



Heritage Skills Initiative Action Plan 2010-2013



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Background

Introduction

This action plan has been prepared by the Learning and Skills Manager of North of England Civic Trust to document activities, aspirations and potential direction of the Heritage Skills initiative whilst providing a means for the Learning and Skills Manager and Trust to measure performance.

The plan has been prepared to:

- demonstrate current work trends,
- focus on project links within the Trust,
- highlight opportunities available for diversifying HSI,
- identify future partnerships both in the region, the wider UK and Europe,
- developing governance, monitoring and reviews, ensuring support, consistency, performance and direction across HSI operational areas, secure future mainstream funding,
- stimulate ideas for future work.

The Heritage Skills Initiative is known for the action orientated approach that it has adopted since the inception of the Heritage Skills Co-ordinator role in 2006. Identified as a national exemplar by English Heritage, National Trust and Natural England this approach has served HSI well in the past however, future direction needs to become more strategically orientated whilst maintaining the practical method adopted so far to meet the needs of both internal and external customers.

HSI has grown from one member of staff from 2006 – 2009 to three staff in 2010 with plans to expand with a further two staff in 2011. This rapid expansion requires a more strategic approach than in the past with the need to secure mainstream funding and become more project-based, therefore removing the reliance upon year on year core funding from organisations that are unable to continue doing so in the longer term.

The future is exciting for HSI with the expansion geographically from the North East into Cumbria and the diversification in skills from the Built Environment to Engineering. With opportunities ranging from the practical application of skills to more strategic roles alongside partners such as English Heritage, Natural England and the Heritage Lottery Fund.

The initiative strives to continue to lead the way both strategically and practically, sharing best practice whilst providing opportunities at all levels for people to become involved and understand the skills involved in and related to, heritage in both the built and engineering sectors.

Review of Performance

This is the second action plan HSI has prepared. Set out below are the objectives as set in the 2007-2009 plan with comment on progress against them.

Performance 2007-2009		
Objective	Achieved?	Comment
Steering Group <ul style="list-style-type: none"> Quarterly meetings Direction Terms of Reference 	Yes	Continuing to meet and provide direction and support throughout the year.
Action Group Development <ul style="list-style-type: none"> Quarterly meetings - move around the region Agenda plus skills-related activity Widen members through regional engagement activities 	Yes	Action groups continue to be difficult to manage with little, if any valuable input from the wider group. Those who do input are either now on the Steering Group or part of the regular network of communications with the Learning and Skills Manager
Partnerships Build partnerships & create links with heritage sector organisations/services	Yes	The building of partnerships are a crucial part of the HSI and without them the programme would be very much depleted.
Evaluation <ul style="list-style-type: none"> Evaluate each event Future planning from evaluation 	Yes	Continually done on a course by course basis then annually. By the end of 2009 HSI had undertaken over 40,000 hours of heritage skills training and events (not including the successful Skills Fair)
Sustainability <ul style="list-style-type: none"> Chargeable publications, workshops, lectures and talks Charge for expertise for external projects Information, advice and guidance Explore other potential streams of revenue 	(Yes)	Chargeable publications were dropped as there are other organisations with many more resources who do this currently and we don't have the resources to undertake currently. Charging for expertise happened on a number of projects such as a training plan for the NNPA SILL project, Knowsley College Project, NHTG TtT Resource and EH Carlisle Castle HODS day. IAG continues to happen as part of the everyday work and a rise in this work was noted in 2009 as people were made redundant or felt insecure in their role. Other revenue streams are always actively being explored and acted upon where appropriate.
Funding <ul style="list-style-type: none"> Identify funding streams 	Yes	Funding for 2010 secured from EH and CSkills for one year.
Branding <ul style="list-style-type: none"> Proposal & Plan Strong and distinctive branding 	Yes	This has been very successful with the brand now being recognised around the region and beyond.
Marketing Plan (One year) <ul style="list-style-type: none"> Proposal & Plan Evaluation 	(Yes)	In 2008 Marketing was focussed to ensure maximum launch of the brand and the new events programme. Upon Stephanie Celino completing her contract with the Trust, Marketing has returned to being more ad-hoc.

Performance 2007-2009		
Objective	Achieved?	Comment
Promotion & Publicity <ul style="list-style-type: none"> One piece of promotion or publicity for each project/event Implementation Evaluation 	(Yes)	During 2008 publicity was undertaken for major or new events and good news stories as one piece per event was often not picked up by the press. Post Stephanie Celino's contract coming to an end this has been continued in an ad-hoc manner and with support of organisations such as English Heritage and ConstructionSkills.
Newsletter <ul style="list-style-type: none"> Quarterly newsletter - one newsletter fits all Between Steering/Action Groups Less time spent reporting to each group between meetings	(Yes)	Again, in 2008 this went out quarterly but during 2009 only went out once and was replaced with regular e mails regarding events and news.
Website <ul style="list-style-type: none"> NHTG and NECT Websites NHTG site content entry Maintenance 	Yes	Alex maintains the NECT website and HSI worked with NHTG to get the design and information together for the NHTG launch in Nov 2008 with a fully populated NE page. However, since then there has been resource issues at NHTG/CSkills which has to be addressed.
Training the Trainer <ul style="list-style-type: none"> Week 2 – Placement week Week 3 – Refresher week Evaluation for NHTG and Learning and Skills Council 	Yes	Very successful with 23 regional trainers completing and passing. Evaluation completed and used as an exemplar and model for all HSI evaluation now. Training Resource Pack commissioned by and written for NHTG.
Heritage Wonder <ul style="list-style-type: none"> Construction Skills Enterprise Programme Champion of Champions 11/07/08 	Yes	Completed and successfully completed during 2008 Skills Fair.
Traditional Building Skills Bursary Scheme <ul style="list-style-type: none"> 2008 Four bursary schemes secured for the region (across variety of skills) 2009 Two bursary schemes secured for the region (across variety of skills) 	(Yes)	In 2008 no bursaries were awarded in the North East. Time to give hot leads to the Bursary Manager was limited with the new Events Programme and Skills Fair organisation and so the scheme suffered. In 2009 – target met - two bursaries, one at National Trust in Carpentry and one at HPR/Classic Masonry in Stonemasonry.
Taster Days – HSI Weekend and Weekday Workshops <ul style="list-style-type: none"> 9 introduction days across a range of skills 7 higher skills level days across a range of skills 2 Specialist skilled training days Continued Professional Development – seek accreditation Link to College and University 	Yes	Exceeded over the 2 years Accreditation provided by IHBC
Lectures / Talks – HSI Wednesdays <ul style="list-style-type: none"> 10 Lectures/talks across a variety of subjects 	Yes	Exceeded during 2008 but smaller numbers in 2009 due to funding restraints.

Performance 2007-2009		
Objective	Objective	Objective
Training delivery in Construction Projects <ul style="list-style-type: none"> Real site training on real sites – hosted through partners HLF and EH funded work – build in training into discussion stage of application Link with ‘Works and Training’ contracts - large and maintenance & repair 	(Yes)	All training bar Intro to Lime undertaken on real sites and hosted through a number of partners The Memorandum of Understanding March 2009 added the impetus for ensuring a skilled workforce for heritage Works and Training contracts were discussed with the Action Group with a live visit and utilised in one project through Groundwork NE in their Limekiln restoration project alongside HPR.
Publications <ul style="list-style-type: none"> Findings Research Skills Subjects – workshop notes Information notes for home owners – linked to contractor database 	No	Upon further investigation it was felt that this area was adequately covered by other organisations who had more resources to be able to undertake the level of work required. The evaluation of the events run by HSI was collated and is currently with EH to discuss further dissemination.
Mentoring <ul style="list-style-type: none"> Explore mentoring programme across a range of skill areas Peer based learning/coaching/work shadowing NHTG format Publicise and place 	(Yes)	We held an Action Group meeting late in 2008 around this subject and Richard Davies for NHTG Executive came and talked about the process put together, trialled and documented by Henry Rumbold during a pilot at Fountains Abbey. However, there has been no movement communicated to the regions via NHTG since.
Heritage Skills Academy <ul style="list-style-type: none"> Research existing Heritage Skills Academy’s Explore the possibility of an Academy in the North East Put a proposal together if deemed appropriate 	(Yes)	Researched and yet to understand the actual format of an ‘Academy’ and how that would look to the North East. Various discussions held with Terry Hanlon and Lucy Yorke of ConstructionSkills. To be further explored in the light of financial cuts in this programme.
European Exchanges <ul style="list-style-type: none"> Test exchanges by working with Grampus in 2008 Explore opportunities and find partners Put together a well thought out bid Secure Leonardo funding Run programme from late 2009 	(Yes)	Exploration undertaken with Grampus and Andie applied and was awarded a Winston Churchill Foundation grant to explore opportunities and seek partners. Work commitments has meant that the grant has had to be extended by one year to ensure the existing programme did not suffer and so pushed back into 2010/11
14-19 Education <ul style="list-style-type: none"> Work with schools doing Construction Diploma to promote heritage Work with Education Business Partnerships (EBP’s) to promote heritage 	Yes	Pilot undertaken with Hartlepool School alongside a PhD student. Successfully received and to be built into a HLF bid in 2010 Knowsley School project undertaken in both 2008 and 2009 giving a weeks worth of practical heritage skills to mainstream students
NVQ 3 in Heritage Skills <ul style="list-style-type: none"> 30 NVQ 3 Heritage Skills to be commenced in 2008, the same for 2009 	(Yes)	Difficult to measure - we signpost to the training providers but are not given outcomes. Richard Bayliss of CSkills would be able to measure and feedback – not happened as yet.

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Performance 2007-2009		
Objective	Achieved?	Comment
Heritage Skills Fair	Yes	A resounding success with over 4,000 visitors, including school groups and scout packs and 70 demonstrators and stalls, 3 lectures.
Heritage Skills Symposium	Yes	A success but not as much so as the first one with lower numbers attending subject specific symposiums against the original celebrating success symposium of early 2007.
Hands on Heritage Skills	(Yes)	2008 Hands on Heritage Skills very well received but 2009 cancelled as the credit crunch and unfortunate weather beat us.
Mapping of Skilled Contractors <ul style="list-style-type: none"> Secure funding to commission Source suitable researchers Design questionnaire – Skills(s), amount of staff, Discussion membership of organisations/federations, qualifications held, awareness of CITB levy, awareness of Train to Gain, identify skills gaps and training needs analysis 	No	<p>Due to the credit crunch the number and details required for this piece of work were changing too rapidly, so making any research undertaken out of date and obsolete immediately.</p> <p>Deemed to be too much risk at this time.</p> <p>However, Skills were included at our request in a regional questionnaire sent out to determine skills and training by ConstructionSkills – feedback awaited from Terry Hanlon.</p>
Adopt a School <ul style="list-style-type: none"> To promote heritage contractors to 'adopt' a school undertaking Construction Diplomas 	(Yes)	Verbal research undertaken with HSI Network to explore this option as part of a future Education bid to Heritage Lottery Fund. Responses were positive for Prof & Contractors
Information, Advice and Guidance (IAG) <ul style="list-style-type: none"> To provide information, advice and guidance to those wanting to enter the heritage sector HSI Co-ordinator to undertake training in these field 	Yes	Training completed over 10 courses IAG given on an as and when required basis upon direct requests from both members of the public, schools, Connexions, JobCentre+, Youth Organisation's such as the Princes Trust, Young Offenders Institutions etc
Presentations <ul style="list-style-type: none"> Promote heritage skills to a wider audiences 	Yes	Undertaken regularly for organisations such as the Rotary Club, Connexions, Funding bodies etc.
Database of Skilled Contractors <ul style="list-style-type: none"> From mapping data Available online 	(Yes)	Regional data collated but halted by Seamus Hanna of ConstructionSkills as there is a National Group who are exploring this. To date no information has been published.
North East 'Heritage Charter'	Yes	Decided that a National Approach was more appropriate and held more gravitas. Launch of Memorandum of Understanding filled this.
Works and Training Contracts <ul style="list-style-type: none"> Research Promote 	Yes	Trial completed with Groundwork NE at Limekiln project with HPR and training undertaken.
Engage with Employers	Yes	Undertaken as part of the network and maintained and developed as project allows.
Information Sheet within grant packs <ul style="list-style-type: none"> HSI information/signpost sheet included within grant application packs Explore automated response to all planning consent for pre 1919 buildings 	No	Overlooked and not explored any further

Aims and Objectives

Mission Statement

The mission of the HSI is:

The Heritage Skills Initiative exists to promote and improve traditional craft skills across the Trust's operational area by raising awareness of the issues related to the conservation of heritage, providing relevant opportunities for training and signposting routes into the sector, whilst influencing the improvement of skills at a strategic level.

Aims

HSI has 3 broad aims that are stated in the Steering Group's Terms of reference of 2008. These are:

- to determine a solid, sustainable and transferable system for addressing the training and education requirements of the historic built environment. Then adapting and applying this to the needs of the wider heritage sector, including social and cultural heritage.
- to develop an appropriate network and sustainable supply of training and skills development to match current and future demand.
- to develop an appropriate brand and marketing strategy to give the Initiative a recognised mark.

However it is felt that these need to be updated in light of the progress that HSI has made since 2008: The new Aims are:

- to promote and raise awareness of the skills requirements for heritage.
- to provide appropriate learning opportunities at a variety of levels.
- to influence the need for heritage training at a strategic level.
- to build an active regional network of professionals, craftspeople and other interested parties.
- to encourage people that heritage is a viable career and support them in achieving their aims.
- to demonstrate the benefits of using traditional skills and materials in both a historic and contemporary environment.
- to share best practice and create a legacy.

Objectives

Objectives	
Services	Aspirational
Promotion and Awareness Raising	
Develop the Training and Events programme to meet market expectations	Expand Training and Events programme into new geographical and subject areas
Training and Education	
Continue to develop opportunities at multiple level entry routes into the sector	Develop new and exciting projects to support the heritage sector
Signposting and Networking	
Develop Existing Network and opportunities	Build networks and opportunities in wider operation area
Influence Strategy	
Work with existing structures	Skills influence at Grant Giving Level
Providing Opportunity	
For Engagement at a variety of levels	Enhance offering and programmes
Legacy	
Diversification of funding, staff, projects and work to ensure the future of HSI	Ensure that all projects undertaken have a 'legacy' element written into them

These objectives are discussed in more detail in the following section of this plan, leading to defined tasks for each of the three years that the plan covers. The tasks are summarised below for each of the three years of the plan and will be used by the Learning and Skills Manager and management to monitor progress and set targets over the coming three years.

Tasks 2010-11

Promotion and Awareness Raising

- Training and Events programmes for North East and Cumbria
- Promote and Marketing of specific events linked to current issues and stories
- Partnership working with organisations, contractors, professionals, educational establishments and individuals
- Both internal and external website development
- Use other tools such as e newsletters and social networking sites to reach new audiences
- Utilising partner events such as fairs and festivals

Training and Education

- Continue training cycle – research, develop, deliver, evaluate, develop etc for Training and Events programme for both North East and Cumbria
- Ensure a variety of entry points from those who are interested to those developing CPD
- Ensure some courses can deliver evidence towards NVQ's and academic qualifications
- Promote current routes into the industry such as CSCS cards, professional conservation accreditation etc
- Work in partnership with other schemes and organisations to ensure a full offering to those wishing to enter the sector (Traditional Building Skills Bursary Scheme, Transport Heritage Bursary Scheme, National Heritage Training Group Bursary Scheme, National Heritage Iron Group Bursary Scheme etc.).
- Diversify contents and therefore audience of programme
- Explore opportunities to diversify heritage subject matter into Engineering and Education

Signposting and Networking

- Develop the existing network in the North East and Cumbria
- Continue to develop Information, Advice and Guidance sessions
- Follow up and develop outside opportunities
- Use newsletter and internet as a medium of passing on information in an easy access format
- Utilise the training and events programme to signpost opportunities
- Continue to be involved in outside and non heritage networks and projects such as REVAG
- Develop the Cumbria network further
- Annual Christmas Celebration and Networking event in North East and Cumbria

Influence Strategy

- Continue to seek support and guidance from the steering group
- Utilise skills management and team meetings to develop strategy
- Maintain and develop links with NHTG and ConstructionSkills networks
- Promote and assist with Training and Works contracts
- Skills Influence at grant giving level with organisations such as English Heritage and Natural England

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- Encourage accreditation of contractors and craftspeople
- Examine the possibility of local and national patrons for HSI

Providing Opportunity

- Ensure the Training and Events programme allows opportunity for all to access heritage skills through a range of activities and opportunities
- Link with other Trust projects such as THI's, Trowels and BPT projects
- Examine European opportunities via the Churchill Fellowship and develop a project of exchanges with a range of partners
- Engage with signposting agencies such as Connexions, Education Establishments and JobCentre+ highlighting these opportunities
- Continued highlighting of diversification of skills and materials for professionals and contractors in the construction industry

Legacy

- Strengthen staff presence in Cumbria
- Develop succession planning for HSI
- Seek funding for Engineering project
- Diversify projects into Engineering
- Seek mainstream funding for North East
- Seek funding for North Yorkshire and Education programme

Tasks 2011-12

Promotion and Awareness Raising

- Training and Events programmes for North East, Cumbria and North Yorkshire
- Heritage Skills Festivals for North East and Cumbria
- Continue to Promote and Marketing of specific events linked to current issues and stories
- Partnership working with organisations, contractors, professionals, educational establishments and individuals developed from strategic meetings and evaluation of events
- Both internal and external website development ensuring wide audience
- Continue to utilise other tools and new mediums such as e newsletters and social networking sites to reach new audiences
- Utilising partner events such as fairs and festivals to ensure new audience development

Training and Education

- Continue training cycle – research, develop, deliver, evaluate, develop etc for Training and Events programme for both North East and Cumbria
- Ensure a variety of entry points from those who are interested to those developing CPD
- Ensure some courses can deliver evidence towards NVQ's and academic qualifications
- Continue to promote current routes into the industry such as CSCS cards, professional conservation accreditation etc
- Work in partnership with other schemes and organisations to ensure a full offering to those wishing to enter the sector (Traditional Building Skills Bursary Scheme, Transport Heritage Bursary Scheme, National Heritage Training Group Bursary Scheme, National Heritage Iron Group Bursary Scheme etc.).
- Diversify contents and therefore audience of programme
- Live projects diversifying heritage subject matter into Engineering via Skills for the Future money from the Heritage Lottery Fund
- Ensure the programme is recognised as CPD for RICs and RIBA along with IHBC
- Develop projects to raise aspirations for people to enter the heritage sector

Signposting and Networking

- Develop the existing network in the North East and Cumbria
- Develop a North Yorkshire network
- Continue NE Information, Advice and Guidance sessions and develop into Cumbria
- Follow up and develop outside opportunities in North East, Cumbria and North Yorkshire
- Use newsletter and internet as a medium of passing on information in an easy access format to the wider growing audience
- Utilise the training and events programme to signpost opportunities available
- Continue to be involved in outside and non heritage networks and projects
- Annual Christmas Celebration and Networking event in North East and Cumbria

Influence Strategy

- Continue to seek support and guidance from the steering group
- Utilise skills management and team meetings to develop strategy
- Maintain and develop links with NHTG and ConstructionSkills networks
- Promote and assist with Training and Works contracts
- Skills Influence at grant giving level with organisations such as English Heritage and Natural England
- Encourage accreditation of contractors, craftspeople and professionals
- Work with Building Control and Planning departments within Local Authorities

Providing Opportunity

- Ensure the Training and Events programme allows opportunity for all to access heritage skills through a range of activities and opportunities in both the built end engineering heritage sectors
- Link with other Trust projects such as THI's, Trowels and BPT projects
- Develop a project of European exchanges with a range of partners
- Engage with wider agencies to signpost available opportunities
- Continued highlighting of diversification of skills and materials for professionals and contractors in the construction industry
- Skills Festivals in both the North East and Cumbria
- 8 Bursary Scheme for Engineering placements available in the North East
- Develop the five year Education programme to provide a wider range of opportunities and routes into the heritage sector

Legacy

- Strengthen staff presence in Cumbria and North Yorkshire
- Diversify projects into Education
- Seek funding for North Yorkshire
- Seek funding for EU projects
- Start looking for suitable BPT project for Training academy idea in North East
- Put together a list of suitably qualified and charismatic training professionals to ensure training can continue should funding not be found

Tasks 2012-13

Promotion and Awareness Raising

- Training and Events programmes for North East, Cumbria and North Yorkshire
- Continue to Promote and Marketing of specific events linked to current issues and stories
- Partnership working with organisations, contractors, professionals, educational establishments and individuals developed from strategic meetings and evaluation of events
- Both internal and external website development ensuring wide audience
- Continue to utilise other tools and new mediums such as e newsletters and social networking sites to reach new audiences
- Utilising partner events such as fairs and festivals to ensure new audience development

Training and Education

- Continue training cycle – research, develop, deliver, evaluate, develop etc for Training and Events programme for both North East and Cumbria
- Ensure a variety of entry points from those who are interested to those developing CPD
- Ensure evidence is provided towards formal qualifications
- Promote accreditation of a skilled workforce for both crafts and professionals
- Continue working in partnership with other funding and training organisations
- Examine diversification of programme to include engineering to run as an exit strategy from the Skills for the Future funding
- Develop projects to raise aspirations for people to enter the heritage sector
- Develop a programme and opportunities for a volunteering programme within the Heritage Skills Initiative to build capacity and opportunities

Signposting and Networking

- Develop the existing network in the North East, Cumbria and North Yorkshire
- Continue NE and Cumbria Information, Advice and Guidance sessions and develop into North Yorkshire
- Follow up and develop outside opportunities in North East, Cumbria and North Yorkshire
- Use newsletter and internet as a medium of passing on information in an easy access format to the wider growing audience
- Utilise the training and events programme to signpost opportunities available
- Continue to be involved in outside and non heritage networks and projects
- Annual Christmas Celebration and Networking event in North East, Cumbria and North Yorkshire

Influence Strategy

- Continue to seek support and guidance from the steering group
- Utilise skills management and team meetings to develop strategy
- Work with outside organisations ensuring skills influence at all levels
- Encourage accreditation

Providing Opportunity

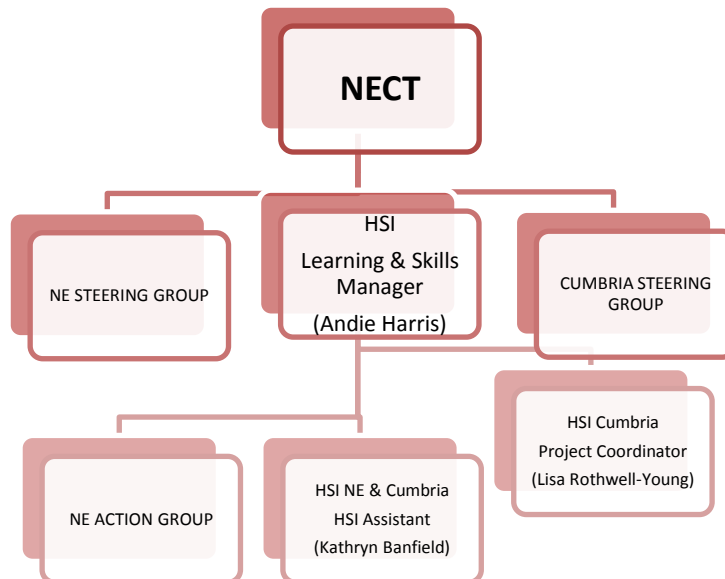
- Ensure the Training and Events programme allows opportunity for all to access heritage skills through a range of activities and opportunities in both the built end engineering heritage sectors
- Link with other Trust projects such as THI's, Trowels and BPT projects
- Develop a project of European exchanges with a range of partners
- Engage with wider agencies to signpost available opportunities
- 8 Bursary Scheme for Engineering placements available in the North East
- Run the five year Education Programme
- Develop Volunteering programme to ensure a wider variety of opportunity

Legacy

- Strengthen staff presence in North East, Cumbria and North Yorkshire
- Diversify projects into Volunteering
- Seek EU funding
- Exit Strategy for Cumbria and seek funding for Cumbria
- Start looking for suitable BPT project for Training academy idea in Cumbria
- Put together a list of suitably qualified and charismatic training professionals to ensure training can continue should funding not be found
- Start developing exit strategy and funding route for EHSI – keeping heritage moving

Governance

The current structure of the Trust is found earlier in this report and the Heritage Skills Initiative has some additional governance.



Steering Group (North East and Cumbria)

The Steering Groups are made up of representation from various external bodies to provide guidance and highlight opportunities to ensure that HSI continues to lead the way and keep abreast of policies and opportunities that may be available.

Action Group (North East only)

The Action Group meets sub regionally once a year and regionally once a year, totalling four meetings in all. These meetings have been poorly attended since the downturn in the economy with jobs cut and time being spent elsewhere. The future of the Action Group needs to be addressed.

Six Weekly Management Group Meeting (North East only)

Every six weeks the Trust Director, Manager and Learning and Skills Manager meet to discuss the direction of HSI and linkages to Trust and outside opportunities.

Quarterly Skills Team Meeting

The Skills team keep in regular contact and ensure that a meeting happens once a quarter to discuss developments and ideas but a more formal meeting occurs once a quarter.

Patrons

As HSI has grown and events have developed it is felt that there is a need to recruit nationally and regionally recognised patrons for the HSI to assist with publicity and raise the profile of HSI.

Sensitivities and Risk

The HSI within the Trust, and the aims and objectives of both as described above and earlier within the three year plan are subject to outside forces and must change as necessary. Risks that may affect the HSI are described below.

Risk Management

Funding

Funding continues to be a continual issue and HSI is beginning to move more from a core funded project within the Trust to be more in line with other Trust operations by being project funded. As HSI develops and opportunities can be explored, this continues to be the only viable way for HSI to be funded.

Funding is secured for the following:

HSI NE	November 2010	ConstructionSkills
HSI NE	February 2011	English Heritage
HSI Cumbria	March 2012	RDPE SBE
HSI Cumbria	April 2013	RDPE CFD
HSI Cumbria	December 2011	Northern Rock – Post

Funding options are currently being explored in the North East through a variety of organisations such as RDPE and HLF and Local Authorities in Landscape Partnerships and HLF for the suggested Education Programme.

Staffing

As with the wider Trust, HSI cannot exist without the staff. In previous years this has been an issue as there has only been one member of staff. However with the development of a Project Officer in Cumbria and a HSI Assistant recruited to work in both the North East and assist Cumbria, it gives a certain amount of security and succession planning to the project.

It is important that staff feed into the project with ideas and suggestions regarding direction allowing the initiative to develop and grow and utilise the skills of the staff involved and provide direction and challenge in future years. This ensures a high level of job satisfaction and enjoyment.

However there will still be a major impact on the initiative should staff leave which will be difficult to overcome.

Competition

Currently the HSI has no competitors but has a strategy as other organisations begin to offer training opportunities we will signpost but continue to fill gaps and promote the programme as a whole under the HSI banner.

HSI in Cumbria and North Yorkshire is a different matter as the Trust must work with the Regional Coordinators and other organisations in those areas – Kay Leech for the North West and Sophie Norton for Yorkshire and Humberside.

Internal Development

HSI in its four years since inception has had one main member of staff. In 2010 it has grown to three and in 2011 there will be an additional two staff as part of the EHSI – Keeping Heritage Moving Project. With the development of Education and Volunteering projects running in future years it is imperative to recruit or develop staff to fill these new roles.

Sensitivities

HSI has a number of sensitivities to consider:

- Appropriate recovery of costs as it moves from core funding to project based funding
- Development of new projects and meeting the needs of existing projects
- Working within other regions and having a greater number of organisations and individuals expectations to be managed

Pricing of work

Set by the Trust Manager determined by time allocated versus cost charge out rates. However the Learning and Skills Manager must ensure that overruns and unexpected additional costs are minimised and reported.

Workload mix

As the HSI team grow and expand it is vital that planning is required to ensure that workload is covered and staff expertise utilised in the right ways and on the correct projects. The succession planning of each post through passing on of skills and knowledge must be undertaken to ensure that HSI is greater than any one person and can survive should a member of staff leave and to make sure that no one member of staff is under unnecessary pressure and work is planned and delegated appropriately.

Conclusion

The Heritage Skills Initiative has had a single member of staff until 2010 when it has grown to three staff, consisting of Andie Harris, Learning and Skills Manager covering the Trust area of operation, Lisa Rothwell-Young, HSI Project Officer for Cumbria and Kathryn Banfield, HSI Assistant covering the North East and assisting Cumbria.

With the recent award of Heritage Lottery Funding for the Engineering Heritage Skills Initiative to provide eight bursaries each year for three years, will see the addition of two more members of HSI staff in the form of a full time 'Gang Leader' and a part time EHSI Coordinator.

The coming three years potentially see the development of HSI into North Yorkshire requiring a part time member of staff and an Education programme and a Volunteer programme, both potentially requiring full time members of staff, increasing the HSI staff from three to eight by 2013.

The developments of new projects with the subsequent increase in staff will present many new challenges and potentially develop the initiative in many different directions.

The future is an exciting one!