

HLF/IFA Workplace Learning Bursary funded training placement
in Heritage Management
with Scottish Canals

Training Plan

Introduction

This document sets out the background to the placement, its desired outcomes and the skills it offers set against the National Occupational Standards in Archaeological Practice.

The placement is primarily focussed on skills relating to heritage management. You will develop a broad understanding of legislation, process and partnership-working be able to apply an integrated approach and deliver strategic outputs. The placement provides practical training and on-the-job exposure to 'real-life' situations.

You will gain an in-depth insight into how different areas interact with the historic environment of the canals. Heritage advice cuts across all of Scottish Canals' functions and you will be guided on how to interact with different types of project or activity and audience. There will be opportunities to see first-hand how the business operates and work-shadow a heritage management officer at Historic Scotland. Scottish Canals is the single largest applicant of scheduled monument consent (SMC) and has an active commercial/development focus as a public corporation.

You will also be trained on how to analyse historic buildings to produce Statements of Significance which will feed directly into an identified need for Scottish Canals' to improve the understanding of canal heritage and help prioritise resources. You will have a particular focus on our commercial/residential portfolio, helping to develop lease conditions relating to the repair & maintenance of heritage properties and create related GIS data.

You will be involved in auditing Scottish Canals' performance as cultural resource managers and have the opportunity to learn about World Heritage and progress related access & interpretation objectives. You will also have the opportunity to develop partnerships which relate to Scottish Canals strategic objectives, such as in research, recording and outreach.

You will record archaeological sites and produce National Monuments Record of Scotland (NMRS) records with training from the RCAHMS. You will work with and support volunteers working with and Archaeology Scotland and plan and deliver outreach with the Scottish Waterways Trust such as for Doors Open Day.

The placement will meet all of IfA's key training priorities (Archaeology Labour Market Intelligence: Profiling the Profession 2007–08). As such, this placement provides a well-rounded, competency-focussed opportunity in cultural resource management working in both the public and charitable sectors.

Over the 9 months, you will acquire the following key skills:

- Excellent comprehension – ability to follow briefs to meet agreed objectives and targets, follow guidance and apply learning from experiences and feedback
- Excellent research and analytical skills – ability to source, review, compile and critique research materials and identify key information
- Good organisational, project management and time-management skills – ability to instigate and define objectives and plan, implement and evaluate tasks and projects
- Good people skills – ability to work with colleagues in project teams and with placement supporting staff and learn from, encourage and inspire others including peers, volunteers and participants
- Excellent verbal and written communication skills – ability to interpret information and analysis for non-technical audience and to write clearly and succinctly and to use variety of media
- Good fieldwork skills – ability to plan and carry out invasive and non-invasive archaeological investigations to industry standards and meet health & safety requirements
- Practical knowledge of GIS and database entry and management – ability to create GIS layers and Excel databases and enter data into Asset Management Database and ‘SURE’ forms for National Monument Records

Supporting staff

The trainee will form part of Scottish Canals’ heritage & environment team. Heritage strategy, training and advice are currently provided by two Senior Heritage Advisors.

The trainee will work under the line-management and supervision of the architectural historian, who has a strong statutory background in ancient monuments, properties-in-care and world heritage. Additional mentoring will be provided by the Director of Development with the Scottish Waterways Trust who was previously Principal Planning Officer for the Loch Lomond and The Trossachs National Park Authority. The other Senior Heritage Advisor will act as the trainee’s peer support. They are contracted to Scottish Canals from CFA Archaeology and the current focus of his role is on archives and document management.

Scottish Canals/Scottish Waterways Trust will be hosting another IfA/HLF workplace learning bursary placement in buildings archaeology at the same time. The two placements are complementary and will involve cross-fertilisation of skills as well as peer support. A part-time Scottish Waterways Trust heritage & artefacts intern will also be in post. This environment offers considerable scope for you to gain experience of team working and to develop an integrated approach to heritage management across different disciplines and heritage types.

Additional training will be provided by Health & Safety, GIS and communications specialists as well as by the RCAHMS, Archaeology Scotland and Historic Scotland on statutory casework, community archaeology and research, fieldwork and recording.

For more information about Scottish Canals see www.scottishcanals.co.uk. To see the draft heritage strategy go to www.scottishcanals.co.uk/draft-heritage-strategy. See www.scottishwaterwaystrust.org.uk for information about the Scottish Waterways Trust.

Outcomes

At the end of the 9-month bursary you will be able to:

1. Work safely in a variety of environments including vacant properties, building sites and near water and be familiar with and be able to implement procedures for managing and mitigating risks for participants and volunteers.
2. Assess proposals, identify potential heritage impacts, communicate mitigation measures and understand the principles of Environmental Management Systems.
3. Write Statements of Significance and update and interrogate Asset Management Database (AMX).
4. Create, review and illustrate NMRS records and carry out related research and fieldwork to an appropriate standard.
5. Provide advice to colleagues and third parties on statutory consent requirements and historic environment policy and guidance relating to projects and activities.
6. Audit organisational compliance and performance.
7. Provide written information (including web content) suitable for a variety of audiences such as the general public and senior managers.
8. Acquire knowledge of world heritage and develop objectives relating to access and interpretation.
9. Facilitate volunteer and community groups to achieve archaeological objectives and co-ordinate and delivery outreach events.
10. Creatively develop partnerships, actions and projects that will contribute to strategic heritage objectives.
11. To plan, carry out and create outputs for a specific management project, create GIS and AMX outputs and communicate findings.
12. To understand Scottish and UK context for industrial heritage and gain confidence developing professional networks.

Activities

Proposed learning goals	National Occupational Standards to be met (CCSAP...)	Learning activities and tasks	Who will support the bursary holder with this goal?

<p>1. Learn how to operate safely and follow Health & Safety and security procedures in the workplace; to be able to respond to emergencies and assist in the security of the workplace.</p>	<p>AJ10</p>	<p>Completion of Health & Safety Checklist, completion of risk assessments; receive training in Scottish Canals' Health & Safety procedures such as lone-working, point-of-work risk assessments and permits to enter vacant property.</p>	<p>Health & Safety Advisor</p>
<p>2. Learn how to assess proposals to identify potential heritage impacts and make recommendations for mitigation/enhancement</p>	<p>AC1, AE1, AE2, AF4, AK1, AK3</p>	<p>Receive training in Scottish Canals' Environmental Management System and heritage assessments; understand different processes with internal and external customers; undertake assessments in collaboration with Heritage and Environment staff; aim to undertake assessments with minimal supervision during placement.</p>	<p>Architectural historian, Senior Heritage Advisor and Environmental Scientist</p>
<p>3. Learn how to assess significance of heritage assets and contribute to baseline audits and organisational priorities</p>	<p>AC1, AE3, AF3, AF4, AK2, AK3</p>	<p>Receive training on how to assess significance and acquire knowledge of Scottish Canals' asset management database; aim to write Statements of Significance, apply significance score and input data into database during placement with appropriate level of supervision; acquire knowledge of relationship between task, heritage strategy and developing funding opportunities</p>	<p>Architectural historian and Senior Asset Engineer</p>
<p>4. Learn how to advise internal/external clients on statutory consent, in particular SMC and considering setting in the Planning System by understanding the related legislation and policy and Historic Scotland, local authority and Scottish Canals processes</p>	<p>AC1, AE1, AE2, AF4, AK1, AK3</p>	<p>Receive training on legislative context for canal heritage and related processes including work-shadowing with Historic Scotland; compile advice on proposals including assessing whether consent is required, review draft applications, provide advice during application and project implementation – level of supervision will be commensurate with the complexity of the project/activity</p>	<p>Architectural historian, Senior Heritage Advisor and Field Officer, Historic Scotland</p>
<p>5. Learn how to distil information for different audiences including senior managers and the general public</p>	<p>AC1, AK3, AF4</p>	<p>Receive training on writing for the web and Scottish Canals' Content Management System; draft new content for Scottish Canals/Scottish Waterways Trust customer and staff websites and publish approved text/graphics; take file notes and minutes, contribute information about progress to high level documents such as monthly board reports; opportunity to write for professional outlets e.g. specialist media, academic journals, etc. as well as co-authoring</p>	<p>Marketing & Communications Co-ordinator and Architectural historian</p>

6. To gain experience of developing partnerships and contributing to funding applications through networking, sharing ideas, and gathering and presenting information	AB1, AB2, AB3, AC1, AK2, AK3	To be supported in understanding heritage strategy objectives and develop specific objectives e.g. links with student groups/young archaeology clubs with appropriate guidance from support staff	Architectural historian and Director of Development with the Scottish Waterways Trust
7. To take part in various professional meetings, conferences and seminars during the course of the placement and help co-ordinate knowledge transfer event	AK3, AK2, AJ2	Attend specialist networks relating to industrial archaeology and artefacts e.g. Scottish Transport & Industry Collections & Knowledge network (STICK) and Scottish Industrial Archaeology Panel (SIAP); gain experience of professional interaction, creating Scottish Canals reports for the meetings, learning from other attendees and making connections, disseminate outcomes of placement; learn how to organise a networking event in a team environment	Architectural historian, Senior Heritage Advisor, Director of Development and ??
8. Learn how to produce NMRS records and contribute to dissemination of information on Scotland's canals to a wide audience	AC1, AC3, AE3, AF3, AF4, AK2	Receive training on how to create NMRS records through RCAHMS Specialist User Recording Environment (SURE) partnership including ORACLE database; create and upload new/revised records including fieldwork and photographs to agreed schedule and help achieve target dates for SURE pilot projects	External Liaison Project Manager, RCAHMS; Architectural historian ?? Maryhill Burgh Halls Heritage Development Officer
9. To be able to contribute to and deliver community and volunteer heritage activities/events	AC1, AC3, AC5, AF4, AJ9, AK3	Receive appropriate training to manage volunteers and other participants including health & safety requirements; participate in delivering specific outcomes e.g. community projects which include non-invasive and invasive investigations	Architectural historian,; Volunteer Coordinator; Canal Greenspace Development Officer; Events Coordinator and a rep from Archaeology Scotland
10. To be able create a Geographical Information Systems (GIS) layer relating to leased properties to inform management and understanding of Scottish Canals' estate	AA1, AB1, AB2, AF3, AF4, AK1	Receive training on GIS ArcView to populate and create dataset; undertake desk-based assessment and fieldwork where appropriate, manage complex task and deliver outcomes, create dataset, promote availability and potential uses to clients through e.g. team meeting and input data into AMX (c/f 3 above)	Architectural historian Senior Heritage Advisor, GIS Specialist; Estates Manager
11. Learn how to audit organisational compliance and performance through contribution to annual heritage audit	AC1, AK3, AJ15	Receive training on quality assurance systems and how to audit standards and the application of heritage processes; audit agreed compliance and performance measures during placement	Architectural historian, Business Analyst

<p>12. Learn how to align different objectives by developing themes and tasks applicable to Scottish Canals/Scottish Waterways Trust and the Antonine Wall World Heritage Site (WHS) Access & Interpretation Group</p>	<p>AC1, AB2, AK3, AF4</p>	<p>Receive induction on relationship between lowland canals and the Antonine Wall; review Access & Interpretation Strategy and Management Plan; attend the WHS Access & Interpretation Group and Education Sub-group meetings with Scottish Canals/Scottish Waterways Trust representatives and liaise with WHS Co-ordinator; develop specified common objectives during placement</p>	<p>Antonine Wall World Heritage Site coordinator; Architectural historian??</p>
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Training Elements and Allocated Timings

The post will be 9 months in length, over a period of 173 working days, accounting for 18 days annual leave and 4 bank holidays.

This bursary includes registration and assessment costs for the National Vocational Qualification (NVQ) Certificate in Archaeological Practice, currently available at Level 3. At present Level 4 is being redeveloped by the award body. The NVQs are based on industry-recognised National Occupational Standards (NOSs). Level 3 is similar to the minimum competency expected of PifA members and Level 4 that of AlfA members. The NOSs that will be met during this placement would contribute to both levels.

Training is grouped under the main elements below with reference to the Learning Goals (LGs) listed in the activities table.

	No. of days
<p>Induction To include: relevant HR policies, organisational and team structures, orientation, introductions, training plan review, familiarisation with canal network and regional offices</p>	5
<p>LG1: Health & Safety Receive training on organisational health & safety policies and individual responsibilities; particular emphasis on areas relevant to placement holder’s tasks e.g. lone-working and point-of-work risk assessments, undertake Driver and Workstation Assessments.</p>	2
<p>LG2: Heritage assessments Receive training and gain experience applying Scottish Canals’ Environmental Management System and carrying out heritage assessments. This will enhance your research skills, enable you to understand the different processes with internal and external customers, and how to assess potential impacts and make recommendations for mitigation/enhancement. You will be able to assess the type and magnitude of heritage impacts on both designated and undesignated structures, understand how environmental and project management systems relate, articulate your findings for non-specialist audiences and to develop mitigation strategies.</p>	34
<p>LG3: Statements of Significance Receive training on how to assess significance and on how to use Scottish Canals’ asset</p>	15

<p>management database; with appropriate level of supervision draft Statements of Significance, apply significance score and input data.</p> <p>You will enhance your analytical and data-entry skills and understand the relationship between the task and strategic objectives. You will be able to apply international standards (Burra Charter) relating to cultural significance and gain an insight into asset management systems.</p>	
<p>LG4: Statutory consent</p> <p>Receive training on legislative context and requirements for canal heritage and related processes. You will spend a day work-shadowing Historic Scotland’s heritage management officer who is responsible for Union Canal scheduled monument casework. With appropriate supervision you will compile advice on proposals including assessing whether consent is required and reviewing draft applications and provide support during application process and project implementation.</p> <p>You will gain expertise in applying historic environment policy and guidelines derived from legislation and considerable experience of advising on statutory consent and setting impacts and working with statutory organisations.</p>	27
<p>LG5: Communicating heritage</p> <p>Receive guidance and training on writing for the web and Scottish Canals’ Content Management System. Draft new content for Scottish Canals’ customer and staff websites. Following guidance, take file notes and minutes and draft information relating to progress against objectives for reports. Receive support on writing for specialist media and professional journals and presenting information orally at events.</p> <p>Learn how to select and summarise information for different audiences including senior managers and the general public. Gain invaluable experience of writing web content and publish in other professional outlets.</p>	10
<p>LG6: Developing relationships</p> <p>To gain experience of developing partnerships through networking, sharing ideas, and gathering and presenting information with appropriate guidance from support staff. Possible initiatives include developing links with student groups/young archaeology clubs.</p> <p>To develop independent-thinking and self-management, gain experience of relationship-building and propose, develop and implement discrete projects.</p>	10
<p>LG7: Networking</p> <p>Attend specialist networks relating to industrial archaeology and artefacts, create Scottish Canals reports for the meetings, learn from other attendees and make connections, and disseminate outcomes of placement. Help to co-ordinate knowledge transfer event.</p> <p>To gain experience of professional interaction and participation, to develop communication skills. To gain experience of team-working and enhance organisational skills.</p>	5
<p>LG8: National monument records</p> <p>Receive training from RCAHMS colleagues on how to create NMRS records which Scottish Canals can directly upload onto the online database as a SURE partner. Carry out research, fieldwork and take record photographs to agreed schedule working independently and with SURE volunteers.</p> <p>You will be able to demonstrate experience of historic environment record creation, reviewing skills, ability to follow guidelines, good time-management and working with and supporting skilled volunteers.</p>	13

<p>LG9: Outreach and community archaeology</p> <p>Receive appropriate training to manage volunteers and other participants including health & safety requirements from volunteer co-ordinator. Assist in organising events such as Doors Open Day. Participate in delivering community projects which supported by Archaeology Scotland and The Scottish Waterways Trust.</p> <p>To gain experience of contributing to, supporting and delivering community and volunteer heritage activities/events.</p>	15
<p>LG10: Management project</p> <p>Receive training on GIS ArcView from GIS Specialist to populate and create dataset. With guidance undertake desk-based assessment and fieldwork as appropriate, manage complex tasks and deliver outcomes, create dataset and communicate outcomes.</p> <p>To gain experience of developing a specific project and agreeing objectives with client which includes specific GIS outputs and interpret findings for colleagues' use and as part of LG3 (creation of asset management data).</p>	12
<p>LG11: Auditing</p> <p>Receive training on quality assurance systems and how to audit standards and heritage processes. Following appropriate guidelines you will contribute to the audit of compliance and performance.</p> <p>You will learn auditing skills and techniques which will have wide applications.</p>	9
<p>LG12: World Heritage</p> <p>Receive induction from training supervisor on relationship between lowland canals and the Antonine Wall and familiarise yourself with the Antonine Wall Access & Interpretation Strategy and Management Plan. Attend the WHS Access & Interpretation Group and Education Sub-group meetings with Scottish Canals/Scottish Waterways Trust representatives. Develop common objectives in liaison with training supervisor and WHS Co-ordinator.</p> <p>Become familiar with strategic plans and programmes, gain experience of developing strategic objectives, gain experience of working with industrial heritage and world heritage.</p>	10
<p>Personal/team admin</p> <p>E.g. completing travel & subsistence forms, attending team meetings, organising diary</p>	6
<p>Total</p>	<p>173</p>