

December 2007

Heritage Lottery Fund Stage II Restoration

BROCKWELL HALL PARK Training Plan

Prepared for the
London Borough of Lambeth
by Ken Burlton Consultancy

BROCKWELL PARK

TRAINING PLAN

CONTENTS

	<u>Page</u>
1. Introduction and summary	2
2. The project	3
3. The Stage I plan and further work	6
4. Organisation, current training and skills	8
5. Training needs	13
6. Training opportunities	16
7. Potential trainees	18
8. Objectives and targets	19
9. Action plan	20
10. Implementation	25
Appendix 1 - Skills Audit - Project Group	27
Appendix 2 - Lambeth Council Internal Courses Programme	29

I. INTRODUCTION AND SUMMARY

The purpose of the Training Plan is to examine both the need and the potential for training linked to the proposal to restore and develop Brockwell Park in Lambeth. The plan supports a Stage 2 application to the HLF/ Big Lottery Fund's Parks for People programme and has been prepared by Ken Burlton Consultancy appointed by Land Use Consultants and working with them for the London Borough of Lambeth.

The application to the Parks for People programme is based on proposals from Land Use Consultants for a new master plan for the park. Full details of the scheme are provided separately with the application.

The Stage 2 Plan develops work which was submitted as part of the Stage 1 proposal which identified the following groups who may require training;

- Members of the Brockwell Park Management Advisory Committee
- Conservation Volunteers
- Members of the Community Greenhouses Project
- Staff of Cleanaway [now Veolia], the park's grounds maintenance contractors

Developments in the project have extended these groups to include

- Park rangers
- A wider group of volunteers
- The newly appointed Park Manager and Park Development and Education Officer

Opportunities have also now been identified to use the park's resources to offer training and work experience to external groups and individuals. These include

- Developing a range of horticulture based courses at Brockwell Park Community Greenhouses
- Work experience for local young people and for horticultural college students
- The introduction of a horticultural apprentice scheme
- Training in cycle maintenance and customer service related skills as part of the Bicycle Rickshaw project

The main conclusions of the plan are

- Management and horticultural skills required to implement the project are either already in place or are planned to be in place before works commence
- There will be a need for training to support the volunteer and audience development plans for the park.
- Some major opportunities will be presented through the Bicycle Rickshaw and Community Greenhouses projects to offer training to young people, the unemployed and those seeking retraining

- Veolia, the park's grounds maintenance contractor, will have opportunities to extend their existing commitment to training through an apprentice scheme and support for other training projects in the park
- Effective implementation of the training plan will require cooperative working between a number of organisations within and outside the park

Proposals for taking the plan forward are shown in the action plan in Chapter 10. The cost of implementing the plan is estimated at £7,300 over a 5 year period.

2. THE PROJECT

2.1 Brockwell Park

Brockwell Park is a large Victorian Park of 50.8 hectares which was developed from the estate of a glass merchant, John Blades, and first opened to the public in 1892. It retains many of its original features and is particularly rich in facilities which include

- A 1930's lido with a 50m pool recently reopened after extensive restoration
- Brockwell Hall – the original estate mansion which now houses the park café. The stables for the house are used by the Council's grounds maintenance contractor Cleanaway
- A One O' Clock Club
- An under 12's playground
- A paddling pool
- A walled garden
- 3 ornamental ponds
- A Community Greenhouses project run by volunteers
- 6 all weather tennis courts
- A BMX track
- A bowling green with pavilion
- 3 grass football pitches
- Multi Use Games Area
- Cricket nets and an artificial turf wicket
- Changing accommodation for outdoor sports
- Whippersnappers – a community arts, sports and play project providing a range of activities for under 5's to over 70's and operating from a base in the Lido

The park is enclosed by railings and has 13 entrances. It is open daily from 6.30 am in summer/ 7.00 am in winter and closes at dusk which varies from 4.15 pm in winter to 9.30 pm in summer. It is managed by the Council's Parks and Open Spaces Department who operate the Parks ranger service. Rangers patrol the park as part of an area based ranger service. Grounds maintenance is sub-contracted to Veolia Environmental Services.

The park hosts a wide range of activities and events many of which are organised by and/or supported by volunteers. These include

- The Lambeth Country Fair – a major two day event attracting up to 140,000 visitors
- Zippos Circus
- Bensons Funfair
- The Midsummer Feast
- Fun and Games Day
- Playout
- The Five Parks Walk
- School sports
- Sports initiatives in football, cricket, basketball and martial arts
- Guided park walks
- An annual tree celebration
- Open house weekend for Brockwell Hall
- The Big Draw - an annual hands on arts event
- The Winter Fair in Brockwell Hall

Many of these activities and events depend on extensive volunteer input which is in most cases organised by the Friends of Brockwell Park.

There are a number of independent organisations within the park which provide services to park users. These are

- Brockwell Park One O' Clock Club
- Brockwell Lido
- Brockwell Hall cafe
- Whippersnappers – a social enterprise based in the Lido providing arts sports and cultural activities
- Brockwell Park Community Greenhouses – a volunteer run environmental group with a number of cultivation projects and some education and training activities
- Sports groups

More details of activities and service providers are provided within the accompanying Audience Development Plan.

2.2 Proposed Scheme

Key elements of the scheme are

- Restoration of the walled garden at the centre of the park
- Refurbishment of classical temple attached to the walled garden
- Infrastructure improvements to Brockwell Park Community Greenhouses
- External landscape and infrastructure improvements to Lido
- Upgrading of play area
- Improvements to park ponds
- New land drainage system across whole park
- New furniture and signing across whole park
- Restoration works to shelters and Norwood Lodge
- Improvements to entrances
- New planting

- Various infrastructure improvements – path resurfacing, new railings etc.

Full details of all scheme proposals are included elsewhere with the application.

Further phases of the scheme, to include the restoration and bringing into public use of Brockwell Hall and its adjoining stable block and the improvement of sports facilities, have been outlined but no firm timetable for these has yet been approved.

The physical works and improvements associated with the project do not in themselves create significant training opportunities although there is a potential for engagement with landscape design and horticultural students in the work associated with the restoration of the walled garden.

2.3 Development Plans

In addition to the physical improvements which will be made to the park, the scheme includes proposals to increase levels of activity and improve visitor experience which are contained in the accompanying Audience Development Plan and Conservation Management Plan.

The changes which these plans will introduce will include

- Introduction of a programme of activities, including guided walks, some of which will require trained guides and activity leaders
- Introduction of an education programme for local schools requiring trained activity leaders
- Further engagement of volunteers in the delivery of new arts and events activities
- Training for existing volunteer groups to allow them to expand and /or better organise their activities
- Introduction of a Bicycle Rickshaw Project part of which will include the training of young people in rickshaw maintenance and customer service skills
- Expansion of the services offered by Brockwell Park Community Greenhouses which will require training for Community Greenhouses volunteers and could offer training courses to external individuals and groups
- Expansion of the current sports programme in the park which will require some specialist training for sports organisers

As the plan develops during implementation, other training needs and opportunities may emerge.

2.4 Volunteers

There is already a significant amount of volunteer activity in the park with a number of advisory and support groups and many service providers assisted by volunteers. These include

- Brockwell Park Management Advisory Committee
- Friends of Brockwell Park
- Brockwell Park Arts Group
- Brockwell Lido User Group
- Brockwell Park Community Greenhouses
- Sports Providers - St Martin's Project; Brockwell Park Youth Project; Herne Hill Harriers; Bowls Group; BMX Club; Youth Cricket Group
- Whippersnappers

Brockwell Park Community Greenhouses [BPCG] is entirely run by volunteers and the Friends of Brockwell Park [FOBP], with a membership of 350, regularly organises activities which attract up to 100 volunteers. However, despite the strength of volunteer engagement, volunteering has developed in a very ad hoc way and structures and skills necessary to sustain the volunteer base are not in place.

The accompanying Volunteer Plan recognises the potential for further developing the volunteer contribution to the park and the need for a more structured framework within which volunteering work can be better coordinated and regulated where necessary. Adoption of a recommended Code of Practice will create a number of generic training needs for volunteers in areas such as child protection, health and safety and personal development. Specific proposals for engaging volunteers in new activities will also generate a need for training in skills such as nature conservation and activity leadership. At an organisational level, volunteer groups themselves have identified fundraising, capacity building and child protection as training priorities.

2.4 Scope of the Plan

In addition to its general operation as a public open space, Brockwell Park also has within it a number of semi independent operations which have their own specific training needs and offer their own training experiences in work which directly relates to their services. These are listed in 2.1 above.

Much of the work of these organisations is unrelated to the project although they all have the potential to contribute to general park initiatives and have been part of the consultation process. The service specific training which these operations undertake in order to deliver their mainstream services is not included as part of the training plan. Where they have potential to contribute to wider training initiatives in the park, appropriate references are made.

3. THE STAGE I PLAN AND FURTHER WORK

A Training Plan was included as part of the Stage I Submission. The plan carried out an initial analysis of training needs and potential and its main recommendations are set out in the table below

Who will be trained?	Nature of training	Cost
Members of the Project group	<ul style="list-style-type: none"> ▪ Capacity building ▪ Stakeholder relations ▪ Fundraising ▪ Project planning ▪ Volunteer development 	£1,500
Conservation volunteer group currently led by Susie Hogarth	<ul style="list-style-type: none"> ▪ Volunteer development ▪ Conservation management skills ▪ Wildlife identification skills 	£1,000
Members of the Community Greenhouses Project	<ul style="list-style-type: none"> ▪ Volunteer management ▪ Financial management ▪ Capacity building ▪ Budget management 	£1,500
Veolia contract staff and contractors	To be ascertained following a skills audit	To be covered by LB Lambeth

These proposals were based on the Stage 1 Audience Development Plan and an initial analysis of potential volunteer input. Developments since the submission of the Stage 1 Plan and additional work which has been carried out as part of the Stage 2 preparation which have had an impact on the Stage 2 Training Plan, include

- Updating and revision of the Audience Development Plan including a further extensive consultation programme
- Preparation of new Audience Development and a new operational and business model for Brockwell Park Community Greenhouses
- Preparation of a Sports Needs Analysis
- Preparation of a full Volunteer Plan
- Appointment of a Park Manager and Development and Education Officer
- Further analysis of Council and Veolia training programmes and resources. Consultation with Veolia on their potential training role
- Detailed consultation with Dr Iain Boulton, the Parks Department Community Projects Officer and adviser on voluntary group training.
- Consultation with Lambeth Voluntary Action Council who offer a wide range of training courses for volunteers and community groups
- An audit of existing skills

These have created a much fuller context for the preparation and delivery of the Training Plan and the results of this further work are reflected in the following sections of the plan.

4. ORGANISATION, CURRENT TRAINING AND SKILLS

4.1 Lambeth Council

Lambeth Council, in common with all London boroughs, provides a full range of services to residents, businesses and visitors. Of direct relevance to the project are services relating to

- Parks
- Sports
- Arts
- Play
- Education

The borough employs around 9,150 staff. The Council has a Corporate Learning and Development team which leads on the development of training across the Council and coordinates generic training programmes. Examples of internal courses which are available to all Council employees are

- Lambeth Induction
- Time Management
- Excellence in Customer Care
- Public Speaking and Presentation Skills
- Valuing Diversity
- First Aid (appointed persons)
- Health and Safety Awareness
- Principles of Effective Contract Management
- Introduction to Purchasing
- Fire Marshal training
- Risk Assessor Training
- Report Writing

A full list of Council run courses is included as Appendix 2.

The Council has a Professional Qualification Scheme which creates opportunities for all employees to develop their skills and improve their levels of educational attainment through pursuing courses leading to formal qualifications.

All training is linked to an Employee Appraisal Scheme which provides a twice yearly appraisal and a personal development plan for all employees.

Accreditations

The Council has a corporate accreditation to Investors in People which it achieved in December 2004.

4.2 The Parks and Green Spaces Department

The Parks and Green Spaces Department, within which Brockwell Park is managed, forms part of the Council's Environment, Culture and Community Department.

A Parks and Green Spaces Manager – Sean Kiddell - heads the service and Brockwell Park is managed by a Brockwell Park Manager, Patrick Driscall, who reports direct to the Parks and Green Spaces Manager and is supported by a Brockwell Park Development and Education Officer, Theresa Hoare. Park Rangers are organised on an area basis and are managed by Ian Fall, the Head Ranger.

Responsibility for the various services which are provided within Brockwell Park is split as follows:

Lambeth Parks and Green Spaces – overall management and control of the park; management of events and activities; provision of the Park Ranger service; opening and closing the park.

Veolia - all horticultural maintenance; litter picking

City Suburban - tree maintenance

Greenwich Leisure Ltd. - pitch bookings

Fusion - operators of the Lido

Lambeth Children and Young People's Service – manage the park's One O' Clock Club

Brockwell Park Community Greenhouses – an independent trust which has leased the greenhouses area next to the walled garden since 2003. The trust's objectives are to promote permaculture growing methods and to further horticultural and environmental good practice through education and training.

First Come First Served [FCFS] – operate the park café in Brockwell Hall under a contract which expires in 2008

4.3 Parks Training

Landscape Maintenance

Horticultural training is the responsibility of Veolia, a major multi disciplinary company providing a wide range of public sector services. Part of its contractual obligation is to provide a training programme to ensure that its operatives have the necessary skills to maintain the park to contract standards. As an established operator, Veolia has well developed training policies and programmes. Its formal on site training for Brockwell Park staff includes

- Rose pruning
- Shrub pruning

- Fine turf maintenance
- Seasonal bedding

Its non horticultural training includes

- Induction [including a special agency staff induction programme]
- Machine operation
- Lifting and handling
- Health and safety
- Equal opportunities
- Customer care

Parks Management

There is no set training programme for Parks and Open Spaces management. Training needs are identified on an individual basis through an annual staff review process. Where training needs are agreed they are generally met through placement on external courses or through buying in training expertise. Relevant training and experience for existing park managers is:-

Shaun Kiddell – Parks and Green Spaces Manager

- Post Graduate Diploma in the Conservation of Historic Parks and Gardens- Architectural Association
- Wisley Certificate – Royal Horticultural Society’s School of Horticulture
- City and Guilds Phase II Amenity Certificate
- Professional Development Training – Management Development; Successful Staff Selection; Equality in Service Delivery; Contract Management; Project Management; Managing Performance; Handling Discipline

Patrick Driscall – Brockwell Park Manager

- Higher National Diploma Amenity Horticulture, Landscape and Recreation Management – Writtle Agricultural College
- City and Guilds General Horticulture Phase I Distinction
- Head Gardener, Combermere Abbey
- Horticultural Instructor HM Prison Grendson and Springhill - teaching NVQ horticulture

Theresa Hoare – Brockwell Park Development and Education Officer

- Certificate in Teacher Training

- Certificate in Ecology and Conservation - Birkbeck University
- Associate Member of Institute of Science and Technology
- Member of London Environmental Education Forum

Ian Fall – Head Ranger

- BSc Honours Sociology, First Year DMS - Kingston University
- Professional Development Training – Managing People; Managing Performance; Health and Safety Awareness; Risk Assessment; Managing Diversity.

Park Rangers

The Ranger person specification which forms part of the job description for the post includes no specific qualification requirements. However, the competencies which Rangers are expected to possess include

- Effective negotiation and development of productive working relationships
- Good written and oral communication
- Delivering customer centred services
- Positively promoting the service
- Promoting diversity

The Council has 20 Park Rangers and their operational Centre is in Brockwell Park. The Rangers work on area basis and are not allocated to specific parks. It is not, therefore, possible to identify skills and training relating to specific postholders allocated to Brockwell Park. However, all Rangers undertake a generic training programme which includes

- Induction – including standard operating procedures
- Conflict avoidance
- Counter terrorism awareness
- Street life training [understanding how outreach teams work]
- Dog handling
- First aid
- Drug awareness
- Removal of clinical waste
- Report writing

Rangers also have access to corporate training programmes and the council's Professional Qualification Scheme [see 4.1 above].

4.4 Other Park Operations

The Lido and the One O' Clock Club generally access training from within their respective organisations most of which is concerned with specific skills and with

health and safety. There is little potential for interaction with other park training programmes.

Whippersnappers have a range of skills within their operation which could be of use to other park organisations and services. These include event management, child protection and volunteer development programmes.

Brockwell Park Community Greenhouses includes volunteers with a number of skills, mostly horticultural, but few of these are based on formally recognised qualifications. It has no training programme, beyond a very basic induction process, for improving the skills of its members.

4.5 Volunteers

Apart from a formal training structure at Whippersnappers, training for volunteers has taken place in the past on an ad hoc basis. Although Brockwell Park Community Greenhouses have an induction framework for new volunteers and the Friends of Brockwell Park has organised some training in health and safety and basic conservation skills, there is no systematic approach to training. There are a number of volunteer based sports groups working with children in the park some of whom have no formal training in child protection issues.

Under a new Volunteer Code of Practice [see accompanying Volunteer Plan], there is an obligation for groups run by or working with volunteers to provide formal induction training and adequate training to enable volunteers "to do their work effectively".

These issues need to be addressed within the training plan as well as issues relating to the management and development of volunteer groups [see 2.4 above].

4.6 Project Management

The project is currently being managed by Trevor Uprichard, an experienced project manager who has managed a number of major development projects. Recently his work has included leading the team that prepared the new master plan for Clapham Common and project management of the restoration of the HLF funded restoration of Clapham Bandstand. Formal qualification and training include:

- BSc Hons – Queen’s, Belfast (1971)
- BAgr Hons – Queen’s, Belfast (1973)
- MSc – Reading (1984)
- Certificate: Project Cycle Management (Logical Framework Approach) – University of London (1999)
- Certificate: Stakeholder Perspectives for Demand Driven Services – University of London (1999)
- PRINCE II Foundation (certificate) – Lambeth Council (2005)
- PRINCE II Practitioner (certificate) – Lambeth Council (2005)
- MS Project Manager (certificate) – Lambeth Council (2006)
- Lambeth Procurement (certificate) – Lambeth Procurement (2006)

It is anticipated that Trevor will continue to manage the project for a period of at least another 2 years.

A skills audit for the Project Group of park representatives overseeing the project is included as Appendix I. This shows a wide range of relevant skills. The group has already demonstrated its capacity to contribute to project development through the valuable work it has already carried out on behalf of the scheme including a full involvement in the preparation of the master plan and all of the various park development plans.

5. TRAINING NEEDS

5.1 Existing skills

Within the current organisation, the following skills are already available to the project.

- Landscape maintenance
- Parks management and operation including organisation of events and activities
- Project management

Details of these skills are given in Section 4 above and they are at a level which is capable of absorbing the impact of the project in these areas. The skill base has been considerably enhanced by the recruitment of the Park Manager and the Development and Education Officer. No immediate training needs have been identified in these areas although Council and Veolia appraisal processes will continue to keep training needs under review and to respond to any identified gaps.

In addition to these formal skills, there is a collection of individual skills among volunteers and staff which has not been formally documented or recognised. These include

- Fund raising
- Guiding walks and visits
- Event organisation
- Website maintenance
- Production of newsletters and promotional material
- Organisational management

However, many of these skills have been self taught or acquired through experience and many of those holding these skills would welcome the opportunity to develop them further or to formalise them through training. In particular, park based organisations have identified a need for training in fundraising, capacity building and child protection.

5.2 Required skills

From Stage 2 to completion of project

In order to develop and implement the project from Stage 2 to completion, the Council will require skills in its team as follows

- Capital project management
- Park management
- Activity programme development
- Community liaison and development including work with volunteers

Although as noted in 5.1 above, these skills are already available to the project, an early appraisal has identified the following areas where the skills of the Development and Education Officer could usefully be enhanced:

- Financial management
- Working with community groups
- Fund raising

Proposals to provide this training are included in the Action Plan.

Future operation and development

The posts of Brockwell Park Manager and Brockwell Park Development and Education Officer will be responsible for managing the park and implementing its development plans. With the addition of the DEO training recommended above, park management will be fully equipped to deliver the project's defined outcomes and targets.

Support for implementation will also come from the Parks and Green Spaces Community Projects Officer, Dr. Iain Boulton. Dr. Boulton operates across the whole of the Parks service liaising with voluntary and community groups and developing locally based improvement and educational projects. Part of Dr. Boulton's work has been to encourage the organisational development of small groups and to assist to meet their training needs such as management skills and fundraising. These skills will be available to the project although, given the post holder's cross borough responsibilities, the time allocated to Brockwell Park will be limited.

5.3 Providing required skills

Skills that need to be added mainly relate to staff and to volunteers who will be involved in supporting activities, acting as delivery agents for park plans and providing their own range of services. These will include

- Management skills relating in particular to the organisation of the Friends of Brockwell Park, Brockwell Park Management Advisory Committee, Brockwell Park Community Greenhouses and park sports groups
- Ability to act as activity leader for school groups
- Ability to give guided tours of the park

- Acting as organisers and support staff for events and activities in the park
- Other specific task skills to carry out required activities
- Generic skills such as first aid and child protection to ensure that high standards of operational practice are maintained

Some of this training could be given in house or in liaison with Veolia, the park's grounds maintenance contractors. Use could be made of existing courses run by Whippersnappers in child protection, health and safety and first aid. Other training would require the provision of external courses with providers such as the Environmental Trainers Network or the Field Studies Council. Such training could include

- Involving Children in Environmental Activities
- Running Successful Public Events
- Leading Outdoor Activities with schools
- Education outside the Classroom

Lambeth Voluntary Action Council [LVAC] runs a wide range of courses for community groups and volunteers which respond directly to training needs which have been identified for the park and are comparatively inexpensive to groups who register as members of LVAC. These include

- Management Committee Roles and Responsibilities
- Developing a fundraising strategy
- Capacity Building
- Creating a volunteer programme
- Volunteer recruitment
- Keeping volunteers
- Skills for self management

They also run a 3 day Community Advocacy course which is recommended to fulfil the need for the Development and Education Officer to improve skills in working with community groups.

There is a wealth of other relevant courses for volunteers and community groups available from many organisations providing community support. Examples include

- Working with Young Volunteers [Russell Commission]
- Leadership and Development [National Coalition Building, London]

Teachers who wish to lead their own groups in activities linked to the park may also want to take advantage of some parts of the training programme.

Training for volunteers and staff will need to start soon after Stage 2 approval in order to ensure that the timetable for implementation of service and development plans can be met.

It is recommended that a further appraisal of training needs for the Park Manager and the Development and Education Officer is undertaken in March 2008.

6. TRAINING OPPORTUNITIES

In addition to the need for skills development identified in Section 5 above, opportunities will be created to offer training to outside individuals and organisations. These will include

Brockwell Park Community Greenhouses [BPCG]

BPCG already runs some small training projects in liaison with other providers. St Mungo's has an established weekly session at the site where it offers training to its own homeless client group. About 6 attend each session. A young offenders work scheme brings small groups of between 2-3 individuals to the site throughout the year to carry out a range of work, from general gardening, to restoring the cold-frames. Individuals from organisations such as Roots & Shoots, and MIND, have been placed with BPCG for supervised work experience.

The BPCG Audience Development Plan identifies the potential for BPCG to become a significant training base offering a wide range of horticultural training courses at many levels. Some of these could link into work in the park and form the basis of an innovative partnership with Veolia the park's landscape maintenance provider.

As part of the development of a new operational and business model for BPCG, the Council has informally approached a number of potential partners to share management of the site. All of these partners are experienced and significant training providers. They include BTCV and Capel Manor. A formal process of inviting expressions of interest will be conducted in 2008.

The potential released by having an established training organisation on site would be substantial and the links into other parts of the programme such as the Volunteer and Audience Development Plans would create new and exciting opportunities. BTCV, for example, run courses in

- Composting
- Tree and shrub planting
- Use of hand tools
- Path laying
- Constructing a raised bed
- Growing organic food

but they have also recently run a new pilot initiative called Skills through Volunteering which has offered taster sessions for people aged 25 to 40 helping them to develop skills and improve their CV and job prospects through volunteering.

Capel Manor as a leading horticultural college would be able to offer a significant programme of qualification courses.

Developing such a partnership with any of the prospective partners would also enable BPCG to run more general non qualification courses such as a range of adult education classes in gardening related skills for members of the local community.

If the process is successful it will lead to a formal agreement with the chosen partner which will include specification of the training contribution which they are expected to make to the park.

Veolia

As part of the project development programme, Veolia have already agreed to introduce a horticultural apprenticeship in the park from June 2008 which will link to an NVQ course at Capel Manor. They have also agreed to expand their commitment to work experience and work placement.

Bicycle Rickshaw Project

The introduction of a Bicycle Rickshaw Project forms part of the accompanying Audience Development Plan. This will enable local young people to learn about rickshaw maintenance, to provide a rickshaw transport service in the park and to give guided historical tours of the park. In addition to the obvious maintenance skills involved participants would learn about

- Customer Care
- Promotion
- Self Presentation
- Guiding

as well as acquiring a detailed knowledge of the park and its history.

Conservation Volunteers

For those volunteers who are contributing to the provision of park activities and committing themselves to a long term involvement with the park, some formal training will be required which would both enhance the skills base in the park and give individuals the opportunity to acquire formal, transferable skills. Places on such courses could also be offered to external groups and individuals. Such training could include

- Basic Health and Safety
- Species Recognition
- Tree and Shrub Identification
- Identifying Trees in Leaf

Such courses could be partly run in house and partly through the engagement of external trainers where sufficient numbers justify this. In some circumstances, individuals could be seconded to external training courses.

Work experience for local secondary school pupils and volunteers from other local community projects

Opportunities will be available for students to be involved in horticultural and nature conservation projects, assisting with visitor surveys and with visits by primary school groups. These will be coordinated on a structured basis by the Development and

Education Officer and each participant will have a formal programme of work and, on completion, a written confirmation that they have undertaken the programme.

Further education projects

There will be a continuing need for research, wildlife monitoring and surveys in the park which can be undertaken on a supervised project basis by further education students who would receive training in appropriate skills.

For other training organisations in the borough such as Roots and Shoots, the horticultural training project based in the north of the borough at Vauxhall, there is potential to develop joint projects and to offer work placements.

Training linked to the restoration work in the park

Given the size and nature of the project, it seems unlikely that much can be delivered in this area but it will be kept under review during the further development of the project to the tendering stage. There is some possibility for linking to landscape design and horticulture students to allow them to carry out study projects on the work undertaken and to run workshops for them.

7. POTENTIAL TRAINEES

The following staff, volunteer and beneficiary groups will form the core of those who may either require training to deliver the project's aims or who can benefit from training arising from opportunities which the project will create:

- Park Manager
- Development and Education Officer
- Veolia landscape maintenance staff
- A Veolia apprentice
- Park Rangers
- Friends of Brockwell Park
- Brockwell Park Management Advisory Committee
- Park sport groups
- Park Volunteers
- Local volunteer groups wishing to refer clients for work experience
- Teachers wishing to lead their own visits to Brockwell Park
- Local secondary school and further education college students
- Local unemployed young people
- Local people seeking basic horticulture and nature conservation training
- Brockwell Park Community Greenhouses trustees and volunteers
- Landscape design/ horticulture students

Individual skill gaps among existing staff will be identified during the lead in to project start and the training programme adjusted to take account of individual needs.

8. OBJECTIVES AND TARGETS

8.1 Objectives

The objectives of the Training Plan are

1. Ensure that staff and volunteers are fully skilled to be able to deliver the aims of the project
2. Maximise the opportunities which the project creates to offer training and work experience to the local community
3. Assist service providers and community groups within the park to fully develop their potential and maximise their contribution to the park

8.2 Targets

The following targets have been set

Park Manager / Development and Education Officer

Familiarisation complete and review to identify any initial skill gaps complete by March 2008

Veolia landscape maintenance staff

Review to identify specific individual staff skill gaps by September 2008. Any required training complete by March 2009.

Veolia apprentice

In post by June 2008

Park Rangers

Skills review in relation to new project demands by June 2008.

Friends of Brockwell Park /Brockwell Park Management Advisory Committee

2 year structured training plan to meet existing skill gaps and prepare for further organisational development

Park sport groups

All sports leaders trained in child protection by March 2009
All sports leaders offered fundraising training by March 2009

Park Volunteers

Up to 20 volunteers per year undergoing some form of training

Local volunteer groups wishing to refer clients for work experience

5 referrals per year

Teachers wishing to lead their own visits to Brockwell Park

2 sessions per year for up to 6 teachers per session [dependent on demand]

Local secondary school and further education college students

6 per year involved in various forms of work experience or study related activities

Local unemployed young people

8 per year engaged across all training schemes

Local people seeking basic horticulture and nature conservation training

8 per year undergoing some form of formal training

Community Greenhouses Project trustees and volunteers

2 year structured training plan to prepare trustees for further organisational development for trustees. 10 volunteers per year undergoing some form of training

9. ACTION PLAN

In common with other development plans and, in particular, to tie in with the programme of the Development and Education Officer, the action plan below has been set out under three headings

Pre Works – in the period between Stage 2 approval and the start of works on site

Works Phase – during the work programme

Operational Years – full operation after works have been completed on site

Targets and actions are categorised according to their dependence on and relationship to the works programme for the scheme and the budget allocations which have been made for training.

BROCKWELL PARK – TRAINING ACTION PLAN

Objective 1 Ensure that staff and volunteers are fully skilled to be able to deliver the aims of the project

Purpose/ Target	Pre Works	Works Phase	Operational Year 1	Operational Year 2
<p>That required new and enhanced skills are in place by the completion of the works phase of the scheme</p>	<p>1 course for staff and volunteers relating to delivery of Audience Development Plan to be jointly identified.</p> <p><u>Example courses:</u></p> <p>Involving children in environmental activities [Environmental Trainers Network]</p> <p>Education outside the classroom [ETN]</p> <p>Development and Education Officer to attend Community Advocacy course [Lambeth Voluntary Action Council] and internal financial management course</p>	<p>2 courses for staff and volunteers to be jointly identified</p> <p><u>Example courses:</u></p> <p>Outdoor / environmental activities with special needs groups [ETN]</p> <p>Leading guided walks [internal devised course]</p> <p>Running successful public events [ETN]</p> <p>Audit of volunteer based groups to ensure that their internal training arrangements are in place to comply with the Volunteer Code of Practice</p>	<p>1 skills based course for conservation volunteers to be run</p> <p>Training workshops for teachers who wish to lead their own educational sessions in the park</p> <p>Further courses to meet identified needs</p> <p>Course in Brockwell Park Heritage for Rangers and visit leaders [internal devised course]</p>	<p>Further courses to meet identified needs</p>

Objective 1 [continued]

Purpose/ Target	Pre Works	Works Phase	Operational Year 1	Operational Year 2
<p>That required new and enhanced skills are in place by the completion of the works phase of the scheme</p>	<p>Further liaison with groups operating in the park to identify and meet training needs to comply with the proposed Volunteer Code of Practice [see Volunteer Plan]</p> <p><u>Example Courses</u></p> <p>Skills which are likely to require training support are</p> <p>Child Protection Health and safety First Aid</p> <p>There are numerous providers for these courses including Lambeth Council</p>	<p>1 skills based course for conservation volunteers to be run</p> <p><u>Example Course</u></p> <p>Identifying Trees in Leaf [Epping Forest Field Centre]</p> <p>Workshop for volunteers involved in new education activities</p>		

Example courses are identified above. These are given as a guide only. All training organisations change their programmes on an annual basis and these actual courses may not be available at the designated times. It is assumed that similar courses will be available.

Objective 2 Maximise the opportunities which the project creates to offer training and work experience to the local community

Purpose/ Target	Pre Works	Works Phase	Operational Year 1	Operational Year 2
<p>Ensure that the park and its activities are fully used as a training resource to benefit the local community</p>	<p>Continue discussions with potential partner providers such as Capel Manor and BTCV to create a training base at BPCG</p> <p>Work closely with Artworks Direct to maximise opportunities for training within the Bicycle Rickshaw Project [see Audience Development Plan]</p> <p>Finalise arrangements with Veolia for introduction of apprentice scheme</p>	<p>Liaise with all service providers in the park to create a coordinated framework for a Brockwell Park work experience programme</p> <p>Liaise with local schools, youth groups and other community groups to develop access arrangements for work experience</p> <p>Conduct two workshops on the project for landscape design and horticultural students</p>	<p>Launch work experience programme - target 8 students in Year 1</p> <p>Introduce 1st new horticulture based course [self financing]</p>	<p>Introduce 2nd new horticulture based course [self financing]</p>

Objective 3 Assist service providers and community groups within the park to fully develop their potential and maximise their contribution to the park

Purpose/ Target	Pre Works	Works Phase	Operational Year 1	Operational Year 2
<p>Ensure that groups are fully equipped to fulfil their role within the park</p>	<p>Liase with groups to identify which courses/ skills are most required and prepare a 2 year programme.</p> <p>Organise 2 open courses for group representatives –</p> <p><u>Example courses:</u></p> <p>Developing a fundraising strategy [Lambeth Voluntary Action Council]</p> <p>Capacity Building [LVAC]</p>	<p>1 course organised.</p> <p><u>Example courses:</u></p> <p>Management Committee Roles and Responsibilities [Lambeth Voluntary Action Council]</p> <p>Working with Young Volunteers [Russell Commission]</p>	<p>Final course in initial training</p> <p><u>Example course:</u> Leadership and Development [National Coalition Building, London]</p> <p>Review effectiveness of training and identify any further programmes necessary</p>	<p>Programme continues as necessary as per review</p>

Note that some of these courses such as Developing a Fundraising Strategy are expected to be of interest to a number of groups whilst some such as Management Committee Roles and Responsibilities may only be of interest to only one or two groups. The Council will facilitate and financially support these courses but financial arrangements with groups will have to be agreed. It is anticipated that, where appropriate, groups will make some financial contribution to costs.

10. IMPLEMENTATION

10.1 Delivery

The Training Plan will be delivered through the following mechanisms:

- Use of internal resources, including Veolia and Whippersnappers, to plan and deliver training courses for both internal and external participants
- Development of specific courses to teach about the history and natural history of the park
- Development of specific courses to teach activity leadership, guiding skills and any other skills necessary to fulfil the aims of the Audience Development and Volunteer Plans
- Use of external trainers to deliver courses where required in house skills are not available
- Placement on external training courses for any enhancement of skills not deliverable through other means
- Briefing sessions for teachers who wish to lead their own projects in the park
- Introduction of an apprentice scheme
- Creation of a formal work experience programme

Lead responsibility for delivery of the plan will rest with the Park Development and Education Officer.

10.2 Resources

Some training will be covered as part of the Council's or Veolia's normal routine training programme at no direct charge to the project. However, there will be additional costs mainly relating to the training of volunteers, external training and work experience regimes. A summary of annual spending requirements by financial years is set out below.

2008/09 [Pre Works]

Revenue Expenditure - £2,100

2009/10 [Pre Works/Works Year 1]

Revenue Expenditure - £1,600

2010/11 [Works Year 1 / Operation Year 1]

Revenue Expenditure - £1,200

2011/12 [Operation Year 1/ 2]

Revenue Expenditure - £1,200

2012/13 [Operation Year 2/ 3]

Revenue Expenditure - £1,200

Note that for some of the courses and developments identified in the Action Plan funding may also come from funding streams for the Audience Development Plan and the Volunteer Plan.

In order to make optimum use of the budget it is assumed that full advantage will be taken of the LVAC training programme for which members pay as little as £20 per course. A one day course at Epping Forest Field Centre will be around £40 per person and a one day course with the Environmental Trainers Network between £105 and £160 per person.

APPENDIX I - SKILLS AUDIT PROJECT GROUP

There is a very wide range of professional skills within the Project Group, which should enable the Group to fully assist in ensuring that the project is successfully delivered.

Derek Hoare – Chair BPMAC

Derek is a former architect with experience in the heritage field, and considerable business and project management skills. He is a local 'activist', involved in championing parks on a long-term basis. Derek is the current chair of Lambeth Parks and Greenspaces Forum.

Nick Pond

Nick worked for 3 years as Contract Supervisor for Team Lambeth, with specific responsibility for the Brockwell Park Group. He has experience in ecology, design and management experience. He is currently the Ecological Regeneration Manager for LB Lewisham.

Ann Kingsbury – Secretary BPMAC

Ann has long experience as office holder in committee work for voluntary organisations.

Paul Reynolds

Paul has done a considerable amount of committee work for voluntary organisations over a long period, including holding the office of treasurer.

Laura Morland – Chair of Friends of Brockwell Park

Laura is a co-opted member of BPMAC. She has professional skills in horticulture and landscape design.

Todd Strehlow – Vice Chair BPMAC

Todd has professional experience of regeneration, community development, consultation and project management. Todd currently leads a team managing major capital projects for Southwark Council's Parks and Sports division. He is a local resident.

Mary Hill

Mary is a member of Lambeth Play Association's board of trustees (LPA). She has experience working with local groups to improve sport and play facilities. This has involved applying for grants, lobbying the council and involving volunteers, particularly in relation to football training for young people, the survival of the Lido and improved playground facilities.

Lee Dema

Lee is a local resident, having grown up in Tulse Hill and Brixton. Lee currently runs football schemes for local young people in Brockwell Park.

Fabrice Boltho – Chair Brockwell Park Community Greenhouses

Professional horticultural qualifications.

APPENDIX 2 – LAMBETH COUNCIL INTERNAL COURSES PROGRAMME

A

ADI and journal input
Advanced procurement
An overview of Lambeth finance
An overview of VAT
AR enquiry and reporting
Assertiveness and influencing with integrity

B

Best practice - grants claims
Best practice in invoice processing
Best practice in purchase orders and commitments
Bidding for grants

C

Capital bidding at Lambeth
Career Development Centre
Closing accounts
Coaching and Developing Staff
Coaching Skills
Computing with confidence

D

Database workshop
Disability equality
Dyslexia Awareness training

E

Effective budget monitoring
Engaging Citizens, Partners and Stakeholders
Equality impact assessment
Essential financial regulations for business managers and finance staff
Exams
Excel advanced part one
Excel advanced part two
Excel intermediate
Excel introduction
Excel Visual Basic part one
Excel Visual Basic part two
Excellence in Customer Care

F

Finance in local authorities
Fire Marshal training
First aid (appointed persons)

G

Getting the best from your supervision and appraisal

Getting your next job in Lambeth

GL enquiry and discoverer

H

Health and Safety Awareness

Health and safety awareness for managers

How to model and forecast a budget

I

Improving reconciliations

Introduction to financial systems, risk and audit

Introduction to Purchasing

K

Key control responsibilities for senior managers

L

Lambeth star chamber budgeting process 2006

Leading and managing change

M

Managing and improving credit control

Managing avoidable losses

Managing bullying and harassment

Managing capability

Managing diversity

Managing finance

Managing in a political environment

Managing information creatively

Managing people

Managing procurement

Managing recruitment in Lambeth

Managing sickness and absence

Managing supervisions and appraisals

Managing workplace disputes and resolutions

Matching and validating supplier invoices

Minute taking skills

O

OFA budget monitoring and forecasting

Oracle procure to pay at Lambeth

Outlook intermediate

Outlook introduction

P

Paperless office

Personal Safety

PowerPoint introduction
PowerPoint presenting
Presenting financial information effectively
Principles of effective contract management
Project advanced part one
Project advanced part two
Project introduction part one
Project introduction part two
Project management
Project workshop
Public speaking and presentation skills
Publisher part one
Publisher part two

R

Raising a requisition
Receipting and approving supplier invoices
Report processes for BU/Finance managers
Report writing
Resolving conflict in the workplace
Responding to risk, audit and avoidable losses
Risk Assessor Training
Risk management
Risk register

S

Serving our customers
SharePoint

T

Time management
Topping up and closing POs

U

Understanding employment terms and conditions

V

Valuing Diversity

W

Word advanced
Word intermediate
Word introduction
Writing with confidence
Work related stress awareness for Managers