AADP progresses.

4.5 Estimate of costs

This element of the training would need to be overseen by a training manager. Facilitated reviews would best be delivered by an independent trainer / facilitator, working closely with the scheme's project manager.

Activity	Cost
Initial and ongoing reviews of training need. External training manager – 5 days @ £400	£2,000
Budget for attendance at short courses – 10 people at £300 in year 1; 5 people at £300 in years 2 and 3	£6,000
Facilitated reviews (6 in year 1; 3 in years 2 and 3). Facilitator: 12 days + 3 days preparation and administration= 15 days @ £400 = £6,000	£6,000
Contingency	£1,000
TOTAL COST	£15,000 (+ VAT)

Depending on the training needs which are identified, resources could be vired between these different headings.

5 Activities which will capitalise on the Upper Derwent Valley as a training / community resource.

5.1 What would be the outcomes resulting from these activities?

This last group of proposals would enable a wide range of people to become strongly engaged with this special place, while opening up opportunities for them to develop new skills relating – for example - to conservation, woodland craft or environmental art.

One benefit arising from these proposals, and from implementation of the AADP, would be the development / improvement of relations between partner organisations and stake-holders (both from the local area and from amongst 'priority groups').

5.2 Who would be involved in this training?

New (or potential) employees amongst the 'heritage workforce':

- Trainees from the National Trust's Careership programme
- Trainees on programmes supported / delivered by - for example - the College of the Peak or Sheffield Environmental Training
- Individuals hoping to develop a career linked to woodland crafts / woodland management

Other people who might have an interest in the Upper Derwent Valley and / or in developing a range of heritage skills, for example:

- People from the local area (Upper Derwent itself, Bamford, the Hope Valley)
- People from further afield with an interest in woodland craft / art projects
- Existing conservation volunteer groups
- People from the 'priority groups' – those without a tradition of conservation volunteering.

5.3 Possible scope / format of these activities

- Continuation / extension of the 'Wood Train' programme piloted in the autumn of 2006. A review of this programme is attached as an appendix to this plan.
- A 'Modern Apprenticeship' managed by Working Woodlands Limited.
- Making woodlands in the Upper Derwent available as a training resource to other users (eg College of the Peak)
- Development of a locally based project, in partnership for example with the Bamford Community Arts and Crafts association (see <http://www.bamcommarts.org.uk/index.htm>)
- Hosting art / craft initiatives within the Upper Derwent. As an example of this sort of idea, a student group has studied the timber felled to waste in the Alport Valley with a view to identifying art / craft design opportunities.
- Work shadowing / short term placements for school groups / individuals, both from the Hope Valley and adjacent urban areas.

5.4 Capacity for delivery, and possible costs

The activities described in this section are not necessarily dependent on the roll-out of the works described in the CMP and the AADP, and in many instances would not necessarily involve the Upper Derwent Valley partner organisations in spending money.

The 'Wood Train' programme is continuing in 2006, with the support of College of the Peak, and WWL are pressing ahead with their plans to offer a Modern Apprenticeship.

Upper Derwent land-owners can show support for this sort of initiative by making a commitment to provision of training sites within the Upper Derwent woodlands, in line with recommendations in the review of the pilot programme (see appendix to this plan). The Upper Derwent woodlands clearly have scope to accommodate a wide range of woodland related activities.

To maximise benefit:

- The UDV partnership bodies need to encourage uses of their sites which encourage public involvement in the types of way described above.
- Site based staff need not only to respond positively to requests, but pro-actively seek out opportunities to work with community and other groups
- The partnership should consider jointly appointing an individual to pursue such community / partnership opportunities. Someone employed in such a way could engage with third parties, develop new ideas, and help them raise funds for delivery. A pilot project, funded for perhaps 30 days in the first year, could reveal whether such an approach could be effective. This might cost 30 days @ £250 = £7,500.

Many commentators believe that to achieve a step change in activity in the Upper Derwent requires a major initiative such as the regeneration of the Ashopton Sawmill (referred to in section 1). The 2004 report estimated capital costs of £1.1m and annual revenue costs of £69,000 for such an initiative. The study suggests that it is unlikely that the site would be self financing, even in the long term.

6 Evaluation and ongoing review of this training programme

While it will be useful to make an overall assessment of the impact of this training programme at its conclusion, what will be even more important is to set up a process of ongoing review (formative evaluation). The results of the evaluation needs to be fed back to the project manager / steering group on an annual (or even more frequent) basis. This will enable informed decisions to be made about future development of the training programme.

Information about the impact of the training programme can be collected not only from participants themselves, but also from others involved in the project who will be able to comment on the impact training is having on delivery of project objectives.

This evaluation work could be co-ordinated by the project manager, or through the services of an independent training consultant who not only could review impact, but also provide neutral advice on future roll out of the training programme. Such a role might take 5 days in year 1, and 3 days in year 2 and 2 days in year 3. Estimated total cost = 10 days @ £400 = £4,000.

7 Summary of total costs of the training programme

Training to support implementation of the Conservation Management Plan	£9,500
Training to support implementation of the Audience & Access Development Plan	£15,000
Activities which will capitalise on the Upper Derwent Valley as a training / community resource: facilitator to develop interest in year 1	£7,500
Evaluation and ongoing review of this training programme	£4,000

Total cost (ex VAT)	£36,000
VAT	£6,300
Total cost including VAT	£42,300

Appendix: 'Wood Train' Review

An assessment of the pilot programme of woodland craft courses put on during the autumn of 2005 by Working Woodlands Ltd.

1. Introduction

Working Woodlands Ltd. (WWL) received £4,000 from the Heritage Lottery Fund to pilot a programme of woodland craft training courses. This training programme was delivered in the Peak District during September and October 2005.

This HLF award was linked to an HLF Project Planning Grant which is being used to scope out a major woodland regeneration project in the Upper Derwent Valley². It is anticipated that training will be an important part of this larger project – and one element of the proposed training could be linked to woodland crafts.

The purpose of running these pilot craft courses was to enable WWL to develop its experience in this area and to test the market for future training of this nature.

Further courses are planned for the spring of 2006. A total of £7,000 has been secured to help deliver these courses: £5,000 through the College of the Peak (using resources provided by the Leader + programme), and £2,000 from emda. College of the Peak / Leader + would like to see this training leading to some type of accreditation (eg through OCN or in terms of NVQ competencies).

2. The training

The programme comprised a total of six 'open' events:

Course title	Format	Attendance
<i>Woodland Crafts Taster Day</i> (Basket making, wood turning & hurdle making)	One day drop in session (Sunday)	5 for the more structured afternoon session. Informal contact with another 25 or so visitors
<i>An introduction to sustainable woodland management & woodland crafts</i>	One day event based at Losehill Hall, with site visit to the Upper Derwent. (Thursday)	8 (plus c. 15 PDNPA staff for the presentation by Mel Jones)
<i>Introduction to timber framing</i>	One day event (Friday) . This was the final day of a five day WWL project, which 8 members of WWL had been involved with.	10
<i>Introduction to basket making</i>	One day event (Sunday)	9
<i>Wood turning on a pole lathe</i>	Two day event (Thurs – Fri)	2
<i>Hurdle making</i>	Two day event (Thurs – Fri)	8

A seventh event 'What should we do with this Wood' was run for thirteen 3rd year furniture design students from Sheffield Hallam University. During this event the students were invited to consider how the timber which has been 'felled to waste' in the Alport Valley could be used in a useful way.

² The regeneration project is being managed by a partnership which comprises the Working Woodlands Trust, Severn Trent Water, The National Trust, the Peak District National Park Authority and the Forestry Commission.

The training was promoted through the production and distribution of an A4 flier, which was distributed in hard and electronic versions during August 2005. Promotion was also carried out by word of mouth, and through the various networks which members of WWL are involved with.

Advance booking was obligatory, except for the informal part of the first 'Taster Day'. Participants made a nominal contribution of £5 per day. This sum was refundable to any unemployed participants, but in the event no participant fell into this category. The courses were only open to those aged 16 or over.

3. Response to the training

Take up of the training was mostly good, especially in light of the short lead in time, and low level of promotion. 8 – 10 people is enough for one trainer to deal with on practical skills courses of this sort.

There were two exceptions to this generally good response. For the 'Wood Turning on a Pole Lathe' event only two people were booked on, and in the event only one turned up (the second place being taken by a local person who realised on the day what was going on). The 'Introduction to Sustainable Woodland Management & Woodland Crafts' could also have accommodated more people.

All participants were invited to fill in an end-of-course review sheet. This included a number of scale responses (6= excellent; 1 = very poor). The average score was 5. In addition, participants made a few comments about aspects of individual courses.

While these scores are encouraging, it is important not to read too much into them. It is well established that such feedback sheets tend to reflect how much participants related to / enjoyed being with the trainer, rather than how much they may have learnt.

4. Participants

36 places were filled on the courses by a total of 23 people (these numbers are different because four people came on two of the courses, three people came on three of the courses and one individual attended four events). Two of the people who came on the taster day subsequently attended one of the other events.

Participants all lived locally (within 30 miles). Nearly 50% lived within the Peak District (Hope Valley, Buxton, Bakewell), about 25% came from Sheffield, and the remainder from Derby, Chesterfield or elsewhere.

These course attracted people with a range of motivations. While many (perhaps half) attended on a whim, and will perhaps take their interest no further. others – on the basket and hurdle making courses – intended to pursue this particular craft in the future. The courses also attracted some individuals with a professional involvement in countryside management – for example rangers employed by the National Park Authority, staff from Severn Trent Water, and self employed craft workers wishing to expand their repertoire. Two participants on the timber framing course were in their twenties, looking for possible career options.

5. Inputs

Total programme costs (for the 'open' courses) were £4,213. This provided 46 training days at an average cost of £92 per day.

If one looks only at the true 'craft' courses (i.e. ignoring the taster day and the introduction to sustainable woodland management), and omits the pole lathe event (which did not recruit) then 29 training days were provided at a cost of £1,713, a cost of £38 per trainee day.

The biggest single item of expenditure was tutor fees. The basic fee was £150 per day (which is HLF's guideline figure for a 'skilled day rate'). Fees paid out included travel expenses and materials, and in addition allowed them one day per event for preparation.

Title	Costs	No of participants	Training days	Cost per person per day	Cost per person per day (incl. admin)
<i>Woodland Crafts Taster Day</i>	£515	5	5	£119	£143
<i>An introduction to sustainable woodland management & woodland crafts</i>	£790 *	8	8	£99	£124
<i>Introduction to timber framing</i>	£240 **	6	6	£40	£73
<i>Introduction to basket making</i>	£373	7	7	£54	£82
<i>Wood turning on a pole lathe</i>	£500	2	4	£125	£175
<i>Hurdle making</i>	£500	8	16	£31	£44
<i>What shall we do with this wood?</i>	£450	13	13	£35	£50
TOTALS / AVERAGES	£3,368	49	59	£57	£78

* Includes additional lecturer fee, minibus hire, room hire and refreshments

** 20% of £1,200 fee paid for a five day project

Overall management / administration costs

Julie Slinn, 6 days at a nominal £125 per day = £750

Printing, postage etc. (estimate) £300

Insurance??

Total £1,215, or £200 per 'open' event

In addition, Ted Talbot has probably put in about 20 days to programme development and management. This input has been on a voluntary basis but at a nominal rate of £200 per day is equivalent to £4,000 contribution in kind.

6. Conclusions and recommendations

Overall

- On balance, this programme of training was successful in attracting a range of different types of participant, and in providing them with a positive experience. On the basis of feedback from the tutors, it is clear that a proportion of trainees will be pursuing their interest in woodland crafts. The training has also proved useful in giving WWL a benchmark against which to plan future provision.
- Lessons can be learnt from the failure to recruit participants to the pole lathe course – specifically the need to promote these events in a language which all potential participants will understand, and the importance of personal networks / personal selling as a means of attracting people to the events.

Craft training of this nature can only ever reach a small number of people, and for the other courses it appears numbers were about right.

- Delivering training of this sort enables craft workers to diversify their business, and to develop training skills which will not only help them in training situations, but also when they work at country shows, demonstrations etc.

Use of the Upper Derwent as a training venue

- The tutors who delivered the training were positive about delivering training in the Upper Derwent – this is an environment which participants like to come to, and where the links between wood crafts and woodlands themselves is easy to make.
- Problems were encountered as a result of the nature of the ground at Ashopton (where it is impossible to bang stakes into the ground) and at Hazeldene (where it is difficult to bang stakes into the ground).
- The lack of shelter in bad weather is a major issue in the Upper Derwent.

Value for money

- Delivery costs for the purely craft elements of the programme represent satisfactory value for money per trainee day. However there appears to have been a large element of subsidy in time given to developing the courses, and this sort of voluntary input cannot always be relied on.
- The budget for the day based at Losehill Hall also represented fair value for money (in comparison with costs of similar training provision by – for example - the Environmental Trainers Network).

This sort of training is more expensive per trainee day than the hands-on craft training.

- The costs for the Taster Day are not directly comparable with the other events, and could be seen as promotional rather than delivery costs (but see suggestion below)
- It is not clear from this pilot how price sensitive the market is for this training. Professional staff from STW and PDNPA, have access to training budgets and might be expected to pay the full cost of provision. People wanting to build hurdles in their garden could also be expected to pay an economic price (perhaps £50 for a day's training?).
- A system of differential pricing might be needed. If the market price were charged for some participants, others could be in receipt of a bursary through the external funds.
- If this sort of training is going to be accessible to a wide range of people there will be an ongoing need for public subsidy.

The longer term outlook

- If this sort of training were run in the Upper Derwent on a regular basis one would expect it to develop a momentum and reputation which would make recruitment much easier.
- Training in craft skills can be aimed at a range of audiences seeking different outcomes. For all types of participants (and onlookers) craft training will raise awareness of the Upper Derwent as a woodland site, and of the relationship between woodland management and woodland crafts.
- If a longer term programme is to be developed in the upper Derwent thought must be given to how the site can be developed as a training venue (in particular in terms of protection against the weather).
- The best time to deliver this sort of training is probably April – July, and Sept / Oct.
- This sort of training could be used as a launch pad for an craft apprenticeship scheme (as happens in Cumbria). This is a possibility which WWL need to consider further.

Suggestions for the courses in the spring of 2006

- Promotion should start as soon as possible. Promotional material should use illustrations of – for example – a pole lathe and a timber frame. The text should explain what the woodland craft terms mean. A safe starting point is to assume some potential participants have little background in this area.

- Spell out course aims / objectives so participants are clear what they should gain by attending (and so we can measure if those objectives were met). In addition it is worth indicating what sort of people might benefit by attending (with reference to the people who attended the pilot training).
- While keeping the review forms short and sharp, it would be useful to ask a bit about participants themselves – why they have come, whether they intend to take their interest further.
- Negotiate with land-owners (i.e. STW, FC, NT) and see if it would be possible to deliver the training in a well visited area (for example, would it be possible to tape off part of the woodlands adjacent to the Fairholmes site?).

If this were done, it would then be worth-while providing some interpretation of what is going on to onlookers. One could also set up a signing in system if people wanted to be informed of future events (ask for e-mail as well as postal addresses).