

Park Management Qualification (PMQ)

"The NCC Park Management Qualification has successfully addressed an industry-wide gap in developing the technical and soft skills of holiday park management. Parkdean Resorts are proud to be delivering the qualification to aspiring and recruited park managers. The training material and format of the programme is straightforward to implement and offers delegates the opportunity to learn, share best practice and adopt consistent, customer focussed skills and behaviours"

Emma Findlay, Head of People Development, Parkdean Resorts

This qualification combines **online and face**-to-face learning, providing employees with the confidence and relevant practical and academic skills to become a successful holiday park manager.

Most importantly you can personalise the qualification, allowing you to choose modules, based on your staff or personal requirements. All courses are CPD Certified or endorsed by Awarding Bodies.

What will participants achieve?

Successful completion will result in a qualification equivalent to diplomas and high-level degree. Training will cover compliance topics mandatory to the industry along with a thorough understanding of the Combined Purchase and Licence Agreement Code of Practice.

How much does it cost?

You can get interest-free monthly instalments from £165 per month to help spread the cost. The total cost of the qualification starts from £2,970 +VAT per person.

How long will the qualification take?

We recommend you allow a minimum of 12 months, with most applicants expecting to take between 14-18 months for completion

Who is this qualification for?

We have developed this qualification for those who are new to their park role or aspiring or existing managers seeking enhanced learning in their current role or require best practice guidance in a park setting. This qualification will provide you with the confidence and relevant practical and academic skills to become a key influencer in managing holiday park operations.

What courses are included in this qualification?

There are six categories in which you must successfully achieve all elements

Leadership & Management

Residential Misuse

Caravan Holiday Home Ownership Code of Practice

Caravan Holiday Home Sales

Acts & Licences

Health & Safety

Some of these categories are available to see in the rest of this brochure, via our website or upon request. All our courses are professionally accredited and are recognised as meeting agreed training standards.







Recognising pre-requisite/in-house accredited training

If your company offers similar training, as part of an **in-company programme**, which can be mapped to those units within this qualification, NCC Training Academy can consider **accrediting your own course**. We will ask your company to provide evidence of your end-point assessment to verify your company standards in delivery and outcomes. This enables you to still achieve the overall NCC Park Management award whilst taking advantage of your own company's training programmes. There is a fee for endorsed inhouse accredited training.

How do I apply?

Please talk to our industry experienced training advisors, here at the NCC Training Academy, who will help you plan the delivery and access to your qualification.



Leadership & Management	Residential Misuse	CHH Ownership Code of Practice	Caravan Holiday Home Sales	Acts & Licenses	Health & Safety
					
Leading teams & Individuals	Residential Misuse Online Course and Assessment	Core Commitments	Classroom Courses on Caravan Holiday Homes Sales	Consumer Rights	Fire Safety
Influencing Communications & Personal effectiveness	<i>Coming in 2019</i>	Marketing & Advertising	Online Learning Course and Assessment	GDPR	COSHH
Business & Commercial Acumen		Sales, Warranties & Maintenance	<i>Coming in 2019</i>	Bribery Act	Managing Safety
Building High Performing Teams and Handling Conflict		Occupancy of the Pitch		Entertainment Licensing	Risk Assessment
Coaching & Mentoring		Charges & Changes in Pitch Fees		Alcohol Licensing	Manual Handling
Managing Change		Changes in Arrangements on a Park		Gaming License	Siting of Single & Twin Units full course OR
Performance Management & Motivation		Resale of the Holiday Home		Equality, Diversity and Inclusion	Siting for Managers <i>coming 2019</i>
Finance for Non-Finance Managers		Removal of Holiday Home from Pitch or Park			
Manager as Developer of Otehrs		Occupancy of the Pitch			
Service Delivery Improvement		Bequeathing a Holiday Home			
		Complaint Handling		<i>Compulsory Courses</i>	
		Misuse of Holiday Homes		<i>Optional Courses</i>	
		Arrangements in Northern Ireland			©NCC2018

Core Syllabus Leadership & Management Programmes : Managers and Supervisors

Who are these courses for?

Those people tasked with tactically driving the business forward through team and individual performance management, business improvement processes, quality and technical supervision, customer and stakeholder service delivery, planning, commercial acumen, innovation, creativity and ideas. These people may be running smaller teams or even be specialists/project leads. They may have the potential to aspire to senior leadership roles through development and could be earmarked for future executive positions.

An industry specific management development programme which encompasses the key aspects and disciplines today's managers and supervisors need to succeed whatever their role within the manufacturer, tourer, motorhome, caravan holiday home and park home sectors. Delivered in a highly practical and case study driven style format (over a period of nine highly sectorally relevant modules) the programme upskills delegates in core management and supervision areas, empowers them to drive business performance and boost commerciality/profits/deliver service enhancement as well as improve their own intrapersonal communication and influencing skills to enable them to pursue their own career ambitions and add value to their part of the business.

Course Aim:

The set of modular workshops are designed to stretch and test the delegates as they learn as part of a mutually supportive cohort led by an expert facilitator and course leader. Each workshop links to the next and by using high velocity action planning at each session enables delegates to take practical tasks and projects back into the workplace for delivery throughout the programme. Tutorial support is given between each workshop to allow delegates to stay on target and focused on their agreed actions. Each workshop is highly contextualised to the industry and delegates receive workbooks with sector specific case studies to explore as part of their learning.

Are these courses accredited?

All nine modules form part of an NCC accredited qualification upon completion. Delegates complete the programme by attending all modules, having a demonstrable learning audit evidenced in their workbooks and action planners and by satisfying NCC and the course leader their learning has been embedded throughout their workplace.

Successful completion of each workshop will achieve an **NCC Certificate of Attendance**. All these leadership and management courses are **CPD accredited** and are benchmarked to ILM Level 6 and **high-level degree** qualification standards.

The complete programme is also part of the NCC Park Management Qualification. But these courses are available to all personnel within the Caravan Industry and are a **transferable skill**.

How long do they take to complete?

These workshops are **one day per course**. A total of nine courses completes the recommended programme, but you can take a many or as few as you decide is relevant for your everyday role and responsibility.

Course Content

Leading Teams & Individuals

Key learning objectives:

- What are the critical and operational skills and behaviours needed in management and supervision and what are the challenges specific to the leisure vehicle and holiday park industry today?
- How do you model your management and supervision style to fit the needs of your team, the business and the wider operational goals and targets?
- What are your own management style preferences and how, by using self-awareness and profiling tools, can this affect the way the team is led and the way individuals and teams perceive you?
- Linking your management to overall business strategy and vertically aligning your approach and team effort to organisational priorities across multiple disciplines including the whole supply chain, manufacturing, retailing, park operations and the supply of products and services;
- The key management theories evidenced in today's workplaces and how that can impact on your team effort and performance;
- The benefits of using emotional intelligence and how to utilise your own emotional intelligence to build trust and have a profound effect on your team's success;
- How to conduct a team profiling exercise and adopt the best management approach for individuals within the wider team once the profile is complete.

The Manager as Developer of Others

Key learning objectives:

- Understanding/adopting the attributes and principles of “The Learning Spectrum” and applying the key skills and behaviours needed to succeed within caravan industry best practice standards;
- How to have a thorough understanding of the key events needed to successfully map and deal with skills gaps within the team via a skills audit and action plan;
- Recognising and promoting the benefits of learning in the workplace to encourage staff development and empower performance with specific context around the challenges facing the caravan industry;
- Planning and delivering training and learning across the team to accommodate different learning styles/development needs and aligning those individual development plans to business goals;
- Using training, teaching, instructor, mentoring and coaching models/techniques to provide successful learning within the team as part of a structured approach to team development;
- What it takes to create a shared learning culture throughout the team by promoting the benefits to staff whether working in the manufacturing, distribution and/or repair of touring, holiday and motor homes or leadership within residential park homes, and park home and holiday estates;
- Handling any reluctance to learning and development by creating compelling business arguments to adopt new approaches;
- Using your own motivational preferences to decide on your approach to development followed by one to one series of learning practice sessions using caravan sector examples/case studies.

Business & Commercial Acumen

Key learning objectives:

- What is commercial acumen and what are the skills and behaviours managers and supervisors need to model and demonstrate to enjoy success?
- How to assess your own knowledge, skills and behaviours in making commercial business decisions for your organisation whether in the caravan manufacturing and/or park operations and supplies disciplines;
- How and when to use detailed analysis tools to prepare your business cases and understand and utilise trend analysis to boost your commercial success rates;
- Preparing and presenting business cases with authority and credibility using sophisticated influencing models;
- Engaging your team in commercial enterprise and initiatives by demonstrating strong, credible and genuine management;
- Benchmarking your products and services internally and externally and using the management information at your disposal to strengthen your business performance;
- How to generate ideas and develop a sample business case during the workshop and practice delivering it to colleagues via learned influencing models;
- The skills needed to pitch and sell business ideas to stakeholders at all levels (multiple industry customer bases) using persuasion methodology.

Building High Performing Teams & Handling Conflict

Key learning objectives:

- What is a successful team? And what are the challenges that typical teams face? (e.g. conflict, different priorities, personality clashes, lack of buy in to the team goal);
- How do I as manager/supervisor set out my personal leadership agenda to build the team and create the high performance my business demands? What are the key differentials between success in the caravan manufacturing and/or park operations and supply chain disciplines and other sectors?
- Understanding the dynamics of teams, the four stages of successful team building and the management skills required at each stage;
- How to get buy in from individuals, not only to the team goal, but to putting that before their own priorities;
- How to make everyone feel part of the team, even if their role is not perhaps deemed (either by them or others) as so 'important' or 'essential' to the team's success;
- Appreciating when to maximise your utilisation of the teams' individual and group skills and experience using a skills map and skills audit approach;
- Handling team problems positively, assertively and ensuring tasks and plans remain on course when interpersonal challenges arise;
- Practical experiential learning around team dynamics using contextualised problem based learning techniques.

Influencing, Communications & Personal Effectiveness

Key learning objectives:

- Your own personal approach to communication via language and behaviour drivers using self-assessment to identify strengths and preferences;
- How your communication affects others and how you can adapt your style to have the maximum impact on colleagues, stakeholders and others;
- A practical communication techniques masterclass on how to prepare and deliver multiple messages to different stakeholder groups via a variety of techniques using industry contextualised examples and case studies;
- How to apply tactical and strategic influencing to a range of audiences ensuring that relationship management is maintained at all times;
- When and how to ensure that your team influences across the business by creating positive experiences and strong perceptions as a functioning unit with those critical to your success;
- How to be effective as a manager with your time and utilise your resources while at work including time management and delegation models of best practice;
- What it takes to become resilient as a manager, handle your own pressure effectively and spot the signs of stress in others quickly and take appropriate action as needed

*Service Delivery Improvement, Innovation, Creativity

Key learning objectives:

- How to interpret and apply the principles, tools and techniques of service improvement models relevant to work areas (caravan manufacturing and/or park operations and/or supply chain);
- Use business improvement and service improvement analysis to involve the team in the application of business enhancement;
- Critically apply creative thinking and innovation methods as well as lean/continuous improvement techniques to identify areas for improvement;
- Scope, plan and execute service improvement/new services/new products via sophisticated project management techniques as well as measure and evaluate success and risks;
- Manage and support staff and stakeholders through improvement; make direction shifts where needed to deliver long lasting and embedded innovation;
- Appreciate how to create an environment which empowers colleagues to think creatively in their teams;
- Align teams towards creative and original solutions making sure business as usual does not suffer during innovation drives;
- Build a self-sustaining culture of innovation via a tool kit to promote and create innovative workstreams when back in your team potentially across multiple disciplines including the whole supply chain, manufacturing, retailing, park operations and the supply of products and services.

**This is an optional extra module if required*

Performance Management & Motivation

Key learning objectives:

- Understanding the role of the manager and supervisor in performance management and the skills/behaviours needed to succeed;
- The conduct versus capability dilemma for managers and supervisors and how to evidence and deal with it when it occurs;
- Identifying the common psychological types within any team and developing performance management strategies to manage and supervise them effectively;
- The skills needed to deliver difficult performance management news and how to prepare constructively for a potentially difficult conversation;
- How to give feedback using best practice models and how to deal with defensive or challenging reactions if they occur by using assertiveness techniques;
- Understanding and applying appropriate stretch objectives for staff members, gaining agreement towards goals and assessing their impact through review, support and monitoring;
- Motivating and managing people to boost performance through a range of motivational management approaches whatever your management position within the industry (i.e. whole supply chain, manufacturing, retailing, park operations and/or the supply of products and services).

Managing Change

Key learning objectives:

- What is change and why do businesses need to be able to manage sustainable change programmes and projects?
- Why do 75% of change initiatives fail? What can managers do to make sure their programmes succeed?
- Understanding and applying project change objectives linked to critical path creation and solid planning;
- Brainstorming change techniques to pick the correct solution using classic organisational change models and best practice as well as contextualised case studies specific to the caravan sector;
- Explore and appreciate the key change theories evidenced in today's workplaces and how that can impact on team and organisational goals;
- How to manage people through change, overcoming resistance and creating compelling arguments for change within your business;
- Work with the "Change Curve" and psychological reactions/drivers around change and understand how to manage people through them;
- Select the correct communications approach (making it caravan industry specific to the area you operate within) to enable strong dialogue when managing change.

Coaching & Mentoring

Key learning objectives:

- Understanding/adopting the attributes and principles of an effective coach and mentor applying the key skills and behaviours needed to succeed within caravan industry best practice standards;
- How to have a thorough understanding of the coaching cycle and the key differences in approach between coaching and mentoring;
- Recognising the benefits of coaching and mentoring in the workplace to encourage staff development and empower performance with specific context around the challenges of the caravan industry;
- How to use coaching models and techniques to provide successful coaching conversations including the GROW, OSCAR and The Designed Alliance methods;
- What it takes to create a “coaching and mentoring” culture throughout the business by promoting the benefits to staff whether working in the manufacturing, distribution and/or repair of touring, holiday and motor homes or leadership within residential park homes, and park home and holiday estates;
- Planning and delivering coaching and mentoring to accommodate different learning styles/development needs within the team and aligning development plans to business goals;
- Handling any reluctance to be coached and/or mentored by creating compelling business arguments to adopt new approaches;
- Appreciating what type of coach and mentor you can be using motivational preferences to decide on your approach followed by a practical one to one coaching and mentoring series of sessions using caravan sector examples/case studies.

Finance for Non-Finance Managers

Key learning objectives:

- This course is designed to increase your competence in managing budgets more effectively, assessing the efficiency of your organisation's operations and financial performance, and how to make more informed decisions on projects and investments.
- This one-day workshop aims to provide you with an awareness and basic understanding of how finance works, how you can use it to help you to make decisions and to understand how it can affect your own area of the organisation and your performance.
- You will be introduced to the core concepts of accounting and financial management and develop a basic level of knowledge on the background to finance.
- The content is delivered in an easy-to-understand way, speaking your language and enabling you to understand the financial way of seeing things as well as giving you practical opportunities to use some of the tools and techniques to analyse your own organisation's financial data. This will enable you to proactively help the organisation to manage its finances and ultimately achieve its business goals.
- This will be a highly practical workshop using financial data and reports relating to your own area of the business. Each delegate will develop a detailed personal action plan as a result of taking part.

THIS IS NOT YOUR TRAINING PROGRAMME, BUT AN EXAMPLE OF HOW YOUR COURSES COULD BE DELIVERED TO COMPLETE THE FULL PMQ. A TIMETABLE WILL BE WORKED OUT FOR YOU ONCE YOU HAVE CONFIRMED YOUR APPLICATION FOR THE FULL PROGRAMME, BUT YOU CAN ASK US FOR A DRAFT OF WHAT YOUR PROGRAMME COULD LOOK LIKE BEFORE YOU COMMIT TO THIS QUALIFICATION.

Complete Delivery by/within	Module	Title	Content	Length	NCC Academy Consultant	NCC Academy Trainer	Option for Training delivery by In-Company specialist
Feb - March 2019	One	Management Workshop 1	Leading teams & individuals	2 days	NCC	NCC tutor-Led	ILM Level 7 trainer
			Influencing communications & Personal effectiveness				
Feb - June 2019	Two	NCC Code of Practice - Holiday Home Ownership	As per NCC Scope	14 hours	NCC	NCC Academy Online	N/A
April - May 2019	Three	Management Workshop 2	Performance Management & Motivation	2 days	NCC	NCC tutor-Led	ILM Level 7 trainer
			Manager as developer of others				
April - June 2019	Four	Health & Safety	As per CIEH Scope	2 days/2hours online	CIEH Level 2	NCC Tutor-led/NCC Academy Online	In Company Specialist HSO
				3 days	CIEH Level 3	NCC tutor-Led	In Company Specialist HSO
			Risk Assessment	2 hrs	NCC	NCC Academy Online	In Company Specialist HSO
			Fire Safety	2 hrs	NCC	NCC Academy Online	In Company Specialist HSO
			COSHH	2 hrs	NCC	NCC Academy Online	In Company Specialist HSO
June + September 2019	Five	Management Workshop 3	Service delivery improvement	3 days	NCC	NCC tutor-Led	ILM Level 7 trainer
			Business & Commercial acumen				
			Finance for Non-Finance Managers				
October- December 2019	Six	Management Workshop 4	Managing Change	3 days	NCC	NCC tutor-Led	ILM Level 7 trainer
			Building high performing teams				
			Coaching & Mentoring				
June -December 2019	Seven	Acts & Licences	General Data Protection Regulations	10 hours	NCC	NCC Academy Online	N/A
			Alcohol Licensing				
			Bribery Act				
			Entertainment Licensing				
			Environmental Policies				
			Gaming License				
			Equality, Diversity and Inclusion				
			Consumer Rights Act				
Entertainment Licensing							
November - January 2020	Eight	Caravan Holiday Home Sales	As per NCC Scope	3 days	NCC	NCC tutor-Led	In Company Sales Director
Feb-20	Nine	Residential Misuse	As per NCC Scope	1 day + Pre work	NCC	NCC Academy Blended	N/A
Mar-20	Ten	Health & Safety	Managers overview of Siting Operations	1 day + pre-work	NCC	NCC Academy Online	N/A