



Nurturing skills for 21st Century Parks

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What has happened to Parks services?

- Average cuts v's areas of deprivation
- Parks £1B
- Average cut 26% unadjusted, 32% inflation – 353 parks authorities

The Parks Action Group

- Communities and local government select committee public parks inquiry – examine impact of reduced L.A. budgets on parks & open spaces Feb 17
- MHCLG tasked with reporting on ensuring future sustainability of parks
- Parks Action Group (PAG) launched Sept 17 by Government
- Government – MHCLG, Defra, DoH, Home Office, DCMS, DoE
- Sector – APSE, Parks Alliance, NFPGS, Fields in Trust, LGA, HLF, National Trust, Natural England, KBT, Groundwork
- Joint launch meeting
- Meetings and workshops

Workstreams

- Vision and values
- Finance
- Knowledge and skills
- Standards
- Increasing usage
- Empowering communities





PEOPLE

OPERATIONS

ENVIRONMENT

VISION STRATEGY POLICIES

INCOME & PERFORMANCE

apse

Knowledge and skills

- No two places the same
- Context and skills can't be separated
- Traditional horticultural skills important
- Skills gaps
- Framework of competencies
- Training provision
- Career paths
- Apprenticeship levy
- Sharing best practice and knowledge
- Overall business case



Figure 3: Draft competency framework for parks professions

GRADE	SENIOR MANAGEMENT SCP 39+	MANAGEMENT SCP 25-38	OFFICER & SUPERVISORY SCP 18-27	HORTICULTURAL SCP 10-20	APPRENTICE/ TRAINEE SCP 6-13
POST TITLE	Parks Manager	Assistant Parks Manager/ Team Leader	Senior Officer/ Supervisor	Arborist/ Gardener	Apprentice/ Trainee
Interpersonal and empathy skills	✓	✓	✓	✓	✓
Customer care skills	✓	✓	✓	✓	✓
Promotes and understanding of Health and Safety requirements	✓	✓	✓	✓	✓
Political sensitivity	✓	✓	✓	✓	✓
Promotes equality and diversity	✓	✓	✓	✓	✓
Promotes best practice and continuous improvement	✓	✓	✓	✓	✗
Broad knowledge of horticultural skills and practices	✓	✓	✓	✓	✗
Promotes pursuit of additional funding and income generation	✓	✓	✓	✓	✗
Leadership and communication	✓	✓	✓	✗	✗
Promotion of stakeholder and community partnerships	✓	✓	✓	✗	✗
Internal and external project management skills	✓	✓	✓	✗	✗
Strategic vision and service planning	✓	✓	✗	✗	✗
Management of revenue and capital budgets	✓	✓	✗	✗	✗
Management of performance management systems	✓	✓	✗	✗	✗
Succession planning and training provision	✓	✓	✗	✗	✗
Analytical and problem solving abilities	✓	✓	✗	✗	✗
Understanding and championing of service within council priorities	✓	✗	✗	✗	✗
Organisational change and improvement	✓	✗	✗	✗	✗

KEY COMPETENCIES

Key

Strategic	People Management
Operational	Finance



Draft Greenprint for Parks Professionals

Entry Level	In-situ (progressing)	New Entrants (Supervisory/middle management)	Senior Management ('the experts')
Further Education training courses (NVQ)	City & Guilds (certificated courses e.g Certificate of Competence - Horticulture Practices)	Income generation/volunteer and community liaison/bids and additional funding/project management etc	
Apprenticeships	Training days - specific role development - e.g play inspections		Coaching and mentoring/ succession planning/ knowledge sharing
'On-the-job' learning		Leadership/communication/ PM systems/Financial management	
	Specialist training courses (e.g arboriculture, fine turf maintenance) leading to specialist roles		Political skills/advocacy/strategic vision and planning
Equality and diversity, health and safety, customer care		Networking/best value/innovation/research skills	
	Formal horticultural qualifications	Degrees and Masters courses	
	Chartered membership		

Progress and deliverables

- Develop skills & knowledge 'greenprint' for next decade
- Consult on competency framework with parks managers, institutes & training providers – closes 28 June
- Identify coherent career path for profession
- Clear coherent recognition of the parks profession with institute(s)
- Create learning networks, coaching and mentoring for existing parks managers
- Establish apprenticeship standards
- Launch event September

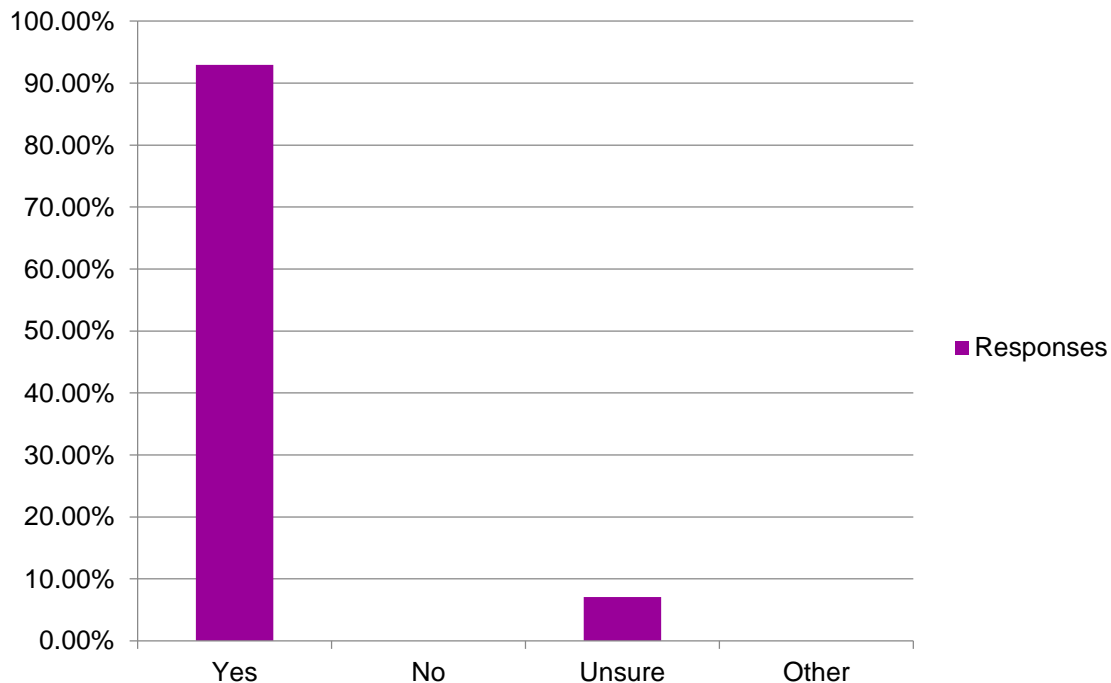


Parks Competency Framework

Survey Analysis



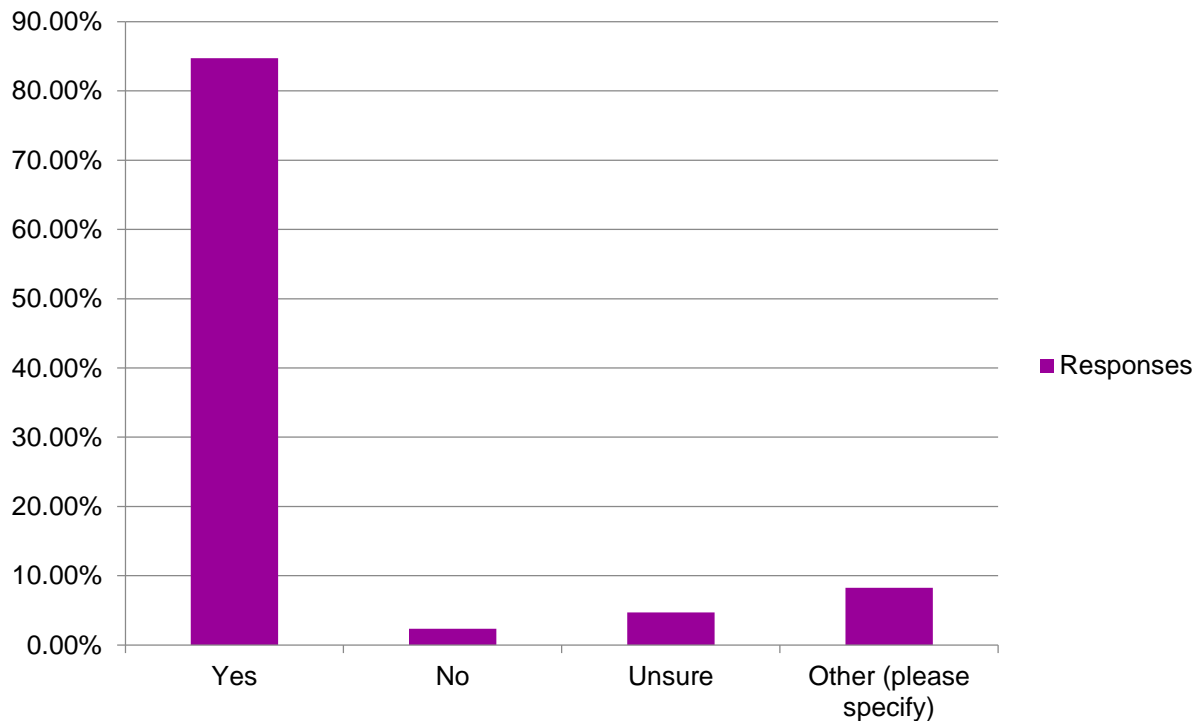
Do you believe that it is important that a 'greenprint' is established for Knowledge and Skills development in Parks Management for the next decade?



Answer Choices	Responses	
Yes	92.94%	79
No	0.00%	0
Unsure	7.06%	6
Other	0.00%	0
Answered		85



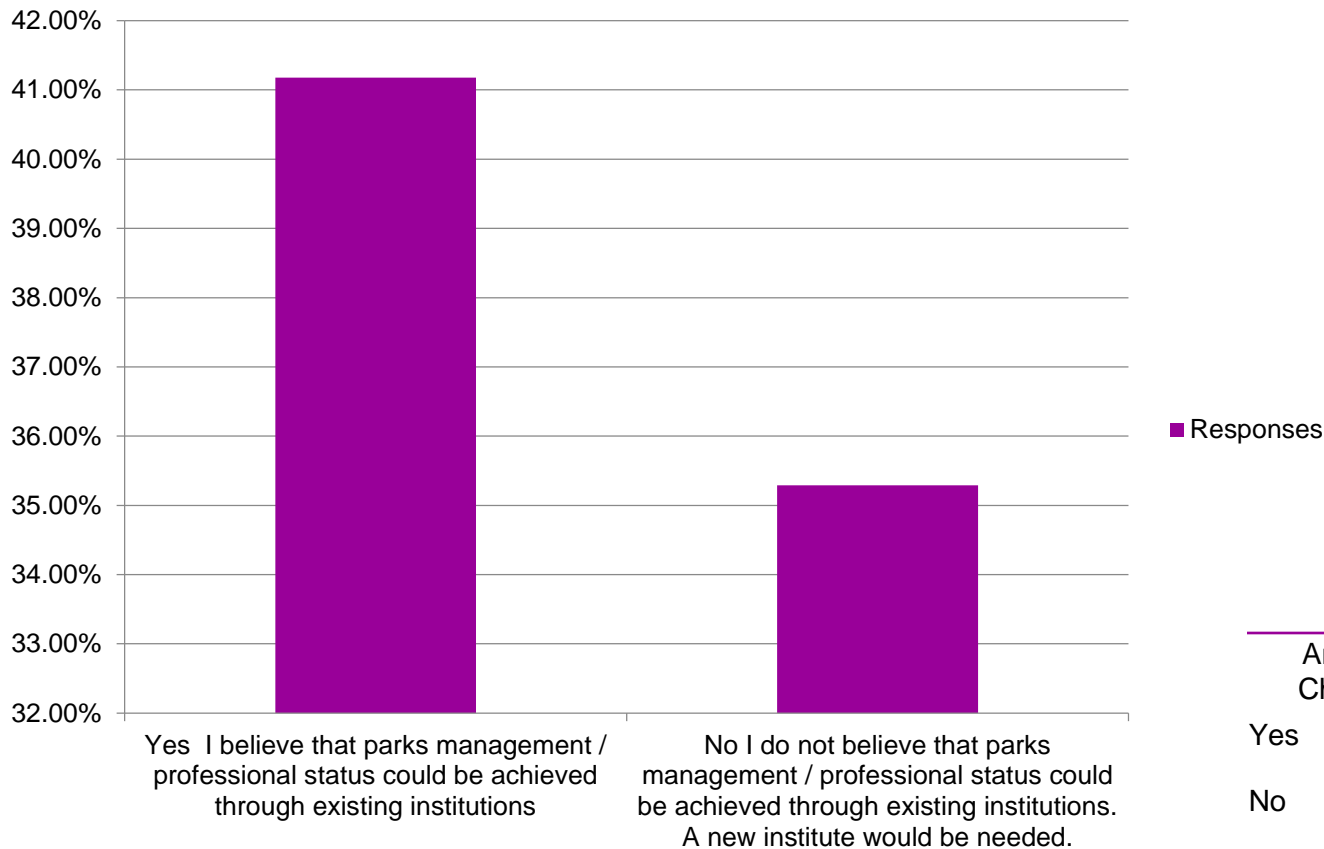
Do you believe that it is important that Parks Management has its own distinct and clear professional status?



Answer Choices	Responses	
Yes	84.71%	72
No	2.35%	2
Unsure	4.71%	4
Other (please specify)		
	Answered	85

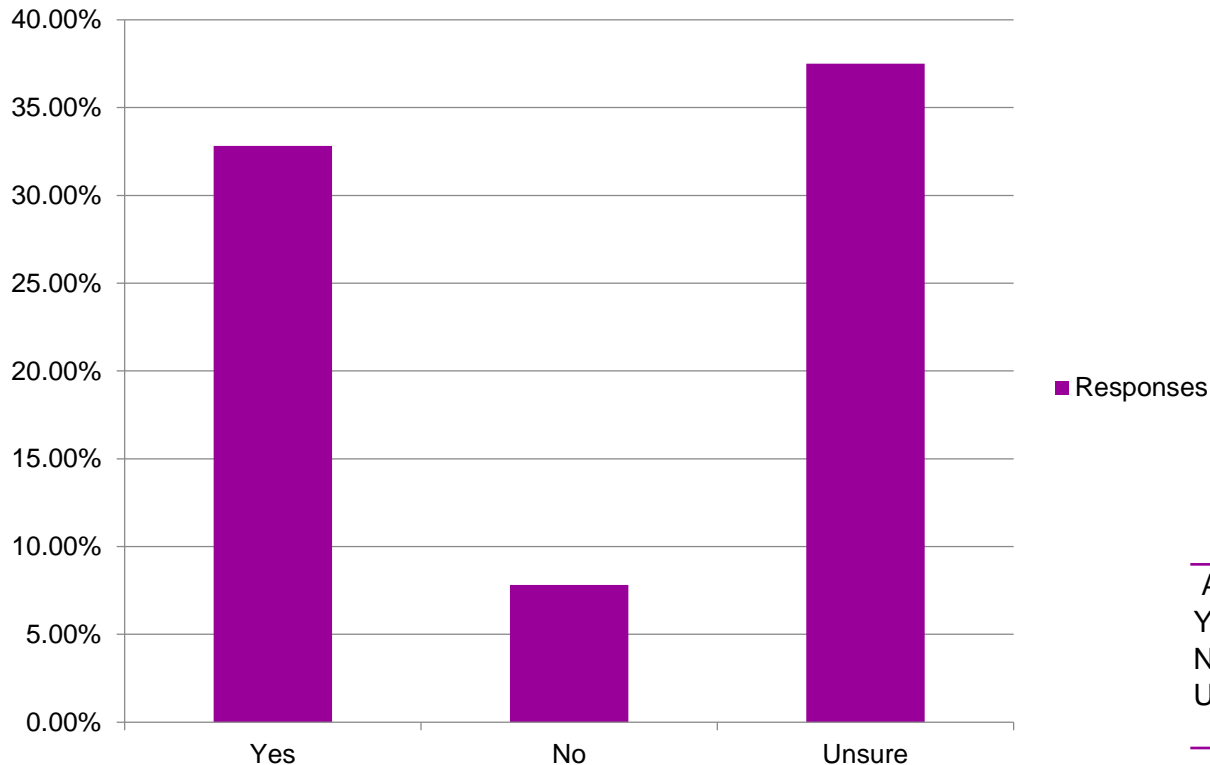


Do you believe that this could be contained within existing professional institutions? Or do you believe it needs one of its own?



Answer Choices	Responses	
Yes	41.18%	35
No	35.29%	30
	Answered	85

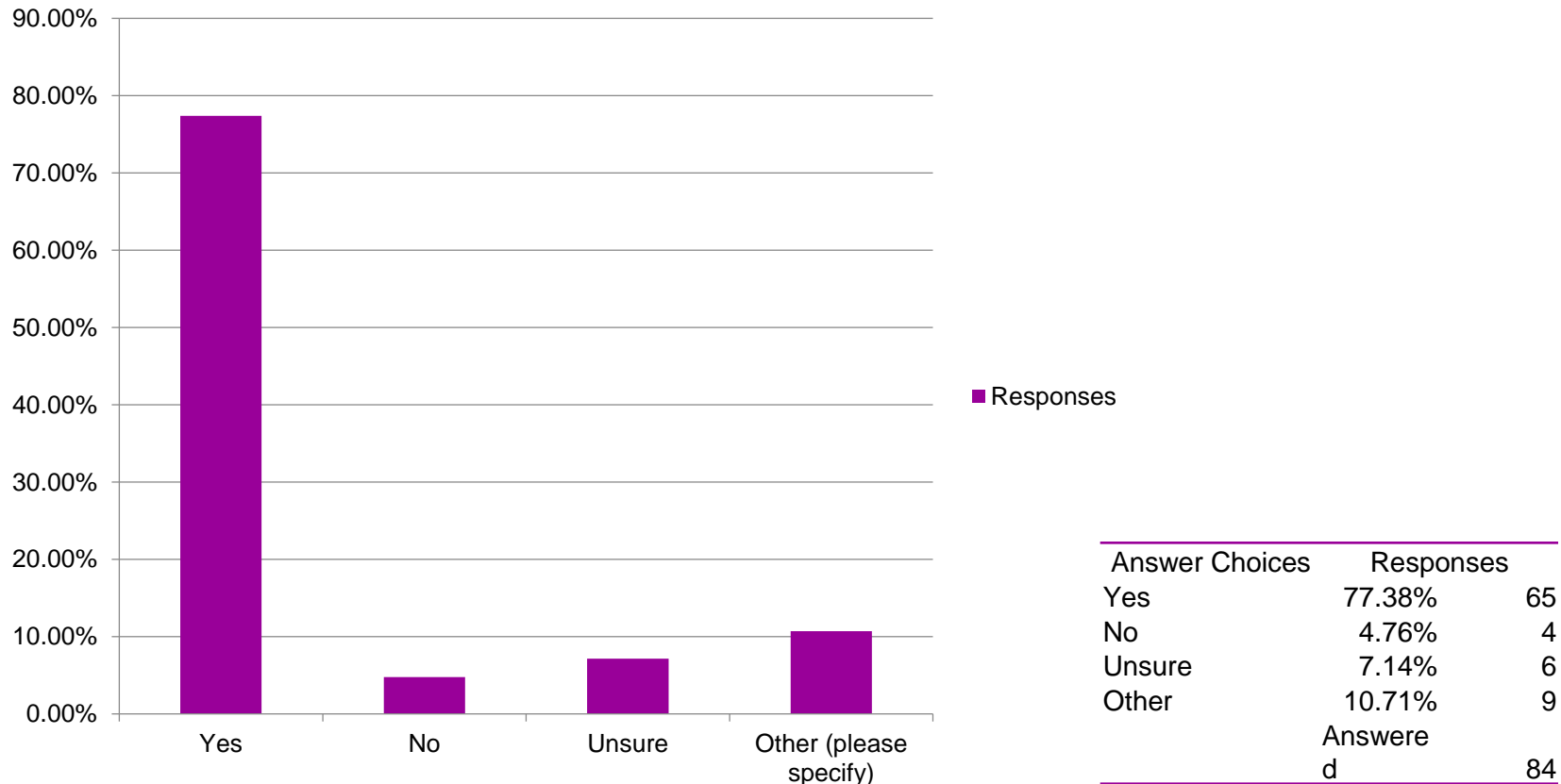
If you are a professional institute would you give status to Parks Managers if they achieved a level of competency / experience / qualifications aligned with the competency framework?



Answer Choices	Responses
Yes	32.81% 21
No	7.81% 5
Unsure	37.50% 24
Answered	
64	

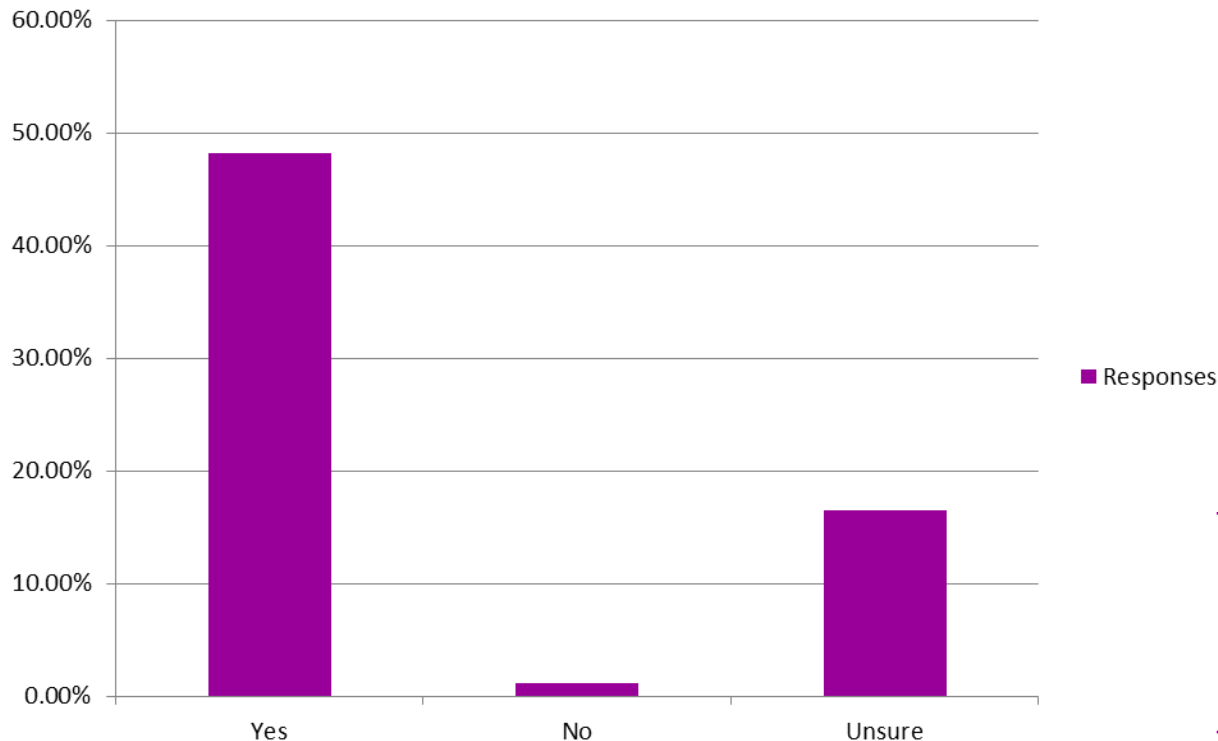


Do you agree with the idea of having a clear and distinct career path for the Parks professional?





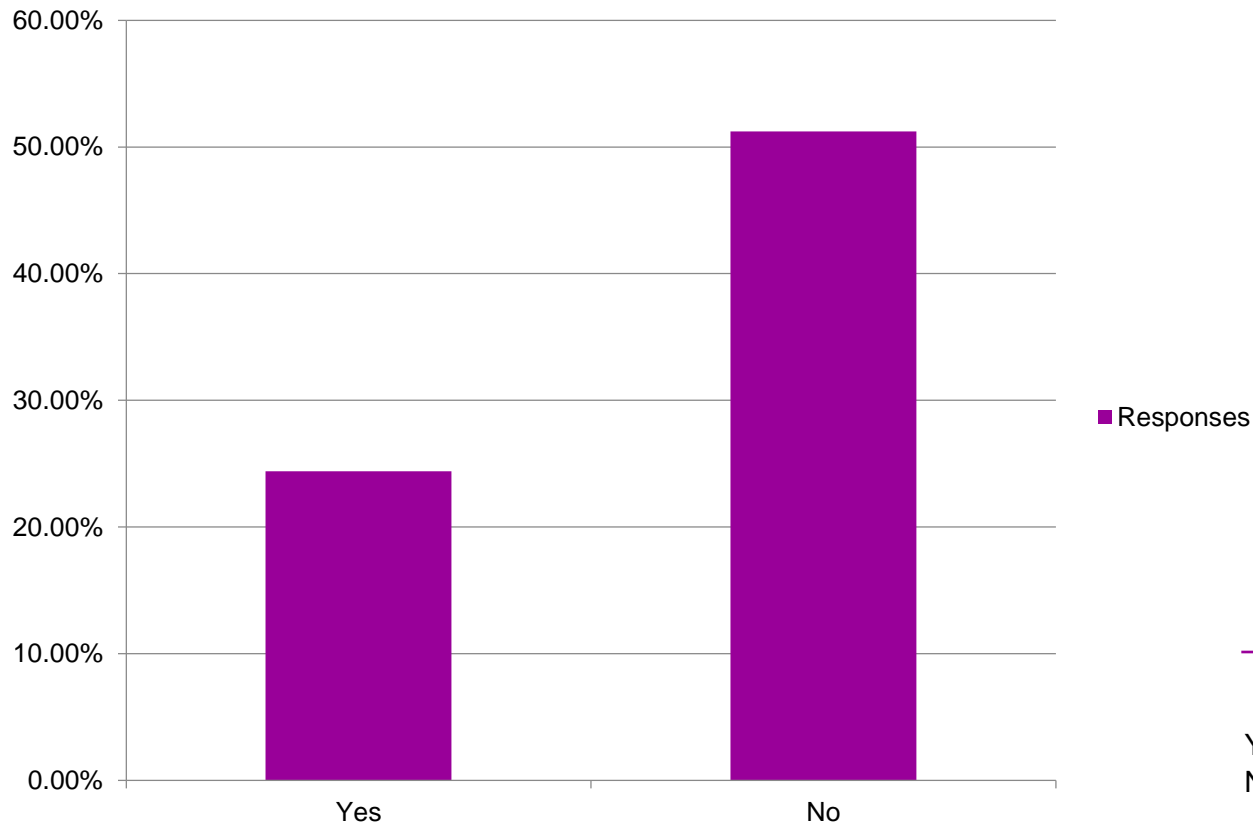
Do you agree with the draft competencies outlined in the framework for parks professionals?



Answer Choices	Responses	
Yes	48.24%	41
No	1.18%	1
Unsure	16.47%	14
Answered		85



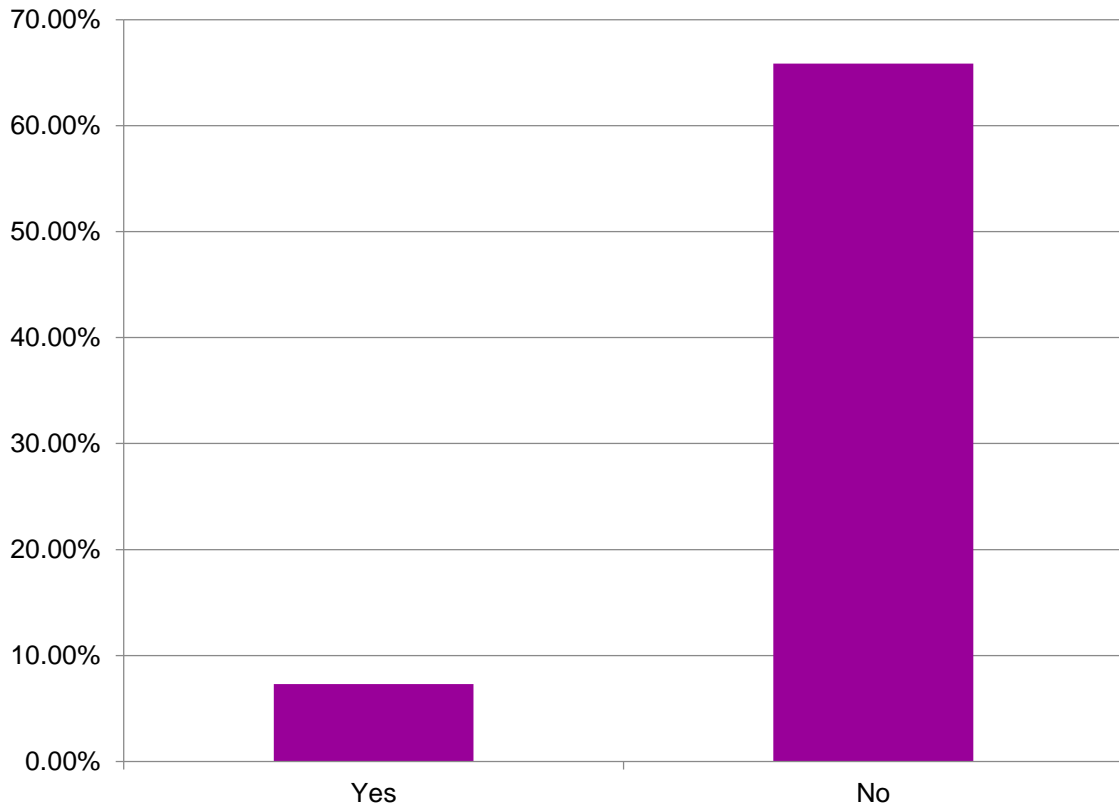
Do you currently provide training that would meet some or all of the requirements in the core competencies framework?



Answer Choices	Responses
Yes	24.39% 20
No	51.22% 42
Answered	82



Do you currently provide learning networks where Parks Managers can undertake peer learning and development?



■ Responses

Answer Choices	Responses	
Yes	7.32%	6
No	65.85%	54
Answered		82

Conclusions

- Lots of support for notion of 'greenprint'
- Lots of support for Parks Management having its own professional status and career path
- Existing professional institutions need to work harder to convince people that they are a true home for parks managers
- Lots of bodies out there at present providing training and learning networks but not comprehensive needs joined up
- Lots of support for competency framework (enhanced version)
- Advisory board of parks managers needed to oversee how all this brought together

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