



Calderdale
Council

Shibden Estate Training Plan

August 2005

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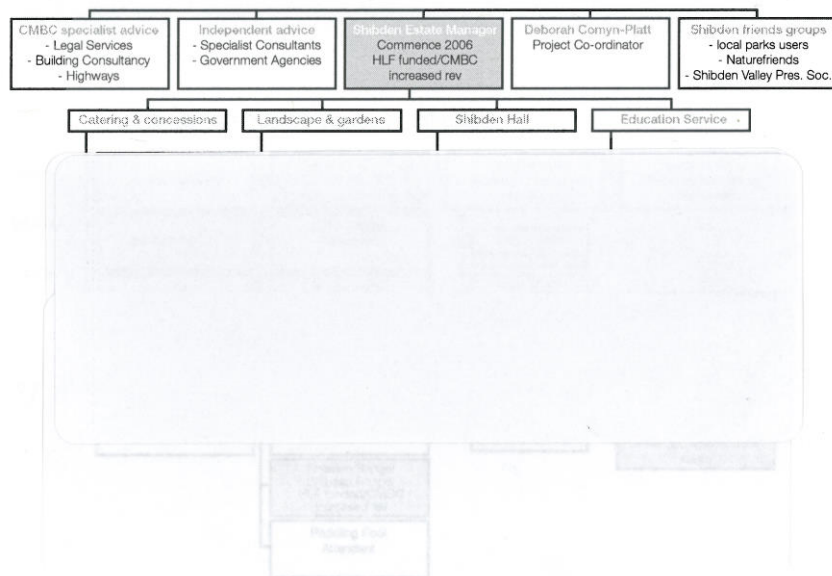
1. ORGANISATION

- 1.1. Calderdale is a Metropolitan Borough Council at the western edge of the West Yorkshire sub-region. Centred upon Halifax (its largest town with a population of over 90,000), the Borough has a population of about 193,000 and stretches between Brighouse in the east and Todmorden in the west. Some 90% of its area of 36,000 hectares is outside the main settlements. Much of the countryside is particularly attractive, with valley-side pasture, steep hills and valleys and large areas of open moorland, especially on the Pennine tops. The towns and villages are themselves attractive, with private and public regeneration that has helped to make the district one that is increasingly appreciated as a place where people want to live. Some 28% of the Borough has statutory nature conservation designations, 67% is a Special Landscape area and there are currently 16 Conservation Areas and over 4,000 listed buildings.
- 1.2. The Council is composed of 51 councillors with one-third elected three years in four. The executive is made up of the Leader and a Cabinet of 6 Members and there are 5 overview and scrutiny committees which support the work of the Cabinet and the Council as a whole.
- 1.3. The Council's vision aims to make Calderdale a clean, safe, attractive and thriving area for individuals and families to enjoy as residents, workers or visitors (Corporate Plan 2005-8).
- 1.4. The following Corporate priorities were adopted by the Council in 2002, aimed at achieving this vision:-
 - > To improve the educational achievement of all young people and promote widespread participation in learning.
 - > To support and protect vulnerable children, young people and adults, and promote independent and healthy living.
 - > To create safer communities with lower crime levels, less fear of crime and safer roads.
 - > To promote sustainable economic growth, respect local heritage and improve our towns, villages and neighbourhoods.
 - > To secure a clean and attractive built and natural environment
 - > To continually improve customer service.
 - > To support our diverse communities, building dialogue, understanding and a capacity to work and live together.
- 1.5. Shibden Park is owned by CMBC and managed by Community Services for the Council. The various roles and responsibilities within the estate are to be



- 1.6. The Shibden Estate provides a number of facilities for the public. The Hall operates as a museum together with the aisled barn and associated buildings, initially set out as one of the first folk museums in Britain in 1953. The estate comprises rolling parkland, woodland, miniature railway, pitch and putt course, children's play area and boating lake serviced by two car parks and a network of paths. Refreshments are available at the Museum café (in-house) and also at "Lister's Tea Rooms" (concession) situated close to the lower car park. Details of these facilities are provided in the Audience Development Plan.
- 1.7. Funding for the maintenance of the estate is provided by CMBC through the Revenue Budget for Community Services. Additional funding is provided through income from the Museums Service Schools Education Programme, events and activities, and the franchise of facilities within the estate.

Figure 1: Proposed Shibden Estate Management Structure



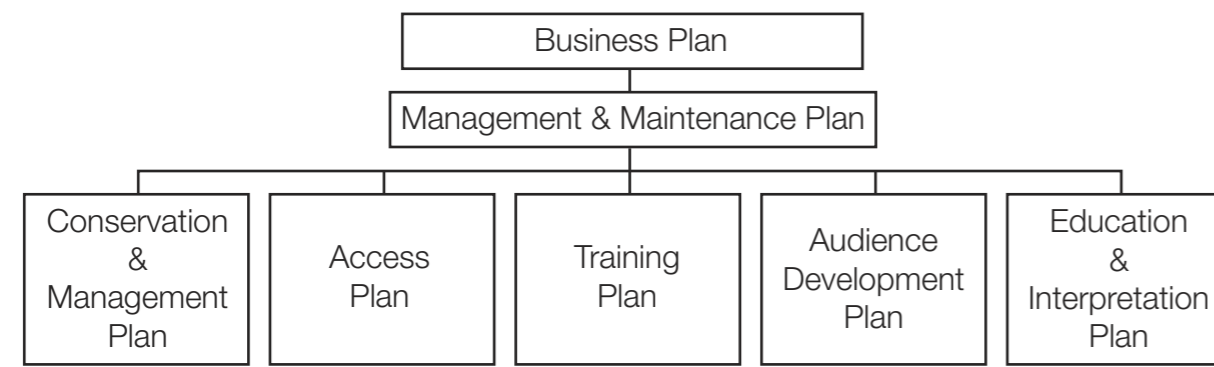
1.8. Based upon the recommendations of the Conservation & Management Plan, an application was made to the Heritage Lottery Fund in August 2003. A grant was made for a Stage 1 Pass by the Heritage Lottery Fund on 29th March 2004. The grant is for 70% of the Development costs and 70% of the Project costs, as follows:

Project Phase	Project Cost	%	HLF contribution
Development	£328,022	70	£230,000
Construction (including Revenue contribution)	£5,739,885	70	£3,955,000

2. BACKGROUND TO TRAINING ETHOS AT SHIBDEN

2.1 This Training Plan is one of a series of documents that relate to the management and development of Shibden Estate, as shown in Figure 2.

Figure 2: Shibden Management Documentation



2.2 The current arrangements for the management of the park and hall lies with Community Services. Existing employees working at the Estate are as follows:

- > Horticultural staff
 - > 2 full time on site gardeners
 - > Support from Area Grounds Maintenance team
 - > Support from Area Manager and Chargehand
- > Countryside Unit
 - > 2 Countryside Officers (Calderdale – wide), including Countryside Education Officer
 - > Volunteer Rangers & Volunteers
- > Rangers
 - > 1 full time Shibden Ranger (in post August 2005)
 - > Support from Community Ranger Service
 - > Paddling pool attendant (summer holidays)
- > 1 full time Project Co-ordinator
- > Museums staff
 - > Museums Services Supervisor (full time)

- > Museum attendants (generally 3 on duty)
- > Curator (Calderdale - wide)
- > Museums Education Service Workshop Leaders (schools educational visits)

2.3 A range of activities within the estate involve volunteers and members of the public, involving volunteer sessions for environmental projects within the estate. Current projects include the Naturefriends Group and the Dry Stone Walling Exhibit.

2.4 Funding of activities within Shibden Park is provided by CMBC by means of the Council Tax. Partnership funding has been provided by the Heritage Lottery Fund in respect of repairs and restoration projects for the hall and the creation of the Dry Stone Walling exhibit within the park. Funding has been granted to The Naturefriends community group in respect of work within Cunnery Wood, from ENTRUST.

2.5 CMBC has adopted a Training and Development Policy. A copy of the policy for Community Services is shown in Appendix 1. Skills training and development resources for the public and for employees include:

- > Museums, Arts & Libraries Outreach Education Service
- > Recreation (& Countryside) Environmental Education Service
- > In-house skills training within various services

Each service area has a Training Plan to ensure staff are able to carry out their duties and develop their skills.

2.6 Community Services achieved accreditation for Investors in People in March 2003. The Directorate's Service Learning Plans provide an outline of the training requirements to deliver these services throughout Calderdale (Appendix 2).

2.7 It is the intention of this Training Plan to bring together the training needs of Shibden Estate as a whole. A training needs analysis was carried out to ensure that all the requirements of the proposed enhanced maintenance will be addressed through appropriate staff training and development.

2.8 Job descriptions have been drawn up for the new posts of Estate Manager and Shibden Park Community Rangers, together with the additional gardening staff and head gardener. These are shown in Appendix 3. The training plan also identifies training opportunities relating to the resources available within the estate and for the duration of the restoration project.

2.9 CMBC will be working in partnership with Calderdale College, who have provided a detailed report on opportunities to provide staff training and development,

together with the use of on-site visits, training and project work for students within the Faculty of Arts, Design & Construction.

2.10 Calderdale College has a purpose built Creative and Conservation Skills Centre which opened in September 2003, providing resources for construction, craft, and art. The centre delivers programmes in traditional craft and conservation skills, integrating technology to meeting labour market needs. The curriculum offers the following:

- > Conservation and Architectural Stonework
- > Building Conservation
- > Restoration
- > Heritage Conservation and Preservation
- > Conservation Works Management
- > Architectural Stonemasonry
- > Brick repairs
- > Wood Occupations
- > Plumbing
- > Bricklaying
- > Painting & Decorating
- > Electrical Installation

The college has over 500 students in the construction field, comprising full and part time provision. The Head of Faculty for Arts, Design & Construction wishes to develop training provision in order to meet the needs of the Shibden Estate Training Plan. The report from Calderdale College sets out two aims:

- a) To communicate training that can be offered by Calderdale College in connection with the Training Plan for Shibden Estate.
- b) To evaluate potential training opportunities that can be generated for Calderdale College courses and projects throughout the duration of the Shibden Estate restoration work.

2.11 In addition to the above strong links with a local higher education provider, Shibden Estate will investigate other opportunities for developing training using its assets, staff and projects.

2.12 Halifax Works supports Calderdale residents to enable them to engage with learning, training and work opportunities. This organisation provides advice to individuals within their training programmes and links to a network of partners and organisations to support the skills progression of individuals. It is proposed that these links with the Learning Partnership and West Yorkshire Skills group will be used to attract resources to address training needs within Shibden.

3. SKILLS SHORTAGES WITHIN SHIBDEN

3.1 Within Shibden Estate the following skills shortages have been identified:

- > Dry Stone Walling: There are extensive areas of dry stone walling within the estate and in the surrounding landscape, many of which require repair or re-construction. There is a need to provide these skills within the estate staff to ensure that this can be addressed on a long term, rolling programme. CMBC has an existing partnership with the Dry Stone Walling Association, who have created an exhibit of dry stone walling techniques within Shibden, and as part of the continuing maintenance of this exhibit provide training and workshops.
- > Stone Masonry: A substantial proportion of the walls within the estate will require stone masonry skills for its conservation and restoration. Expertise is required to ensure the proposed repairs are carried out with proficiency in the restoration project. There will be an opportunity for training in these specialist skills through appropriate contract terms and also for educational visits to “view the works”.
- > Woodland and Tree Management: Shibden Estate contains a significant element of woodland within its boundaries, linking the estate with the wider environment. There is a need to ensure these woodlands are managed sensitively with a view to improving their structure and managing existing stocks, including conservation and maintenance techniques such as coppicing or hedgelaying.
- > Horticultural Expertise: The restored features such as the serpentine beds on the terrace, orchard maintenance and historic planting will require highly skilled gardeners and specialist plantsman knowledge. Such skills will have a particular relevance to the estate in ensuring that the grounds receive appropriate maintenance as set out in the Management & Maintenance Plan.
- > Other skills shortages are recognised within the region including blacksmith and farriery skills, and there is an opportunity to develop these skills using the assets within Shibden Estate, such as the Folk Museum buildings and workshops.

3.2 The following pages set out the specific training needs analysis for the Shibden Estate.

4. TRAINING NEEDS ANALYSIS

SKILLS AREA:	PROJECT GOALS & OBJECTIVES:	EXISTING SKILLS:	ASSESSMENT OF SKILLS GAP:	TRAINING NEEDS SUMMARY:
Project management	> Management of four year restoration project > Supervision of contracts	> Some project management skills in-house.	> Project manager for management and supervision, awareness of requirements of HLF, contractor/communication skills, financial management	> Project management > Conservation/heritage
Estate management	> To manage the estate collectively as one entity > To ensure that events and activities are coordinated	> In-house estate management concentrated in distinct services.	> Supervisory and communication skills to bring all services to work together > Financial control > Maximise opportunities that will arise to the benefit of the estate	> Improve managerial awareness of roles and responsibilities
Horticulture and parks maintenance	> To ensure high quality horticultural skills and techniques are employed in the maintenance of the gardens and grounds > Where appropriate to use traditional horticultural methods as a means of interpreting the history of the estate > Provide a means of passing on horticultural skills and expertise to visitors and the public	> Horticultural knowledge and basic skills as part of on-the-job training.	> Management of staff to ensure staff development needs met > Aware of different horticultural needs throughout the estate > Communicating with the public	> Continuing professional development in relation to horticultural skills and methods

SKILLS AREA:	PROJECT GOALS & OBJECTIVES:	EXISTING SKILLS:	ASSESSMENT OF SKILLS GAP:	TRAINING NEEDS SUMMARY:
Conservation of heritage assets	> To ensure that the historic landscape and other heritage assets are sympathetically conserved and maintained	> Experience from other restoration projects	> Ability to assess specialist work that may be required > Awareness of heritage value of estate	> Conservation > Specialist advice
Use of traditional skills in maintenance of heritage assets	> Use traditional skills to interpret the history of the estate, for example dry stone walling > Woodland/tree management > Use of traditional materials in the upkeep of structures	> Dry stone walling association has provided initial training sessions	> Ability to develop opportunities to bring traditional skills to the estate	> Dry stone walling > Expert contractors where required for repairs and maintenance e.g. stonework > Forestry/woodland management training
Community development	> support and encourage diverse communities to benefit from the estate > To provide a venue for groups/volunteers to pursue interests that will benefit the estate > To develop the ecological value of the estate working with environmental groups > To develop further links with schools for curriculum based activities > To develop links with other agencies including Youth Offending Team, Adult	> Rangers have experience in community involvement, e.g. the Youth Offending Team Mentoring Scheme > Existing skills in managing the Naturefriends Project at Cunneym Wood	> Community development training – existing skills relate to ecological groups. Historical and horticultural interests to be developed in local communities > Add to existing ecological interest groups > Develop interest from other target groups as shown in Access/Audience Dev. Plan	> Working with community groups > Risk Assessment

SKILLS AREA:	PROJECT GOALS & OBJECTIVES:	EXISTING SKILLS:	ASSESSMENT OF SKILLS GAP:	TRAINING NEEDS SUMMARY:
	Offending Team, Community Service & Probation officers, Healthy Living Team for training and skills development			>
Event management	> To provide enjoyable, relevant entertainment > To ensure events are safe for the public and employees > To address the targets in the Audience Development Plan	> Events manager and Health & Safety advisers	> Existing event management skills adequate > Health & Safety continuing programme of training	> Risk Assessment > Event Management > Safety at public events
Interpretation	> increase access to historical and ecological value of the estate through the Access Plan > To ensure information is available without detracting from the landscape	> Advisory and design service available in-house	> Specialist advice on interpretation (may not be a requirement of permanent staff)	
Rangering	> To provide a presence in the estate during opening hours > To ensure visitors feel safe > Provide a point of contact for groups/ individuals, assist in events and activities > Provide one to one mentoring and training opportunities for children out of school	> Community-wide Ranger Service (not dedicated to Shibden)	> Health & Safety continuing programme of training > Engaging the public – training for staff > Customer feedback by way of informal consultation	> Drug Awareness > Staff awareness working with the public > First Aid > CMBC byelaws > Health & safety – accident reporting > Urban rangering knowledge

5. ADDITIONAL TRAINING OPPORTUNITIES

The restoration project will provide opportunities to develop training and improve skills and the following proposals are to be considered with a view to providing opportunities for site visits, student projects and training for the duration of the restoration scheme.

PROJECT ITEM:	TRAINING OPPORTUNITY:	POSSIBLE PROJECTS/TOPICS
Restore terrace walls, belvedere and gardener's tunnel	> Develop links with local colleges for visits to work in progress which are relevant to building course curriculums and other relevant courses > Include within contract documentation the relevant criteria for quality workmanship, relevant training and qualifications for contractor's employees, and student visits to view work in progress	Building/construction work, photography, film, drawing/ painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving, technical drawing/engineering/architecture
Restore wilderness gardens	See above	Photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment , hydrology, data collection/archiving, technical drawing/ engineering/architecture
Restore tunnel under Shibden Hall Rd	See above	Photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment (e.g. bat habitat survey), hydrology, data collection/archiving
Restore Cunnery Wood ponds and improve access	> Training for volunteer and environmental groups as part of the restoration works	Building/construction work, photography, film, drawing/ painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving

PROJECT ITEM:	TRAINING OPPORTUNITY:	POSSIBLE PROJECTS/TOPICS
Restore Red Beck retaining structures and margins	See above	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving
Restore/replace Red Beck bridges	“	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, data collection/archiving
Restore The Meer and lower cascade	“	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving
Restore Lister's Lane and bridge	“	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, data collection/archiving
Restore Lodge	“	Building/construction work, photography, film, drawing/painting, surveys, data collection/archiving
Improve car parks and improve access into the park	“	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture
Improve pedestrian access and internal circulation	“	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture
Restore historic planting and improve woodland and ecology	> Develop modern apprenticeship scheme for apprentices to learn horticultural skills, based at Shibden and other major parks in Calderdale	Photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, data collection/archiving, technical drawing/engineering/architecture
New toilets by museum	See above	Building/construction work, surveys, data collection/archiving

PROJECT ITEM:	TRAINING OPPORTUNITY:	POSSIBLE PROJECTS/TOPICS
Conserve Ranger's Barn for use by parks maintenance staff	“	Building/construction work, photography, film, drawing/painting, surveys, data collection/archiving, technical drawing/engineering/architecture
Demolition works	“	Building/construction work, archiving
Reconstruct boathouse	“	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture
Upgrade toilet block at Play Area	“	Building work, surveys, data collection/archiving
Upgrade site furniture, provide interpretation and signs	“	landscape gardening/design, data collection/archiving, technical drawing
Remedial works to park boundaries	> Training for volunteer groups as part of the restoration works e.g. partnership with the Dry Stone Walling Association	Building/construction work, photography
Restore park drainage and hydrology	> Develop links with local colleges for visits to work in progress which are relevant to building course curriculums and other relevant courses > Include within contract documentation the relevant criteria for quality workmanship, relevant training and qualifications for contractor's employees, and student visits to view work in progress	Building/construction work, photography, film, surveys, landscape gardening/ design, hydrology, data collection/archiving, technical drawing/engineering/architecture
Construct new Interpretation Centre, café and rangers office	Community development, horticultural training provided to Calderdale staff and links with local colleges, work experience placements from schools will be developed for children wishing to experience a variety of jobs.	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture

6. TRAINING DEVELOPMENT PLAN

TRAINING NEED IDENTIFIED IN S.2	HOW TRAINING WILL BE ACHIEVED	TRAINING PROVIDER	TRAINING OUTCOMES (PROJECT AIMS)	STANDARD ACHIEVED	RESOURCE	PARTNER-SHIP
> Project management > Conservation/heritage	Short courses – > Management skills > Project planning > Legal requirements > Conservation & heritage	Personnel Services /Outside agencies	> Management of four year restoration project > Supervision of contracts		> 2 days Staff time > External training costs	Calderdale College
> Improve managerial awareness of roles and responsibilities	Short courses – > Communication skills > Health & safety > Financial management	Personnel Services /Outside agencies	> To manage the estate collectively as one entity > To ensure that events and activities are coordinated > To maximise opportunities that arise to the benefit of the estate		> 2 days Staff time > External training costs	Calderdale College
> Continuing professional development in relation to horticultural skills and methods	> Provide detailed horticultural skills training to staff who already have basic horticultural core skills	W. Sterling (Independent trainer)	> High quality horticultural skills and techniques are employed in maintenance of gardens/grounds > Where appropriate to use traditional horticultural methods as a means of interpreting the history of the estate > Provide a means of passing on horticultural skills and expertise to visitors and the public	R.H.S. General Certificate	> 12 days Staff time > Training costs	Independent experienced instructor (William Stirling)
> Dry stone walling > Expert contractors where required for repairs and maintenance e.g. stonework > Forestry/woodland management	> Programme of short courses for staff	> Dry Stone Walling Association > In-house > Woodland Trust > Independent experts	> To use traditional skills to interpret the history of the estate, for example dry stone walling > Management of woodland and trees > Use of traditional materials in the upkeep of structures		> 12 days Staff time > Training costs	Dry Stone Walling Association

TRAINING NEED IDENTIFIED IN S.2	HOW TRAINING WILL BE ACHIEVED	TRAINING PROVIDER	TRAINING OUTCOMES (PROJECT AIMS)	STANDARD ACHIEVED	RESOURCE	PARTNER-SHIP
> Working with community groups > Risk Assessment	> Short courses > Mentoring	> External agencies > Internal H & S courses	> To support and encourage diverse communities to benefit from the estate > Venue for community groups, volunteers to pursue interests that will benefit the estate > To develop improvement in the ecological value of the estate through co-operation with environmental groups > Further links with schools for curriculum based activities > Links with other agencies including Youth Offending Team, Adult Offending Team, Community Service & Probation officers, Healthy Living Team for training and skills development		> 4 days Staff time > Training costs	Calderdale College
> Risk Assessment > Event Management > Safety at public events	Short courses	> External agencies > Internal H & S courses	> To provide entertainment relevant to the target audience > To ensure events are safe for the public and employees > To address the targets in the Audience Development Plan		> 2 days Staff time > Training costs	Calderdale College
> Drug Awareness > Staff awareness working with public > First Aid > CMBC byelaws > Health & safety – accident reporting > Urban rangering knowledge	> Short courses > Mentoring	> External agencies > Internal H & S courses > Existing staff	> To provide a presence in the estate during opening hours > To ensure visitors feel safe > To provide a point of contact for interest groups and individuals and assist in community events and activities > Provide one to one mentoring for children out of school		> 2 days Staff time > Training costs	Calderdale College

TRAINING OPPORTUNITIES IDENTIFIED IN S.3	HOW TRAINING WILL BE ACHIEVED	TRAINING PROVIDER	TRAINING OUTCOMES (PROJECT AIMS)	STANDARD ACHIEVED	RESOURCE	PARTNER-SHIP
> Develop links with local colleges for visits to work in progress which are relevant to building course curricula and other relevant courses	> Short courses	> Local Further Education College > Specialist training providers	> To ensure quality skills and techniques are employed in the maintenance of the estate > Where appropriate to use traditional methods as a means of interpreting the history of the estate > Provide a means of passing on skills and expertise to students at local colleges	Appropriate Accreditation and Standards	> 3 days Staff time £450	Calderdale College
> Include in contract documentation the relevant criteria for quality work and relevant training and qualifications for contractors	> Monitoring of contracts					
> Training for volunteer and environmental groups as part of the restoration works	> Grants to be sought for training and skills learning				> 2 days staff time £300	
> Develop a modern apprenticeship scheme for apprentices to learn horticultural skills, based at Shibden and other major parks in Calderdale	> Recognised courses to provide basic horticultural skills	> W. Sterling (independent trainer) > Local Further Education Colleges > Specialist training providers	> To ensure quality horticultural skills and techniques are employed in the maintenance of the gardens and grounds > Where appropriate to use traditional horticultural methods as a means of interpreting the history of the estate > Provide a means of passing on horticultural skills and expertise to visitors and the public	National Vocational Qualification and/or in-house certification	> Staff time (1 full time x 2 yrs) £14490 > Training costs £2000	

TRAINING OPPORTUNITIES IDENTIFIED IN S.3	HOW TRAINING WILL BE ACHIEVED	TRAINING PROVIDER	TRAINING OUTCOMES (PROJECT AIMS)	STANDARD ACHIEVED	RESOURCE	PARTNER-SHIP
> Development of the community /educational facility to provide opportunities for Community development.	> See above				> 12 days Staff time > Training costs £1800	
> Work experience placements from schools will be developed for children wishing to experience a variety of jobs and will be managed by the estate manager.	> Work shadowing	> Staff	> Experience of a variety of roles within the estate to encourage interest in careers within the estate and the Council		> 10 days Staff time £1500	

7. INDIVIDUAL TRAINING PLAN

7.1 Estate Manager

The Shibden Estate Manager has a central role in the management of the estate and is the main point of contact for any of the services working within the estate, the general public, and external contractors. The post is to be funded by the Heritage Lottery Fund (3 yrs) and CMBC in accordance with the Stage 1 submission.

7.2 Project Co-ordinator

During 2004/05 staff presence within Shibden Estate was increased following the appointment of the Project Co-ordinator, based at the Hall, who has co-ordinated the development of the restoration project and the ongoing changes within the estate.

7.3 Shibden Rangers

The existing ranger post has been shared by the Community Ranger Service. The position is currently advertised for recruitment, to commence in August 2005. Another Shibden Ranger will be appointed in 2006, to be funded by the Heritage Lottery Fund (3 yrs) and CMBC in accordance with the Stage 1 submission.

7.4 Enhanced Maintenance – additional Gardeners

As part of the commitment to increased maintenance, CMBC has proposed additional maintenance and staffing within the estate. In order to manage the increased maintenance duties it is proposed that a Head Gardener and 1 additional Gardener will be appointed, to supplement the existing two posts. These appointments will commence in accordance with the completion of significant elements of the landscape programme of work. The gardening staff have been based on site since 2003 and are assisted by the Area Grounds Maintenance Team, generally in respect of the large mown amenity grass areas.

Also included will be training of volunteers who currently take part in activities in the park, and new volunteers and community groups that it is aimed to attract as part of the development of the park. Proposals for the development of community groups, volunteers and training partnerships are set out in Section 4.

The training needs of all staff that will work in the estate are outlined below.

The training needs set out in Section 2 will be addressed by ensuring individual training plans achieve the outcomes. Therefore each employee within the estate will be provided with a Training Plan that not only meet the aims of this Plan, but also meet the needs of the individual as part of CMBC's performance appraisal scheme (PAS).

Individual Training Plan						
Post	Training requirement	Outcomes achieved (Section 2 – training needs)	2006/7 £	2007/8 £	2008/9 £	2009/10 £
Project Co-ordinator	Project management Historic Landscape Conservation ^ ^	The role of the Project Co-ordinator will be to ensure that the Restoration Project is delivered in accordance with HLF Stage II submission.	300			
Estate Manager	Estate management Event Management Health & Safety ^ ^ ^	The Estate Manager will liaise with event co-ordinators (both CMBC and external), community groups and volunteers in managing the events programme.	600	300		1800
Estate Gardeners	Horticultural skills training Dry stone walling skills ^ ^	Continuing professional development of staff will ensure that the grounds and parkland are maintained using horticultural techniques and traditional skills appropriate to the historic setting.		900	1000 450	1000 450
Countryside Officers	Woodland management Dry stone walling skills Teaching and Interpretation Working with Community groups Risk Assessment Health & Safety ^ ^ ^ ^ ^ ^	Continuing professional development of staff will ensure that the ecology of the estate is improved using techniques and traditional skills appropriate to the historic setting. Continuing professional development of staff involved in education programmes to ensure that schoolchildren, community groups and the public are able to benefit from the historical and ecological resources in the estate.	1800			

Post	Training requirement	Outcomes achieved (Section 2 – training needs)	2006/7 £	2007/8 £	2008/9 £	2009/10 £	2010/11 £
Park Rangers	Teaching and Interpretation Working with Community groups Risk Assessment Health & Safety Drug Awareness Dealing with the public	Continuing professional development of staff involved in education programmes to ensure that schoolchildren, community groups and the public are able to benefit from the historical and ecological resources in the estate. The rangers' role in meeting the needs of visitors and ensuring the park is a safe and clean environment will be developed further.	300			1500	600
Museum Officers	Teaching and Interpretation Working with Community groups Risk Assessment Health & Safety	Continuing professional development of staff involved in education programmes to ensure that schoolchildren, community groups and the public are able to benefit from the historical and ecological resources in the estate.		450			
TOTAL			£3,000	£1,650	£1,450	£2,950	£2,400
							£11,450

In addition, it is proposed that the position of gardener be offered as a modern apprenticeship, which will ensure that a new starter will be trained on the job to carry out the gardening tasks required, in addition to the formal training required of the relevant apprenticeship course.

It is anticipated that the training opportunities set out in Section 3 will involve the following people:



8. TRAINING OPPORTUNITIES

PEOPLE	POSITION/ROLE	SCOPE	TRAINING OPPORTUNITY
Existing paid staff:	Estate Gardener Park ranger Countryside officer Museum staff	2 1 1 5	See above “ “ “
New paid staff:	Project Manager Park ranger	1 1	“ “
Existing unpaid staff:	Countryside volunteers	To be identified	
Apprentices	Apprentice gardeners	1	Develop a modern apprenticeship scheme through the appointment of an apprentice gardener with supporting training and development.
Local community members:	Informal training, workshops and talks	Programme of 20 sessions p.a. (max. 15 people per session)	Training for volunteer and environmental groups as part of the restoration works – > Dry stone walling > Horticulture > Garden history > ecology
Schoolchildren:	Educational visits		Develop the existing educational programme of school visits. Set out in the Audience Development Plan.
College Students:	NVQ and other post 16 education		Develop links with local colleges for visits to work in progress
University Students:	Undergraduates and Masters students		In depth projects using historical references, archives and materials available from Museum and West Yorkshire Archive Service.
Young offenders:	Young offenders undergoing reparation and/or education as part of their sentence	Programme as agreed between Service and Mentor	Mentoring programme

9. CONCLUSION

It can be seen that there are many opportunities for Shibden Estate and Calderdale College to work together on these projects. Calderdale College have shown great interest in developing a partnership to meet the needs of their students as well as meeting the needs of staff and volunteers within the estate.

In the first instance there is a need to ensure the training requirements of the teams involved in procuring and carrying out the restoration work for Shibden Estate are met. However there is a much wider prospect of developing on site training using the resources and features within the estate on a permanent basis. Calderdale College will be able to take advantage of the wide variety of projects to enhance their course provision with site visits and investigations into live projects.

Brian Duffy, Head of Faculty in Arts, Design & Construction has a wide experience of delivering similar training and education and the intention is to work with the Shibden Estate Management Team to bring these actions to fruition.

Appendix 1 Training & Development Policy

CALDERDALE METROPOLITAN BOROUGH COUNCIL - COMMUNITY SERVICES

TRAINING & DEVELOPMENT POLICY

1. Introduction

- 1.1 Our role as a major provider of public services will continue to change and one of our aims must be to respond progressively and effectively to the different demands made on our services.
- 1.2 The success of the Community Services Directorate is based on the ability of every employee to meet the challenges. The Directorate recognises the value and importance of its major resource, the people it employs.
- 1.3 The skills and abilities of the workforce and the way in which people work together to deliver our services are key elements of the policy. The Community Services Training & Development Policy recognises this and is based on the Council-wide version, and will assist in ensuring that the workforce has every opportunity to be equipped to meet the challenges identified above.
- 1.4 This policy is based upon the recognition that development is a continuous process.

2. Training & Development Policy

- 1.1 Community Services will provide appropriate training and development for ALL its employees, (including external partner staff) as part of its commitment to quality and equality. The training and development will be provided in a fair and equitable way.
- 1.2 All employees will have the right to, as a minimum, an annual discussion about their training and development needs and have the opportunity to contribute to their own development. This is undertaken through the Personal and Development Review (PADR) process.
- 1.3 The Directorate will provide all employees and managers with support to develop new skills and expertise to do their job better, particularly to adapt to new ways of working.
- 1.4 All training and development will be designed, monitored and evaluated with a view to improving services and the competence of individuals to undertake their duties.

3. Training & Development Action

3.1 Chief Officers have the responsibility for:

- > Producing a strategy to implement the Council Policy.
- > Promoting the Training & Development Policy to all service teams and employees.
- > Ensuring that training plans at individual, team and service level exist and are implemented in a way that is consistent with this policy and the employee's procedures.
- > Reporting on the costs and impact of training and development on their service and its employees.
- > Ensuring that training and development supports the achievement of service and corporate objectives.
- > Ensuring that the Directorate is adequately represented on the Corporate Training and Development Group.
- > Ensuring that a range of criteria for allocation of training and development resource is developed and applied fairly.
- > Monitoring and reviewing how training and development money and resource is utilised within their service.
- > Ensuring an effective system of issuing Learning Contracts for training and development is in place within the Directorate.

3.2 Line Managers have the responsibility for:

- > Ensuring all employees understand the intent of the Community Services Training & Development Policy and implementation of the Policy.
- > Ensuring that all new employees, including staff appointed from other services, receive an effective induction and initial job instruction. This includes both corporate and service needs.
- > Making sure all employees have equal access to appropriate development opportunities in line with the Authority's procedure for identifying training and development needs.
- > Working with employees to identify and plan training and development and taking action so that needs are continually met in the most effective manner.
- > Ensuring that training and development plans are evaluated at team and/or service level.
- > Ensuring employees are able to apply new learning to their workplace.
- > Encouraging employees to take responsibility for their own learning.
- > Being aware of and promoting the range of learning opportunities available to employees:-
 - Courses
 - Seminars
 - Workshops
 - Competence-based learning
 - Open learning
 - Planned experience
 - Job rotation
 - Secondments
 - Special assignments
 - Systematic development
 - Coaching and counselling
- > Ensuring that employees are clear about the intention/outcome of any training and development activity.
- > Actively participating in any formal mechanism to gather feedback on training and development in line with the Authority's procedures.
- > Contributing to the evaluation of training and development to assess its impact and work in line with pre-determined criteria and the Authority's procedures.
- > Ensuring staff understand the terms and conditions of training and development being offered through agreeing Learning Contracts.

3.3 Employees have the responsibility for:

- > Preparing for, and contributing to, the identification of their training and development needs.
- > Making the most of all training opportunities by being clear about its purpose and then applying this learning to their work.
- > Contributing to the development of other employees whenever opportunities present themselves.
- > Participating in any formal mechanism to gather feedback on training and development and evaluating its worth against identified criteria.
- > Understanding that priority for training and development must support the achievements of service and corporate objectives.
- > Agreeing to reasonable terms and conditions of Learning Contracts where appropriate.
- > Attending training and development events arranged unless good reason is given.
- > Ensuring copies of qualifications/certificates are presented to appropriate personnel to ensure training records are maintained as current.

4. Monitoring Criteria

These criteria have been produced using the standards set by Investors in People, the ethos of Best Value and being mindful of the changes likely to emerge from the Modernisation of Local Government White Paper.

4.1 Training Plans exist at the following levels:

- > Directorate
- > Service
- > Team (where appropriate)
- > Individual

Training Plan should:

- > Be linked to service and corporate objectives
- > Identify the required resources to meet the training and development needs
- > Identify the appropriate responsibilities for implementing the plan
- > Be monitored, reviewed and updated on a regular basis, at a minimum of annually.

4.2 Planning and Development Review existing at the following levels:

- > Service

- > Section
- > Individual

Planning and Development Review includes:

- > A minimum of one discussion per year for each employee
- > Evaluation of training at individual, service and team level
- > Written records
- > Identification of appropriate external standards for training, such as National Vocational Qualifications where appropriate.

4.3 Communication

- > All employees receive an effective induction both at entry and at transfer, both corporate and service-based
- > All employees are made aware of the development opportunities available to them
- > No employee is refused training without explanation
- > All employees are made aware of their obligations and responsibilities regarding training and development

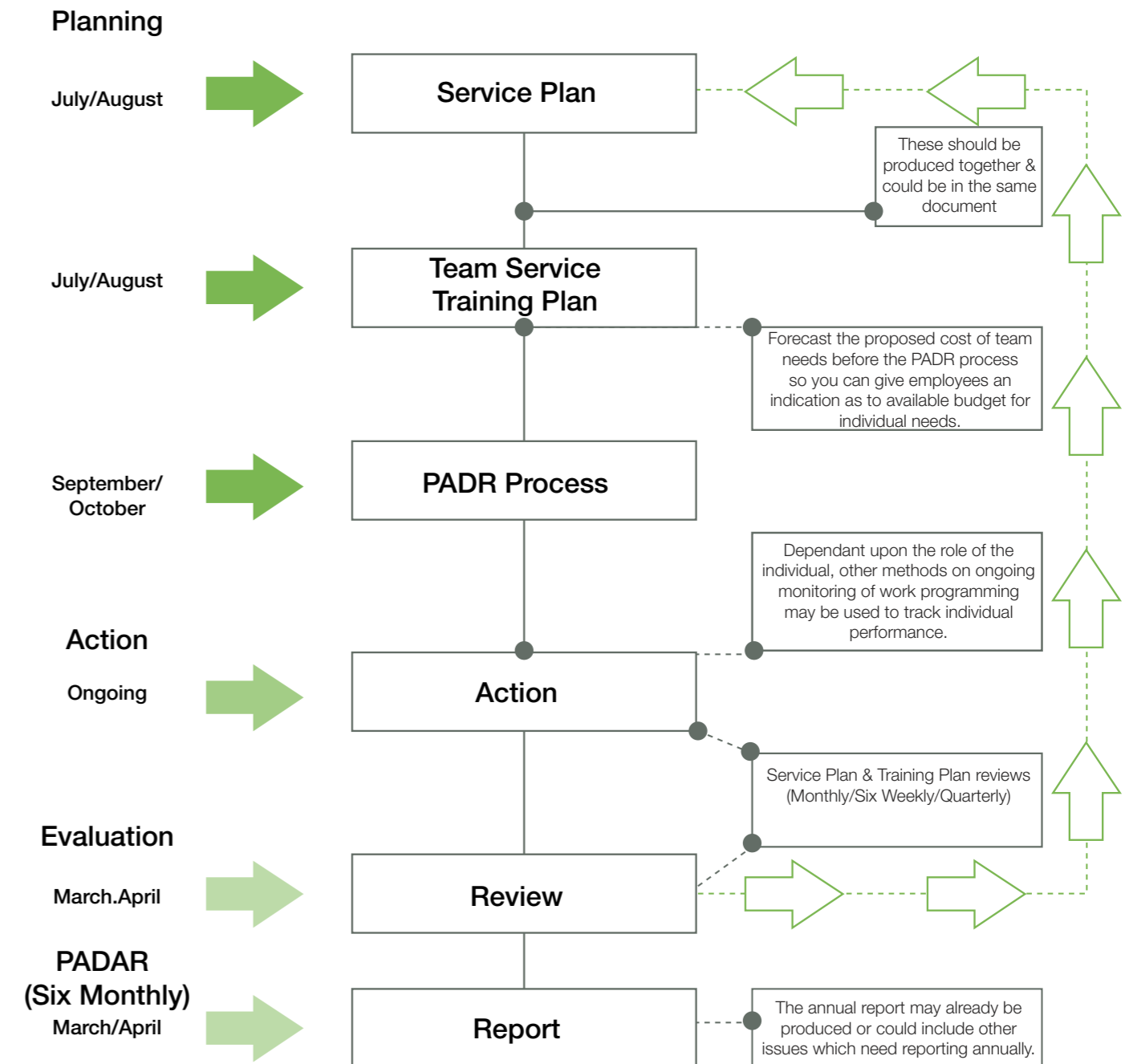
4.4 The Investors in People Cycle

The three key elements of the Investors in People Cycle are fundamental to the Directorate Training and Development Policy. The flow chart on page 4 identifies how the service planning, PADR, training planning and review processes fit together.

The dates/month identified are a guide for managers, which may be adjusted for sound management reasons. The important aspect is that the 12 month cycle dates are met.

Community Services IIP Working Group
June 2002

Investors in People Process & Review



Appendix 3

Job Descriptions

JOB DESCRIPTION

POST TITLE: Shibden Estate Manager (draft)

POST GRADE: SO1

DEPARTMENT: Community Services

The role of the Estate manager will be to ensure that the heritage of the estate is conserved, and the management of the estate as a whole maintains quality standards appropriate to its landscape and built environment. This role will include liaison with all stakeholders in the park, including events managers, concessionaires, training officers and other groups and individuals with an interest in the park.

PRIME OBJECTIVES OF THE POST:

- > To co-ordinate and promote the use of Shibden Estate for recreation and leisure purposes
- > To liaise with the Project Sponsor on all matters concerning the Shibden Park Restoration Project
- > To act as the focus for the Service's liaison with visitors, local communities and stakeholders with an interest in Shibden Estate
- > To liaise with concessionaires, manage park facilities, the museum, and assist in their development
- > To manage the Estate in accordance with the Management & Maintenance Plan and ensure a consistently high quality service is provided

SUPERVISORY RESPONSIBILITIES:

- > Gardeners
- > Shibden Hall Museum staff
- > Rangers
- > Other grounds maintenance staff working within the estate
- > Contractors and consultants working within the estate, other than those employed in relation to the restoration project
- > Concessionaires
- > Casual staff
- > Volunteers
- > College students and schoolchildren

SUPERVISION RECEIVED:

Responsible to the Principal Parks Manager. In practice the Manager will be responsible for organising the workload and making decisions on his/her own initiative.

RESPONSIBILITY FOR ASSETS:

- > Buildings, premises and landscape features
- > Plant, machinery, equipment
- > Historic and other records
- > Computer equipment and furniture

CONTACTS:

- > Project Co-ordinator
- > local authority staff
- > members of the public
- > public/statutory bodies
- > grant and charitable organisations
- > volunteers
- > consultants and advisers
- > contractors
- > interest groups

RANGE OF DUTIES:

1. Be aware of the content and comply with Calderdale Council policies and procedures applicable to the post.
2. Ensure all duties, targets and maintenance regimes set out in the Management Plan are completed.
3. Maintain Health and Safety requirements on the estate in accordance with Statutory regulations, Calderdale Council's Health & Safety requirements and the estate risk assessments.
4. Understand the use of estate systems and equipment, ensure that appropriate inspections and monitoring is carried out when required, and monitor the activities of maintenance contractors.
5. Establish community links and develop contacts and groups to form a Friends of Shibden Park group.
6. Organisation of suitable security arrangements for the park, including the activities and duties of the Shibden Park Ranger.
7. Marketing, advertising and promoting events in the park.
8. Selection/initial discipline of staff within the park.
9. Enforcement of byelaws relating to Shibden Park.
10. Dealing with complaints within areas of responsibility in a professional manner.
11. To ensure that site safety plans operate in accordance with CMBC health & safety requirements in relation to contracts for works at Shibden Park.
12. Taking appropriate action to ensure maintenance operations are carried out to ensure compliance with health and safety requirements, including all water features, machinery and equipment.
13. Manage the annual revenue budget in accordance with the Council's Financial

Regulations, ensuring that adequate provisions, equipment and stores are purchased for the proper maintenance and management of the park.

14. To prepare reports and keep records of information required by CMBC and any other funding organisations or statutory bodies with an interest in the park.
15. Maximise income opportunities for the park including partnerships, sponsorship and business initiatives and grants.
16. Introduce and develop best practice and initiative in all work and developments within the estate.
17. Liaise with all appropriate CMBC officers and statutory bodies in the proper management of the park, including making necessary arrangements for special events in the park.
18. Undertake training in accordance with the needs of this position and the postholder's personal development plan.

PERSON SPECIFICATION

Essential Requirements

- > Ability to liaise with professional, colleagues and advisors in relation to the estate
- > Experience of personnel management
- > Knowledge of Health and Safety legislation and requirements relevant to the estate
- > Knowledge and understanding of Disabilities Discrimination Act, Equal Opportunities and other legislation relevant to the management of the estate
- > Ability to administer the financial management of the estate
- > Computer literate
- > Good communication skills with a wide audience – written, aural and verbal
- > Ability to travel from site when required
- > Ability to work outside core hours when required
- > A full Driving Licence

Desirable Requirements

- > Relevant qualification in horticultural management
- > Experience of museum or land management
- > Relevant degree and postgraduate qualification
- > Knowledge of historic houses, landscapes and gardens and the issues arising from their conservation and use
- > Understanding and knowledge of environmental issues
- > Experience of community development work
- > First Aid qualification

METROPOLITAN BOROUGH OF CALDERDALE

JOB DESCRIPTION

The information on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and its role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE: Project Co-ordinator (Shibden Park)

POST GRADE: PO 1- 4

DIRECTORATE: Community Services

SECTION: Recreation, Sport & Streetscene

1. PRIME OBJECTIVES OF THE POST

This role is to oversee and manage the restoration project at Shibden Park. Ensuring the project is delivered in accordance with the Conservation and Management Plan. This role requires liaison with all stakeholders, including the Estate Manager, Events Managers, Concessionaires, staff and members of the public.

The postholder will be the central co-ordinating point for all HLF monitors, consultant and contractors involved in delivering the project.

Achieving consistently high standards in accordance with CMBC requirements HLF fund conditions, Statutory regulations good practice and advice.

2. SUPERVISORY RESPONSIBILITY

- > Operations Assistant - Grade TBC
- > Project Manager - Consultant
- > Lead Consultant - Consultant
- > Clerk of Works
- > Contractors
- > Students

3. SUPERVISION RECEIVED

Reporting to the Principal Parks Manager, referring only very complex issues.

4. RANGE OF DECISION MAKING

- > Agreement of project content with HLF
- > Agreement of detailed project plans/delivery times
- > Agreement/Payment of Consult/Contractor fees

5. RESPONSIBILITY FOR ASSETS

- > Files and Plans
- > Office Equipment
- > Building and Landscape features within the restoration project.
- > Plant and Equipment

6. CONTACTS

- > Consultants/advisors
- > Officers to director level throughout the Council
- > Elected Members
- > HLF monitors and case officer
- > Members of the Public
- > Public/Statutory bodies
- > Grant and Charitable Organisations
- > Contractors
- > Volunteers and interest groups

7. RANGE OF DUTIES

1. Prepare reports on behalf of the client to the project steering group
2. Co-ordinate the procurement and appointment of specialist consultants
3. Develop and pro-actively manage a project communication plan
4. Produce documentation required by the project and HLF
5. Manage and monitor the project progress, cost and quality
6. Prepare project briefs in association with the project manager and client steering group

7. Apply to funding bodies to augment project funding
8. Manage the HLF grant associated conditions relating to draw down
9. Manage the allocated capital budget.
10. Ensure site safety plans operate in accordance with Health and Safety requirements
11. To contribute to the directorates approach to Investors in People by complying with the requirements of the directorates training and development policy

8. EDUCATION_

Essential

Relevant degree qualification in landscape, horticulture or environmental management.

9. EXPERIENCE

Essential

5 years in landscape, horticulture or environmental management.

10. CIRCUMSTANCES

As Calderdale Council meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, the successful applicant to this post will be subject to a criminal records check (Disclosure) from the Criminal Records Bureau before the appointment is confirmed. The criminal record check will include details of both spent and unspent convictions, as well as cautions, reprimands and final warnings.

A Driving Licence is essential as the post attracts a Casual Car Allowance. A degree of flexibility is required (as must be able to work outside core hours). Good general health and attendance record (this will not preclude a candidate with a disability).

CALDERDALE METROPOLITAN BOROUGH COUNCIL COMMUNITY SERVICES

JOB DESCRIPTION

The information given on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and its role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE:	Head Gardener
POST GRADE:	Spinal Column 26-28 Scale 6
DIRECTORATE:	Community Services
SERVICE:	Recreation, Sport & Streetscene

PRIME OBJECTIVES OF THE POST:

Maintenance of Shibden Estate and to supervise and organise the day to day work of the gardening team. This includes the efficient use of men, materials and transport.

SUPERVISORY RESPONSIBILITY:

- > Gardeners
- > Other grounds maintenance staff working within the estate
- > Casual staff

SUPERVISION RECEIVED:

Responsible to the Estate Manager. In practice the Head Gardener will be responsible for organising the gardener's workload and making decisions on his/her own initiative, referring to the Estate Manager on important landscape issues.

RANGE OF DECISION MAKING:

Decisions on technical, horticultural, landscape and maintenance tasks on a day to day basis.

Allocation of duties, work rotas
Identification of staff training needs
Estimating work
Health and Safety
To advise immediate supervision of any requirements/problems.

RESPONSIBILITY FOR ASSETS:

Security of premises
Security and daily maintenance of vehicles
Security and maintenance of plant/machinery, tools, equipment and materials

CONTACTS:

Staff of all levels and members of the public

RANGE OF DUTIES:

Inspections and maintenance tasks in Management & Maintenance Plan
Completion of work programme on time and to quality standard
Carrying out of horticultural works
Ensuring the achievement of work targets
Ensuring quality of work is of the required standard
Advising Manager of need to replenish material/consumable stocks in good time
Checking condition of equipment
Depot cleanliness/house-keeping responsibility
Supervision of staff, allocation of duties work rotas
Identifying staff training needs
On the job training
Ensuring the correct of site associated paper work.
Control the issue of plant/material and fuel and ensuring their safe and economical use
Covering the duties of the Manager in his absence
Other grounds maintenance work as required

Supervision of gardeners duties including:
Grass Cutting
Hoeing and weeding
Digging and forking
Sweeping and litter picking
Planting and pruning
Seeding
Erection and dismantling of equipment
Constructional labour work
Maintenance of artificial surfaces
Assisting staff in more skilled work e.g. site preparation and construction

Play equipment inspection

EDUCATION:

Higher level education or equivalent qualifications/experience
City & Guilds Horticulture or Higher National Diploma Horticulture or related subject

EXPERIENCE:

5 years practical experience as gardener.

CALDERDALE METROPOLITAN BOROUGH COUNCIL

COMMUNITY SERVICES

JOB DESCRIPTION

The information given on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and it's role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE: Gardener

POST GRADE: Spinal Column 14-17 SCALE 3

DIRECTORATE: COMMUNITY SERVICES

SERVICE: RECREATION, SPORT & STREETSCENE

PRIME OBJECTIVES OF THE POST:

Maintenance of Grounds

SUPERVISORY RESPONSIBILITY:

To lower grades

SUPERVISION RECEIVED:

Directly responsible to the Head Gardener

RANGE OF DECISION MAKING:

To advise immediate supervision of any requirements/problems

RESPONSIBILITY FOR ASSETS:

Security and maintenance of hand tools/equipment, powered tools, light plant including tractor mounted equipment

CONTACTS:

Staff of all levels and members of the public

RANGE OF DUTIES:

Grass Cutting
Hoeing and weeding
Digging and forking
Sweeping and litter picking
Planting and pruning
Seeding
Erection and dismantling of equipment
Constructional labour work
Dry stone walling and repairs
Maintenance of artificial surfaces
Assisting higher grade staff in more skilled work e.g. site preparation and construction
Play equipment inspection

EDUCATION

General
City & Guilds Horticulture Stage I
N.V.Q. I

EXPERIENCE

2 years practical experience as a Gardener

CALDERDALE METROPOLITAN BOROUGH COUNCIL COMMUNITY SERVICES

JOB DESCRIPTION

The information given on this job description is intended to provide both post holder and management with an understanding and appreciation of the workload of this particular job and it's role within the organisation.

The job description outlines main duties and responsibilities under broad headings only, as it is not possible to specify every item in detail.

POST TITLE: SHIBDEN PARK COMMUNITY RANGER

POST REFERENCE: 105/16

POST GRADE: Spinal Column 14-17 SCALE 3

SECTION: RECREATION

PRIME OBJECTIVES OF THE POST:

1. Encourage all members of the community, organisations, community groups, schools and educational projects and the general public to use the park facilities, acting as a provider of information and point of contact.
2. Provide a high profile presence within Shibden Park, assisting in the reduction of anti-social behaviour. Ensure that the facilities provided are clean and safe, and are enjoyed by all users without being hindered or inconvenienced by others. Deal with minor security problems in the park and its buildings, diffusing and controlling potentially volatile/ difficult situations. Enforce byelaws and promote responsible use of the parks, open spaces and community facilities.

2. SUPERVISORY RESPONSIBILITY:

Public
Community Groups
Seasonal/voluntary staff
Special project staff
Concessionaires

3. SUPERVISION RECEIVED:

Directly responsible to the Shibden Estate Manager (Shibden Park Project Co-ordinator until Estate Manager is in post). The postholder will need to display a substantial level of initiative on a day to day basis.

4. RANGE OF DECISION MAKING:

Various decisions, many important, relating to a specific task or incident on a day to day basis. Report incidents to the relevant bodies, Council departments, police, liaising with all council agencies and the Shibden Estate Management Team.

5. RESPONSIBILITY FOR ASSETS:

The post holder will be responsible for any vehicles provided for carrying out his/her duties, its day to day maintenance, contents and means of communication, also for their own uniform, equipment and protective clothing, all of which are supplied. Shared responsibilities with other Shibden Park Rangers for Shibden Rangers Office and other equipment. Occasional cash handling.

6. CONTACTS

Staff and Members of the Council
Funding Partnerships
Community groups
Schools
Members of the public
Private sector
Public and Statutory bodies
Suppliers of equipment and services

7. RANGE OF DUTIES:

1. It must be recognised that this post is important in 'public relation' terms for Community Services and the Authority. Personal presentation, integrity, commitment and an ability to remain calm and in control when provoked, together with a sense of humour are essential.
2. To liaise with various community groups within the Council's parks, open spaces and communities.
3. To liaise with the Council's and other emergency services.
4. To participate with and support the work of Council Services such as Youth Offenders Team.
5. To advise users of parks and open spaces of their responsibilities with regard to

byelaws, in particular dog byelaws, applicable to land managed by the Council.

6. To enforce, where relevant, byelaws and other legislation.
7. To record and produce sound evidence for legal proceedings and attend court to give such evidence.
8. To monitor the effectiveness of the application of byelaws on land within the Council's control.
9. To promote responsible dog ownership and to assist in the preparation and distribution of educational material relating to responsible dog ownership and use of parks and open spaces.
10. To ensure the correct and proper operation of the Council's paddling pools throughout the operating period in line with the 'Guidelines' provided. Monitor the operation of the parks concessionaires (and others licenced to use the park facilities) on a daily basis with particular regard to health & safety.
11. To assist in routine maintenance tasks and park security operations, including ensuring the park is clean, safe and secure.
12. To keep and produce records as required by the Shibden Estate Manager (Shibden Park Project Co-ordinator until Estate Manager is in post).
13. To attend training courses, eg first aid, public awareness, etc. as directed.
14. To assist as required with a wide range of events, activities and entertainment including monitoring/enforcement of conditions of use and occasional cash handling.
15. To assist in maintaining the park in a clean, safe and secure condition, including removal of litter, minor housekeeping and general maintenance tasks. Assisting other Shibden staff in the maintenance of the park where required.
16. To liaise with Council Officers with regard to areas affected by irresponsible behaviour and give accurate records and offer advice including recommendations for repairs and improvements required on a day to day basis.
17. To observe and report to the appropriate Service regarding daily problems (fly tipping, graffiti, street lighting, etc).
18. To carry out other such duties as may reasonably be required in relation to a post of this nature.
19. To contribute to the Directorates approach to Investors in People, by complying

with the requirements of the Directorates Training and Development Policy.

8. EDUCATION

Applicants must be over 21 years of age and have held a Full Driving Licence for 12 months (not exceeding 4 penalty points).

English to GCSE standard or equivalent.

Experience of working with the public and working with events - essential.

Post holders will be expected to achieve and retain a current recognised First Aid Qualification (for which training can be given).

9. EXPERIENCE

Working knowledge of the Police and Criminal Evidence Act and work with community groups is desirable.

10. SPECIAL CONDITIONS

The post holder will be required to work on a rota basis, including weekends, bank holidays and early morning to late evening in all weather conditions. Occasionally to meet the demands of the service, duties may be changed at short notice and very early/very late working required.

A call out system will be a necessary part of a Ranger's duties on a rota basis, for which the appropriate enhanced rates will apply. Support will be provided by the existing Community Ranger staff for days not worked by the Shibden Park Ranger to ensure a seven day presence in the park, including annual leave and sickness.

Salary based on an average 37 hour week. Actual hours may vary to suit the demands of the post.

As Calderdale Council meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, the successful applicant to this post will be subject to a criminal records check (Disclosure) from the Criminal Records Bureau before the appointment is confirmed. The criminal record check will include details of both spent and unspent convictions, as well as cautions, reprimands and final warnings.

Appendix 4

Partnership Statement from Calderdale College

CALDERDALE COLLEGE

Faculty of Arts, Design & Construction

TRAINING PLAN FOR SHIBDEN ESTATE

Report Prepared by Brian Duffy ~ 1st August 2005

Aims of the report

- c) To communicate training that can be offered by Calderdale College in connection with the Training Plan for Shibden Estate.
- d) To evaluate potential training opportunities that can be generated for Calderdale College courses and projects throughout the duration of the Shibden Estate restoration work.

Introduction

This report attempts to analyse the requirements of the Training Plan proposals for Shibden Estate, subsequently summarising the essential issues for these restoration plans and the training needs of the people involved in the variety of operations within the overall project. In addition the report evaluates the programmed activities to link with Calderdale College courses, and establishes how the colleges' courses can capitalise on the training opportunities arising from the work that will be carried out to complete the scheme.

Training Development Plan

The training development requirements identified for management of this project we feel can be satisfied by the Services to Business teams at Calderdale College. We have clearly identified below how we can provide the specific training for the management working on this development.

Our short courses include:

- (i) Leadership & Management
- (ii) Risk assessment & Practice
- (iii) MS Project Intermediate & Advanced
- (iv) Customer First
- (v) Financial Awareness
- (vi) Budgeting & Forecasting

- (vii) Building Teams
- (viii) Health & Safety Advanced Certificate in the Workplace

We can also address the key needs of the variety of teams identified within the project, at all levels, by linking in with our specific courses again detailed in the Training Development Plan table below:

TRAINING DEVELOPMENT PLAN

TRAINING NEED IDENTIFIED IN S.2	HOW TRAINING WILL BE ACHIEVED	TRAINING OUTCOMES (PROJECT AIMS)	RESOURCE	PARTNERSHIP
<div>></div> <div>></div> <div>Project management</div> <div>Conservation/heritage</div>	<div>></div> <div>></div> <div>></div> <div>></div> <div>Short courses – Management skills</div> <div>Project planning</div> <div>Legal requirements</div> <div>Conservation & heritage</div>	<div>></div> <div>></div> <div>Management of four year restoration project</div> <div>Supervision of contracts</div>	<div>></div> <div>></div> <div>2 days Staff time</div> <div>External training</div>	Calderdale College See above
<div>></div> <div>Improve managerial awareness of roles and responsibilities</div>	<div>></div> <div>></div> <div>></div> <div>Short courses – Communication skills</div> <div>Health & safety</div> <div>Financial management</div>	<div>></div> <div>></div> <div>></div> <div>To manage the estate collectively as one entity</div> <div>To ensure that events and activities are coordinated</div> <div>To maximise opportunities that arise to the benefit of the estate</div>	<div>></div> <div>></div> <div>2 days Staff time</div> <div>External training costs</div>	Calderdale College See above
<div>></div> <div>></div> <div>Working with community groups</div> <div>Risk Assessment</div>	<div>></div> <div>></div> <div>Short courses</div> <div>Mentoring</div>	<div>></div> <div>></div> <div>></div> <div>To support and encourage diverse communities to benefit from the estate</div> <div>Further links with schools for curriculum based activities</div> <div>Links with other agencies including Youth Offending Team, Adult Offending Team, Community Service & Probation officers, Healthy Living Team for training and skills development</div>	<div>></div> <div>></div> <div>4 days Staff time</div> <div>Training costs</div>	Calderdale College See above



TRAINING NEED IDENTIFIED IN S.2	HOW TRAINING WILL BE ACHIEVED	TRAINING OUTCOMES (PROJECT AIMS)	RESOURCE	PARTNERSHIP
> > > Risk Assessment Event Management Safety at public events	Short courses	> > > To provide entertainment relevant to the target audience To ensure events are safe for the public and employees To address the targets in the Audience Development Plan	> > 2 days Staff time Training costs	Calderdale College See above
> > > > Drug Awareness Staff awareness working with public First Aid Health & safety – accident reporting	> Short courses	> > > To provide a presence in the estate during opening hours To ensure visitors feel safe To provide a point of contact for interest groups and individuals and assist in community events and activities	> > 2 days Staff time Training costs	Calderdale College See above
> Develop programmes relevant to building course curricula and other relevant courses	> Short courses	> > > To ensure quality skills and techniques are employed in the maintenance of the estate Where appropriate to use traditional methods as a means of interpreting the history of the estate Provide a means of passing on skills and expertise to students at local colleges	> 3 days Staff time	Calderdale College See above

7. Live project links

At Calderdale College we have a number of courses and projects that would benefit from visiting and establishing their own mini-projects / assignments based around the restoration and construction projects envisaged at Shibden Park.

PROJECT ITEM:	PROPOSED COURSE LINKS	TRAINING OPPORTUNITY:	POSSIBLE PROJECTS/TOPICS
Restore terrace walls, belvedere and gardener's tunnel	<ul style="list-style-type: none"> > City & Guilds Watercolour > City & Guilds Oil Painting > City & Guilds Garden Design > City & Guilds Photography > HND Fine Art > Routeway Art & Design > Construction Academy > NVQ Technical Design 	<ul style="list-style-type: none"> > Visits to work in progress which are relevant to specific course curriculum. > Include within contract documentation the relevant criteria for quality workmanship, relevant training and qualifications for contractors' employees. 	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving, technical drawing/engineering/architecture
Restore wilderness gardens	<ul style="list-style-type: none"> > City & Guilds Watercolour > City & Guilds Oil Painting > City & Guilds Garden Design > City & Guilds Photography > HND Fine Art > Routeway Art & Design > NVQ Technical Design 	See above	Photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving, technical drawing/engineering/architecture
Restore tunnel under Shibden Hall Rd	<ul style="list-style-type: none"> > City & Guilds Watercolour > City & Guilds Oil Painting > City & Guilds Garden Design > City & Guilds Photography > HND Fine Art 	See above	Photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment (e.g. bat habitat survey), hydrology, data collection/archiving
Restore Cunnery Wood ponds and improve access	<ul style="list-style-type: none"> > City & Guilds Oil Painting > City & Guilds Garden Design > City & Guilds Photography 	<ul style="list-style-type: none"> > Training for volunteer and environmental groups as part of the restoration works 	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design,

PROJECT ITEM:	PROPOSED COURSE LINKS	TRAINING OPPORTUNITY:	POSSIBLE PROJECTS/TOPICS
Restore Red Beck retaining structures and margins. Restore/replace Red Beck bridges	<ul style="list-style-type: none"> > City & Guilds Watercolour > City & Guilds Oil Painting > City & Guilds Garden Design > City & Guilds Photography > Construction Academy 	See above	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving
Restore The Meer and lower cascade	See 5 above	“	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, hydrology, data collection/archiving
Restore Lister's Lane and bridge	See 5 above	“	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, data collection/archiving
Restore Lodge	<ul style="list-style-type: none"> > HND Fine Art > Construction Academy > City & Guilds Photography 	“	Building/construction work, photography, film, drawing/painting, surveys, data collection/archiving and architecture
Improve car parks and vehicle access into the park		“	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture
Improve pedestrian access and internal circulation		“	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering
Improve woodland and ecology	City & Guilds Photography	Training for volunteers and groups	Building/construction work, photography, film, drawing/painting, surveys, historical, landscape gardening/design, technical drawing
Restore historic planting	<ul style="list-style-type: none"> > City & Guilds Garden Design > City & Guilds Photography > City & Guilds Watercolour > City & Guilds Oil Painting 	Develop modern apprenticeship scheme for apprentices to learn horticultural skills, based at Shibden and other major parks in Calderdale	photography, film, drawing/painting, surveys, historical, landscape gardening/design, ecology/environment, data collection/archiving, technical drawing/engineering/architecture



PROJECT ITEM:	PROPOSED COURSE LINKS	TRAINING OPPORTUNITY:	POSSIBLE PROJECTS/TOPICS
New toilets by museum		See above	Building/construction work, surveys, data collection/archiving
Conserve Ranger's Barn for use by parks maintenance staff		"	Building/construction work, photography, film, drawing/painting, surveys, data collection/archiving, technical drawing/engineering/architecture
Demolition works		"	Building/construction work, landscape gardening/design, data collection/ archiving
Reconstruct boathouse	Construction Academy NVQ Technical Design City & Guilds Photograph > > >	"	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture
Construct new Interpretation Centre and Café	City & Guilds Watercolour City & Guilds Oil Painting City & Guilds Photography Construction Academy NVQ Technical Design > > > > >	Community development, horticultural training and links with local colleges, work experience placements from schools will be developed for children wishing to experience a variety of jobs.	Building/construction work, photography, film, drawing/painting, surveys, historical, data collection/archiving, technical drawing/engineering/architecture
Upgrade toilet block		"	Building work, surveys, data collection/archiving
Upgrade site furniture	City & Guilds Garden Design	"	Building work, landscape gardening/design
Provide interpretation and signs	City & Guilds Garden Design	"	landscape gardening/design, data collection/archiving, technical drawing/engineering/architecture
Remedial works to park boundaries		Training for volunteer groups as part of the restoration works e.g. partnership with the Dry Stone Walling Association	Building/construction work, photography
Restore park drainage and hydrology		See above	Building/construction work, photography, film, surveys, landscape gardening/ design, hydrology, data collection/archiving, technical drawing/engineering/architecture, hydrology

Conclusion

Clearly from the above table it can be seen that there are many opportunities for Calderdale College and Shibden Estate to work together on these projects. In the first instance there is a need to ensure the training requirements of the teams involved in procuring and carrying out the restoration work for Shibden Estate are met; Calderdale College can meet a significant number of these requirements. Additionally Calderdale College will be able to take advantage of the wide variety of projects to enhance their course provision with site visits and investigations into live projects.

Recommendations

- i) Establish suitability of provision offered by Calderdale College for training Shibden Estate teams.
- ii) Confirm academic requirements for the specific courses and preferred outcomes relating to the need for formal accredited certification.
- iii) Ensure the staff development proposals are at the appropriate level for the Estate teams.
- iv) Liaise on further requirements which have not been fully addressed within this report.

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