

planning a learning provision – case study | 33

constructing a plan to meet local learning needs

adult training



Case study

The following material is designed to support module 33 *Planning a Learning Provision* and in particular sessions four, five and seven.

Trainer's notes

The material is a series of 13 documents, which describe the fictitious County of Loamshire and two Districts within it, Fincham and the Forest of Lorne which together make up Training Division Six.

The purpose of the material is to allow participants the opportunity to identify training needs and then plan systematically to meet those needs by producing a learning provision plan. The material is typical of what you might gather in preparation for such a task and, as in real life, is neither complete nor entirely accurate and is sometimes contradictory. These factors will inevitably cause debate and perhaps even annoyance to participants. This will need to be acknowledged by the Trainer and addressed as and when it happens.

The material may be used in a variety of ways. The whole package can be given to the participants as part of session four. Alternatively, if a number of role plays are to be done to support the session, the training needs reports from the DCs (document 10) and the information from the County Training Manager (document 13) could be given orally as part of the exercise.

Alternatively, if the case study is not to be developed into a plan, individual sheets might be used to support different sessions. Document five for example, could be used to support the budgeting session.



Series Editor
Chris James

Editors
Robert Halkyard
Peter Rogers

Contributors
Jane Lewis
Ted Peck
Fiona Joyce

Editor's note

Although in some parts of the British Isles Scout Counties are known as Areas, Regions or Islands and in one case Bailiwick, for ease of reading this material simply refers to County or Counties.

County boundaries on the cover ©MAPS IN MINUTES™ 2001.

Loamshire County

General Scout background

Scout County

Loamshire is a densely populated largely urban and industrial County with some open country and hills to the East. It has a total population of 973,000.

The Scout County is divided into 15 Districts, several of which have their own campsites. Loamton, the principal town of the County, has a large, well-developed campsite, which is widely used by the County as a whole and incorporates the County Training Centre.

For the purposes of training, the County has been divided into six divisions. One division comprises two Scout Districts – Fincham and Forest of Lorne, known as Division Six (as no one could agree a title).

Fincham Scout District

The Scout District of Fincham is a rather below average Scout District. It has some good Scouting and a 'super Group' but is mostly weak. There are 12 Groups in the District, a District Explorer Scout Unit and a Young Leader's Unit.

The District Commissioner, who has been in office for the last 15 years, has just retired. He did not embrace change easily and as a result Beaver Scouts and girls in Scouting are under represented. The District Team has been weak for a number of years. The Scouters at Group level have generally done their best with little encouragement.

There are two Assistant District Commissioners in the District. A 50 year old ADC (CS), who is also a Cub Section Trainer in the County Training Team, and a 45 year old Assistant District Commissioner (Adult Training) who has Certificates of Competence in Presenting and Facilitating and is currently acting as Training Adviser for everyone on the new scheme. He is also the District Commissioner (designate).

Recently, moved into Hightown, is the former Assistant County Commissioner (Venture Scouts) from another County. He indicated to the old DC his willingness to undertake any Scout appointment, but has heard nothing. He has both Venture Scout Section and Commissioner Wood Badges and has acted as a tutor on some training courses.

The District has an entirely undeveloped campsite on the outskirts of the town near Candon. At present it consists solely of scrub woodland but has enormous potential.

Forest Of Lorne District

The Forest of Lorne District used to be a strongly traditional, rural District. It has suffered from falling numbers in the last few years with the closure of several Groups. The District Commissioner is newly appointed – she is relatively young and is actively promoting the Programme in all the Groups.

Already there are two Explorer Scout Units in the District.

Wormley is the largest town in the District with two Groups. One of which (2nd Wormley) is well established. Another strong Group in the District is based in the nearby market town of Harcliffe. These three Groups are very much the driving force for District activities and provide most of the District's Explorer Scouts. There are communication problems in the District with two Groups (5th Grassdean and 3rd Valley Bottom) keeping very much to themselves. On the other side of the District, in the Market Town of Bedlow there is a growing Group at St Paul's. The building and industrial developments in this area mean there is plenty of potential here for the future.

Two ADCs, one for 'Adult Support' and one for 'Programme' support the District. The ADC Adult Support has Presenting and Facilitating Competencies and previously delivered Initial and Introductory courses for Division Six. She is unsure what training the Explorer Scout Leaders need and has been asked to deliver the Young Leadership Scheme programme for the Division. She is currently waiting for County support with these two projects. The District Commissioner has supported her new target of getting all Group Scout Leaders to be Training Advisers.

SCOUT CENSUS INFORMATION			
	Latest County census		Totals
Groups	Open	67	140
	Sponsored (unrestricted recruitment)	70	
	Sponsored (restricted recruitment)	3	
Sections	Colonies	65	370
	Packs	156	
	Troops	123	
	Explorer Scout Units	25	
	Scout Networks	1	
	Ages		
Beaver Scouts	6	613	1,271
	7	658	
Cub Scouts	8	979	3,559
	9	1,339	
	10	1,060	
	11	181	
Scouts	10	117	2,089
	11	724	
	12	702	
	13	480	
	14	66	
Explorer Scouts	14	300	558
	15	71	
	16	80	
	17	71	
	18	36	
Scout Network	(21 are Network members only)	84	84
Scout Fellowship	(47 are Fellowship members only)	167	167
Leaders	GSLs	89	936
	Colonies	143	
	Packs	327	
	Troops	263	
	Units	35	
	Commissioners	51	
	District Scouters	28	
NB: For details of District and County Administrators/Helpers and other personnel see Appendix 1			

CENSUS – FINCHAM TOWN								
	BS	BSL	CS	CSL	S	SL	GSL	Others
1st Fincham (St Mark's)	0	0	10	1	4	2	0	0
3rd Fincham (School)	0	0	0	0	28	2	1	0
4th Fincham	0	0	12	2	10	2	1	0
8th Fincham (URC)	0	0	18	2	13	2	0	0
10th Fincham	9	1	16	1	9	1	0	6
14th Fincham (St. John's)	36	4	56	6	46	4	2	8
20th Fincham	0	0	36	2	0	0	0	1
21st Fincham (St. Peter's)	0	0	12	1	6	1	0	1
27th Fincham (Prospect St. – Methodist)	18	3	25	2	20	3	1	4
31st Fincham	0	0	9	0	8	2	1	2
35th Fincham (Drake Road – Methodist)	0	0	11	1	8	1	0	1
36th Fincham (St. Teresa's)	0	0	24	3	14	2	1	2
District Explorer Scouts	0	0	0	0	0	0	0	35
Explorer Scout Leaders	0	0	0	0	0	0	0	4
District Staff	0	0	0	0	0	0	0	3
Scout Fellowship	0	0	0	0	0	0	0	24
Totals	63	8	229	21	166	22	7	91
NB: For details of District and County Administrators/Helpers and other personnel see Appendix 1								

CENSUS – FOREST OF LORNE								
	BS	BSL	CS	CSL	S	SL	GSL	Others
2nd Wormley (Lord Henly's Own)	15	2	25	1	6	2	1	3
4th Wormley	0	0	10	1	5	1	1	0
1st Harcliffe	16	2	20	2	12	2	1	0
1st Winston	0	0	0	0	24	2	0	0
3rd Winston	9	1	14	1	12	1	0	1
4th Grassdean	18	2	18	2	11	2	0	6
5th Grassdean	0	0	26	2	0	0	0	0
1st Bedlow (St Paul's)	20	3	28	3	20	3	1	0
3rd Valley Bottom	0	0	16	1	12	2	0	2
Explorer Scouts	0	0	0	0	0	0	0	30
Explorer Scout Leaders	0	0	0	0	0	0	0	2
District Staff	0	0	0	0	0	0	0	3
Scout Fellowship	0	0	0	0	0	0	0	0
Totals	78	10	157	13	102	15	4	47
NB: For details of District and County Administrators/Helpers and other personnel see Appendix 1								

Financial notes

Scout County finances

The Finance and Fund Raising sub-Committee comprises the County Commissioner, the County Secretary, the County Treasurer, three non-Warranted Members, one of whom is Chairman of the sub-Committee and a local Company Director.

The financial balances declared at the last AGM are as follows:

- Current Account	£8,200.76
- Deposit Account	£20,850.00
- Jamboree Account	£6,117.07
- New Training Centre Fund	£27,532.41
- Other Investments	£31,823.75

The annual County membership subscription is currently £1.40 per head. Any surplus income above two years reserve is used to increase the New Training Centre Fund.

The Training Centre Fund has been running for 15 years and has never reached more than 50% of the projected cost. The County Executive will propose at the next AGM that £10,000 be used to refurbish the current centre and the remainder released for training development. Each Division has been asked to 'speculate' how it might use £2,000.

Fincham District finances

The annual District Membership Subscription for its Members is £1 per head and this is the only source of income. This produces rather less than £600 per annum and is entirely absorbed in administrative costs.

Some ten years ago the District launched an appeal in order to develop the District Camp site. £20,200 was eventually raised which was a shortfall of £5,800 of the target for the work envisaged. Since that time the fund has remained untouched, and recently unconsidered, in a deposit account in the Loamshire Building Society. The capital has now appreciated, with odd additions, to some £24,000.

The development was to include a 'hut' for Pack Holidays and District training so the Division arguably has a right to some of this money.

There was a heated debate at the AGM that the District should pay for Leader training as the Forest of Lorne Leaders get theirs paid for (see below) and it should be the same across the Division.

Forest of Lorne District finances

The District derives its income from Membership subscriptions, the Scout Shop and the campsite. Overall income is modest and any accumulation has traditionally been applied to supporting Scouts attending Jamborees. The Lord Henly Training Bursary provides £1000 annually to 'develop leadership potential' and is used to subsidise course fees for adult Leaders.

County Divisional Training budgets

According to the County Treasurer, there is no budget as such although the ACC (AT) does produce a balance sheet each year. The Training Team gets free use of the Training Centre and participants are charged £2.50 per training module or £5 per day (including lunch). Camp fees are £1.40 per night for course participants or £10 per head for accommodation (including evening meal and breakfast). These prices are fixed by the County and apply whether the training is at the Training Centre or in the Division. All Divisional courses are held in borrowed Scout premises.

Training is allocated £1000 a year for capital expenditure (although this figure does not appear to be based on anything) and each Division is allocated £200 a year for consumables.

Neither the County or Division pay expenses to those involved in training, although the County Training Manager can claim travel from another budget.

The system 'just seems to work' according to the Treasurer and the County Exec. covers the annual deficit which is usually between £100 – £200.

Division Six funds

The Division's current balance is £632.28, however £380 of this is unspecified 'advanced' course payments from Forest of Lorne District claimed from the Lord Henly Bursary before the end of the financial year so they didn't lose the money.



Extracts from the County Operations Policy

9.1 Mission Statement

'Our aim is to provide the best possible training for all adults in the County based on their personal needs and delivered in the most appropriate way for their circumstances.'

9.3.2 For the purposes of training the County will be divided into six Divisions each with a Local Training Manager.

9.3.8 Each Division will provided locally and as necessary all *Getting Started* modules with a minimum of four opportunities for 'Tools for the Job' for Section Leaders and two opportunities for 'Tools for the Job' for Commissioners annually.

9.3.9 All 'Wood Badge' modules will be provided regularly as training experiences by the County Training Team. Divisions may provide modules for Groups or individuals as they see fit with the prior agreement of the County Training Manager.

9.3.10 All Wood Badge modules being offered by Divisions as training experiences must be advertised across all Divisions.

9.5 Each Division will make its own arrangements for the provision of *First Response* utilising the County agreement with St John's Ambulance*

9.7.2 Each Division will be responsible for the provision and training of all Training Advisers for all Section Leaders, GSLs, Section Assistants or others wishing to undertake training. Training Advisers will not be allocated to Young Leadership Scheme youth Members as they will have mentors.

9.7.3 The County Training Manager will allocate Training Advisers for District and Country appointments.

9.8.2 Authority to authorise Wood Badges may be delegated to experienced Local Training Managers by the County Training Manager.

11.2 Within each Division the Local Training Manager will be responsible for communication and consultation with the Training Advisers in their Division. Each Division will provide one Training Adviser (in addition to the LTM) as a representative for the County Training Forum.

2.6 Each Local Training Manager will be an ex-officio member of each District Executive in their Division.

5.2 Local Training Managers are responsible for providing practical support to Appointment sub Committees and advice and guidance on training matters.

* This agreement, made in 1998, gives each Division the right to one free course for 10 adults a year in return for an annual day's teambuilding experience for St John's Cadets.

Loamshire County Scout Council

45 High Street, Newtown, Loamshire FG6 4NM

Tel +44 (0)5938 184620

Patron HM The Queen President HRH The Duke of Kent Founder Robert Baden-Powell OM Chief Scout W George Purdy

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DIVISION LEADER TRAINING REVIEW 2002						
Group	Initial	Introductory	L1	L2	GSLs in training	WB
Fincham						
1st	CSL	ASL, SL				
3rd		ASL			GSL	SL
4th						ALL
8th	ASL	ACSL	SL			CSL
10th		BSL, CSL				
14th	ASL	ACSL ABSL	ACSL ABSL ASL	ACSL ASL		BSL, BSL CSL CSL ACSL SL, GSL AGSL
20th		ACSL				CSL
21st	?	?	?	?		?
27th	ASL ASL	ABSL	CSL		GSL	BL ABSL SL
31st			SL, ASL		GSL	
35th	CSL					
36th	ACSL	ASL	ACSL	SL		CSL, GSL
Forest of Lorne						
2nd Wormley	ABSL		ASL	SL SL	GSL	BSL, CSL GSL
4th Wormley	SL	CSL			GSL	
1st Harcliffe						ALL
1st Winston			ASL			SL
3rd Winston						BSL, CSL
4th Grassdean		ABSL ACSL, ASL	SL			BSL, CSL
5th Grassdean	?	?	?	?		?
1st Bedlow (St Pauls)	ASL	ABSL	ACSL ACSL			ABSL BSL, CSL ASL, SL
3rd Valley Bottom	?	?	?	?		?

Locality background

1.1 Fincham town

Fincham is a large town situated in the County of Loamshire, in an industrial belt in the Midlands.

Its traditional industry has been heavy engineering with a fringe industry of light engineering and small firms. In the centre of the town is the head office of a large insurance company.

Over the last 25 years the prosperity of the town has fluctuated according to the changes of the industries. The town previously had a densely populated centre with people close to the factories around Ward Street and Prospect Road. This area became socially depressed and then condemned for demolition as many of the factories closed. Demolition was never completed due to lack of finance.

Over the last five years a now large Asian community has successfully regenerated this area. Some of the factories re opened as smaller units. A mixed community including about 12,000 Asians (mainly Muslims) now occupies this area and house prices are beginning to rise. There is a Mosque established in North Street and the Asian community owns most of the local shops and offices. The two schools in the area are about 75% Asian children.

Whilst there is a slight tendency for the wealthier members of this community to move further out for better living conditions, as yet it is not very marked. It would appear that the ring road round the town forms a containing boundary.

1.2 Forest of Lorne area

The Forest of Lorne is historically a collection of independent communities living in the shadow of the town of Fincham, where all the action seems to happen.

The area is in the same education authority as Fincham. There are Primary schools at Wormley, Bedlow and Winton. Secondary education is provided in Fincham schools although planning for a Secondary School at Bedlow is in the early stages and is expected to begin taking pupils in 2010.

A new large industrial complex is being developed at Bedlow with an adjacent housing provision. There has been a vegetable processing factory here for many years with a Polish community dating from the 1940s. The remainder of the area is farming and associated activities or commuting to Fincham or Loamton.

1.3 Industry

A new industrial area and estate are envisaged over the next 15 years to be placed to the north of Fincham. By offering modern, medium sized factories, workshops and depots, and moderate rents or purchase costs, it

is hoped to attract a variety of industries. Eventually 20% of the working population could be employed within this area.

1.4 Residential development

The planners are looking to preserve and indeed encourage more residential areas to develop around Hightown and Candon by granting building permission for the better type of housing in these areas.

Another estate is planned for in the Emmalotte area to the south of the town.

1.5 Education

The Local Education Authority (LEA) has a comprehensive system using the existing buildings as far as possible, although new schools are being built in the developing areas. It is anticipated that all existing old buildings will either have been demolished and replaced, or modernised within twenty years.

At present there are fourteen primary schools (age group 4-11), two secondary schools (age group 11-16) and two VIth Form Colleges (age group 16-18). There is also Fincham School, a grant maintained school (independent of the LEA) which at present has approximately 1,500 pupils (age between 11-18).

There is a Further Education college near the centre of the town that has popular courses covering engineering, building, science and design. This college has a small business studies department.

1.6 Population

Total population: (last year's census) 104,220

age	Last year's census		Estimated population in 10 years time	
	Male	Female	Male	Female
0-5	3,246	3,817	4,300	4,700
6-10	2,719	2,959	3,910	4,210
11-15	4,002	4,434	3,900	3,810
16-20	3,218	3,520	3,480	3,273
21-30	5,010	4,984	7,501	6,989
31-45	10,627	10,993	8,230	7,882
45+	21,473	23,218	26,500	31,300

1.7 Transport

Fincham has its own railway station. Trains to Loamton run every half-hour (hourly on Sundays) where it is possible to pick up connecting main line trains. There is a large fleet of 'Hopper' buses providing a service to all parts of the town. There are frequent services during the rush hour. Most routes finish by 2300 hours, although some run until midnight.

Extracts from the County Development Plan affecting the Division

Fincham District – new Group

There is a large Asian population in and around the Prospect Street area with the only youth provision being a successful Saturday school run by local community members. This acts as a youth club in the afternoon. There is very little Scouting experience but the community has expressed interest and an experienced Akela (female aged 57) has offered to help. One Leader with Scouting experience gained in Lebanon has offered to be GSL.

The Field Development Officer has secured one of the primary schools to use as a base for the Group and the secondary school are interested in any progress. Enthusiasm is high, however the community leaders are clear that they want to have some of their members trained as Leaders before the Group opens.

Proposed Group Makeup:

Mixed Beaver Scout Section

Mixed Cub Scout Section

One male Scout Section

One female Scout Section

Two sponsored Explorer Scout Sections (open – linked to 4th Fincham).

Training in this area must be treated sensitively. While adults are encouraged to mix with existing Leaders, attention must be paid to cultural and religious needs of the new Leaders. The current ASL of the 4th Fincham, who is Asian himself, has offered to provide some support but is keen that the new Group is not seen as exclusively Asian.

Proposed new Beaver Scout Colonies

The provision of Beaver Scouting in Fincham is poor overall.

Several Groups have been identified which can support the establishment of Beaver Colonies. The groups include the 1st Fincham, 8th Fincham and the 36th Fincham.

The Forest of Lorne also has low Beaver numbers by comparison to the rest of the County.

Several Groups have been identified which can support the establishment of Beaver Scout Colonies. The groups include the 4th Wormley, 5th Grassdean and the 1st Trubshore.

Given the under representation of girls in these Districts new mixed Colonies may be one way forward. The inevitable requirement for Leader recruitment will need to be addressed.

Needs identified by District Commissioners

Fincham District

I have just taken on the job of District Commissioner but as the immediate past ADC (LT) I have fairly firm views as to what is required.

Following the major review of the training programme for young people, adult training requirements have changed and will need careful evaluation.

In Fincham District, the District Team (GSLs) need updating and could perhaps work through Modules 19-26. I envisage this as a series of workshops in the District. The District has five GSLs and three Commissioners including the new DESCs and myself.

I do not think that all Leaders need to be retrained. I would like to see workshops available for Leaders who have completed their training to update – especially on Health and safety/Risk Assessment issues, Child behaviour/Challenging behaviour, and Equal opportunities. All Leaders will also have to hold a current First Aid qualification.

I would like to see experienced Leaders acting as mentors to new ones.

I would like to see ‘buddying’ between Leaders and learning from each other, where one Leader goes to the course and relays the material to other Leaders in the group, who could not attend.

Part of the District development plan is to explore the possibility of a Muslim Scout Group. I think all Leaders in the District should have an opportunity to become more culturally aware. An evening workshop would be good. At a recent District Team Meeting, the team decided that all Leaders would complete Module 15, *Nights Away*. The Team wants this to be a District event and would like to ask the training team to provide Trainers. It might serve to establish a District Leader’s camp (camping without kids) that I think would be helpful in developing a District ‘team spirit’.

Forest of Lorne

As a new District Commissioner, I need to look at the District and decide what can be done.

Having checked the records (which were virtually non-existent) and by asking people I believe there are 45 Warranted Leaders in the District but only 16 Wood Badges have been awarded to the appropriate Sections. The ADCs and myself have agreed to concentrate on training and recruitment over the next five years. We hope to significantly increase the numbers of adults and therefore Members.

The District has major communication difficulties, with two Groups ‘doing their own thing’. We also have a problem with attitude towards people of ethnic minorities. There is a view that the Forest of Lorne has no one of ethnic origin.

I intend to follow a programme that allows Leaders to visit one another to learn about their Groups and difficulties. I intend to set particular time deadlines for this activity, and require proof of visits. To help with communications and the need to work together, I am asking each Group to organise an activity for the whole District. This can be Sectional, and fun as well as working events are acceptable.

I expect that all Leaders, irrespective of their training status, should complete *Essential Information* and *Tools for the Job* within the next five months.

By next year I expect all Leaders to have completed the *Nights Away* module and have done *First Response* as a minimum for First Aid.

I do not want these courses to be held solely within the District and I do not want all Leaders from the same Group going on the same course.

We also need a recruitment workshop for Group Scout Leaders and Section Leaders. It makes sense to have this in the District as Leaders know and understand the difficulties of the area.



Notes from Forest of Lorne Patrol Leaders Council – March

These are the main points we would like to highlight from the meeting – they have not been edited!

- 1 The canoeing was great.
- 2 Our suggestions for the Jubilee camp: Go karting; archery; wheelie bin racing; dustbin liner fashion; pioneering (big stuff); kareoke; mountain biking; survival skills; video making.
- 3 What is happening about the Jamboree?
- 4 We would like training for dealing with bad behaviour as PLs.
- 5 We would like more canoeing.

Forest of Lorne District

101 High Street, Forest of Lorne LK6 4GH

Tel +44 (0)8372 930728

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Fincham District Meeting – 7th May 2002

Present All District Scouters; Leaders from 4th, 10th, 14th, 20th, 27th, 35th, 36th; Fellowship

Apologies 3rd, 31st

Minutes of last meeting were approved

Matters arising	Action
Warrants Still outstanding for Elizabeth Jones, Janet Howell (20th)	DC
District Development	
<p>Census Analysis of figures presented by DC. It was noted that efforts should be made to foster more Beaver Scout Colonies. An open invitation to attend meetings at 27th was made (contact Anne) to support recruitment of new Leaders.</p>	All
<p>Explorer Scouts: The provision of Explorer Scouts across the District was discussed at some length. Simon agreed to analyse the situation in more detail, visit Groups and consult the Scouts.</p>	Simon
<p>Review St George's Day Parade/Activity Day: The DC thanked Graham and the Scout Fellowship for organising this event. The 14th were thanked for their playing in the parade and at the Church. It was agreed that the decision to provide activities after the parade was a good one. It was helpful that the weather had been kind. Some queries were raised as to whether there had been sufficient activities provision had it not been dry. It was agreed that this should be more seriously planned for next year. The Beavers (14th) did not appreciate being seated behind a pillar – next year there must be sufficient reserved seats at the front of the Church for ALL Beavers so they can follow the service.</p>	
<p>Planning Camping: News was given of camps planned for this year (list appended). Issues of training and experience were raised. The 14th and 27th offered their summer Cub and Scout Camps for other Leaders wishing to get experience (contact Keith or David). It was agreed that all Leaders should undertake the <i>Nights Away</i> Module. The DC would investigate the possibility of one being run in the District.</p>	DC

Forest of Lorne District

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Matters arising	Action
District events: Summer Party (16th June) – planning is going well. All Groups have had information letter – numbers by 20th May please. Any bunting/flags left over from other events would be welcomed.	All
District AGM: Speaker this year will be Doug Waterson. Doug used to be a Scout in the District and has recently returned from climbing and filming on Everest – this should be a thrilling presentation. Please encourage all to attend! Graham offered to organise refreshments.	All
News from Groups	
10th The establishment of Beaver Colony coming on well 14th Three Scouts have just got their Chief Scout's Gold Award. They hope more will have completed after summer camp 36th Hopeful of having a GSL soon Next Meeting November 12th, 20.00 at 14th HQ	



Notes from County Training Manager

Dear All,

Many thanks for agreeing to produce the learning plan for Division Six.

As you are aware the new pattern of training has not been implemented in this Division as yet and, although the County Launches were well attended, you will need to include in your plan at least one event to explain the scheme again and deal with the local implementation.

Similarly, although the County Commissioner has been very helpful in ensuring that all the DCs have been trained as Training Advisers and understand the scheme, a lot of work will still need to be done in ensuring all Commissioners and Group Scout Leaders are brought up to speed.

Finally, don't forget that it is now policy that active support will be provided to Appointments sub Committees to ensure they are giving out the right information and get the pre-warrant process right. Personally I believe we will retain a lot more Leaders if they are told the truth about their training commitments right from the start!

Good Luck

Phil Duggan
County Training Manager

Loamshire County Scout Council

45 High Street, Newtown, Loamshire FG6 4NM

Tel +44 (0)5938 184620

Patron HM The Queen President HRH The Duke of Kent Founder Robert Baden-Powell OM Chief Scout W George Purdy

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Current trends in training 2002



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2002 has not seen any great new innovations in training thus far, but significant developments can be seen in the three areas of **e – learning**, **'learner centred' programmes** and a greater focus on **learning outcomes**.

E- learning

As with many new ideas in the past, promoters of e-learning over the last few years would have us believe that learning through electronic means (e-learning) was going to be the one and only learning method for the future.

Once again (as in the past) this has proved not to be the case. E-learning cannot be ignored though. It does provide a fresh new medium to deliver learning and a large number of people are prepared to sit, for hours in some cases, in front of a screen to play games and/or learn.

The quality of the material available is improving daily as is the interactivity built in, making it more and more engaging for the learner.

In accepting though that it cannot do everything and that group work, experiential learning, the support of a tutor and so on are all important, the term **blended learning** has emerged. The term simply reiterates the need to use a range of methods in providing learning.

Learner centred programmes

Once again, there is nothing new in focusing the learning package on the needs of the individual. However, whereas once this may have meant choosing what you need from a range of modules and doing those courses, the learner centred programme now also considers the method of learning for the participant.

An individual's package might therefore include attending a course, some one:one, some e-learning, some support from a mentor and so on.

Responding to the needs of individuals in this way is actually going to be more important for Scouting than for employers who can control the time of their staff.

Research for the education department showed that over 40% of the working population now have a regular commitment to work some part of a weekend, which means weekend training courses can no longer be the only delivery method for training. County/Area training teams will have to respond accordingly to this changing need.

Learning outcomes

15 years ago the emphasis of training was clearly on getting your objectives right and ensuring you delivered them to participants.

Emphasis over the last few years has been firmly on the learning that is achieved rather than the training that is delivered. In the last year or so the emphasis has moved firmly to what is actually done with the learning to the benefit of the individual or organisation.

The impact of this focus is not to change training itself but to change what you measure as a result. Less emphasis is therefore being placed on the end of course 'happy sheet' and more placed on seeing the learning put into practice.

The process is Training - Learning - Action and if the last is not achieved it can be argued that both the training and the learning have been a waste of time and resources.

Appendix 1



Appendix 2

