



BRITISH PARKING ASSOCIATION

# A GUIDE TO OUR PROFESSIONAL DEVELOPMENT FRAMEWORK FOR THE PARKING PROFESSION





# Welcome

Welcome to the BPA's refreshed approach to professional development. I am delighted to introduce our professional development framework which is part of our innovative learning experience that will set the standard for enhanced cultural change across our sector.

Whatever stage you have reached in your career, you can always gain or expand your skills to further your career and standing in our profession. Our framework provides a summary of the typical qualifications, knowledge, and skills that are required to progress within our sector – a blueprint for professional growth.

Your Continuous Professional Development (CPD) is vital and requires a blend of approaches/ideas and can be measured by the benefits it can bring you in the real world. We know that our sector is essential for delivering a cleaner, safer, less congested world where we can move around freely and easily. We will continue to celebrate the impact of your work and promote the reality that a career in parking is often more than a destination, it's a journey!

The BPA has always raised standards and supported individual CPD in the sector and we are pleased that through our professional development framework, we are able to assist our members to meet the challenges they face in delivering excellence in parking for all. As our sector continues to evolve rapidly it has never been so important to focus on CPD.

**We hope you make the most of our framework to further your professional development journey. As a not-for-profit association it's you, our member, that makes the BPA such a supportive and welcoming community to develop and grow your career.**

**Andrew Pester**  
Chief Executive  
British Parking Association

# Introduction

Our Professional Development Framework simply sets out the knowledge and skills (often referred to as competencies) needed at each stage of a career in parking, along with the qualifications and apprenticeships available, and then links these to individual membership grades of the BPA.

The framework is designed to be applicable and transferable across our diverse parking sector.

This guide is designed to support the use and implementation of the framework.



Parking professionals have been asked to think differently and do more than at any time in recent history.

With transformation comes challenge, and we at the BPA have responded by creating a support platform to encourage excellence within the sector.

Our professional development framework has been created in response to the fast-changing landscape that parking has been faced with, along with all aspects of transport, travel, and urban development.

The association's Professional Development & Standards Board enables us to maintain and enhance our position as the leading professional body in parking. With guidance from this board of experts and specialists, the BPA team has produced a tool kit to support professional development across our community of parking people.

As the parking sector continues to evolve, we hope you will become part of that transformation, helping us change perceptions through your professionalism, so we can create a more positive parking experience for everyone.

**Anjna Patel MBE, Principal Parking Officer,  
Sandwell Metropolitan Borough Council  
and Chair, BPA PD & S Board**



## What is the purpose of the framework and who is it for?

The framework itself is designed for anyone working in our profession, at any stage of their career, to support their professional development.

Employers and training companies involved in the parking sector can use the framework to help identify training needs and assist with succession planning.

People who are interested in a career in our sector may also find this framework useful to identify the typical range of knowledge and skills needed for professional growth.

# How to use the framework

The following provides an explanation of the different sections of the framework, the associated documents, and how they link together:

## Career stages and role descriptions

We have defined 5 different career stages in our sector:

01-02

**Stages 1 and 2** encompass operational roles and include jobs that provide a front-line service to the public (either face to face or by telephone), those who support their colleagues by providing an administration service and deal mainly with processes, and (at stage 2) those who provide first line management or supervision to an individual or a team.

03-04

**Stages 3 and 4** define management roles including those who manage or lead a function and / or a professional area or provide specialist technical knowledge and expertise. Stage 4 is similar to stage 3 but is for those who do this at a senior, rather than middle management, level. The differential is that stage 4 roles are involved in organisational wide challenges and long-term strategic plans.

05

**Stage 5** roles are the most senior roles and involve providing senior leadership to a professional area or the organisation as a whole.



## Qualifications

Parking qualifications were first introduced in 2004. The purpose of these qualifications is to offer a standardised level of competence throughout our sector.

There are currently two parking specific qualifications available:

**Level 2**  
award for parking enforcement officers

**Level 3**  
award in notice processing

Qualifications above Level 3 are not currently available, although this may change in the future.



## Apprenticeships

Whilst apprenticeships in parking are not currently available, there are other apprenticeships relevant to the parking sector, such as business and administration, customer services, leadership and management, and project management.



## Knowledge and skills

Our detailed knowledge and skills indicators document (see Appendices, page 8) defines the broad range of knowledge and skills necessary to be a competent parking professional, at each stage of your career; forming a global competence model for the profession.

It should be noted that this document focuses on the application of knowledge and skills – it does not describe the exact knowledge and skills that people need to develop and it does not seek to describe the particular attributes they have (eg courage, humour).

Appendix 2 and 3 may be read horizontally or vertically, depending on your needs. If read vertically, you can see a description for each of the knowledge and skills needed for a particular stage in your career. This gives a rounded view of what is expected and can help you to identify any areas you may wish to develop in your current role. An example is shown overleaf.

## Continuous professional development

Continuous professional development (CPD) is the term used to describe how individuals maintain and enhance their knowledge and skills so that they remain competent and up to date in their role.

CPD isn't just about attending courses or gaining qualifications. Everything that improves your knowledge and skills, whether through formal learning, attending meetings or even simply trying new tasks for the first time, is CPD. Whilst we ask our Individual Members to commit to CPD, we do not prescribe what or how much should be done, as we believe that CPD should be tailored to each individual.



### The 21 knowledge and skills areas (known simply as 'areas') are:

- Parking sector knowledge
- Information and knowledge management
- Parking management strategy
- Parking management policy
- Corporate and social responsibility
- Planning and project management
- Managing yourself and others
- Prioritising work and time management
- Managing change
- Risk management
- Compliance
- Service innovation
- Managing service delivery
- Customer service
- Stakeholder relationships
- Quality management
- Financial management
- Information technology
- Procurement
- Contract management
- Communicating with others

## Individual membership grades

The different grades within BPA individual membership reflect the different career levels; operational, management and strategic. The descriptions of the different individual membership grades are outlined below.

Associate (ABPA)	Member (MBPA)	Fellow (FBPA)
Awarded to those working at an operational level and / or new to the parking profession.	Awarded to those working at management level (i.e. those whose roles contain an element of managing an area of the business and / or a group of employees) within the parking profession.	Awarded to those working at a senior strategic level who demonstrate a commitment to the parking profession and contribution to the profession on an ongoing basis.

## Assessment against the framework

For those who wish to be assessed against the framework, an assessment form has been developed and is available [here](#).

## Questions and further support

For more information please visit our website [www.britishparking.co.uk](http://www.britishparking.co.uk). If you have any questions about the framework, contact us at [membership@britishparking.co.uk](mailto:membership@britishparking.co.uk).

# Appendices

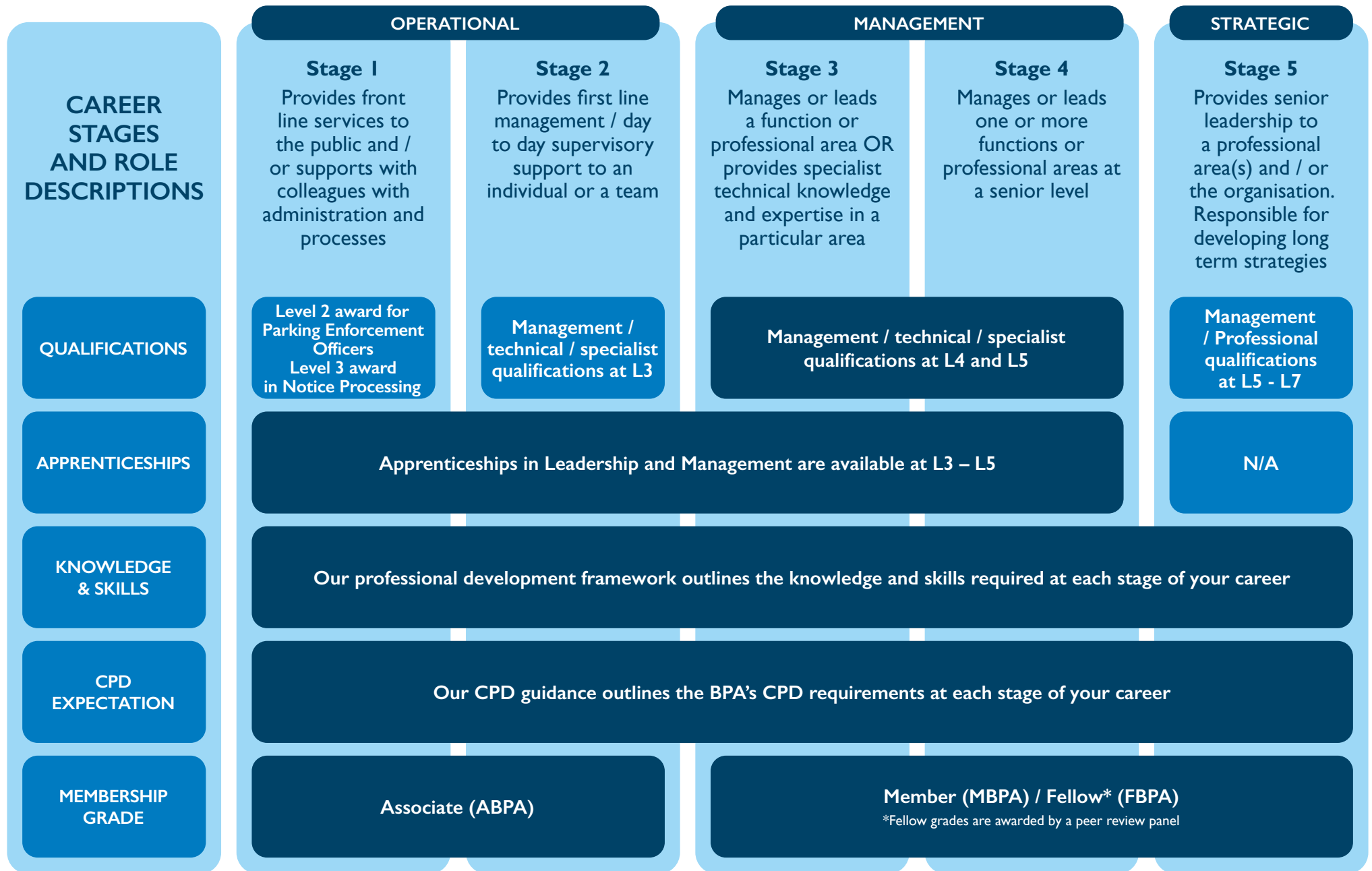
1. Professional development framework
2. Knowledge and skills indicators document
3. Assessment form

Electronic versions of these documents can be found at [www.britishparking.co.uk/Professional-Development-Framework](http://www.britishparking.co.uk/Professional-Development-Framework)





# Appendix I – Professional development framework



## Appendix 2 – Knowledge & Skills indicators document

BPA MEMBERSHIP GRADE	ASSOCIATE		MEMBER OR FELLOW		
	Operational		Management		Strategic
	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
CAREER STAGE DESCRIPTIONS	Provides front line services to the public and / or supports colleagues with administration and processes	Provides first line management / day to day supervisory support to an individual or a team	Manages or leads a function or sectoral area, addresses key challenges at an organisational level for the medium and long-term area OR provides specialist technical knowledge and expertise in a particular area	Manages or leads one or more functions, departments, or sectoral areas at a senior level within the organisation, addresses key challenges at an organisational level for the long-term	Provides senior leadership to a sectoral area(s) and / or the organisation. Responsible for developing long term strategies
EXAMPLE JOB ROLES	Civil Enforcement Officer; Clerical Assistant, Vehicle Immobiliser; Notice Processor	CEO Supervisor; Appeals Officer; Customer Service Supervisor; Team Leader	Parking Manager; Debt Recovery Manager; Business Development Manager; Technical Support Officer; Maintenance Technician	Area Manager; Head of Operations	Director; Managing Director; Senior Executive, Director of Service
AREAS OF KNOWLEDGE					
PARKING SECTOR KNOWLEDGE	Understands the role and importance of good parking management	Understands and promotes the role and importance of good parking management	Promotes the role, diversity and contribution of good parking management in the wider environment	Understands the changing role, scope and impact of good parking management and influences developments and trends	Influences and promotes good parking management within and beyond the sector both nationally and internationally
INFORMATION & KNOWLEDGE MANAGEMENT	Collects information to support the organisation	Uses information to support parking management operations	Analyses and interprets information to make business decisions	Manages the use of information and implements information systems to improve business performance	Develops knowledge management strategies and systems to support an organisation's strategic parking management vision
PARKING MANAGEMENT STRATEGY	Understands the purpose of a strategy and carries out operational tasks as directed	Monitors operational performance, reporting on progress and recommending improvements to processes and procedures	Implements and evaluates a parking management strategy, recommending adaptations to meet changing circumstances	Establishes processes and procedures that enable the implementation of a parking management strategy	Leads the development of a parking management strategy that enables a business to achieve its overall strategic objectives
PARKING MANAGEMENT POLICY	Understands the purpose of policies and carries out operational tasks as directed	Contributes to the implementation of parking management policies and procedures	Implements parking management policies and procedures	Develops, manages and reviews parking management policies	Evaluates the coherence and fitness for purpose of parking management policies to deliver the strategy and meet legislative requirements

## Appendix 2 – Knowledge & Skills indicators document (contd)

BPA MEMBERSHIP GRADE	ASSOCIATE		MEMBER OR FELLOW		
	Operational		Management		Strategic
AREAS OF KNOWLEDGE	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
<b>CORPORATE AND SOCIAL RESPONSIBILITY</b>	Understands the need for responsible and sustainable parking management practices and how that fits in with their role and the wider organisation	Complies with corporate social responsibility and sustainability policies in parking management activities	Optimises opportunities to promote and integrate sustainable and socially responsible parking management activities into business practice	Analyses the scope and impact of corporate social responsibility and sustainability, developing policies that optimise business opportunities	Influences the development of a corporate social responsibility and sustainability strategy
<b>PLANNING &amp; PROJECT MANAGEMENT</b>	Understands their role within projects / tasks, plans their tasks effectively. May support project management activities as directed	Contributes to the delivery of a parking management project	Develops realistic project plans identifying likely risks and developing plans to mitigate these. Reports on progress and performance	Articulates organisational goals and projects ensuring that they can be converted into deliverable project plans. Defines and plans parking management projects, building project teams and controlling project delivery to budget	Directs and sponsors multiple parking management projects, managing project relationships, interdependencies and risks
<b>MANAGING YOURSELF AND OTHERS</b>	Manages own performance, takes corrective action where necessary. Supports the achievement of team objectives	Supervises and develops individuals to achieve team objectives. Sets individual objectives.	Resources, develops and motivates teams to achieve objectives that contribute to the delivery of an organisation's strategy. Monitors teams progress and performance and gives timely feedback	Plans and motivates the parking management workforce to meet organisational objectives and encourage innovation. Converts vision and strategy into meaningful and clearly understood set of goals and objectives	Provides strategic motivational leadership to people development and influence corporate culture, values and behaviour
<b>PRIORITISING WORK &amp; TIME MANAGEMENT</b>	Prioritises personal tasks and responsibilities, differentiating between urgency and importance, managing interruptions to meet objectives	Prioritises team tasks by differentiating between urgency and importance	Implements operational / team plans and manage resources and approaches to managing change within the team	Creates an annual plan for their area with achievable milestones and objectives. Clearly communicates priorities to team	Sets the organisations overarching priorities, regularly reviews progress to achieve organisational goals
<b>MANAGING CHANGE</b>	Supports the implementation of change positively	Monitors the impact of the implementation of change to parking services	Manages the implementation of change plans, supporting and influencing others to accept change positively	Plans organisational change, ensuring the continuing coherence of parking management policies and processes	Promotes the vision and leads strategic change and manages the impact on the business

## Appendix 2 – Knowledge & Skills indicators document (contd)

BPA MEMBERSHIP GRADE	ASSOCIATE		MEMBER OR FELLOW		
	Operational		Management		Strategic
AREAS OF KNOWLEDGE	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
<b>RISK MANAGEMENT</b>	Follows procedures for health and safety, incident management and business continuity	Monitors and reports on health and safety, incident management and business continuity risk within their area of responsibility	Implements processes and monitors risk in compliance with an organisation's risk strategy. Able to adapt to change, identifying challenges and solutions	Develops parking management risk monitoring systems and processes	Develops and evaluates the effectiveness of a parking management risk strategy in context of an organisation's risk profile
<b>COMPLIANCE</b>	Understands the impact of legal, statutory and regulatory requirements within their role and the wider organisation	Ensures that all operational tasks are carried out in compliance with all legislative, statutory and regulatory requirements	Manages the implementation of parking management policies and procedures that meet compliance requirements	Develops and reviews parking management processes and procedures that meet compliance requirements	Develops and evaluates the effectiveness of parking management policies to meet corporate governance obligations to comply with all legislative, statutory and regulatory requirements
<b>SERVICE INNOVATION</b>	Is able to identify opportunities for continuous improvement and feed these back to their manager for consideration	Identifies opportunities for continuous improvement. Collects ideas, making suggestions for improvements to services or products. Collects ideas and customer feedback on service delivery, making suggestions for improvements to services or products	Identifies ways of adding value to existing and planned parking management services and promotes services to existing and potential clients	Identifies and exploits value-creating opportunities for innovation in parking management products and services	Forecasts trends and parking management market opportunities, encouraging creativity and embedding innovation within service provision
<b>MANAGING SERVICE DELIVERY</b>	Delivers services to agreed standards	Supervises the delivery of and monitors operational performance within their area of responsibility	Manages and reviews the delivery of a range of parking management services	Creates an operational plan to manage the delivery of a portfolio of parking management services	Develops parking management service delivery strategy and evaluates the effectiveness of alternative delivery models and their resourcing implications
<b>CUSTOMER SERVICE</b>	Understands the need for good customer service and meets agreed standards in carrying out tasks	Supervises the delivery of a customer-centric parking management service	Evaluates performance against customers' quality requirements	Develops, implements and evaluates a parking management customer service strategy	Leads the development of a customer-centric parking management service / organisation



## Appendix 2 – Knowledge & Skills indicators document (contd)

BPA MEMBERSHIP GRADE	ASSOCIATE		MEMBER OR FELLOW		
	Operational		Management		Strategic
AREAS OF KNOWLEDGE	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
<b>STAKEHOLDER RELATIONSHIPS</b>	Maintains productive working relationships with colleagues, stakeholders, the public and / or customers	Maintains productive working relationships with colleagues, stakeholders and customers	Develops and manages productive relationships with stakeholders	Influences and enhances relationships with stakeholders for mutual benefit	Creates and evaluates relationships with stakeholders, negotiating and resolving conflict
<b>QUALITY MANAGEMENT</b>	Meets agreed quality standards in their area of work	Applies the quality management principles to the delivery of parking services	Manages and evaluates operational performance to achieve quality standards and encourage continuous improvement	Develops a quality-driven strategy for the delivery of parking services	Embeds a culture of quality into organisational processes
<b>FINANCIAL MANAGEMENT</b>	Is unlikely to be involved in financial management at this stage	Understands the need for good financial management and carries out activities as directed, investigating and recommending action to address variances as directed	Monitors the delivery of objectives against cashflow limits and budgets, reporting variances and preparing business cases	Informs the strategic business planning process and evaluates performance against budgets	Ensures financial probity and effective corporate governance, evaluates investment and income generating opportunities
<b>INFORMATION TECHNOLOGY</b>	Uses IT resources efficiently	Supports the use of IT to achieve efficiency in service delivery	Manages the use of IT to ensure effective service delivery and encourages the adoption of new technologies	Manages the implementation of IT solutions and evaluates their impact on service delivery	Uses knowledge of developments in technology to influence the parking management aspects of an IT strategy
<b>PROCUREMENT</b>	Is unlikely to be involved in procurement activities at this stage	Understands the need for good procurement practices and carries out activities as directed. Raises purchase orders for products, services and supplies	Manages the procurement of products or services	Leads bidding and tendering processes and evaluates the effectiveness of a procurement strategy	Develops a procurement strategy and policies
<b>CONTRACT MANAGEMENT</b>	Understands the need for good contract management and carries out activities as directed	Monitors contractors to ensure effective delivery of contracts	Agrees client requirements and manages contracts and performance	Evaluates the effectiveness of suppliers and ensures value for money from contracts	Develops a contract management policy, criteria and supplier performance management framework
<b>COMMUNICATING WITH OTHERS</b>	Is able to communicate effectively (verbal, written and digital)	Delivers clear accurate information and checks that this has been understood	Knows how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns	Designs communication strategies to ensure that all employees receive relevant timely information.	Inspires a shared vision – describes a compelling image of what the future could be like. Urges, influences and convinces and others

# Appendix 3 – Assessment form

STAGE 5 - Provides senior leadership to a professional area(s) and / or the organisation. Responsible for developing long term strategies.

<b>QUALIFICATIONS</b>	
Parking qualifications held	
Other relevant qualifications	

	KNOWLEDGE & SKILLS area	Description	Level of competence			Outline of development needs	Comments
			Not met	Partially met	Fully met		
1	Parking sector knowledge	Influences and promotes good parking management within and beyond the sector both nationally and internationally					
2	Information & knowledge management	Develops knowledge management strategies and systems to support an organisation's strategic parking management vision					
3	Parking management strategy	Leads the development of a parking management strategy that enables a business to achieve its overall strategic objectives					
4	Parking management policy	Evaluates the coherence and fitness for purpose of parking management policies to deliver the strategy and meet legislative requirements					
5	Corporate and social responsibility	Influences the development of a corporate social responsibility and sustainability strategy					
6	Planning & project management	Directs and sponsors multiple parking management projects, managing project relationships, interdependencies and risks					
7	Managing yourself and others	Provides strategic motivational leadership to people development and influence corporate culture, values and behaviour					
8	Prioritising work & time management	Sets the organisations over-arching priorities, regularly reviews progress to achieve organisational goals					
9	Managing change	Promotes the vision and leads strategic change and manages the impact on the business					
10	Risk management	Develops and evaluates the effectiveness of a parking management risk strategy in context of an organisation's risk profile					
11	Compliance	Develops and evaluates the effectiveness of parking management policies to meet corporate governance obligations to comply with all legislative, statutory and regulatory requirements					
12	Service innovation	Forecasts trends and parking management market opportunities, encouraging creativity and embedding innovation within service provision					
13	Managing service delivery	Develops parking management service delivery strategy and evaluates the effectiveness of alternative delivery models and their resourcing implications					
14	Customer service	Leads the development of a customer-centric parking management service/ organisation					
15	Stakeholder relationships	Creates and evaluates relationships with stakeholders, negotiating and resolving conflict					
16	Quality management	Embeds a culture of quality into organisational processes					
17	Financial management	Ensures financial probity and effective corporate governance, evaluates investment and income generating opportunities					
18	Information technology	Uses knowledge of developments in technology to Influence the parking management aspects of an IT strategy					
19	Procurement	Develops a procurement strategy and policies					
20	Contract management	Develops a contract management policy, criteria and supplier performance management framework					
21	Communicating with others	Inspires a shared vision – describes a compelling image of what the future could be like. Urges, influences and convinces and others					

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