

Our ref: WGG/ET/Dir/Pittam175-99

17 May 1999

Mr Stephen Pittam  
Joseph Rowntree Charitable Trust  
The Garden House  
Waterend  
YORK YO30 6WQ

Dear Stephen

Re: City of Londonderry District LOL

Further to our telephone conversation of Friday 14, I enclose information about the work which CRC is engaged in with the City of Londonderry LOL to train marshals. In addition to this I will give you some background information.

- 1 CRC involvement - this has come from training for the Apprentice Boys which took place last year and was seen to be an important part in diffusing tensions at the Relief of Derry and Closing the Gates Commemorations last year. As you can see CRC has committed £10,300 from its Consultancy support programme towards the training of marshals. This additional funding has come as a result of the desire that the marshals should be formally assessed and local people be brought up to training level.
- 2 In working with the City of Londonderry LOL, CRC has had discussions with the Chief Constable, Assistant Chief Constable for Derry, the Police Authority, Parades Commission, and David Watkins, NIO. All have been very supportive of this initiative but have so far not put funding towards it.
- 3 The training of marshals has been developed by the Loyal Orders themselves. They see it as an important initiative that they have taken. They believe that the delivery of a successful pilot project gives them something, which the rest of the Order could adopt and assist in the development of orderly and more peaceful parades. When they received support from CRC for this project their surprise at a positive response was evident. This follows engagement with the Apprentice Boys through the funding of the Maiden City Festival in 1997 and 1998.
- 4 The further development as envisaged in this proposal would give the orders the potential to move the project from on in a district across the Orange Order and into the Royal Black. Without the local assessors and trainers then there will continue to be a need for the bringing in of someone from GB with the knowledge of marshal training from football. This has the potential of making the project much more sustainable.
- 5 If I get any further information or if you have any queries then please contact me

Yours sincerely

WILL GLENDINNING  
Chief Executive



*City Of Londonderry Grand Orange Lodge*

May 14, 1999

Mr. W. Glendenning  
Chief Executive  
Community Relations Council  
6 Murray Street  
BELFAST  
BT1 6DN

Dear Mr. Glendenning

Following our meeting in the White Horse Hotel between you, Sue Watson, representing Watson Associates, and representatives from the City of Londonderry Grand Orange Lodge, I would like to provide some relevant information.

At present there are a total of 20 candidates, all of whom are volunteers, being trained to various levels of NVQs.

The 20 candidates can be broken down into:

- 9 Marshals (N.V.Q. Level 2)
- 9 Senior Marshals, of which 3 are also being trained as assessors (N.V.Q. Level 3)
- 2 Senior Marshals being trained as both trainers and assessors.

The candidates will all give in excess of 35 hours of their time over a 5-week period. In addition to this time all the volunteers will be assessed marshaling 3 parades. The senior marshals will also have to be assessed leading and in control of all marshals at 2 parades, the assessors will have to assess at all parades, and finally the trainers in the future will carry out further courses, of similar length and content to the present training.

In addition to all the commitment all trainees will also be required to complete a portfolio. All the candidates are in full time employment and have volunteered their personal time to complete the training, for the benefit of the Orange Institution, and most importantly the community at large.

The initial training was designed to deliver level three to all attending marsahls, however they all requested that we complete their assessment and put them forward for the full qualification at levels 2 and 3.

This will lead to additional costs of registration, assessment and accreditation of all candidates and for our Internal Verifier to attend the assessment opportunities.

The City of Londonderry Grand Orange Lodge realizes the importance of this scheme, for both the entire province, and ourselves we therefore have donated £1,500 towards the training programme.

To ensure that the programme is completed fully and implemented we have also investigated other avenues of funding, and have discovered the individual learning account's, through the Department of Education for Northern Ireland. This will help towards the funds required to complete the project although as mentioned in our meeting, we will still have a shortfall of £ . A copy of the full proposal will come from Sue Watson.

For the ILA funding to be delivered the department require an "employer". At this point of the candidates development it would be disastrous if we could not provide the necessary funding to complete this forward looking and positive initiative. With this in mind we would respectfully ask if your Organisation could act, if required, as an employer on our behalf, there would be no other employer liabilities.

Yours sincerely



W. Wray  
Treasurer

**PROPOSAL TO DELIVER  
REGISTRATION,  
ASSESSMENT and  
VERIFICATION  
For NVQ's IN  
SPECTATOR CONTROL**

**Prepared for  
Community Relations  
Council**

**By  
SUE WATSON  
Of**

The logo for Watson Associates features a stylized lowercase 'w' with a curved line above it, followed by the word 'watson' in a lowercase serif font. Below 'watson' is the word 'associates' in a smaller, lowercase sans-serif font.

**watson**  
associates

## ***Company Background***

Over the last seven years Sue has been working closely with Leeds United Football Club, developing specialised training in customer care and steward training and assessment. Sue has been involved with the implementation of many pilot schemes, her work within Leeds United Football Club led to her researching the NVQ in Spectator Control when it was in its draft stage.

Watson Associates Ltd developed the first programme available to achieve the NVQ in Sport and Spectator Control and has been involved in the writing of the units and assessment documentation to implement the qualification.

The pilot programme was carried out by Watson Associates Ltd, the only approved centre for this qualification in the country. The qualification is designed to keep clubs training in house, and we have involved all the bodies in the football industry within the pilot to gain status. The training not only benefits the club and stewards but most importantly the spectators.

The NVQ in Spectator Control was piloted in four of the country's football clubs, chosen because of their reputation for a high level of in house training. The clubs involved were Leeds United, from the Premier League, and Cambridge United, Scunthorpe United, and Bradford City from the Football League. A total of 300 stewards took part in this pilot.

The Premier League and The Football Association actively endorsed the pilot, as has the Football Licensing Authority, set up after the Taylor Report. This new standard gives club directors and safety officers a goal to aim for when training their stewards.

One of the major benefits to clubs is the ability to reduce police costs. As stewards become more competent and responsible, plus the ability for stadiums to inter change their workforce, a requirement which probably would be necessary for smaller clubs who may suddenly find themselves with double or treble their normal crowd.

Watson Associates was also responsible for training and monitoring all the stewards at Wembley for the Euro '96 competition.

In June 1997 Sue was approached by Alastair Graham and asked to attend the 14<sup>th</sup> July parade in Belfast, to see if the steward training she had developed could be transferred into marshal training for parades.

In January 1998 The Apprentice Boys of Derry started the first ever training programme delivered to a National Standard and seven of their senior marshals undertook training and were accredited to level 3 in Spectator Control.

## **Project**

Sue Watson has been working in Northern Ireland over the past year developing the NVQ in Spectator Control. Sue has been recently working with The Apprentice Boys of Derry by training and developing their skills in line with the Spectator Control Level 3 qualification. They have shown commitment and teamed with their enthusiastic approach to learning the Apprentice Boys of Derry would like to be assessed, accredited and certificate to the National Standard.

As a result of completion of a successful programme, I am currently running a training programme funded by the Grand Order Orange Lodge, of which we have 22 registered candidates all from different Lodges including:

The Royal Arch Purple Order  
The Royal Black Perceptory

Although the programme of training and development has now almost been completed we require funding to put the Marshals forward for the qualification they have been working towards. The standard for The Spectator Control Qualification at Level 3 is attached at the end of this document.

### **Timetable and content of training programme.**

April 21 <sup>st</sup>	Introduction	Roles and responsibilities Code of Conduct
Session 2	April 22 <sup>nd</sup>	Duties and pre event planning Liaison with other agencies Maps and programme
Session 3	April 28 <sup>th</sup>	Crowd dynamics Identifying crowd problems
Session 4	April 29 <sup>th</sup>	Health and Safety Fire Safety
Session 5	May 5 <sup>th</sup>	Control the movement of people
Session 6	May 6 <sup>th</sup>	Emergency procedures Codes and systems
Session 7	May 12 <sup>th</sup>	Radio call signs Radio techniques
Session 8	May 13 <sup>th</sup>	Briefings, contingencies
Session 9	May 19 <sup>th</sup>	Scenarios and exercises Legal implications of actions taken
Session 10	May 20 <sup>th</sup>	Control roads, none public areas Competence/understanding test Review and close

## Costings:

### Registration costs

Registration of all candidates	level 2	9 @ 42.00	378.00
	Level 3	9 @ 51.50	463.50
Internal Verification	21@	£35	735.00
Certification Fees	21@	£20	420.00
<b>Total costs to City and Guilds</b>			<b>£1,996.50 +VAT</b>

### Assessment costs

To cover attendance at parades to observe and assess candidates performance and accredit competence.

Attendance 1 Day in June  
2 Days in July  
2 Days in August  
1 Day in September

Fee	£500 @ day	6 Days	£ 3,000.00
Flight	£240.00	4 trips	£ 960.00
Hotel	£60.00 a night	6 nights	£360.00
Car hire and petrol	£120 a trip	4 trips	£480.00
Parking LBA	£10.20 a trip	4 trips	£40.80

**Total Assessment costs** **£4,840.80 +VAT**

**TOTAL COSTS FOR THE COMPLETION OF TRAINING AND ASSESSMENT (4840.80 + 1996.50 +1196.53) £8,033.83 INCLUSIVE**

Radio costs to follow awaiting written quotes from two companies

### **Added Value**

At the end of the project there will be a complete training programme for the Orange Order to continue training their own marshals and available to the funders of the programme to distribute to other interested Organisations.

### **Aim Of the Programme**

To enhance the development and skills of the Marshals within The Orange Order.

## **Measurable outcomes**

The project is expected to achieve the following outcomes:

Measurable act of business benefits anticipated from participation in the project by;

- ◆ Improved teamwork and communication
- ◆ 21 Accredited marshals at levels 2,3
- ◆ Trained and assessed assessors and trainers
- ◆ Safety issues tested more thoroughly
- ◆ Marshal's knowledge and understanding is tested.
- ◆ Marshals gain confidence and reassurance that they have the right level of knowledge and understanding for the job that they are doing.
- ◆ Improved motivation
- ◆ Recognition of transferable skills.
- ◆ They understand the importance of their role.
- ◆ The general public reassured on issues of safety.
- ◆ Increased welfare and comfort of the public.
- ◆ Lower police presence.
- ◆ Club insurance may save on premiums
- ◆ The organisation has to think through the integration of the Standard into their operation of parades, marshals will then make judgements about their team in an objective way.
- ◆ This may take time but brings benefits of improved all round care and maximises resources.

## **Evaluation**

Procedures have been developed to ensure evaluation of all our training, counselling and monitoring services. A follow up will be carried out by WA at four months to assess the value of the programme, which will then form the basis of our review meeting with The Grand order Orange Lodge.

## **Quality Procedures**

All facets of the company's business embrace the quality theme. Specifically, the ongoing team meetings provide the primary control and review mechanism.

The meeting consists of:

1. Apologies
2. Minutes of previous meeting
3. Information update
4. Recruitment
5. Quality
6. Outcomes
7. Team/Programme Development
8. Any other business



At all times we attempt to maintain the highest quality in our delivery and service. Quality throughout the programme is assured by:

- candidate registration
- systems for recording achievement
- assessors who meet the national standards of competence
- implementing valid assessment methods and procedures
- implementing reliable process for verification

### **Quality Assurance**

Effective quality assurance allows everyone involved in NVQs to have the confidence in assessment decisions. All candidates who are competent should be assessed as meeting the national occupational standards. Ensuring the validity of assessment decisions is a joint responsibility for all those involved in the quality assurance of NVQs. It is the responsibility of Watson Associates as a centre for assessment to ensure responsibility for quality assurance, and its success depends on the individuals who implement it.

### **Health and Safety.**

Watson Associates' Health and Safety policy statement is attached. The company, its staff and associates are fully committed to its implementation. Sue Watson is responsible for Health and Safety matters. Policy review meetings take place at six monthly intervals to ensure that policy and practices are effective.

### **Equal Opportunities**

Watson Associates' Equal Opportunities policy statement is attached. The company, its staff and associates are fully committed to its implementation. Louise Choi is responsible for Equal Opportunities monitoring. Policy review meetings take place at six monthly intervals to ensure that policy and practices are effective. Sue Watson sits on the Equal Opportunities Advisory Committee and Enterprise sub-committee of the Leeds Training and Enterprise Council.

### **Training/staff development policy**

Watson Associates' Training and Development policy statement is attached. In addition to this, the company is committed to achieving Investors in People Award. In support of the above commitment, all currently nominated staff has undertaken programmes of development. Training Plans have been agreed which detail the steps, methods and timescales, which will lead to accreditation. All sub-contractors have to go through our selection and review policy.

**Name of Organisation**

WATSON ASSOCIATES

**Address**

8 Butts Garth  
Thorner  
Leeds  
LS14 3DA

**Tel** 0113 289 3414

**Fax** 0113 289 3905

**Email** sue@jwatsona,demon.co.uk

**Contact Names**

Sue Watson - Managing Director  
Louise Choi - General Manager

**Previous contracts**

**Calderdale & Kirklees TEC Ltd**

Business Training  
Women in Business  
Enterprise Development Programme  
Health & Safety Programme  
Business Skills Seminars  
Instigated the start of a Business Club for Women, now running with 40-50 members and self supporting  
Pilot Women in Business - 11 participants, six of who are still in Business after 3 years, all still attend Watson Associates Ltd programmes  
Business Planning for second year businesses  
Pilot Business Ideas Generation Workshops  
Skills for small Business 1996/7  
Executive Programme for small businesses 1995/6 1996/7  
Growing Business Programme 1995/6 and 1996/97  
STAR Programme 1997/1998

**Investor in People advisor contracts.**

Lorraine Day Nursery  
R & R Inspirations Limited.  
Advance Healthcare Group.  
Portfolio Display Ltd.  
ISCAL  
Bridge Veterinary Group  
Helme Hall Nursing Home  
Parlands Leisure

### ***Leeds TEC Ltd***

Business Support for 150 starts on Enterprise Allowance Scheme until 1995  
New Business Training  
Business Skills Seminars  
Women in Business  
Finance for Non Financial Managers  
SRB Enterprise Portfolio for Leeds TEC Ltd.

### ***North Yorkshire TEC Ltd***

Women in Enterprise  
Business Skills Seminars  
Finance for Non Financial Managers  
Coaching and counselling skills  
Selling Skills  
Presentation Skills  
Customer Care  
Business Ideas Generation

### ***Bradford TEC Ltd***

Skills for small business 1996  
Door Supervisor licensing 1996/97

### ***Private Contracts***

Customer Care, Presentation Skills - Leeds United Football Club  
Presentation Skills - Grimley J R Eve  
Time Management - Leeds Girls High School  
Presentation Skills, Customer Care - Alphagraphics  
Presentations Skills - Transorganics + ESL  
Presentation Skills - Contributions Agency  
NVQ in Spectator Control - Leeds United Football Club, Bradford City Football Club, Cambridge United Football Club, Scunthorpe United Football Club (300 Stewards and 8 Assessors)  
Safety/hospitality for Euro '96 Football Competition - Football Association  
West Yorkshire Police - Training and Licensing of Door Supervisors  
Parades Commission Northern Ireland Steward Training  
Irish Football Association. Steward Training.  
Belfast City Council. Client Service Department.  
Ipswich Town Football Club Steward/Supervisor Training  
Wembley Stadium Training of stewards/ Supervisors and Safety Officer.  
Implementation of Level 4 spectator Control within Wembley Stadium, Alfred McAlpine Stadium, Luton Town Football Club, Watford Football Club, Brentford Football Club and Wigan Rugby League Football Club.  
Pittards delivery of TDLB award at Level 3 & 4.

***Pilot schemes***

Sue Watson attended first national Train the Trainer Programme DUBS

Wrote and delivered first Enterprise in Employment Training 1988 in the Leeds Area

Wrote and delivered competence-based units for enterprise with David Hall partnership in 1989/90

Developed and wrote training and assessment material for NVQ Spectator Control Level 2,3 and 4.

Developed and wrote training and assessment material for Door Supervisor Training and licensing.

Parades Commission            wrote and delivered the first ever marshal training programme for ABoD