

Project to map **careers,**  
**occupations and skills**  
required for the management and  
maintenance of **botanic and**  
**historic gardens**



**December 2005**

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Annexes to the report (separately bound):

- Annex A: Job titles, by classification of role.**
- Annex B: Other tasks undertaken by role..**
- Annex C: Other industries respondents came from**
- Annex D: Other land-based sectors respondents came from.**
- Annex E: Questionnaire.**
- Annex F: Summary of National Trust Gardeners Skills Analysis 2003 (information relevant to the sector as a whole and not specific to the National Trust).**

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## 1. Background:

A steering group was established by English Heritage from organisations with an interest in botanic and historic gardens, co-ordinated by Lantra, the Sector Skills Council with a responsibility for all land-based industries.

The partners of this group include Lantra, PlantNetwork, English Heritage, Historic Houses Association, Royal Horticultural Society, Royal Parks, Royal Botanic Gardens Kew, Royal Botanic Gardens Edinburgh, Historic Royal Palaces, University Botanic Gardens, Professional Gardeners Guild, Corporation of London, Heritage Lottery Fund, Institute of Horticulture, Eden Project, National Trust and Sir Harold Hillier botanic gardens and plant collections.

This group agreed that research was necessary in order to better understand the historic and botanic gardens sector, and skills required for its management and maintenance, and to address a perceived possible future crisis in recruitment, retention and succession. The Steering Group commissioned E3 Marketing to undertake the research project.

The research project aims to;

- identify existing organisational structures
- identify specialist skills
- map occupations and structures within botanic and historic gardens
- to identify salary structures and related issues
- map career paths, qualifications and experience together with expectations of those working in historic and botanic gardens
- identify current and future staffing needs and skill shortages
- provide case studies
- provide demographic information for the sector
- provide economic and business information for the sector

This is a report of the findings of the research project. It includes objective data from questionnaires completed by those working in roles related to botanic and historic gardens, and qualitative information from individual discussions and focus groups.

## 2. Sample and Methodology:

In order to ensure that data collected was compatible with the “National Trust Gardeners Skills Analysis Qualitative Research – October 2003” conducted by E3 Marketing, similar methodology was used. The project methodology was as follows:

- **A postal survey:**

A questionnaire was constructed and piloted in consultation with the Steering Group, a copy of which is attached to this report in Annex E

Lantra, in consultation with PlantNet, sent out 1125 questionnaires to PlantNet member organisations. The Professional Gardeners Guild (PGG) supplied a sample of 400 individual members. Questionnaires were sent with reply paid envelopes for return to Lantra to ensure confidentiality. These were delivered unopened to E3 Marketing for analysis.

A total of 558 questionnaires were returned for inputting (a further 10 too late for inclusion in analysis, but comments noted) making a total response of 37%; a high rate for a self-completed postal survey.

In the analysis and body of this report, those taking part in the postal survey are referred to as “respondents”.

- **Focus group discussion:**

A total of 16 discussion sessions took place at eight locations in England, Scotland and Wales. There was one session with those in managerial positions, and one with skilled gardeners at:

- Royal Botanic Gardens, Kew
- University Botanic Gardens Birmingham
- Brodsworth Hall, Yorkshire (English Heritage)
- Ness Botanic Gardens, (University of Liverpool)
- Eden Project, Cornwall
- Royal Botanic Garden, Edinburgh
- Royal Parks, Hyde Park, London
- Powys Castle, Welshpool, (National Trust)

- **Individual discussions:**

To provide information on structures and staffing issues from employers, structured discussions were held with the business managers at the host venues, with partner representatives and other business managers.

In the analysis and body of the report, those taking part in the focus group and individual discussions are referred to as “participants”.

- **National Trust Gardeners Skills Analysis Qualitative Research – October 2003:**

Summary results of the survey undertaken in October 2003 are included and comparisons made to those of this survey, (which also includes some NT gardeners, through the PGG sample).

- **Analysis:**

Questionnaires were analysed using PinPoint analysis, and discussion details from focus groups and individuals incorporated into the report.

- **Note on data presentation:**

Where the graphical information reflects the results of a multi-choice question, the totals may exceed 100%. Rounding of percentages may also mean that in some cases totals exceed or fall short of 100%.

### 3. Significant findings:

The following are summary of significant findings, based on the objective information contained in the survey, the subjective comments made by those participating in focus group discussions, comments and data supplied in individual discussions, and information contained in the “National Trust Gardeners Skills Analysis Research 2003”. It is not the function of this report to recommend action. This is the role of the steering group and participating organisations.

#### 3.1 Summary of significant findings:

- **Profile of the botanic and historic garden sector** – There is a widely held view amongst participants in the project that the sector, and industry as a whole needs to be seen to be more professional. It should have an image that it values itself, and those who work in it, with positive promotion to the outside world.
- **Web presence** – In order to promote a professional image, and to provide the vital information that is currently lacking for the botanic and historic gardens sector and the horticultural industry as a whole, participants thought that there should be an industry web presence to provide information on such subjects as careers, legislation, training, and job vacancies.
- **Salaries** – In order to try and address the widely held view that those in the sector are inadequately paid for their level of skill, many participants consider that there is a need for a sector standard rate of pay. This should include standardised grades, and rewards for length of service, increase in skills, qualifications and knowledge.
- **Training** – Employers should acknowledge that training needs must be addressed in order to recognise individuals’ aspirations and develop their potential which would encourage retention.
- **Practical experience/skills required** – Both employees and employers recognise that there is a need to increase practical skills, plant knowledge, and plant identification.
- **“Second careerers”** – The numbers of staff entering botanic and historic gardens from outside any land-based industry have increased markedly in recent years. They are an important source of motivated willing new entrants. Their training and development requirements should be accommodated by the sector.
- **Volunteers** – Those who volunteer to work in botanic and historic gardens are an increasingly important resource for the sector which needs management. Volunteering also provides an important means of increasing practical experience to aid employment potential, those undertaking it would like such experience to be recognised by the sector.
- **Apprenticeship training schemes** – Many participants considered that it is essential to revive apprenticeship training schemes. In the past they were an integral part of the culture of the sector that ensured a skilled, highly trained workforce.

### 3.2 Demographics:

- There is a pattern of long-serving, committed and loyal staff; 61% have been in the sector for over eleven years, and 32% with the same employer for more than eleven years. Low turnover and little movement is reflected throughout the sector; 31% of those in the postal survey said they have never been promoted.
- Only 5% of respondents to the postal survey (and 5% in the NT survey in 2003) are aged under 25; either indicating that there are few people under 25 engaged in botanic and historic gardens, or that they are less likely to have responded to the survey.
- Participants said they generally work longer than their contracted hours, usually without overtime payment. Most consider they have not opted out of the Working Time Directive, say it is not applicable to them, or they are unaware of it.
- 71% of skilled staff earn less than £15,000, 58% of supervisors earn between £15,000 and £20,000, and 58% of managers earn between £20,000 and £30,000.
- 83% of respondents work in a garden which is open to the public, 48% have between two and twenty employees and 55% say practical gardening work is undertaken by a mix of both contractors and employees.
- 85% of respondents are based in England; 49% in the South East and 20% in the South West. 72% are male, 42% of whom are aged over 45.
- 98% of respondents are "White" in ethnic origin.

### 3.3 Career mapping:

- In total 25% of respondents say they came into the sector straight from school (before any further education). 49% of those who have been in botanic and historic gardens for more than 20 years say they started this way, 67% of whom began on an apprenticeship scheme, 45% with a local authority.
- 26% say they started in the sector after further or higher education.
- 20% say they came into botanic and historic gardens from working in another land-based sector, primarily agriculture, commercial horticulture, or private gardening.
- Significantly, 27% say they started working in botanic and historic gardens from outside any land-based industry from such diverse occupations as mining, manufacturing, teaching, banking, publishing and architecture. This group are frequently referred to as "**second careerers**" and were identified by participants as having increased considerably in recent years:
  - Since the NT 2003 survey (although using a different sample base), the numbers entering the sector as a second career has increased by 10%.
  - 55% of respondents who have been in the sector for five years or less are "second careerers".
  - 43% are women (compared to a sample average of 28%). 40% were aged between 26 and 35 when they entered the sector double the sample average.

- 33% had a degree on entering the sector (compared to a sample average of 23%).
  - On entering the sector they consider they already had “transferable” skills of communication, problem solving, team working, customer handling, as well as good computer, literacy and numeracy skills.
  - They mainly want to develop wildlife/conservation management skills, garden design and historic garden knowledge, advanced IT, and propagation skills.
  - Employers commented that they have found “second career” students to be highly motivated and good employment prospects.
- Many participants in discussion groups say their parents worked in the sector, or that they had an interest in gardening/wildlife, which prompted them to take up a career in botanic and historic gardens.
  - **Volunteers** are also viewed as an increasingly important resource in the management and maintenance of botanic and historic gardens:
    - 44% of those who have been in the sector for less than three years say they started working as a volunteer before obtaining a permanent position, (compared to 7% who started in the sector over 20 years ago, and a sample average of 16%).
    - Significantly more women than men started as volunteers.
    - 32% of those who say they will be retired in five years say they will work as a volunteer after retirement.
    - Discussion shows that volunteer management should not be underestimated, because it is time consuming and needs to be overseen by a trained expert.
    - Volunteering is often viewed as a means of gaining practical experience to enhance employment potential.
  - **Apprenticeship training schemes:** 32% of all those responding to the postal survey say they started in the sector on an apprenticeship training scheme.
    - Significantly, 42% of those who have been in the sector for over 20 years started on an apprenticeship scheme (45% with a local authority). This declines to 18% of those who have been in the sector between three and ten years.
    - By contrast 47% of those responding to the survey who have been in the sector for less than one year (from a small sample of 15) have started as apprentices, 25% on a modern apprenticeship scheme.
    - Participants at focus groups emphasised that apprenticeship schemes should be established to halt the decline in practical skills and knowledge, and to encourage recruitment.
  - **The differences between those who have been in the sector for more than 20 years and those for less than five years are apparent:**
    - Those who started over 20 years ago are much more likely to be male and have come straight from school, with ‘O’ levels and City & Guilds qualifications. This contrasts with 57% of those who have been in the sector for less than five years being women, more likely to have started in the sector between the ages of 26 and 45, and more likely to have ‘A’ levels and a degree.
    - As well as being more likely to have started as a volunteer and come from another industry, 76% of those who have been in the sector for less than five years are skilled staff. They are more likely

to think they have not had the opportunity to progress their careers than those who have been in the sector for more than 20 years, 56% of whom are managers.

- **Barriers when starting in the sector** were found by 44% of those responding. Interestingly by contrast, 61% of those most recent entrants found barriers (primarily too few vacancies and inadequate salary), compared to 39% who entered the sector over 20 years ago (primarily inadequate salary, the perception of horticulture, and lack of careers information).
- **Inadequate salary** is cited as being the main barrier to finding a permanent position in botanic and historic gardens. In discussion sessions the issue of low salaries and pay was highlighted as the single most significant factor facing the sector:
  - Participants suggested that there should be a standard rate of pay for botanic and historic gardens, which should be a sector-wide guide for grades and levels of pay. Some participants suggested the possibility of using the rates offered by institutions and public bodies for guidance. Others preferred the idea of creating standard rates of pay by benchmarking jobs in botanic and historic gardens against comparable roles in other sectors.
  - There was also a view that to encourage perceived progression any salary scale should be linked to rewards for length of service, increased skills, and qualifications.
  - 38% of respondents are on a salary of £15,000 or less, including 71% of skilled staff.
- **The perception of horticulture** although primarily seen as more of a barrier to those who started more than 20 years ago, is nevertheless cited as a significant contributory factor to the problems facing the botanic and historic gardens sector today:
  - Discussion sessions highlighted the need for the sector to be seen as more professional, to have a better image of itself, to promote itself and be proud of its highly skilled and motivated workforce.
  - Frequently cited was the lack of professional recognition given to skilled gardeners in contrast to that of plumbers or electricians who are perceived to require skills and qualifications for their trade, yet receive much higher rewards in pay and recognition.
- **Career progression and aspirations** were met for the majority of respondents to the postal survey. 26% say they have not had the opportunity to progress their career, mainly due to lack of opportunities or vacancies, yet only a small minority (9%) consider that their aspirations are not, or mostly not, met.
- A small minority (4%) say that in five years time they expect to have left the sector and 5% say they will be retired. 34% expect to be promoted and 33% expect to be with a different employer in five years.

### **3.4 Role and tasks performed:**

- 28% of respondents say their role includes that of Head Gardener; of these 59% say they are managers, 24% skilled staff, and 16% supervisors.
- 49% of respondents say their role includes that of a Gardener, this includes 75% of skilled staff and 40% of supervisors.
- 30% of respondents say they receive “tied” or “representative” housing with their position. 64% of these undertake “out of hours” duties in return, and in general receive moderately increased salary. Such housing is not necessarily perceived as a benefit, it has meant exclusion from the “property ladder”.
- The role of those who are a manager, particularly Head Gardener has changed significantly in the last ten years. With a general decline in labour in the garden and the need for many to generate income; less time is spent in the garden and more in the office, dealing with administration, Health & Safety, risk assessment and bureaucracy.
- Those supervisors and skilled staff whose time is primarily spent in the garden have had to take on increasingly more tasks and greater responsibility.
- A significant majority (83%) say what they do matches their expectation of their role.

### **3.5 Skills:**

- Those responding to the postal survey primarily want to develop their wildlife/conservation management skills, advanced IT, garden design and historical knowledge of gardens.
- In discussion sessions, (both by those in managerial and skilled gardener groups) plant knowledge and plant identification were frequently highlighted as skills to be developed across the sector.
- Employers clearly identified that they consider there is a significant lack of practical skills within the sector (particularly from college entrants) and lack of skill in plant knowledge and identification.

### **3.6 Training:**

- The majority of those responding to the postal survey (60%) say they would like training in the next year, primarily in certificated, technical short-courses (chainsaw, pesticides, tractor driving), and training to increase plant knowledge and botany skills. (IT, garden design, and management of historic landscapes are also significant).
- In discussion, managers wish to develop managerial, motivational, team building and HR training, whereas skilled staff would like more training to develop practical skills and to gain qualifications.

- As previously highlighted it is considered essential that apprenticeship training schemes are revived.
- In discussion sessions a need was identified for **a web presence for botanic and historic gardens and the horticultural industry as a whole**; to include such things as careers information, training in the sector, training updates, training issues, legislation requirements, and job vacancies. Participants consider high priority needs to be given to setting this up to help establish the sector and to reinforce its identity as an important profession.

### **3.7 Recruitment and retention:**

- Discussion with employers identified that the primary problems with recruitment are perceived as being:
  - Significantly fewer skilled people applying for positions.
  - Lack of practical skills.
  - Lack of a balance of managerial and practical skills for more senior positions.
  - Salaries offered are generally low for the level of skill required.
  - Cost of housing and relocation and associated problems with moving families.
- Turnover was generally very low at all those sites participating, which in itself causes problems with lack of movement within organisations and opportunities for progression.
- In discussion employers identified that there needs to be a structure in place which will allow those who wish to stay in practical gardening (rather than move into managerial roles) to be motivated and trained and have their skills developed.
- Participants identified a need to improve practical training and plant knowledge. Invariably there is emphasis on training that is required by legislation (e.g. Health & Safety), or management training, but training to develop horticultural skills is often lacking.
- It is acknowledged by many employers that there is a need to identify the training needs of staff to encourage retention.

## **4. Executive Summary:**

### **4.1 Demographics:**

#### **4.1.1 Age, gender, ethnicity and location:**

- Overall 33% of respondents are aged between 36 and 45, 38% aged over 45, and only 5% aged under 25. This reflects the same pattern as seen in the NT survey in 2003, either indicating that there are fewer people under 25 engaged in botanic and historic gardens, or that they are less likely to have responded to the survey.
- 72% of those responding are men; 34% of these are aged 36 to 45, and 42% are aged over 45.
- 28% are women; 49% of these are aged between 26 and 35, 25% are aged over 45.
- 98% of the sample describe themselves as “White” in ethnic origin.
- 85% of those responding are based in England, with 31% in the South East (and a further 18% in London), and 20% in the South West.

#### **4.1.2 Organisation, labour used, and gardens:**

- 38% of those responding say they work for an institution, 29% for a private garden estate, and 19% for a public body. (5% say they work for a local authority, 4% for a commercial company, 2% for a sole trader, and 2% for a contractor/facilities management company).
- 55% say that practical gardening work is carried out by both employees and contractors.
- 29% say their employer has five or fewer people working in roles relating to botanic and historic gardens (more so those who work for a private garden estate), 26% say there are between six and 20 people, 46% have more than 20, more so institutions, public bodies and contractors.
- 83% say they work in one garden, and 83% say the garden is open to the public. 63% say the garden is an established botanic/historic garden (more so those who work for public bodies, institutions and local authorities), and 22% say the garden(s) they work in are made up of both historic and newly established (more so those who are sole traders, and those who work for a commercial company or a private garden estate).

#### **4.1.3 Hours and days worked:**

- 91% say they are on a permanent contract, 83% say they work on fixed days, and 71% say they have set working hours.

- 93% of those responding say they are contracted to work primarily between 30 and 40 hours per week. Most respondents work more than 40 hours, are not paid overtime, and only a small minority (9%) say they have opted out of the Working Time Directive.
- Managers are more likely to work longer hours and to be salaried. In discussion they reflected the view that “the garden does not conform to set hours, so that the work that is necessary has to be done, regardless of how long it takes”, (including doing administration and other office work out of hours).
- Those with the job title of “gardener” are more likely to be employed on a contract to have set hours. Those gardeners who work for a local authority, public body or institution are more likely to be paid overtime than those who work for a private garden estate, but are also more likely to work their contracted hours.

#### **4.1.4 Role and salary:**

- 33% describe their role as one of “management” (primarily Head Gardener, Garden Manager), 18% describe their role as a “supervisors” (primarily Garden Supervisor, or Gardener), and 45% describe their role as “skilled staff” (primarily Gardener).
- 49% of respondents say their role includes that of Gardener; this includes 75% of skilled staff and 42% of supervisors.
- 28% of all respondents say their role includes that of Head Gardener (20% call themselves a “Head Gardener”), of these; 59% class their role as “management”, 24% as “skilled staff” and 16% as “supervisors”.
- Only a very small minority of the sample class themselves as “owner/managers”, “sales and admin” or “unskilled” (1% in each case).
- 38% of those responding have an annual gross salary including bonuses of £15,000 or less, this includes 71% of “skilled staff”.
- 24% have a salary of over £15,000 and under £20,000; this includes 40% of “supervisors”.
- 29% have a salary of £20,000 up to £30,000; including 54% of “managers”. (8% have a salary of £30,000 or more, all are “managers”).
- 93% of those responding to the survey gave salary details, 28% of the total sample did not respond when asked if they receive any other “benefits” in addition to salary; (possibly indicating that at least 21% do not receive the benefit of pension, housing or vehicle allowance).
- 52% of the sample indicates they receive a pension, less so for 36% of those who work for a private garden estate.
- 30% of the sample say they have “tied” or “representative” housing. 64% of these do “out of hours” duties in return for this housing; (56% of those who undertake these duties earn more than £20,000, compared to 19% who do not undertake out of hours duties).
- In discussion sessions the issue of salary frequently occurred, with many participants considering that salaries are low for the level of skill required and qualifications they hold, across all roles.
- Part of this is attributed to the lack of “professional” recognition given to skilled gardeners and those working in botanic and historic gardens. Frequently cited is the comparison to plumbers or

electricians who are perceived to require skills and qualifications for their trade, but receive a much higher level of pay than skilled gardeners.

- Those in discussion sessions voiced the opinion that there should be a sector standard rate of pay, which should be a guide for grades and levels of pay across the sector.
- Some participants suggested the possibility of using the rates of pay offered by institutions and public bodies for guidance. Others preferred the idea of creating standard rates of pay by benchmarking jobs in botanic and historic gardens against comparable roles in other industries; (roles which require similar levels of qualifications, skills, responsibility and knowledge as those held by people in botanic and historic gardens).
- The attractiveness of such a system for employees was recognised, but it was thought that many private estates would not see that they could afford to increase pay levels. It was also thought that such a sector standard might lead to fewer positions being available (increasing the work of those remaining). Or that it would be ignored because “there is always someone who will do the job for the rate”, (but not necessarily with the same skills).
- There is also a view that salary scale levels should be linked to length of service possibly also coupled with increased skills and qualifications, to encourage perceived progression.
- The businesses and organisations participating showed the following approximate range in salaries for generalised grades, indicating the extreme ranges obtained from just a few specific examples:
  - Gardener/Horticulturist: £9,035 - £18,390
  - Senior Gardener/Horticulturist: £13,000 - £19,251
  - Supervisors: £16,000 - £36,763
  - Assistant Curator/Manager/Head Gardener: £17,000 - £27,000
  - Head Gardener/Curator: £19,000 - £42,000
  - Director: £27,000 - £62,000

#### **4.1.5 Time in the sector, with employer and in current role:**

- 32% of all those surveyed have been in botanic and historic gardening for over 20 years (32% of these with the same employer for more than 20 years, 52% of these in the same role). Of the total sample 5% have been in the same role with the same employer for more than 20 years.
- 39% of those responding have been with the same employer for between three and ten years.
- 39% have been in the same role for between three and ten years, (70% of these with the same employer).
- 34% have been in the same role for less than three years (82% of these with the same employer).
- The NT 2003 survey showed a pattern of long-serving staff (46% more than eleven years), with many staying at the same site in the same role. 38% of Head Gardeners had been with the Trust (and 20% in their then current role) for over 20 years.

## 4.2 Tasks carried out within role:

### 4.2.1 Current tasks:

- **Those who are in “management”, say they primarily undertake:**
  - Managing other staff (92%)
    - Office administration (85%)
    - Using IT / Internet to access information (79%)
    - Project management (78%)
    - Unsupervised work / working on own initiative (78%)
    - Dealing with public and visitors (74%)
    - Telephone communication to access information (74%)
    - Training and coaching other staff (70%)
    - Garden design, historical knowledge of gardens etc (62%)
    - 78% say they manage a budget (55% of these manage a budget of over £100,000).
- **Those who are “supervisors”, say they primarily undertake:**
  - Managing other staff (92%)
  - Unsupervised work / working on own initiative (90%)
  - Dealing with public and visitors (80%)
  - Training and coaching other staff (73%)
  - Cultivating, cutting grass, border maintenance etc (69%)
  - 30% say they manage a budget (32% of these manage a budget of between £5,000 and £20,000).
- **Those who are “skilled staff”, say they primarily undertake:**
  - Unsupervised work / working on own initiative (88%)
  - Cultivating, cutting grass, border maintenance etc (81%)
  - Dealing with public and visitors (73%)
  - Propagation, growing-on, greenhouse work etc (68%)
  - 10% say they manage a budget (36% of these managing a budget of between £1,000 and £5,000).

### 4.2.2 Role meeting expectations:

- 83% of those responding say that what they do within their role matches their expectations.
- For the 17% whose expectations are not met:
  - There is no significant difference in gender.
  - Those aged over 56 and less than 25 are more likely to have their expectations met by the tasks they carry out in their role.
  - Managers (15%), skilled staff (17%) and all the four sales and admin respondents, are more likely to think what they do matches with their expectations than do owner/managers (25%, two respondents), supervisors (21%) and unskilled staff (38%, three respondents).
  - Where there is only one person working in the garden, 28% do not have their expectations met.
- 16% of the total samples consider that they undertake tasks which they feel fall outside their specific role. These are primarily tidying up after events open to the public, office administration and event management.

- 8% of the total samples consider that they should have tasks included in their role that are currently excluded. These are primarily garden design, conservation/management or project management, (more so “skilled staff”).
- In the NT 2003 survey, 78% said the tasks they performed met with their expectations, significantly more so those in more senior roles, and less so those in lower grade roles.

#### 4.2.3 Focus group discussion on tasks and role:

- In general tasks undertaken by participants in the focus group discussion reflect the objective analysis in the wider postal survey.
- **Those in management roles** tend to be based in the office for at least half the time, (whereas five or ten years ago they would have been in the garden for most of the time, with little time spent in the office).
- Management and supervisory time has also increased, with little time physically gardening (those with small teams in private garden estates spend more time physically undertaking gardening tasks).
- Increased administration, the need to undertake risk assessment, other health and safety liabilities, monitoring, budgeting and management tasks have necessitated this change. This is more apparent for those who work for a public body, a local authority, a larger institution, or large private or charitable estate.
- Some of those who have a smaller team, are a private garden estate, or charity, find that they do not have the necessary labour and find that they are doing the administrative work in the evenings, at home, or in some cases, actively deciding not to do it.
- **Those skilled gardeners** taking part in discussion primarily undertake practical work in the garden, in line with the results of the postal survey, with fewer undertaking office work and administration as a major part of their role.
- In general they consider the tasks they undertake are appropriate to their role. Those who do not are more likely to work on smaller private estates, where they have to undertake menial tasks (e.g. “path redirection duty all day”), or are those who would like to be given more varied tasks, or access to IT.
- **NT 2003 survey** discussion reflected the same views, commenting that the Head Gardener’s role had become more of a Garden Manager in need of administrative assistance; with a role of “Handyman/ Gardener” to undertake more maintenance type tasks.
- The NT 2003 survey also highlighted the view expressed by participants that less time in the garden means that those under the Head Gardener are not gaining from his/her knowledge and experience and in turn they have to take on more responsibilities.

### **4.3 Qualifications:**

#### **4.3.1 Qualifications before starting in botanic and historic gardens:**

- 5% of respondents held no formal qualifications before they started work relating to botanic and historic gardens. (5% in the National Trust Survey had no formal qualifications before starting).
- 76% had 'O' levels and 35% 'A' levels; significantly more so those aged under 35.
- 32% held City and Guilds qualifications; more so those aged 36 and over, and men.
- 23% had a degree; significantly more so women (38%), compared to men (17%), and 32% of those aged 26 to 35. More so those who have been in the sector for under ten years.
- 20% held an RHS General Certificate.
- 12% more of those who have been in the sector for over 20 years have done an apprenticeship before starting than those who started less than five years ago; 15% more have City and Guilds qualifications, and 9% more have done a Botanic Gardens Diploma.
- 32% more of those who have been in the sector for less than five years have done 'A' levels before starting, 29% more have a degree, and 14% more have done 'O' levels/GCSEs than those who have been in the sector for 20 years or more.

#### **4.3.2 Qualifications since starting in botanic and historic gardens:**

- 31% say they have not gained any more formal qualifications since starting in a role relating to botanic and historic gardens. This includes 63% (5% of the total sample) of those who have been in the sector for less than three years. It also includes 42% those aged over 56.
- 18% of those who have not gained any formal qualifications since starting in botanic and historic gardens say they have been working towards gaining formal qualifications. 70% of these have been in the sector for five years or less.
- 36% say they have gained formal qualifications in certificated, technical short- courses since starting in roles relating to botanic and historic gardens. More so those who have been in the sector for at least six years.
- 17% say they have gained City and Guilds qualifications, significantly more so for 32% of those who have been in the sector for over 16 years.
- 12% say they have gained the RHS General Certificate.
- 82% say that since starting in botanic and historic gardens they have undertaken short courses or workshops that do not have formal qualifications. Less so those who are sole traders, work for contractors, private garden estate or a commercial company.

#### **4.4 Skills:**

##### **4.4.1 Skills held before starting in botanic/historic gardens, those gained since, and those that have been developed:**

- The skills held by the majority (over 50%) of respondents before they started in botanic/historic gardens are literacy and numeracy, cultivation, grass cutting, edging, border maintenance, and problem solving skills.
- Since starting in the sector a significant minority (between 32% and 40%) say they have gained skills in garden design, historical knowledge of gardens, staff management, propagation, growing-on, greenhouse work, and customer handling.
- The primary skills that have been developed whilst working are team working, problem solving, communication, staff management, garden design, historical knowledge of gardens, propagation, growing-on, and greenhouse work.
- The main skills that are not indicated as being held or developed by more than 50% are advanced IT, business development, and trainer/ assessor skills.
- Skills that are not indicated as being held or developed by a significant minority (25% to 46%) are business management, wildlife/ conservation management, garden design, literacy and numeracy skills.
- These largely reflect the same pattern as shown in the NT 2003 survey.

##### **4.4.2 Skills to be developed:**

- Within five years a very significant minority (between 33% and 38%) say they want to develop their wildlife/conservation management skills, advanced IT, garden design and historical knowledge of gardens.
- A further significant minority (between 17% and 26%) say they want to develop staff management skills, businesses management, business development skills, trainer/assessor skills, propagation, growing-on, greenhouse, time management, communication and event management skills.
- 16% did not give any indication of wanting to develop any skills, (as with the NT 2003 research where 18% did not give an indication of wanting to develop any skills).
- In focus group discussion, plant knowledge, and plant identification are frequently highlighted as skills to be developed, by those in managerial and skilled gardener groups.
- Employers clearly identify that they consider there is a significant lack in practical skills, plant knowledge and plant identification.

#### **4.5 Training:**

##### **4.5.1 Training at the workplace in the last 12 months:**

- 42% of those responding say they have had formal training at their place of work in the last 12 months; significantly less so those who work for a private garden estate.

- 27% say they have had short course training with no certificate (e.g. IT training, management), more so for those who are managers.
- 19% say they have had certificated, technical short-course training (e.g. chainsaw, fork lift, First Aid, Health & Safety).

#### 4.5.2 Training away from the workplace in the last 12 months:

- 30% say they have had formal training away from the workplace in the last 12 months; less so those who work for a private garden estate or an institution.
- 14% say they have had short course training with no certificate away from the workplace (e.g. IT training, management), and 9% certificated, technical short-course training.

#### 4.5.3 Training in the next twelve months:

- 60% of the total samples say they would like specific training in the next year, and a further 24% would possibly like some training.
- 41% of those who say they want training (24% of the total sample), say they would like certificated, technical short-course training; (55% chainsaw, 35% pesticide, 21% tractor driving).
- 36% would like training to increase plant knowledge and botany skills, 31% IT training, 31% training in garden history, design and management of historic landscapes.
- In the NT 2003 survey 64% indicated they wanted training primarily in IT, certificated, technical short-course training, garden history and design.

#### 4.5.4 Focus group discussion on training:

- Discussion on training required largely reflected the skills that participants and respondents to the survey want to develop.
- Those at sessions for managers and skilled staff said they would like training to develop plant knowledge and identification, and training to improve specific skills, e.g. propagation, grafting, pruning, restoration.
- Those who are managers wish to develop managerial, motivational, team building and HR and staff skills, whereas skilled staff would like more training to develop practical skills and to gain qualifications.
- Discussion identified a perceived need for a “**web presence for the botanic and historic garden sector and the horticultural industry as a whole**”. This should include such things as careers information, formal training in the sector, training updates to refresh skills, informal training courses available, legislation requirements, and job vacancies. It was thought that organisations such as the RHS, IOH, and PlantNetwork should be involved in establishing a site as a matter of urgency.
- Such a development was considered to be important in establishing the sector and reinforcing its identity as an important profession.
- **Apprenticeship** training schemes were also identified as being an integral part of the culture of the sector which in the past had ensured a skilled, highly trained workforce, it was thought essential that they are revived.

## **4.6 Discussion with employers on recruitment, training, skills and the effects of staffing on standards of botany/horticulture:**

### **4.6.1 Recruitment and skills:**

- The main problems with recruitment are perceived as being:
  - Significantly fewer skilled people applying for positions.
  - Lack of practical skills.
  - Lack of a balance of managerial and practical skills for more senior positions.
  - Salaries offered are generally low for the level of skill required.
  - Cost of housing and relocation and associated problems with moving families.
  - Students having not acquired practical skills in college, or not having the right aptitude to start in the role of a skilled gardener.

### **4.6.2 Staff turnover:**

- Turnover was generally very low at the sites interviewed, varying from 0% to 6% in the past year. This in itself causes problems with lack of movement within organisations and opportunities for progression.

### **4.6.3 Training:**

- In discussion employers identify that there needs to be a structure in place which will allow those who wish to stay in the garden (rather than move into managerial roles) to be motivated and trained and have their skills developed.
- There is an identified need to improve practical training and plant knowledge. Invariably there is emphasis on training that is required by legislation (Health & Safety etc), or management training, but training to develop horticultural skills is lacking.
- It is acknowledged by many employers that there is a need to identify the training needs of staff to encourage retention.

### **4.6.4 Effects of staffing on standards of botany/horticulture:**

- Generally levels of staffing are significantly lower than they were ten years ago in those organisations participating, yet the area to be managed remains the same.
- This does not mean that standards have declined. Many say that the skill and dedication of their staff has increased, or that planting patterns have been changed to be less labour intensive.
- Increased technology and mechanisation have in some instances compensated for fewer staff.
- The switch by some to use contracting staff means that the standards of botany are different.

- It is generally concluded by businesses that different strategies have been adopted to combat the decline in staffing rather than it resulting in a decline in horticultural standards.

## 4.7 Career path and barriers:

### 4.7.1 Route into botanic and historic gardens:

- Many participants in discussion groups comment that their reason for starting in the sector was either because their parents were already employed in it, or that they had an interest in gardening/wildlife.
- 25% of respondents say they started in botanic and historic gardens straight from school, 12% say they came into the sector after further education and 14% after higher education.
- 49% of those who have been in the sector for over 20 years came straight from school (compared to 4% who have been in the sector five years or less). 31% of all men entered straight from school.
- 20% of respondents say they started working in botanic and historic gardens from working in another land-based sector (e.g. agriculture, commercial horticulture, forestry).
- 27% say they came from an industry outside any land-based industry, (e.g. banking, manufacturing, teaching), known as:
- **“Second Careerers”**:
  - 43% are women.
  - 17% are in management, 15% supervisors, 59% skilled staff. (35% of all skilled staff are “second careerers”).
  - 50% have been in the sector for five years or less.
  - 75% have been in their current role five years or less.
  - 40% were aged between 26 and 35 when they started in the sector.
  - **Qualifications:** When they started in botanic and historic gardens 50% had ‘A’ levels, 33% a degree, 28% an RHS General Certificate, and 27% City and Guilds qualifications.
  - **Skills held before:** The majority held literacy and numeracy, communication, problem solving, team working, customer handling, time management, basic computer, and cultivation/grass cutting skills before starting in the sector.
  - **Skills to develop:** 44% want to develop wildlife/conservation skills, 40% garden design skills, 32% advanced IT skills, 30% propagation skills, and 26% management skills.
  - **Training in the next year:** 64% say they would like training in the next year; of these 41% would like training to increase plant knowledge and botany skills, 37% would like certificated, short-course training, and 35% would like IT training.
  - 55% of all those who have been in the sector for five years or less say they came from outside any land-based industry (compared to 12% of those who have been in the sector for more than 20 years).
  - 40% of all women responding say they started in the sector from outside any land-based industry.

- Employers commented in discussion that they have found “second career” students motivated and good employment prospects as they “want to make a go of it”.
- In the NT 2003 survey 17% had joined the NT from another industry (possibly indicating a 10% increase in “second careerers” in the past two years).

#### **4.7.2 Barriers to finding a permanent position:**

- 44% of those responding to the survey say they found barriers to finding a permanent position in botanic and historic gardens.
- 39% of those who started over 20 years ago say they found barriers, compared to 61% who started less than three years ago.
- There were no significant differences cited for gender or location.
- Overall, the main barrier for 64% was the inadequate salary offered, with 40% saying there were too few vacancies, 35% lack of careers information, and 31% the perception of horticulture.
- The perception of horticulture is cited as a barrier by 49% of those who found barriers and have been in the sector for over 20 years, compared to only 7% who found barriers and have been in the sector for less than three years.
- Too few vacancies is cited as a barrier by 61% of those who found barriers and who have been in the sector for less than three years, compared to 29% who found barriers and who have been in the sector for over 20 years.
- Comments made at discussion sessions include:
  - “Parks used to be the dumping grounds for people with no hope”.
  - “Horticulture is not a “sexy” occupation, teenagers are not encouraged to take it up, it is “not cool”, we need a “Jamie Oliver” figure for the industry”.
  - “Lack of practical experience is a real problem today. Organisations don’t offer apprenticeships today. We need to “get back to basics” and have links with establishments and mechanisms in place which give work experience and practical experience to people who want to work with their hands and are enthused”.
  - “Horticulture is not considered as an option by many careers advisors, as an industry we need to start targeting them at exhibitions, and through contact with schools.”
  - “Until horticulture and botanic/historic gardening is recognised as a profession we will have these problems”.

#### **4.7.3 Volunteers:**

- 16% of those responding say they started working as a volunteer before obtaining a permanent position in the sector.
- 29% of those who came from another industry (“second careerers”) say they started as a volunteer before gaining a permanent position.
- 44% of those who have been in the sector for fewer than three years say they started as a volunteer, compared to 7% who have been in the sector for over 20 years.

- 29% of all women responding say they started as a volunteer, compared to 11% of men.
- 22% of those who now work as skilled staff say they started as volunteers (compared to 12% in management and 10% of supervisors).
- Comments in discussion with businesses and at focus groups include:
  - “It is widely accepted that the role of the volunteer is increasingly important in the management and maintenance of botanic and historic gardens”.
  - “Many people find they cannot gain practical experience in the sector, and volunteering gives them this opportunity”.
  - “The management of volunteers is time consuming and must be carried out by the right person”.
  - “It is important not to underestimate the capabilities of the volunteer, to give them time, and to set guidelines”.
  - “The role of the volunteer has integrated well into the business as a whole; there are no problems in interaction with permanent staff”.
  - “It is not just retired people who want to volunteer. Professionals wanting to work at weekends are becoming a growing pool of labour, not always catered for by lack of supervision and available resources”.
- 32% of the 5% who expect to be retired in five years time say they will work as a volunteer in the sector, and a further 43% will possibly work as a volunteer after retirement.

#### **4.7.4 Apprenticeship training schemes:**

- 32% of all those responding say they started in the sector on an apprenticeship training scheme.
- When looking at time in the sector, 42% of those who have been in the sector over 20 years started on an apprenticeship training scheme, this drops to 13% of those who have been in the sector for three to five years, and rises again to 30% for those responding who have been in the sector for less than three years.
- 31% say this apprenticeship was with a local authority, 65% of these have been in botanic and historic gardening for over 20 years.
- 20% of those who have done apprenticeships and been in the sector for less than three years started on a modern apprenticeship, 14% with the National Trust, and 14% at RBG, Kew.
- Discussion at focus groups emphasised it is considered essential that apprenticeship schemes are encouraged and established. There is a view that there are very few opportunities for apprenticeships today.

#### **4.7.5 Age when started, number of employers and promotion:**

- 42% of men started in the sector aged 16 to 19, and 30% of women started in the sector between the age of 26 and 35.
- 58% of those who have been in the sector more than 20 years started when they were aged 16 to 19.
- 29% of those who have been in the sector for five years or less started between the ages of 36 and 45.

- 31% of all respondents have had one employer since starting in the sector.
- 31% of all respondents say they have not been promoted since starting in the sector; this includes 45% of all skilled staff, and 14% who have been in the sector for more than 20 years.

## **4.8 Future Career:**

### **4.8.1 Industry in twelve months and in five years:**

- In twelve months, 95% expect to stay in the sector, 1% in a different industry, 1% say they will be retired and 3% don't know.
- In five years, 84% expect to stay in the sector, 4% expect to be in a different industry, 5% say they will be retired and 7% don't know where they expect to be.
- Reasons given by those who say they will be leaving the sector within five years include comments which are primarily dissatisfaction with pay, undervalued role and skills, and a move due to health.

### **4.8.2 Role and employer in twelve months and in five years:**

- In one year 7% expect to be promoted, and in five years, 34% to be promoted to a new role.

### **4.8.3 Employer in twelve months and in five years:**

- In one year 87% expect to be with the same employer, and in five years, 53% expect to be with the same employer.

### **4.8.4 Management:**

- 33% are in management now, 33% expect to be in management in one year, and 38% expect to be in management in five years.
- Of those 33% who are in management now, in five years time:
  - 78% expect to still be in management, (26% of whom expect to be promoted).
  - 9% who are managers now expect to be retired in five years, 7% expect to be self-employed or owner/manager.
  - 60% who are managers now expect to be with the same employer, and 4% expect to be in a different industry.

### **4.8.5 Supervisor:**

- 19% of the sample are supervisors now, 19% expect to be supervisors in one year, and 19% expect to be supervisors in five years time.
- Of the 19% who are supervisors now, in five years time:
  - 46% expect to still be supervisors, (38% to be in the same role, 16% expect to have moved sideways) and 38% expect to be in a management position (promotion).
  - 4% who are supervisors now expect to be retired in five years, 3% expect to be in a different Industry and 3% don't know where they expect to be.

#### **4.8.6 Skilled staff:**

- 45% of the sample are skilled staff now, 38% expect to be skilled staff in one year, and 20% expect to be skilled staff in five years.
- Of the 45% who are skilled staff now, in five years time:
  - 41% expect to still be in a skilled role in five years time, 21% expect to be supervisors, 13% expect to be in management, 9% expect to be a self-employed contractor/consultant, and 3% expect to be an owner/manager.
  - 3% who are skilled staff now expect to be retired in five years, and 11% don't know where they expect to be.
  - 47% of those who are skilled staff now expect to have moved employers, 41% expect to be promoted and 5% expect to have moved to a different industry in five years time.

#### **4.9 Career progression, aspirations, value and effects of restructuring:**

##### **4.9.1 Opportunity to progress career and aspirations:**

- 67% of all interviewees say they have been given the opportunity to progress their careers in botanic and historic gardens (as did 67% in the NT 2003 survey).
- 26% say they have not been given the opportunity to progress their career. Reasons given include:
  - Lack of opportunity/vacancies; have to be prepared to move.
  - Cost of housing.
  - No career structure, employer doesn't think it is relevant.
  - Not enough pay and skills not recognised.
- Only 9% say that either their aspirations are not, or mostly not, met.
- Women feel they have not had opportunities or their aspirations met more than men, as do skilled staff more than supervisors, and significantly more so than managers.

##### **4.9.2 Value:**

- 59% of respondents feel valued and 25% moderately valued by their employer; less so those who work for a local authority or commercial company.
- 43% feel the work they do is valued by the botanic and historic gardens sector; more so those who are managers and have been in the sector more than 16 years.
- 74% of those to whom it is applicable say they feel valued by the visiting public.

#### **4.9.3 Organisational restructuring in the last three years:**

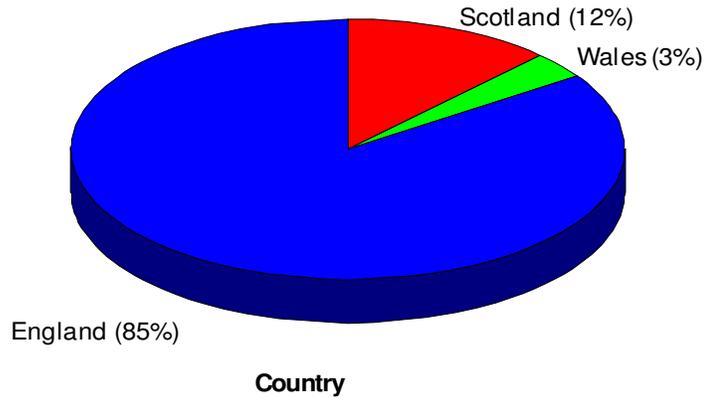
- 51% say there has been restructuring in the organisation they work for in the last three years, the main effects of this have been that:
  - 61% have their workload increased (3% have had it decreased),
  - 30% have had an increase in salary (2% a decrease in salary),
  - 24% have had their motivation decreased (22% increased).

## 5. Summary of Results

### 5.1 Demographics:

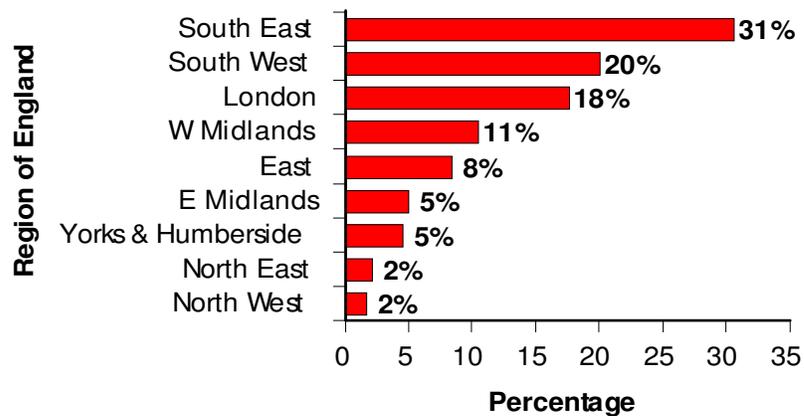
#### 5.1.1 Country:

- **Q1. In which country are you based?**



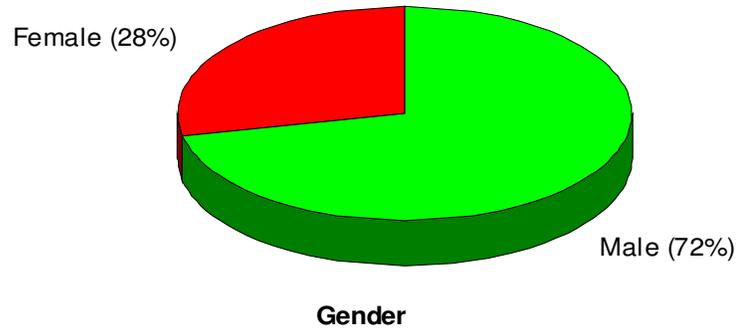
- There were no responses from N. Ireland, 10 questionnaires were received too late for inclusion in the initial analysis so have been analysed separately. (3% of the NT 2003 survey was from N. Ireland).

- **England Regions:**
- **Q1a. Which region of England?**



**5.1.2 Gender:**

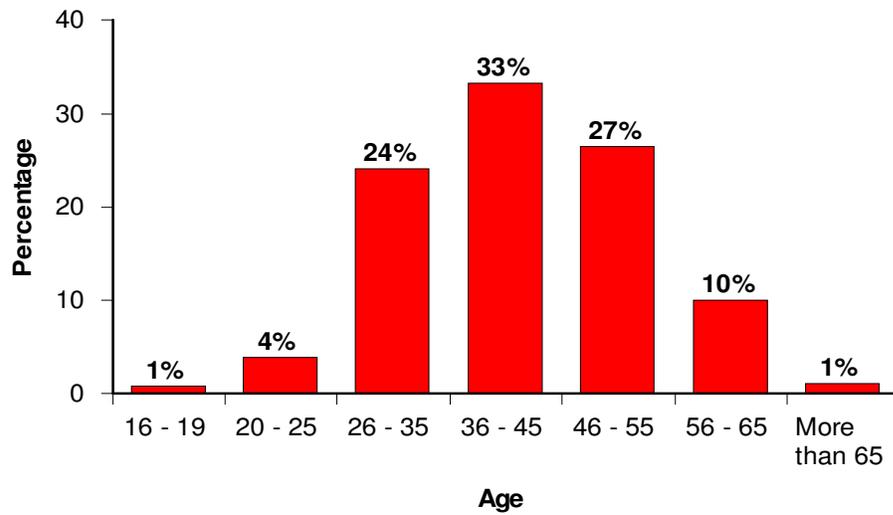
- **Q2. Which are you?**



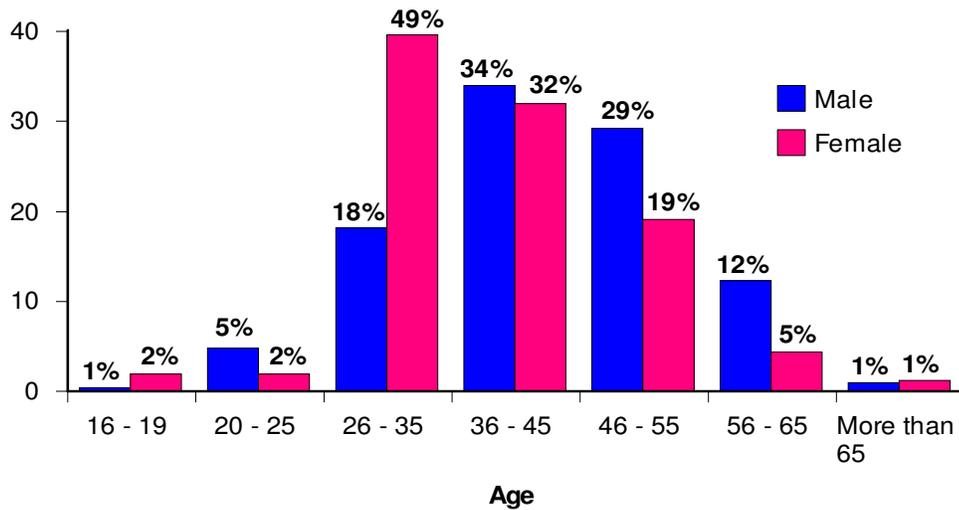
- 72% of the sample are male and 28% female.
- Regionally in England, in the Yorks and Humberside 95% are male as are 91% in the North East, and 83% in the East.
- 39% of the sample in Wales are female, as are 38% of the sample in the North West, 37% in London, and 35% in the South West.

**5.1.3 Age:**

- **Q3. Which age group are you in?**

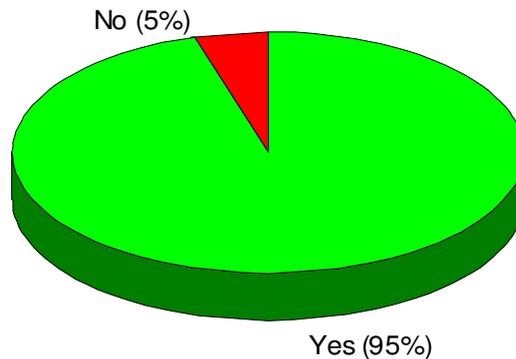


- **Split between male and females for each age group:**
  - 5% of the total sample are aged under 25, 78% are male.
  - 24% are aged 26 to 35, with 46% of these being female, significantly higher than another age groupings.
  - 33% are aged 36 to 45, 73% of these are male.
  - 27% are aged 46 to 55, 79% of these are male.
  - 10% are aged 56 to 65, 88% of these are male.
  - 1% are aged over 65, 66% of these are male.
- Age groups of the male respondents (72% of the sample), and female respondents (28% of sample):



#### 5.1.4 Ethnicity:

- **Q4. Would you describe your ethnicity as "White – British"?**



**Ethnicity- White British**

- **Ethnicity of the sample:**
  - 95% of the total sample are “White – British”
  - 3% are “White – Other”
  - 0.7% are “British - Asian”
  - 0.2% are “Black – Caribbean” or “Black – African”
  - 2% declined to give their ethnicity.
- **Ethnicity and location:**
  - London has 10% and the South East of England 6% who are not “White – British”.
  - All respondents in Scotland are “White – British”, and one in Wales describes their ethnicity as “Black – African”.

#### **5.1.5 Summary of demographics:**

- 85% of those responding are based in England, with 31% in the South East (and a further 18% in London), and 20% in the South West.
- 72% of the sample are male, 34% of males are aged 36 – 45.
- 28% of the sample are female, 49% of females are aged 26 – 35.
- Only 5% of those responding are aged under 25, possibly indicating a proportionate lack of “young” people engaged in Botanic and Historic Gardens.
- 98% of the sample are “White” in ethnic origin.

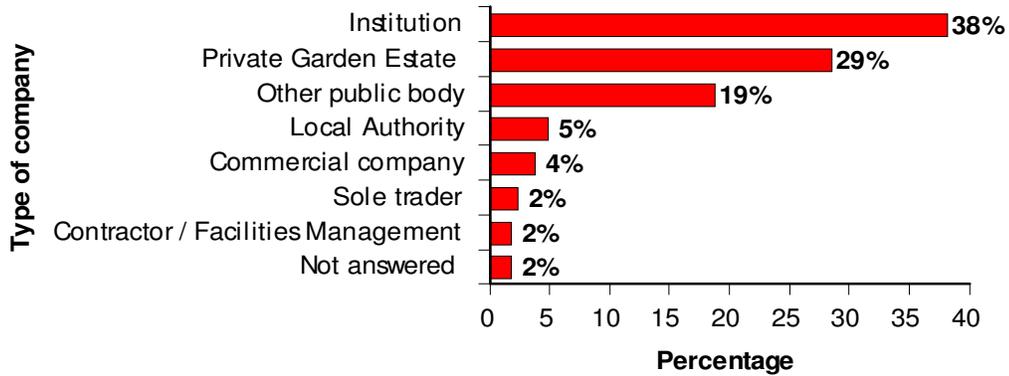
#### **5.1.6 National Trust Survey Demographics (NT 2003):**

- 88% of the sample are located in England, 7% in Wales and 3% in Northern Ireland (the NT does not operate in Scotland).
- 75% are male and 25% are female in the overall sample.
- 34% of respondents are aged between 36 and 45. Only 5% are aged 25 or under, and only 6% are aged 56 or more.

## 5.2 Employment and company details:

### 5.2.1 Type of company:

- **Q5. Which one of the following best describes the type of company that you work for?**



- Respondents were given the above options, and asked to classify who they worked for, the response reflects their views.
- 38% consider they work for an Institution, 29% a Private Garden Estate, 19% a Public Body.

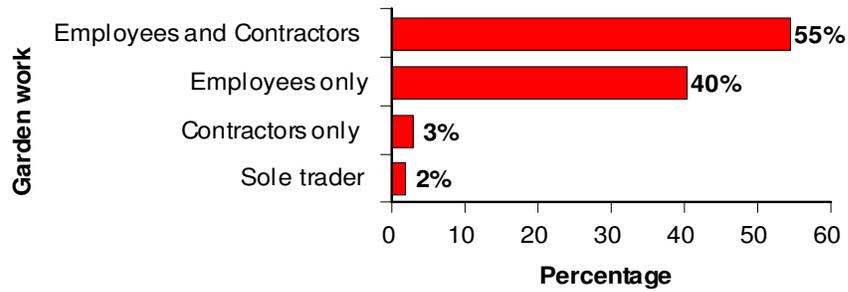
- **Q6. Which one of the following are you?**



- 93% of those responding are an employee.

### 5.2.2 Type of labour used in gardening:

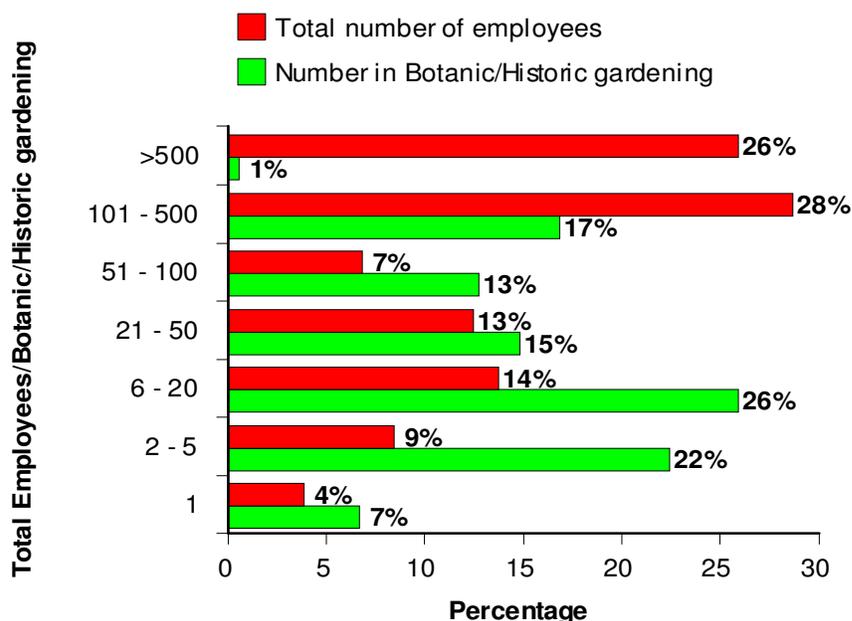
- **Q6a. What type of employees does the company you work for use to carry out practical garden work?**



- 55% of those responding say that practical gardening work is carried out by both employees and contractors. This is reflected across all company types, with the exception of the small sample of contractor/facilities management companies where 80% of the gardening work is done by employees and contractors.
- 40% say gardening work is carried out only by employees. This is the case for 57% of those who work for a commercial company, and only 29% of those who work for a public body.
- 3% say they only use contractors for gardening work. More so for 12% of those who work for a public body.

### 5.2.3 Number of employees:

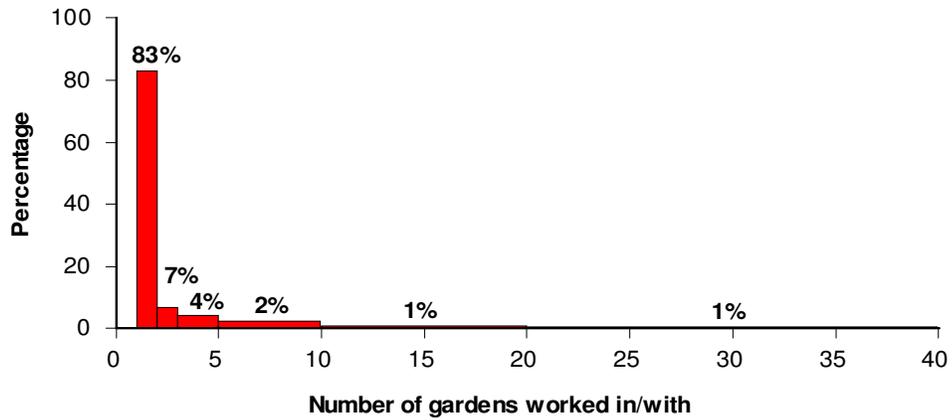
- **Q7. How many people work for your company/organisation in all departments?**
- **Q8. How many people work specifically in roles relating to the management and maintenance of botanic and historic gardens and all its associated occupations, e.g. Arboriculture, Garden Design etc?**



- 28% of the sample work for organisations/companies that employ between 101 – 500 people in total. 17% also have this number working in botanic and historic gardens, more so contractors/facilities management (30%), institutions (26%) and public bodies (25%).
- 26% of the sample work for organisations/companies that employ over 500 people. Only 1% have this number working in botanic and historic gardens (public bodies).
- 26% of those responding say there are between six and 20 people working in roles relating to botanic and historic gardens, more so for 56% of those who work for a local authority.
- 22% of those responding say there are between two and five people working in roles relating to botanic and historic gardens, more so for 50% of those who work for a private garden estate.

#### 5.2.4 Number of gardens worked in/with:

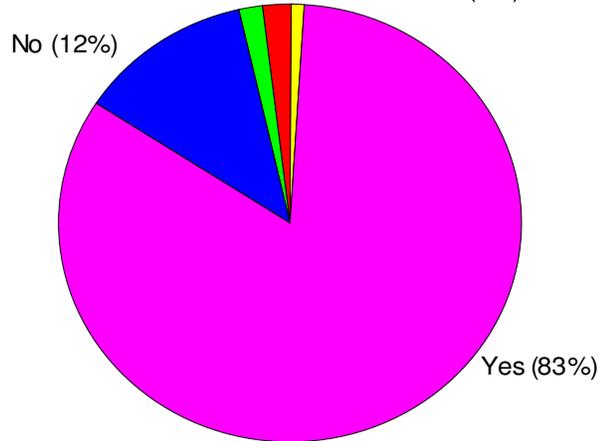
- **Q8. How many separately run gardens do you work in/with on average per week?**
  - 83% of those responding work in one garden. More so for 90% of those who work for a private garden estate.
  - 60% of those who work for contractors/facilities management work in more than one garden, as do 77% of sole traders.



### 5.2.5 Gardens open to the public:

- **Q10. Is/are the garden(s) open to the public?**

The majority are/some are not (2%)      A minority are/most are not (2%)  
Not answered (1%)

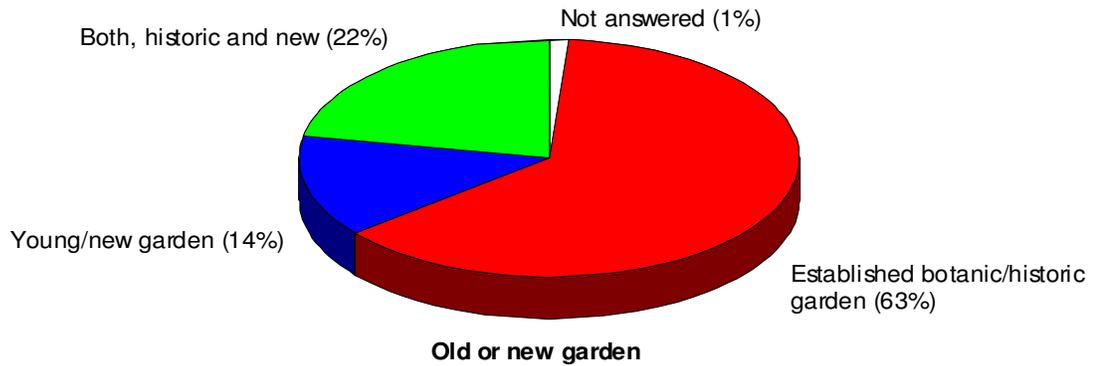


**Open to public**

- 83% of those responding say the garden(s) they work in are open to the public. More so for those who work for a public body (99%), local authority (96%) or Institution (93%).
- 12% say the garden(s) are not open to the public. More so for those who work as a sole trader (46%), or a private garden estate (35%).

### 5.2.6 Type of garden:

- **Q11. Is/are the garden(s) you work in/with an established botanic/ historic garden or a young/new garden?**

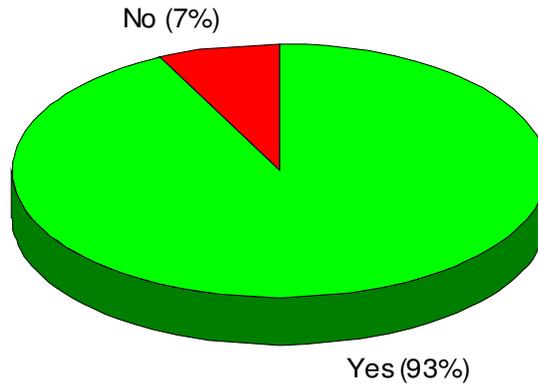


- 63% say the garden(s) they work in are established botanic or historic gardens. More so 81% who work for a public body, 74% who work for a local authority, 70% who work for an institution, and 70% who work for a contractor/facilities management.
- 22% say the garden(s) they work in are both historic and new. More so 62% of sole traders, 38% who work for a commercial company, and 32% who work for private garden estates.
- 14% say the garden(s) they work in are young/new gardens. More so 38% of sole traders.

### 5.3 Hours worked:

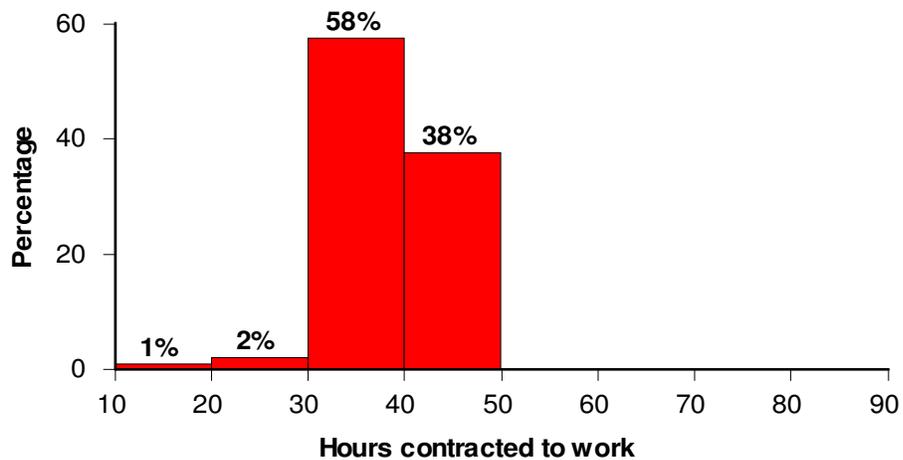
#### 5.3.1 Hours contracted and hours worked:

- **Q12. Are you contracted to work a certain number of hours per week?**

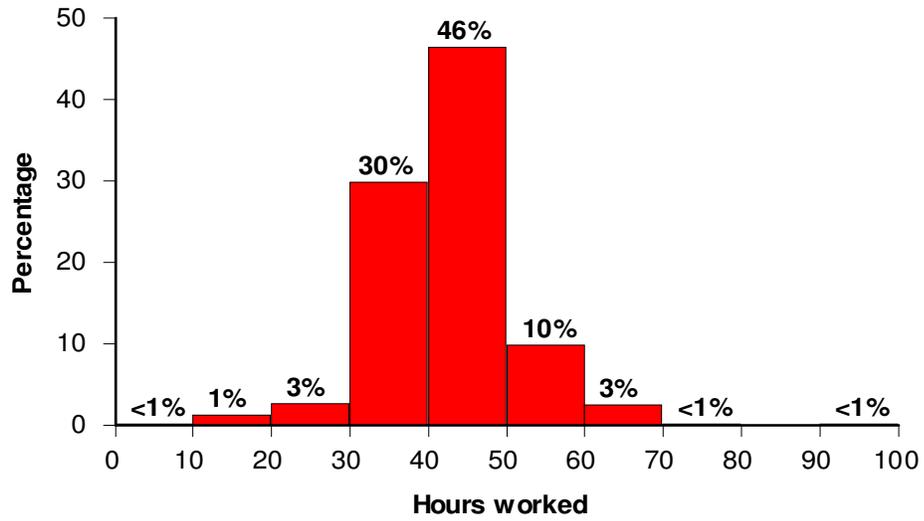


#### Contracted to work certain hours

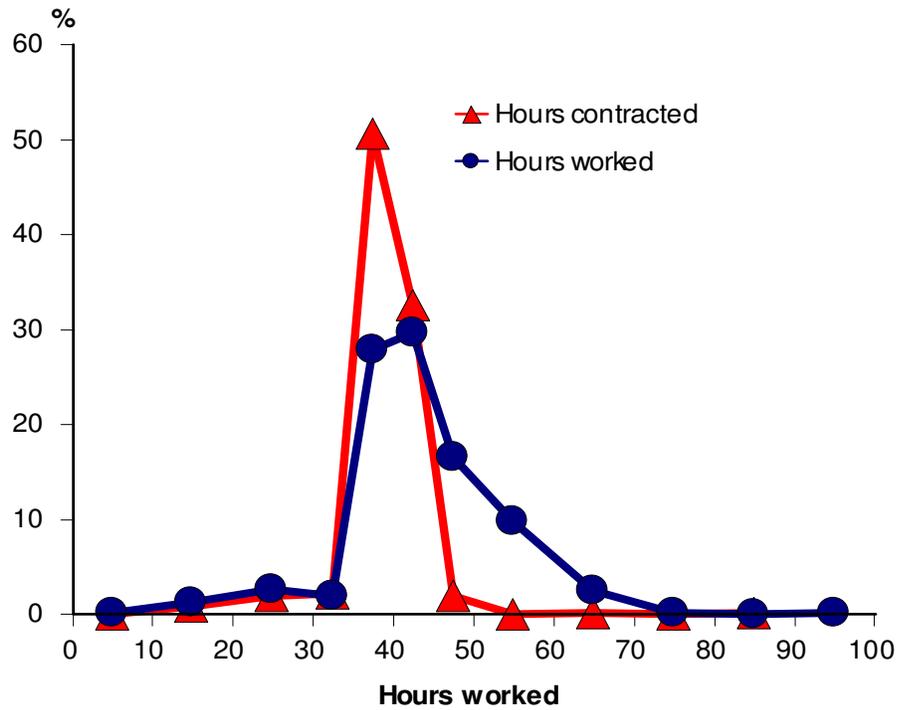
- 93% of those responding have contracted hours, 7% do not, significantly more so those who are sole traders (69%) and work for a contractor/facilities management company (20%).
- **Q12a. If “yes” (93%), how many hours a week are you contracted to work?**



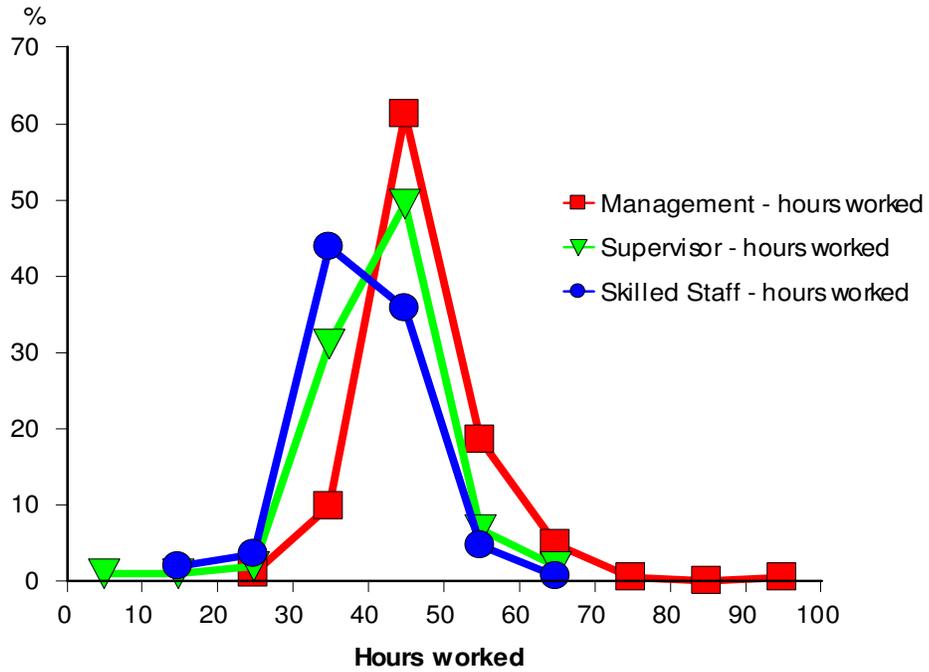
- **Q13. How many hours on average do you actually work per week?**



- **Hours worked, compared to hours contracted to work:**

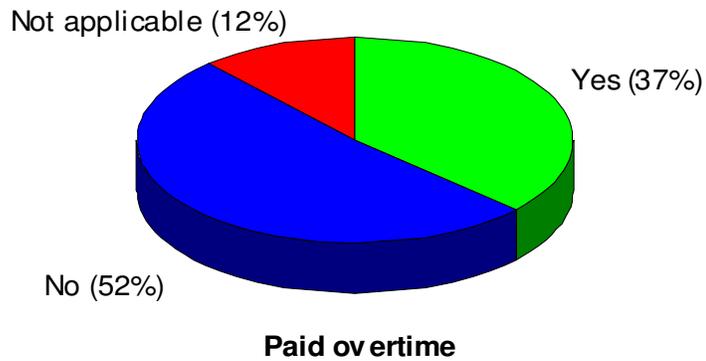


- Hours worked compared to role category:

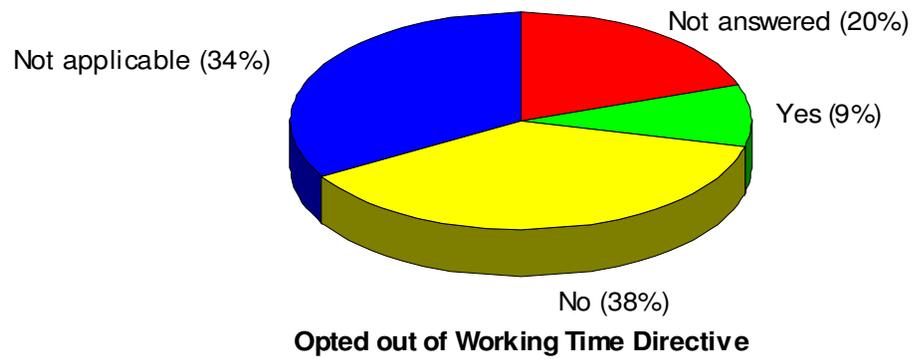


### 5.3.2 Paid overtime:

- Q13a. Are you paid overtime?

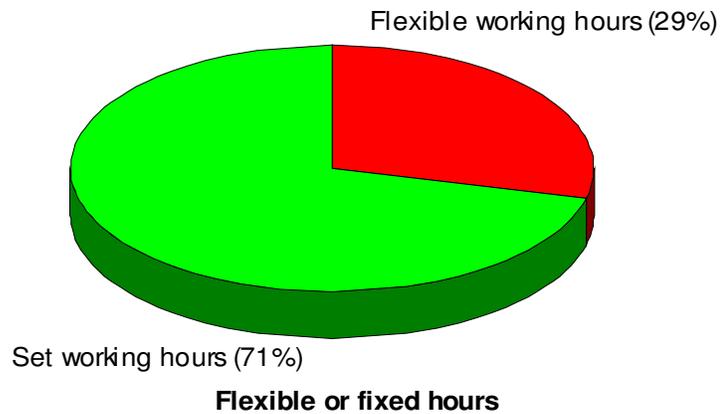


- **Q13b. Have you opted out of the Working Time Directive?**

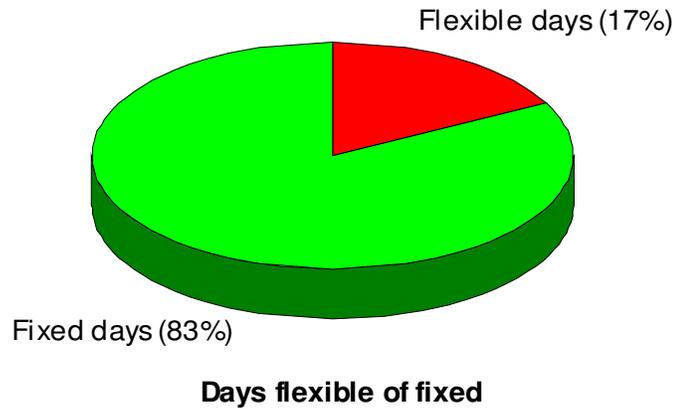


### 5.3.3 Fixed or flexible working days and hours:

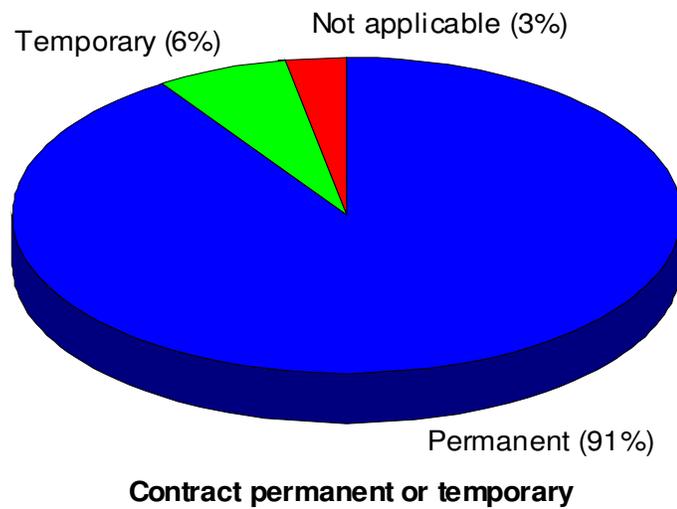
- **Q14. Are your hours flexible, or set to specific working hours (e.g. 9am – 5pm)?**



- **Q14a. Are the days you work flexible or fixed?**



- **Permanent or temporary contract:**
- **Q14b. Are you on a permanent or temporary contract?**



#### **5.3.4 Analysis of hours worked:**

- 93% of those responding say they are contracted to work specified hours.
- 89% of these are contracted to work between 35 and 42 hours per week. 57% of these actually work these contracted hours.
- 36% of those responding say they work more than 42 hours per week, primarily between 43 and 55 hours per week. 5% work over 55 hours per week.
- 87% who are managers (and 72% of owner/managers) say they work over 40 hours per week, as do 59% who are supervisors, and 42% of skilled staff.
- 37% of all respondents say they are paid overtime. This includes 12% who are managers, 56% who are supervisors, 45% who are skilled staff, and 75% (6 of the 8) who say they are unskilled staff.
- 9% say they have opted out of the Working Time Directive, 38% say they have not, 34% say it is not applicable to them, and 20% did not answer.
- 71% say they have set working hours. 29% have flexible hours, more so all owner/managers and managers (40%).
- 83% say they work on fixed days, more so supervisors, skilled and unskilled staff. 17% say their working days are flexible, more so for all owner/managers.
- 91% say they are on a permanent contract. 6% say their contract is temporary, this includes 10% of skilled staff, and 43% of the small sample (3 of the 8), who consider they are unskilled staff.

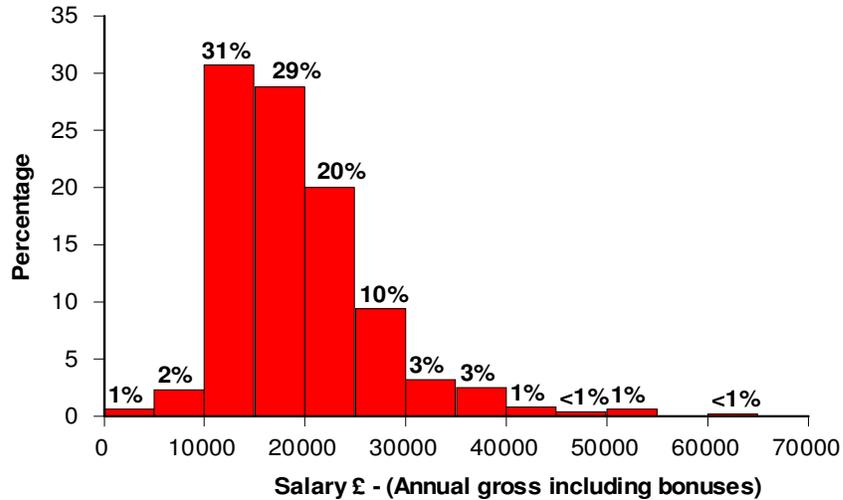
#### **Focus group discussion on hours worked:**

- Discussion at groups indicates that those in management roles tend to be salaried, those with a job title of “gardener” are more likely to be employed on a contract that has set hours with overtime.
- Opinion among managers varied, most seemed to reflect the view that the garden does not conform to set hours, so that what work is necessary has to be done, regardless of how long it takes (including doing admin. and other office work at home). Some have decided that they used to adopt this strategy in the past, but have now made a conscious decision to keep their working hours in line with their contracted hours.
- Those who attended the “gardener” sessions clearly showed that those who work for local authorities, public bodies, and institutions are more likely to be paid overtime than those who work for a private garden estate, but are more likely to work their contracted hours.

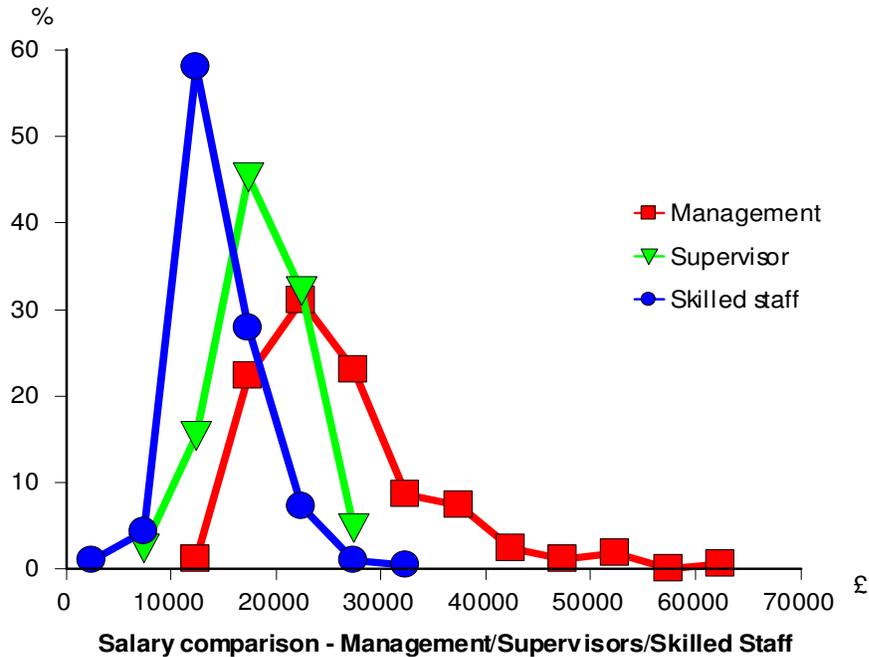
## 5.4 Salary:

### 5.4.1 Annual gross salary:

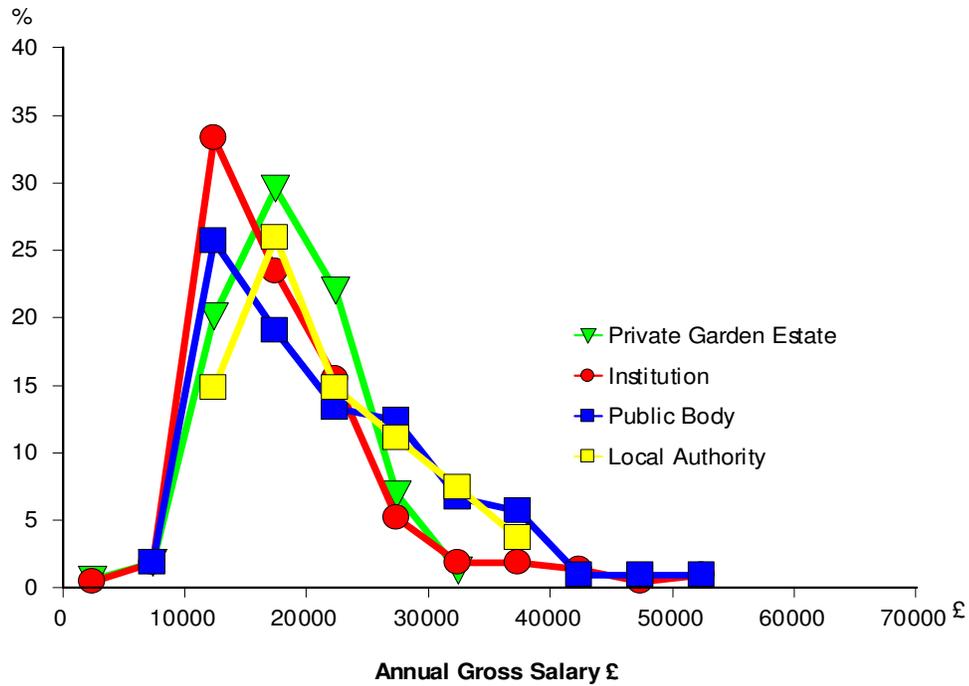
- **Q15. What is your current annual gross salary, including bonuses?**
- It was stressed that information given is confidential, but respondents were given the option of not responding. 93% did respond:



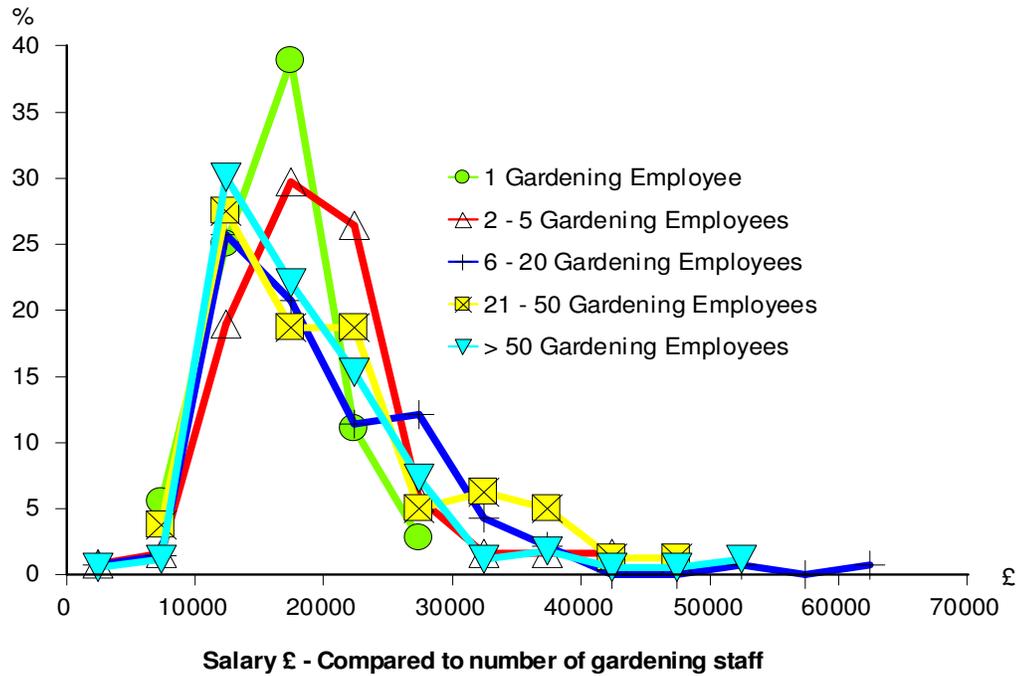
- **Comparison between Management / Supervisors / Skilled Staff:**



- **Salary comparison between type of organisation: For private garden estates, institutions, public bodies, and local authorities:**



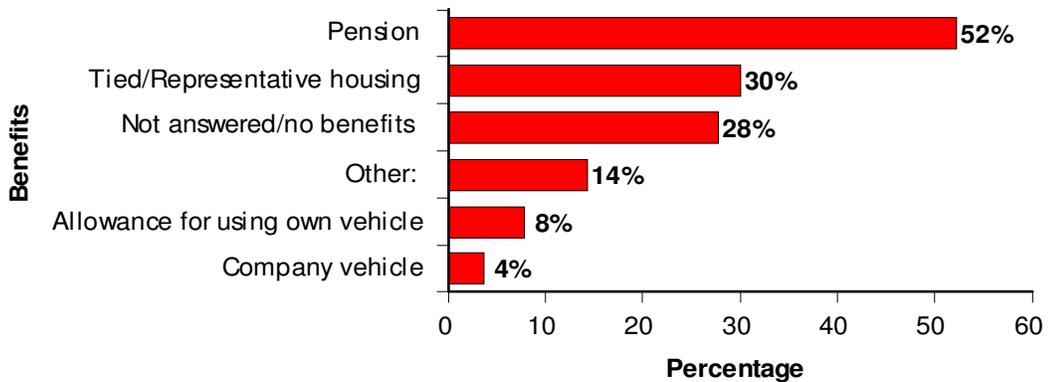
- **Salary comparison between number of gardening staff in the organisation:**



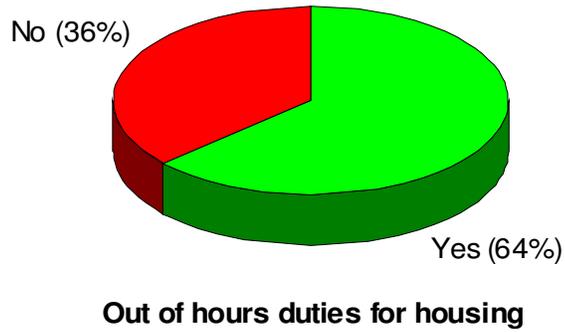
- **Notes on Salary:**
- 93% responded when asked to give details of their annual gross salary including bonuses.
- 38% of those responding have an annual gross salary including bonuses of £15,000 or under. This includes:
  - 71% of skilled staff and all unskilled staff,
  - 24% of supervisors,
  - 2% of managers.
  - 39% who work for an institution.
- 24% have a salary of over £15,000 and under £20,000. This includes:
  - 40% of supervisors,
  - 22% of managers,
  - 20% of skilled staff.
- 29% have a salary of £20,000 and under £30,000. This includes:
  - 54% of managers,
  - 37% of supervisors,
  - 8% of skilled staff.
- 7% have a salary of £30,000 and under £50,000. This includes:
  - 20% of managers.
- 1% have a salary of £50,000 or over, all managers (2% of managers).

**5.4.2 Benefits in addition to salary:**

- **Q15a. Do you receive any other “benefits” in addition to salary?**
- 28% did not respond (possibly indicating they do not receive benefit of pension, housing or vehicle allowance).



- For the 30% of the sample who have tied/representative housing:
- **Q15b. In return for this housing, are you expected to perform “out of hours” duties?**



- **Salary of those in Tied/Representative housing (30%):**



#### 5.4.3 Notes on salary and benefits:

- 38% of those responding have an annual gross salary including bonuses of £15,000 or less, this includes 71% of “skilled staff”.
- 24% have a salary of over £15,000 and under £20,000; this includes 40% of “supervisors”.
- 29% have a salary of £20,000 up to £30,000; including 54% of “managers”. (8% have a salary of £30,000 or more, all are “managers”).
- 52% of the sample indicate that they receive a pension. More so those who work for a local authority (74%), public body (64%) or institution (63%). Less so those who work for a private garden estate (36%) or who are sole traders (23%), and none who work for a contractor/ facilities management company.
- 30% are in tied or representative housing. 64% do “out of hours” duties in return for this housing.
- 44% of those who do these duties earn less than £20,000, compared to 81% of those who do not do duties.

#### 5.4.4 Focus group discussion on salary:

- In discussion sessions the issue of salary frequently occurred. It is widely stated that salaries are low for the level of skill required and qualifications.
- Low pay was frequently cited as a perceived barrier when joining the sector.
- **Comments made by those at focus group discussion sessions – Managers:**
  - “Head Gardeners are doing a job that outside horticulture would be paid at £40K per year, yet they in general receive half this amount”.
  - “Gardeners should be paid what they are worth and reflect the considerable skills they have acquired”.
  - “Staff levels decrease in gardens, but the pay of those remaining doesn’t increase even though they take on the extra work”.
  - “In a private garden estate there is an employers view that we are “in service” and that salary is not important”.
  - “Employers are not happy to pay the “going rate” which skills reflect, but it is “Catch 22”, there will always be someone who will do it for the pay”.
  - “Head Gardeners can earn anything from £12K to £25K, you get to the “top” and hit a glass ceiling, there is no where else to go”.
  - “Private gardens used to use the Agricultural Wages Board (AWB) – but they had trouble “modernising” and have resorted to private negotiations”.
  - **“There should be a “Sector Standard” of pay.** There should be a “sector guide” for level and grading that can be used by the whole sector; including institutions, private garden estates, public bodies, university botanic gardens”.
  - “There should be a pay scale which is recognised throughout the horticultural industry, and specifically for the botanic and historic garden sector, benchmarked against

- other industries with comparable skills, knowledge and experience”.
- “The sector needs to set pay rates and have consistency”.
  - “There would be problems if a pay scale was set, the sector would need to identify which skills should be merited (people who garden for therapy should not be on same rate as highly qualified skilled gardeners)”.
  - “Pay could be linked to the “tickets” that you have to have to be able to carry out skilled tasks, e.g. spraying, chainsaw, brushcutter”.
  - “Skilled gardeners are not regarded as a profession; gardening is pulled down by market forces, because it is not recognised for its necessary skills. Any one thinks they can garden, don’t think the same of a nurse, or electrician, or plumber”.
  - “There needs to be some structure that is standardised and recognised”.
  - “It is the “managers of the managers” who need to understand this. The ultimate decision makers within organisations have no understanding of the skills necessary and the very low pay levels that are being offered”.
  - “The “Contractor with a van” earns more doing jobbing gardening than do skilled gardeners; any pay scale must tie in with the “real world”.
  - “Some employers couldn’t afford to pay, and some wouldn’t want to, would this mean staff losing their jobs? Will there always be someone willing to do the work for that pay? But what about the skills needed? It is always a threat hanging over you when working in Country Houses”.
  - “Cheap alternative staff doesn’t work, but some owners of private estates might still take this route”.
  - “Some employers think that gardening jobs “can be put out to contract” – and that the standards will be the same, but they won’t, grounds maintenance staff don’t have the depth and breadth of skills of those in historic and botanic gardening. Managers are ultimately looking at the bottom line, not the skills and botanical/historical importance of the garden”.
  - “There is a better standard of horticulture when jobs are “in-house” rather than when contracted out”.
  - “NT is a charity, it is widely known that it has low pay, we have to live in tied housing because gardens are usually in very expensive areas of housing and we cannot afford to buy local houses”.
  - “In Cornwall we need to earn more to buy houses, because of the huge rise in cost of living, partly as result of increase in tourism and such projects as Eden”.
  - “The Estate advertised for a “Gardener/Handyman” at £13K and had 15 responses, only 3 sent in application forms, and only one was even mildly suitable with any sort of gardening experience”.
  - “At St James Park, Contractors try to offer a bit more pay to attract people, but it is hard to get skilled people”.

- "Across the Royal Parks there are staff from abroad e.g. S Africa who have the skills and are willing to work for the level of pay".
  - "My son has done a degree at Writtle; he is a good gardener but he will not be going into horticulture as a gardener because the pay is so low".
  - "It is very expensive to live and work in London".
  - "At our University Botanic Garden we have placed the gardener on a Technicians wage, not that of a Groundsman, (but he is still lower than that of a Lab Technician). But the University are looking to bring in the general groundstaff to do the maintenance; different people in charge have different ideas".
- **Comments on pay made at focus group discussion sessions – Gardeners:**
    - "Gardeners are paid the minimum wage; it is a sad indictment of their skills. Someone brought in by an agency will be paid the same as someone who has been doing the job for 20yrs with skills, it is very inequitable".
    - "Pay structures are non-existent, because of all changes in the past, I have 29 people on my team, with seven different pay structures, different hours, and different conditions, because of the contracts they used to be on".
    - "In the Department of Environment days we had grades and levels and everyone knew where they were. They should have been kept".
    - "The pay I receive gives me no incentive to further my skills or to work".
    - "We are not paid for the responsibility we undertake".
    - "Because of the "commercial world" pay is low. Contractors have had to tender three times for the Park contract, and each time had to reduce their charges in order to win the contract".
    - ""Got to love the job to do it". We are low paid and undervalued".
    - "In the end it is where housing is cheaper and the cost of living cheaper that will dictate where we can move as gardeners, because I will want to get on the housing ladder, so I will have to move northwards".
    - "Accommodation used to be provided with jobs, and other benefits, but these are not so frequent any more".
    - "We should be paid enough so that we can get a mortgage and afford housing".
    - "Our knowledge and skills should be recognised and paid for".
    - "There should be a recognised pay scale and progression. If I started at job at £13K I should be able to increase to £20K over time with skills and length of service".

#### 5.4.5 National Trust Gardeners Skills Analysis 2003:

- **Role and salary (NT 2003):**
  - 27% of those responding are Gardeners Grade 9, 24% are Head Gardeners, 13% Gardeners in Charge, and 12% Assistant Head Gardeners.
  - 39% say they have an annual salary of between £10,001 and £15,000, primarily Gardeners Grade 9; 34% say they have a salary of between £15,001 and £20,000, primarily Assistant Head Gardeners, and Gardeners in Charge.
  - Those 21% earning more than £20,000 are Head Gardeners and above, more proportionately male. Those 6% earning less than £10,000 are 60% female, Careership Trainees or Gardeners Grade 10 and below.
  - 73% (predominantly Gardeners Grade 9 and above) say they receive additional benefits to salary; 48% say they receive a NT pension, and 43% live in “tied” or “representative” housing. In discussion comments were made that this is not necessarily perceived as a “benefit” because of the security duties, lack of privacy and responsibility.

#### 5.4.6 Salary levels in organisations

- **Royal Botanic Gardens, Kew:**
- Scales at Kew: Basic pay – and Average pay (including cost of living increases and corporate awards for long service etc):

F: £33,949 - £43,081 -	Average salary: £44,813; F: (formerly 7) Average salary: £53,629 (6 - Curator, Head of Department, Section Heads)
E: £25,462 - £32,311 -	Average salary: £33,550 (2 - Researcher / Specialist)
D: £20,668 - £25,653 -	Average salary: £28,349 (10 - Co-ordinators – middle managers)
C: £17,505 - £21,706 -	Average salary: £24,181 (25 - Unit Managers)
B: £14,285 - £17,142 -	Average salary: £19,251 (49 - Team Leader, Specialist horticulturist, Admin assistants)
A: £12,837 - £15,404 -	Average salary: £15,569 (99 - Botanical Horticulturists, Diploma students, admin assistants, Rotational trainees)

- **Royal Botanic Garden, Edinburgh:**
- Banding, salary and numbers in position and roles:

G: £44,727 - £58,145	(1) Director
F: £35,598 – £46,322	(1) Deputy Director
E: £25,725 - £35,073	(5) Curator
D: £20,587 - £36,763	(9) Supervisor
C: £16,931 - £23,364	(5) Senior horticulturist – skilled
B: £12,875 - £15,507	(40) Basic level gardeners
A: £11,424 - £13,709	(0 in horticulture) Stewards, messengers, catering

- **Eden Project:**
- **Gardening staff:** 43 in total from Curators and below
  - Horticulture Director £41,616
  - 5 Curators £30,172
  - 1 Assistant Curator £24,480
  - Supervisors £20,808
  - Skilled Horticulturalists £14,566
  - Horticulturalists £14,355
  - Admin co-ordination/ Plant Labeller £15,606
  - Personal Assistant £13,260
- **Scientific Support Team:**
  - Scientific Officer grade £26,520
  - Plant Pathologist £20,000
  - Scientific Officer Pathology £18,207
  - IT Officer £16,320
  - Lab manager £16,320
- **A National Trust property:**
  - 8 full time staff:
    - 1 Head Gardener £25,000 - £30,000
    - 1 Assistant Head Gardener £17,000 - £18,000
    - 3 Supervisors £16,000 - £17,000
    - 3 Gardeners £14,800 - £16,000
    - 2 NT Careership students and 1 trainee £12,000
    - 2 work placement students £9,035
- **National Trust – Pay Scales**
  - Effective 1<sup>st</sup> April 2005:  
 “R” = Ordinary representative post  
 Key holder representative posts receive an additional salary of  
 £1,300 Grade 9 and below, and £1,800 Grade 8 and above.

(For those in roles relating to gardens)

	Min “R”	Max “R”
- R 3 (Head of Gardens and Parks)	£34,580	£62,198
- R 3/5 (Gardens & Parks Curators)	£22,585	£62,198
- R 4/5 (Gardens & Parks Advisors)	£22,585	£48,709
- R 5 (Gdn. & Park Conservation Planner)	£22,585	£37,346
- R 5/7 (Head Gardener)	£16,029	£37,346
- R 6 (Plant Collections Curator)	£19,093	£30,832
- R 7 (Horticultural Technician)	£16,029	£25,109
- R 7 (Garden & Park Manager)	£16,029	£25,109
- R 7/8 (Assistant Head Gardener)	£13,225	£25,109
- R 7/8 (Gardeners in Charge)	£13,225	£25,109
<b>Gardeners:</b>		
- R 8	£13,225	£21,015
- R 9	£12,095	£17,855
- R10	£10,105	£15,041
- R11	£9,035	£12,796
<b>Trainees and Careership students:</b>		
- R 10/11	£9,035	£15,041

- **Royal Parks:**
- Staff employed by Royal Parks at each park:
  - Park Manager £27,120 - £35,090
  - Assistant Park Manager £21,110 - £27,320
  - (both + 20% for on-call allowance)
  - Small admin team (2 or 3)
  - 1 or 2 Wildlife Officers
  - Gardening done by Contract Staff
- **University Botanic Gardens - Birmingham**
- 4 full-time staff, and 1 trainee: Basic pay:
  - Director £30,000
  - Curator £19,000
  - Horticultural Technicians (3) £14,000
- Pay according to university, increase for length of service (e.g. one gardener "horticultural technician" on £26K been there for 38 years).
- **Ness Botanic Gardens (University of Liverpool)**
- Business Administrator and Curator in Charge of Garden and Gardening Studies, are on Academic related pay-scale Level 3, but are both on short term 2-3 year contracts (as are lecturers).
- Should have 11.2 gardening staff – Actually have 5/6:
  - 1 Curator
  - (Have lost intermediate staff, Deputy Curator and Senior Technician – left and not replaced)
  - 4 Mid Technicians
  - 2 Gardeners
  - 3 Students
  - (.2 is supported employee)
  - Plus volunteers (40+ in garden 150 in total)
    - Band A - £11K - £12.5K – gardening staff (and a £13K banding)
    - Band B - £12K - £16K – clerical staff
    - Band C - £16K+ secretaries
- **English Heritage pay scales:**
- Pay scales nationally Inner London allowance £2,176
  - Intermediate London allowance £1,246
  - Outer London allowance £904
- Band D (Head Gardener) £17,376 - £26,637
- Band E (Senior Gardener) £13,840 - £19,640
- Band F (Gardener) £12,182 - £18,390
- **An example of English Heritage Garden:**
- Six gardening staff:
  - 1 Head Gardener: £24,000 - £26,000
  - 1 Deputy Head Gardener £16,000 - £17,000
  - 1 Senior Gardner £14,000 - £15,000
  - 2 Craftsman Gardeners £13,000 - £13,500
  - 1 Student £12,000

Plus eight volunteers (equivalent to one full-time member of staff)



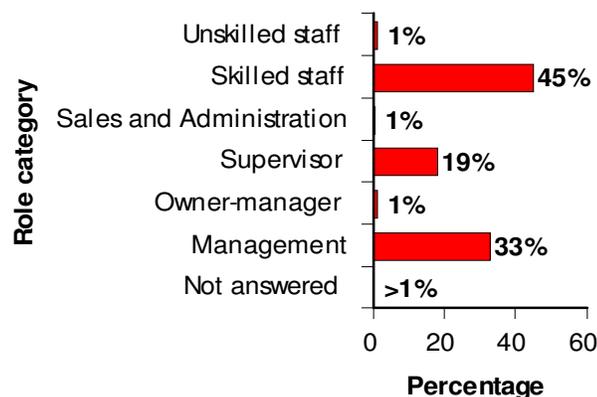
## 5.5 Job title and roles:

### Job title:

- **Q16. What is your job title?**
- Individual responses to the question of job title are recorded alphabetically in Annex A, and include the role classification the respondent has placed their job in. 90% inserted a job title.
- This shows that some job titles have the same description, yet have been classified in a different category, e.g. 99 respondents (20%) say they are a “Head Gardener”, 55% class this as “Management”, 18% class their role as “Supervisor”, and 27% class their role as “Skilled staff”.
- Most frequently occurring job titles:
  - Head Gardener – 20%
  - Gardener – 10%
  - Horticulturist (or Horticulturalist) – 4%
  - Skilled Horticulturist – 2%
  - Senior Gardener – 2%
  - Garden Supervisor – 2%
  - Estate Manager – 2%
  - Senior Horticulturalist (or Horticulturist) – 2%
  - Curator – 2%
  - Garden Curator – 1%
  - Supervisor – 1%
  - Assistant Park Manager – 1%

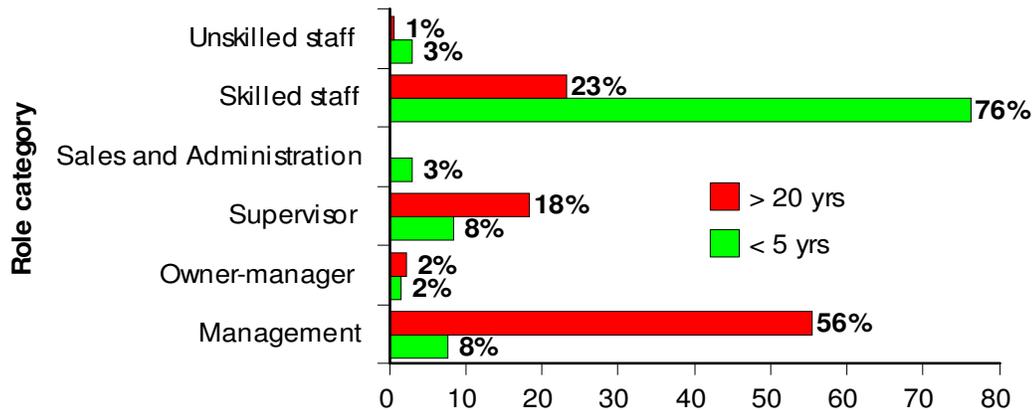
### Role Category:

- **Q17a. Which one category would you say is applicable to your role?**



- **Role category comparison between those who have been in the sector for five years or less and those for over 20 years:**

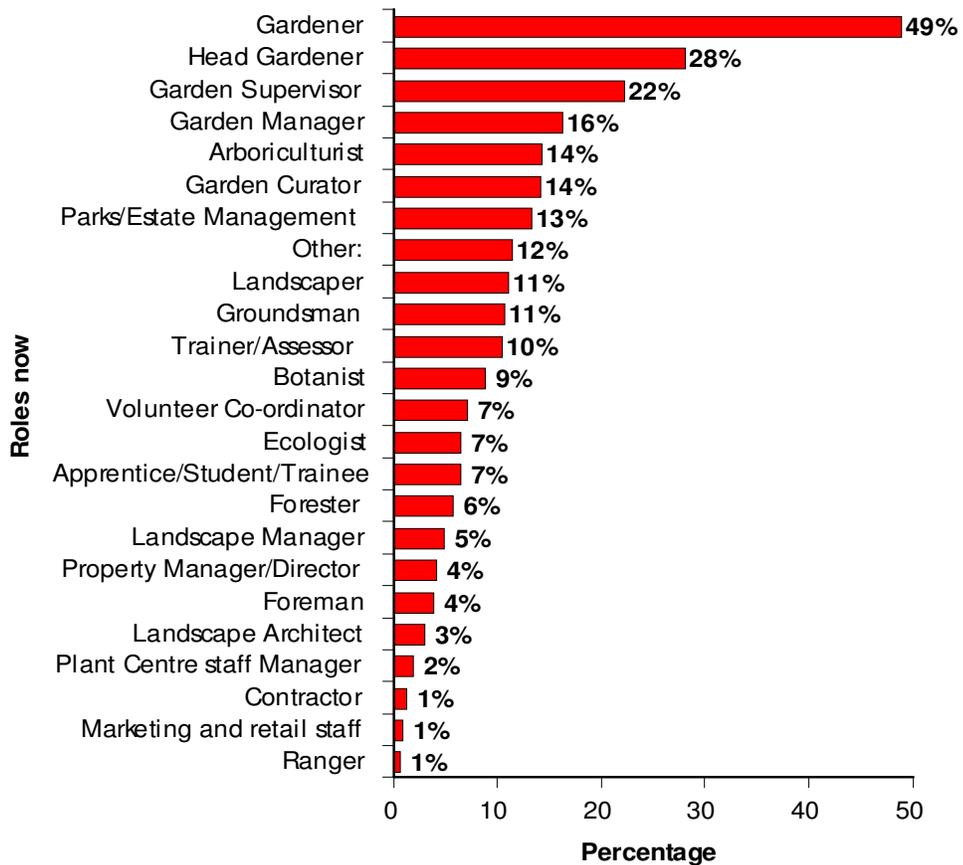
Time in botanic/historic gardens compared to role category now:



**Job roles:**

- **Q17. Which of the following categories most fit your role? (Indicate as many as are relevant):**
- **Roles for the total sample:**
  - 49% say their role includes that of “Gardener”
  - 28% say their role includes that of “Head Gardener”
  - 22% say their role includes that of “Garden Supervisor”
  - 16% say their role includes that of “Garden Manager”
  - 14% say their role includes that of “Arboriculturist”
  - 14% say their role includes that of “Garden Curator
  - 13% say their role includes that of “Parks/Estate Manager”
  - 11% say their role includes that of “Landscape”
  - 11% say their role includes that of “Groundsman”
  - 10% say their role includes that of “Trainer/Assessor”
  - 12% say they have “other” roles; these are identified in Annex A

- **Roles for the total sample:**



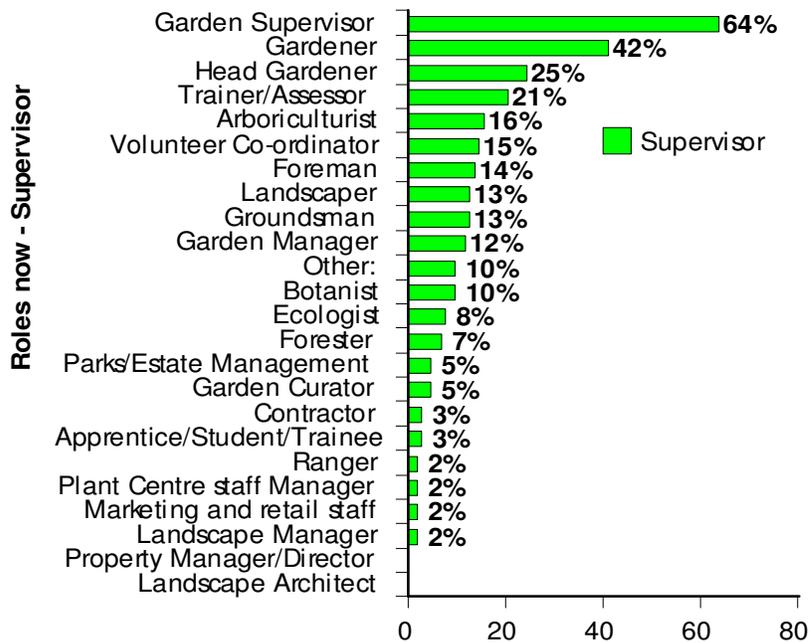
- **Roles within categories:**

- **Management:** Primarily; Head Gardener (50%), Garden Manager (37%), Parks/Estate Management (33%), and Garden Curator (33%).
- **Supervisor:** Primarily; Garden Supervisor (64%), Gardener (42%), Head Gardener (25%), and Trainer/Assessor (21%).
- **Skilled staff:** Primarily; Gardener (75%), Head Gardener (15%).
- **Owner/Manager:** Primarily; Landscaper (50%), Parks/Estate Management (38%), Gardener (38%).
- **Sales & Admin staff:** Primarily; Administrator (50%), Marketing & retail (25%), Volunteer Co-ordinator (25%).
- **Unskilled staff:** Primarily; Gardener (88%), Groundsman (38%).

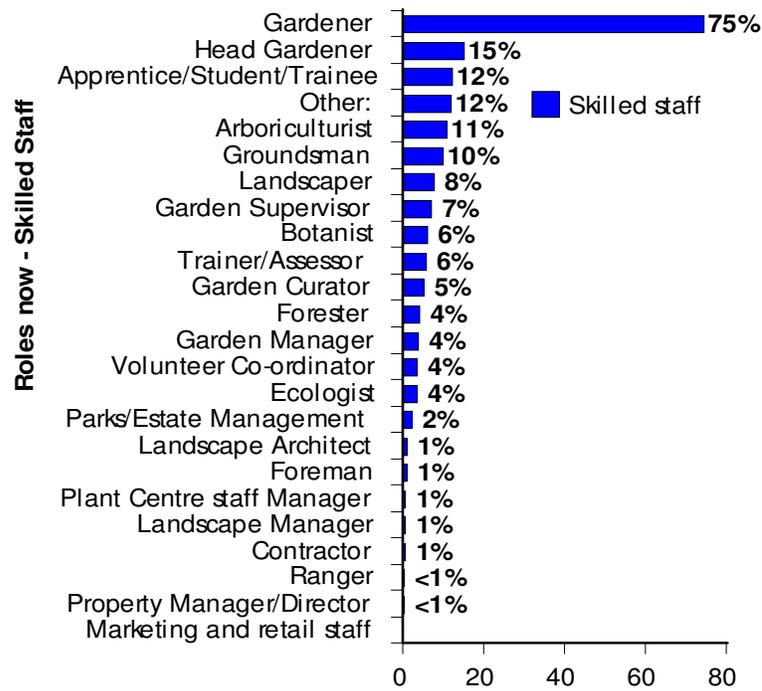
▪ **Roles of Management (for 33% of the sample):**



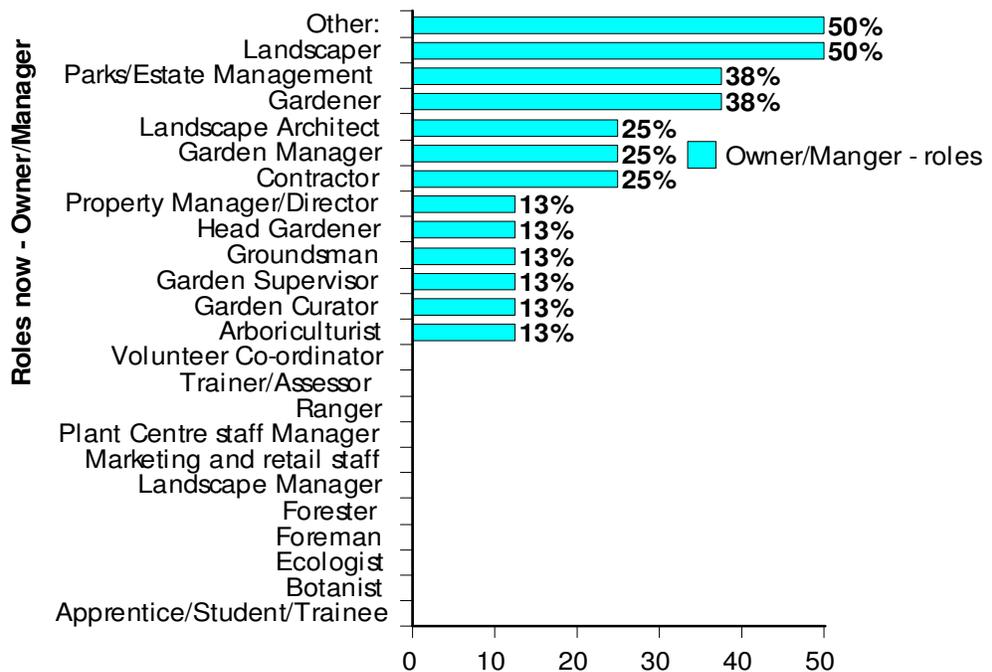
• **Roles of Supervisor (for 19% of the sample):**



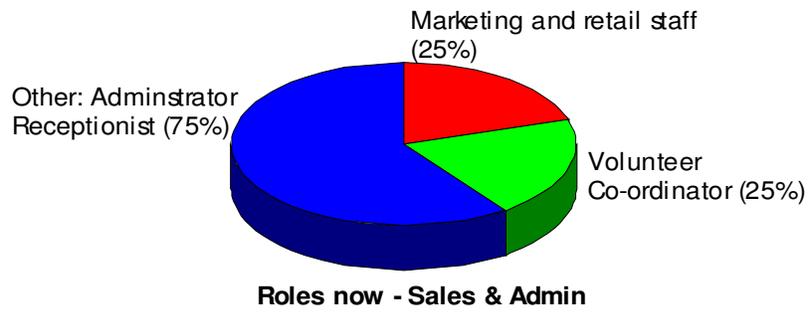
- **Roles of Skilled Staff (for 45% of the sample):**



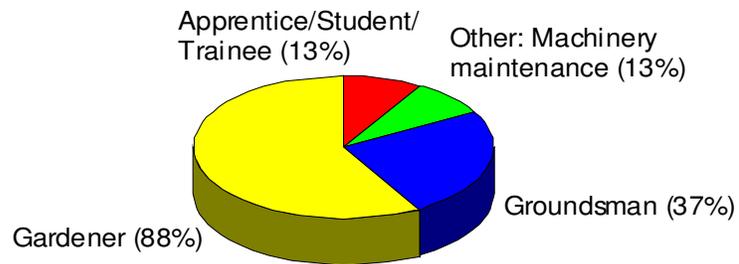
- **Roles of Owner/managers (for 1% of the sample):**



- **Roles of Sales and Administration staff (for 1% of sample):**



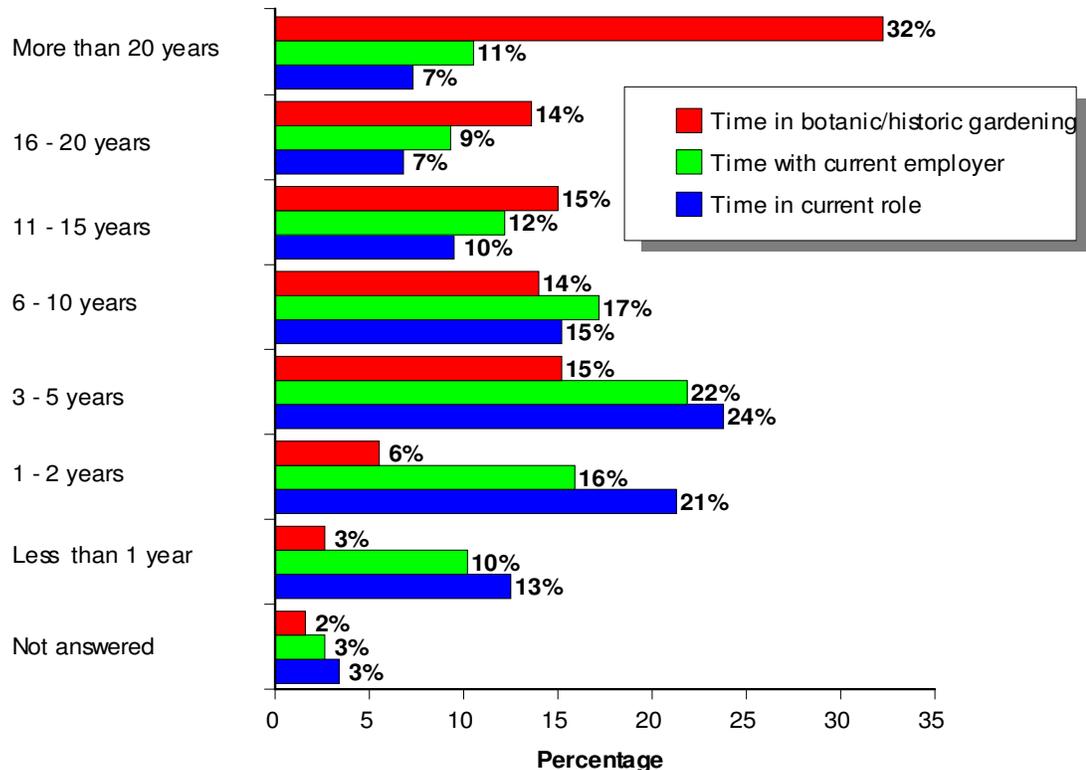
- **Roles of Unskilled staff (for 1% of sample):**



## 5.6 Time in botanic/historic gardens, with employer, and in current role:

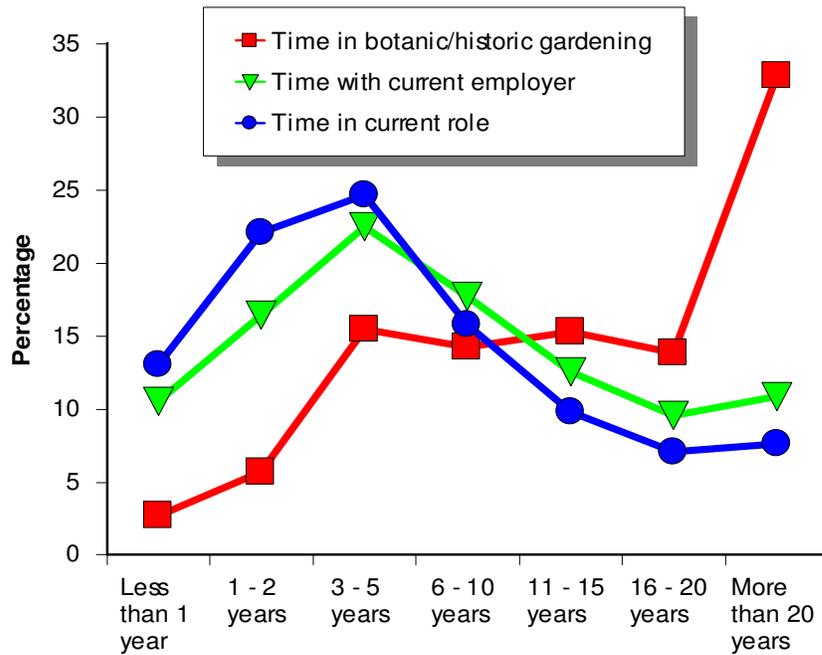
### 5.6.1 Time in the sector, with employer, and in current role:

- **Q18. How long: a. Have you worked in botanic and historic gardens? b. Have you worked for your current employer? c. Have you been in your current role/level regardless of site or employer changes?**



- **32% of all those surveyed have been in botanic and historic gardening for over 20 years:**
  - 11% have been with same employer for more than 20 years.
  - 7% have been in the same role for more than 20 years (5% with the same employer).
- **29% have been in the sector between eleven and 20 years:**
  - 21% have been with the same employer for 11 – 20 years.
  - 17% have been in the same role for 11 – 20 years (11% with the same employer).
- **29% have been in the sector between three and ten years:**
  - 39% have been with the same employer for 3 – 10 years.
  - 39% have been in the same role for between 3 – 10 years (27% with the same employer).
- **9% have been in the sector for less than three years:**
  - 26% have been with the same employer for less than three years.
  - 35% have been in the same role for less than three years (21% with the same employer).

▪ **Time in the sector, with employer, and in current role:**



**5.6.2 National Trust Gardeners Skills Analysis:**

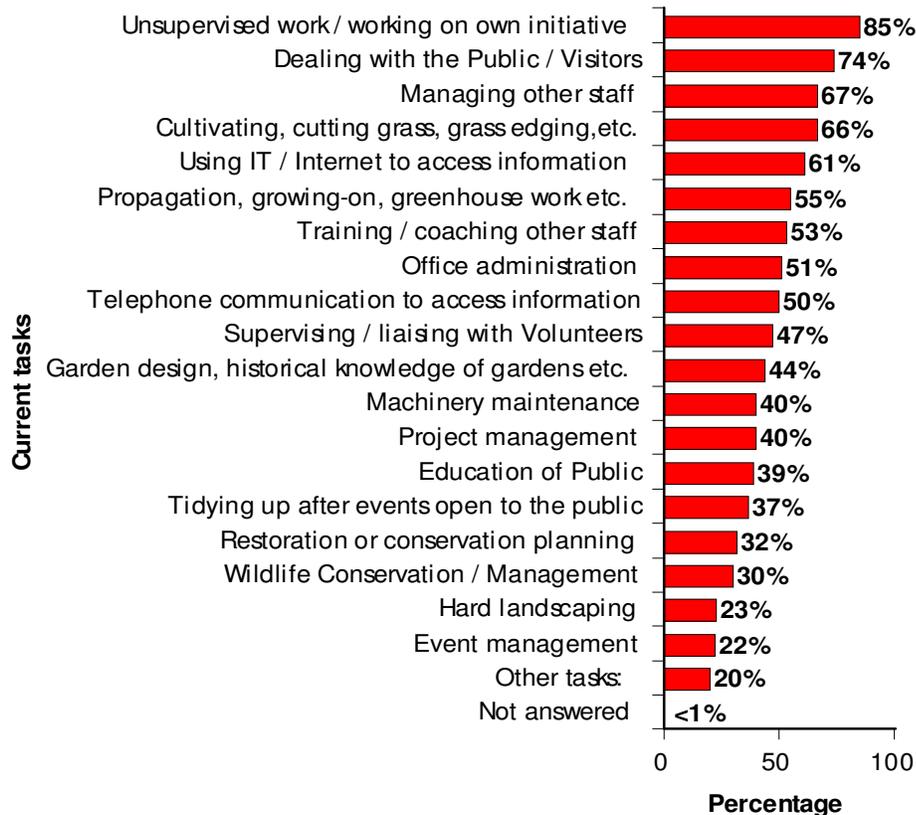
• **Time with the Trust, and in current role (NT 2003):**

- 38% of Head Gardeners have been with the Trust (and 20% in their current role) for over 20 years. 30% have been in their current role for between eleven and 20 years.
- 48% of Gardeners Grade 9 have been with the Trust for between three and ten years, 52% responding say they have been in their current role for between one and five years. 21% have been in their current role for more than eleven years.
- Males are more likely to have long service with the Trust than females, (35% have been with the Trust for 16 years or more, compared to 9% of females).

## 5.7 Tasks undertaken:

### 5.7.1 Total sample:

- **Q19. Which of the following tasks do you carry out on a regular basis (as an individual)?**



- “Other tasks” are detailed in Annex B, by role category
- **Tasks carried out regularly by the majority of respondents:**
  - Unsupervised work, working on own initiative (85%)
  - Dealing with the Public / Visitors (74%)
  - Managing other staff (67%)
  - Cultivation, cutting grass, hedge cutting, border maintenance (66%)
  - Using IT / Internet to access information (61%)
  - Propagation, growing-on, greenhouse work etc (55%)
  - Training / coaching other staff (53%)
  - Office administration (51%)
  - Telephone communication to access information (50%)

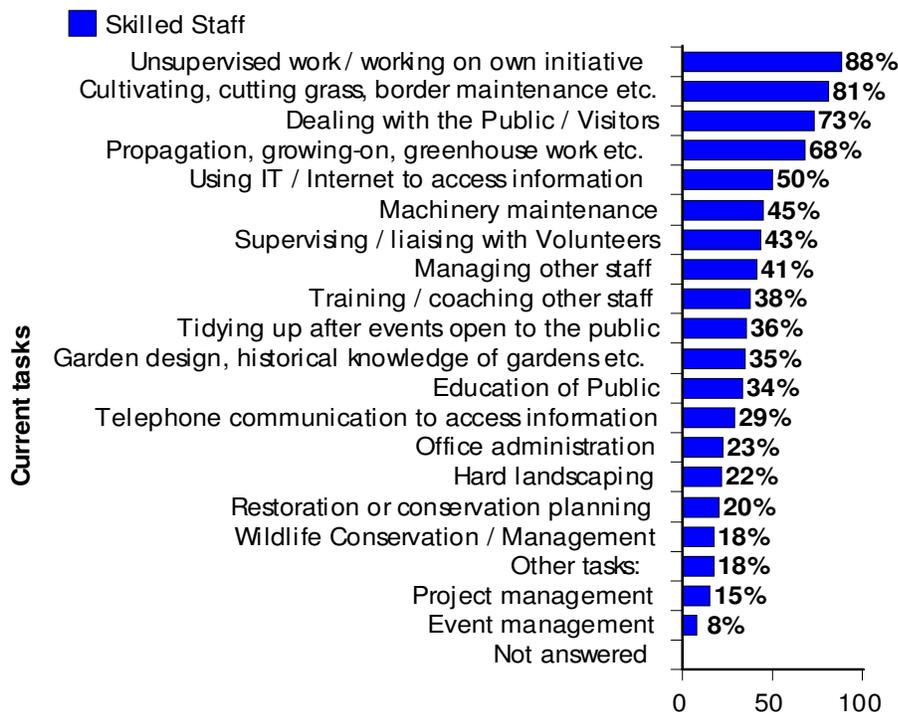
### 5.7.2 Management – tasks carried out regularly:



### 5.7.3 Supervisors – tasks carried out regularly:



#### 5.7.4 Skilled staff – tasks carried out regularly:

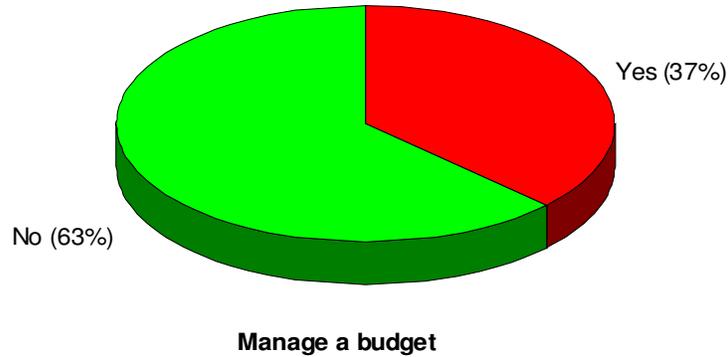


#### 5.7.5 Comparison of main tasks between role categories:

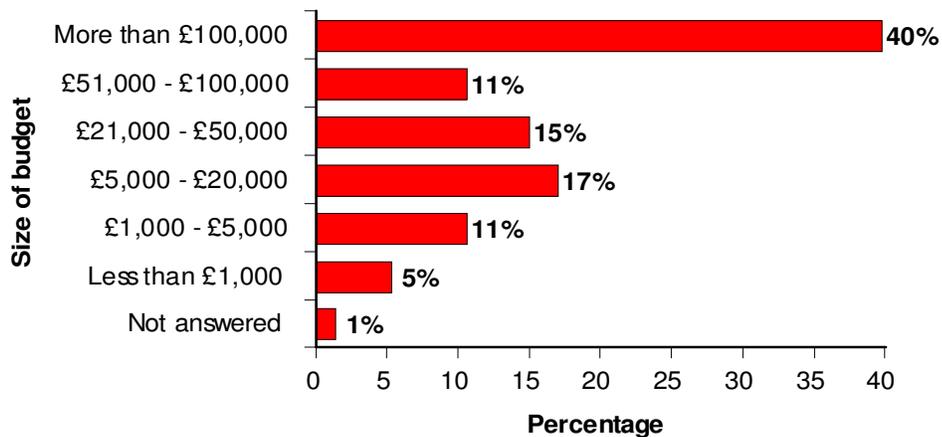
- **Those who are in management, primarily undertake:**
  - Managing other staff (92%)
  - Office administration (85%)
  - Using IT / Internet to access information (79%)
  - Project management (78%)
  - Unsupervised work / working on own initiative (78%)
  - Dealing with public and visitors (74%)
  - Telephone communication to access information (74%)
  - Training and coaching other staff (70%)
  - Garden design, historical knowledge of gardens etc (62%)
- **Those who are supervisors, primarily undertake:**
  - Managing other staff (92%)
  - Unsupervised work / working on own initiative (90%)
  - Dealing with public and visitors (80%)
  - Training and coaching other staff (73%)
  - Cultivating, cutting grass, border maintenance etc (69%)
- **Those who are skilled staff, primarily undertake:**
  - Unsupervised work / working on own initiative (88%)
  - Cultivating, cutting grass, border maintenance etc (81%)
  - Dealing with public and visitors (73%)
  - Propagation, growing-on, greenhouse work etc (68%)

### 5.7.6 Budget management:

- **Are you responsible for managing a budget?**



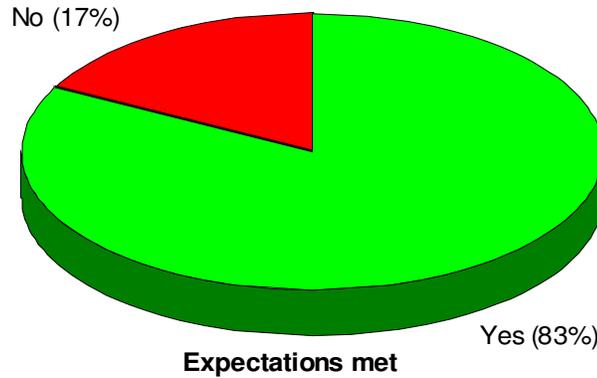
- **Of the 37% who say they manage a budget, size of the budget:**



- 78% of those who are managers say they manage a budget. 55% of these manage a budget of over £100,000.
- 75% (6 respondents) of owner/managers, 33% managing between £5,000 and £20,000, and 33% more than £100,000.
- 30% of supervisors, 32% managing a budget of between £5,000 and £20,000.
- 10% of skilled staff, 36% managing a budget of between £1,000 and £5,000.
- 90% of those who manage budgets of over £100,000 are male, (43% of men who manage a budget compared to 25% of women).

**5.7.7 Tasks undertaken matching expectations:**

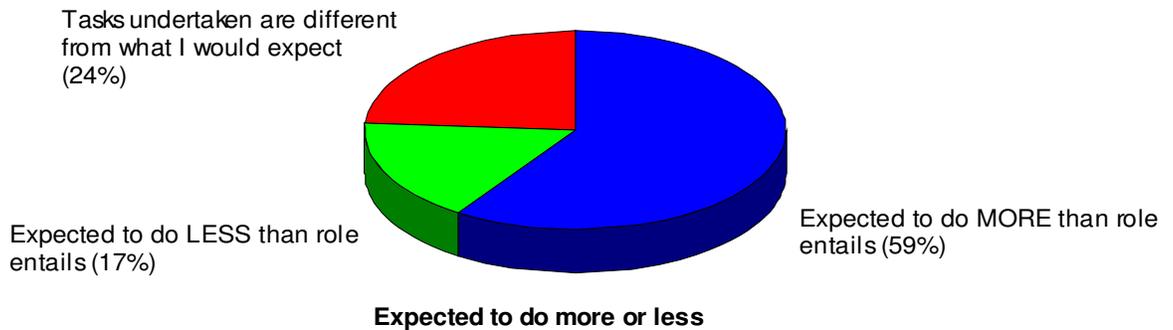
- **Q20. Does what you currently do match with your expectations of what your role entails?**



- **Expectations of their role are not met for 17% of respondents:**
  - There is no significant difference in gender.
  - Those over 56 and under 26 are more likely to have their expectations met by the tasks they carry out in their role.
  - Managers (15%), skilled staff (17%) and all the four sales and admin respondents, are more likely to think what they do matches with their expectations than do owner/managers (25%, two respondents), supervisors (21%) and unskilled staff (38%, three respondents).
  - Where there is only one person working in the garden, 28% do not have their expectations met.

**5.7.8 Expected to do more or less than the role entails:**

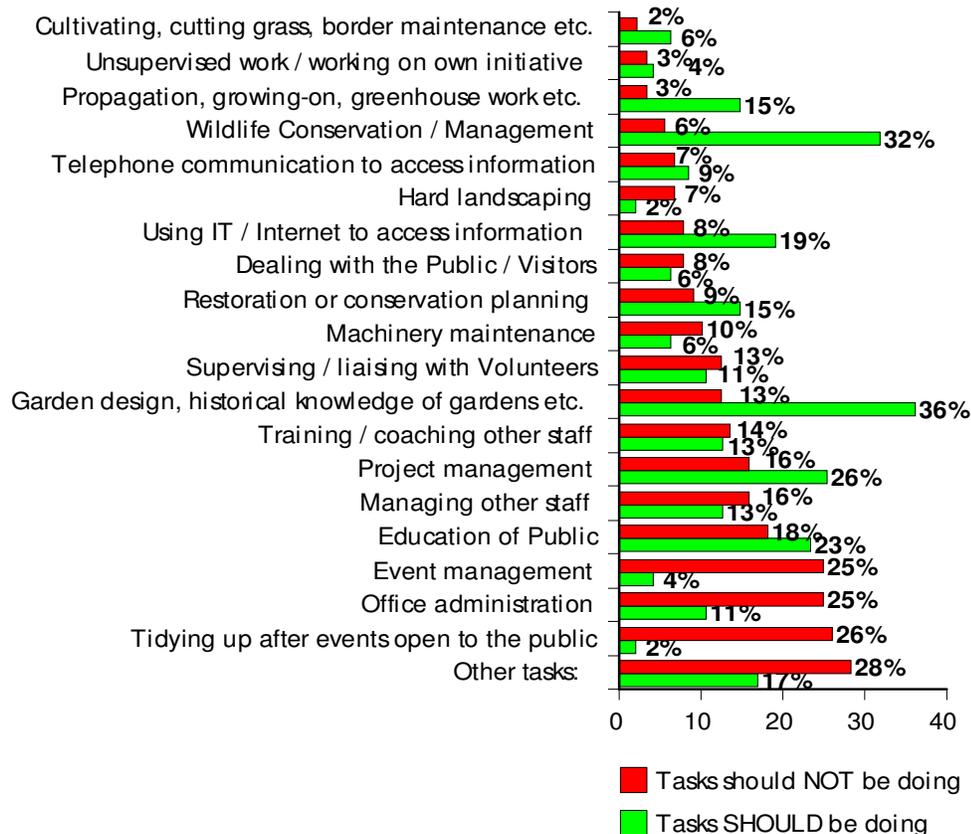
- **Q20a. If “no” – (17%) are you expected to do more, less or different tasks than you would expect?**



- 11% of the total sample say they consider they undertake tasks they feel fall outside their specific job role. This includes 25% of unskilled staff (2 respondents) and 10% of supervisors.
- 3% of the total sample say they are expected to do less than the role entails (4% of skilled staff).
- 4% of the total sample say that the tasks undertaken are different from what they would expect in their role (25% of unskilled staff, two respondents, and one (14%) owner/manager).

- **Q20b. What tasks area you expected to do that you feel fall outside your specific job role?**
- **Q20c. What other tasks do you think should be included in your role that are currently excluded?**
- **Tasks should NOT be doing, and tasks SHOULD be doing:**

Tasks that fall outside job role & tasks that should be included



- Other tasks that should not be undertaken in role include:
  - Moving furniture, sweeping pavements, car park attendant, animal husbandry, flower arranging.
  - Managing projects not related to horticulture.
  - Security duties.
  - Fundraising, basic administration, PR, marketing, tenders.
- Other tasks that should be included in role:
  - More designing (less maintenance).
  - Budget management.
  - More delegation (with more staff).
  - Being allowed to contribute ideas.
- **Tasks that fall outside role are primarily (for 16% of total sample):**
  - Tidying up after events that are open to the public (26%).
  - Office administration (25%).
  - Event management (25%).

- **Tasks that should be included in role that are currently excluded primarily include (for 8% of total sample):**
  - Garden design, historical knowledge of gardens etc (36%).
  - Wildlife conservation / management (32%).
  - Project management (26%).

#### 5.7.9 Focus group discussion on tasks and role:

- In general tasks undertaken by participants in the focus group discussion reflect the objective analysis in the wider survey.
- When assessing and discussing whether what they do matches their expectations, participants frequently brought in their views on “value” and whether they feel their skills are recognised, such subjective views affected some of their comments.
- **Those in management roles** tend to be based in the office for at least half the time (whereas five or ten years ago they would have been in the garden for most of the time, with little time spent in the office).
- Management and supervisory time has also increased, with little time physically gardening (those with small teams in private garden estates spend more time physically undertaking gardening tasks).
- Increased administration, the need to undertake risk assessment, other health and safety liabilities, monitoring, budgeting and management tasks have necessitated this change.
- This is more apparent for those who work for a public body, local authority, and larger institution.
- Some of those who have a smaller team, are a private garden estate, or charity, find that they do not have the necessary manpower and find that they are doing the administrative work in the evenings, at home, or in some cases, actively deciding to not to it.
- Expectations and tasks carried out vary between type of organisation. Those working for public bodies, institutions, and university botanic gardens tend to have their expectations met more than those who work for local authorities.
- Examples of summaries of tasks made by managers at focus groups:
  - **Private Garden Estate:** Main tasks are cutting grass and gardening roles, with unsupervised work. He also has to do such things as drain clearing and fencing. These are tasks that should be undertaken by the maintenance department which is a bone of contention. Having a small team means doing a mix of tasks. Expectations are not met as he does not feel valued.
  - **Private Estate:** Varied tasks, stays out of the office, “only goes in when it rains”. Avoids Health & Safety and COSH assessments, he says they can “always wait”. He has not done risk assessment, (he knows he will get into trouble, but there’s never anyone in the office). “If you’re not prepared to do a job, you can’t ask someone else to do it”. Would like to manage a budget but that would mean being in the office. 95% of time is in the garden.
  - **Private Estate:** Although he is a Head Gardener he manages to avoid the office. Private estate is not open to public, so not so many H&S issues. He does office work in the bad weather, likes being out with the others and takes

- on extra roles e.g. wildlife conservation, forestry, but really enjoys these, and role fits with expectations.
- **Private Estate:** 70% in office 30% in garden in winter, 60/40 in spring 50/50 in summer, no luxury of “locking the office door” if looking after a large garden with a large gardening staff of 15. Responsibility has to be taken into account he has to administer and organise the working week. He has an hourly meeting every Monday morning at 8am with an Agenda for all gardening staff; he then produces an Action Plan for the week. Need structure for the garden to work well. It has to be run as a business as it is open to the public; they rely heavily on income generated by visitors. Have to have skills of marketing, and training, integral to role of HG, and have to be in control of the workforce. Takes admin home and does plant research at home – has to answer public enquiries and email, and be the public face of the garden.
  - **Royal Botanic Garden:** The role of “coaching and training staff” has increased. There are fewer permanent staff – with the training programme and changes every three to six months meaning that managers are taken away from doing the gardening tasks; plant collections will suffer to a certain extent.
  - **Crown Estate Office:** Frustrating in that she is expected to operate and conduct most of the tasks on the questionnaire, but doesn’t even have access to a telephone, let alone any IT. They do have IT for environmental control in the glasshouse, but no phone/IT for gardening staff, and has to use her own private mobile phone. CEO say they will provide IT to every mess room, but some don’t even have electricity yet.
  - **Historic Royal Palaces:** Very much aware that he must not “download the admin” onto section supervisors. As operations manager, he has a “big role”. Used to have admin dept, and procurement officers, and H & S advisors, now all this has to be done using electronic purchasing systems.
  - **English Heritage:** He has been in roles in the past when he has been asked to clear litter, but now is in charge of a national collection. However he is not necessarily happy with his role as he is in the office 60% of time (40% garden) with too much unnecessary “rubbish” required by bureaucracy e.g. holidays must be agreed amongst staff and mapped nearly one year in advance. Yet gardeners “don’t like changes” they like to just sort things out amongst themselves.
  - **University Botanic Garden:** Role is all office work now, as the Project for a new Visitor Centre has taken over the majority of his time. It is all part of the job, but he physically does not garden anymore, he oversees work of others, public interaction and visitors. He didn’t think the job was going to be like this when he took it on; he thought it would be more involved with volunteer and staff issues than project management. But he has settled in to the role, and

when project is up and running, his role will change, and he will establish a stronger gardening team.

- **National Trust:** Tasks he undertakes match expectations of his role. Role of HG has changed, but he knew what the role would entail from the description. He is 75% of the time inside doing admin/office work (was 85% of the time outside when first became a HG). There has been an increase in the requirement to record and sort out databases. Email is a continual operation – can waste time sorting it out – people expect an instant response. He has to instruct and manage. Less and less time in the garden, but he is paid to do office admin. There is a need for him to provide the information for others to meet their objectives. Increase in the running of events (they have moved onto smaller scale things such as weddings). Generally works about 45 hours per week. He has representative housing, so works one weekend in three. Continually planning. He has to give responses to the demands of the visiting public, (they have become more demanding). They expect detailed knowledge of habitats etc. Ideally he would like to be outside more, but the role doesn't allow it.
- **Those skilled gardeners** taking part in discussion primarily undertake a practical work in the garden, in line with the results of the postal survey, with fewer undertaking office work and administration as a major part of their role.
- In general they consider the tasks they undertake match their role, those where it does not include those, particularly on smaller private estates, who have to undertake menial tasks (e.g. path "redirection duty all day"), or those who would like to be given more varied tasks, or access to IT.
- **Examples of some comments made by skilled gardeners:**
  - **Private Garden Estate:** Tasks performed match expectations of the role. It has not changed over three years, cultivation, restoration and design, machinery, education of public and unsupervised work. Is dissatisfied though because there is no internal training, no interaction with other gardens and "feels out on a limb".
  - **Private Garden Estate:** No public work or work with volunteers as the garden is not open to public, does not do management or office work, but does supervise another gardener. Work under a HG but don't really see him, just left to get on with things. Would like to do more of other tasks that have been trained to do. At the moment she just works in the kitchen garden and is missing other areas of work and would enjoy doing some grass cutting or tree work.
  - **Historic Palaces:** Undertakes most roles as a gardener, and it matches expectations, the job has evolved.
  - **National Trust:** First job, in a small team of four "if something needs doing, it's done". Undertakes all tasks, including dealing with buyers/suppliers and servicing machinery. Finds events tough in the summer, and stressful. The garden relies heavily on volunteers helping with practical gardening.

- **Royal Botanic Gardens, Kew:** Does a “bit of everything” except design. Feels frustrated in that she has just finished a diploma but is a “Band A” gardener; so is qualified and expected to do more than one would expect from a low band. However they are “flogging a willing horse” and she doesn’t want to “whinge” as she loves doing the job, but feels staff are often taken advantage of. Feels the new Director is going in right direction to try and encourage different ethnic and demographic groups in to Kew as visitors.
- **Royal Botanic Garden, Edinburgh:** Is a Band B Horticulturist. The Gardens are a very good place to work; he does any tasks he is asked, even if this means keeping roads clear of snow to keep gardens open. But he is doing skilled jobs. If a horticulturist has an area of interest they are encouraged to develop it and allowed to move in certain directions – e.g. he has been giving turf lectures to landscape architects. He is given opportunity, they all get an annual assessment; more effort is rewarded. Core workforce are far fewer on the ground than used to be, and the structure of garden is changing as a result, H&S assessments etc.
- **English Heritage:** Undertakes grass cutting, machinery, training, outside work, working with volunteers, and it matches expectations. He does the machinery maintenance because of his engineering experience. The job has evolved rather than being set. He has gone into other areas as he has been trained for them, so his role and skills have been developed.
- **English Heritage:** Previously worked in a young garden, so this is a new experience working with a team, in a good environment, they all share the roles, and move around and spread the load. He has varied duties which meet his expectations.
- **Local Authority - Botanic Garden:** He undertakes most tasks, but not any IT or grass cutting. He feels horticulture is pulling further away from plants. There are more maintenance and events “Jani duties”, which interfere with his care of the plants which he feels are suffering. There is less time spent on the plants, all watering and plant maintenance has to be done by 11am which is not enough time, so standards are slipping. He feels management are not taking into account the knock-on effect and they will lose the plants completely if propagation is not done.
- **Local Authority – Winter Garden:** From four years ago when the garden was set up things are not what he was told they would be. They have lost heritage lottery funding and there was meant to be funding for two gardeners; they only have funding for 1.5 now. He always feels he’s doing the best he can, but that someone “always has it in for me”. He was told “it is a big privilege to work in the Winter Garden” (even though he earns £13-£14K and has been with the LA for 34 years). He enjoys working with people and is unsupervised at moment as the manager has not been replaced. He feels there are too many H&S issues, the

managers are worried more about the public rather than a good plant collection, and he is worried that they are moving away from good quality.

- **Corporation of London:** Have had to do more and more in his role over the years and is nearing retirement. Was originally a charge hand, he didn't get the supervisors job as he had no knowledge of IT. His job has been restructured so is now a "Team Leader". 40% of his work is in the office (have to email people who expect an instant response). To do the role he has to have all the skills, but is unhappy because he has to do more - everything, but does not have an increase in salary or recognition. Undertakes events/walks/talks. His time is set and specified in contracts e.g. "litter picked by 8am" "no blowers after xpm" and he feels it is too stressful now.
- **National Botanic Garden:** Expectations are not really met. He applied for a gardener job but there was no-one experienced in nursery work, so he has migrated to the nursery as that was where he has experience. Enjoying it, but every five weeks he has to do guided walks, so it can be a problem in that he needs information about what is going on in other parts of the garden as all his time is spent in nursery.
- **Eden Horticulturists:** Generally feel they do more than they should; "do anything we are asked to do". The job has evolved, it is never quite the same e.g. "Eden gets an ice rink", events, publicity, film crews, but have a steward team who do the tidying up. They are on a wage of £14.5K, but feel they are worth more and generally don't think that their other skills and qualifications are recognised. The Hort. Director is trying to rectify things by introducing SPINE points to recognise length of service and skills – they feel they need incentives and are getting left behind with the very high cost of living in Cornwall.

#### 5.7.10 National Trust Gardeners Skills Analysis 2003:

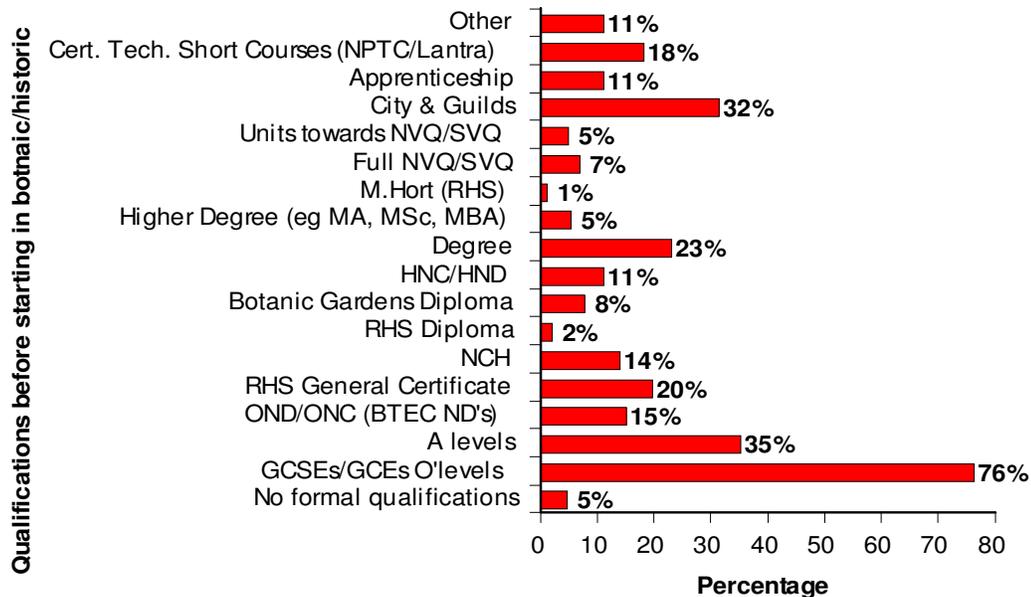
- **Tasks carried out within role:**
- **Current tasks (NT 2003):**
  - The majority (over 56%) consider they regularly do all of the tasks identified on the questionnaire.
  - Over 90% say they carry out basic and intermediate gardening tasks, and 60% advanced gardening tasks (more so by those who are Assistant Head Gardeners and above).
  - 96% of all respondents say they work on their own initiative, and 75% supervise and liaise with volunteers.
  - Managing and training other staff, and educating the public are primarily conducted by those who are Assistant Head Gardeners and above.
  - Office administration, telephone communication, and IT are mainly undertaken by those who are Gardeners in Charge and above.
  - Less than 50% of Gardeners Grade 8 and below undertake office administration, telephone communication, or use IT.

- 69% say they tidy up after events open to the public, more so 85% of Head Gardeners and 92% of Gardeners Grade 10.
  - 42% specify other tasks they undertake which vary from security duties, project management, overseeing contractors to cleaning toilets, dressing up as "Trusty", and moving furniture in the house.
- **Role meeting expectations (NT 2003):**
    - 78% say the tasks they perform in their role meets with their expectations of their role, significantly more so those who are Gardeners Grade 8 and above.
    - 22% say their expectations are not met, more so 31% of Gardeners Grades 9 and 10.
    - 17% whose expectations are not met say this is because they feel they undertake tasks which fall outside their role. These are primarily office administration and other tasks from Estate Management to being a toilet attendant.
- **Discussion at Focus groups on role (NT 2003):** Comments included:
    - The Head Gardeners role has become more of a Garden Manager, who needs administration assistance.
    - There is a need for the role of a "Handyman/Gardener".
    - Less time in the garden means that those under the Head Gardener are not gaining from his/her knowledge and experience, and in turn they have to take on more responsibilities.
    - Gardeners don't always receive information sent regionally or nationally, all do not have access to computers; for any communication to be effective the Head, and Assistant Head, Gardener should be notified, and they will disseminate information.
    - No clear job descriptions, there is no clear job succession, no salary progression or clear entitlement to annual increase.
- **Since the NT 2003 Report was produced:**
  - **Recruitment and retention issues** are being addressed with the NT Director of HR.
  - Job titles and role profiles are likely to be addressed in 2005/6. The latter will help address the apparent lack of a clear career ladder, changed roles (and the need to look at titles) and responsibilities within roles.

## 5.8 Qualifications:

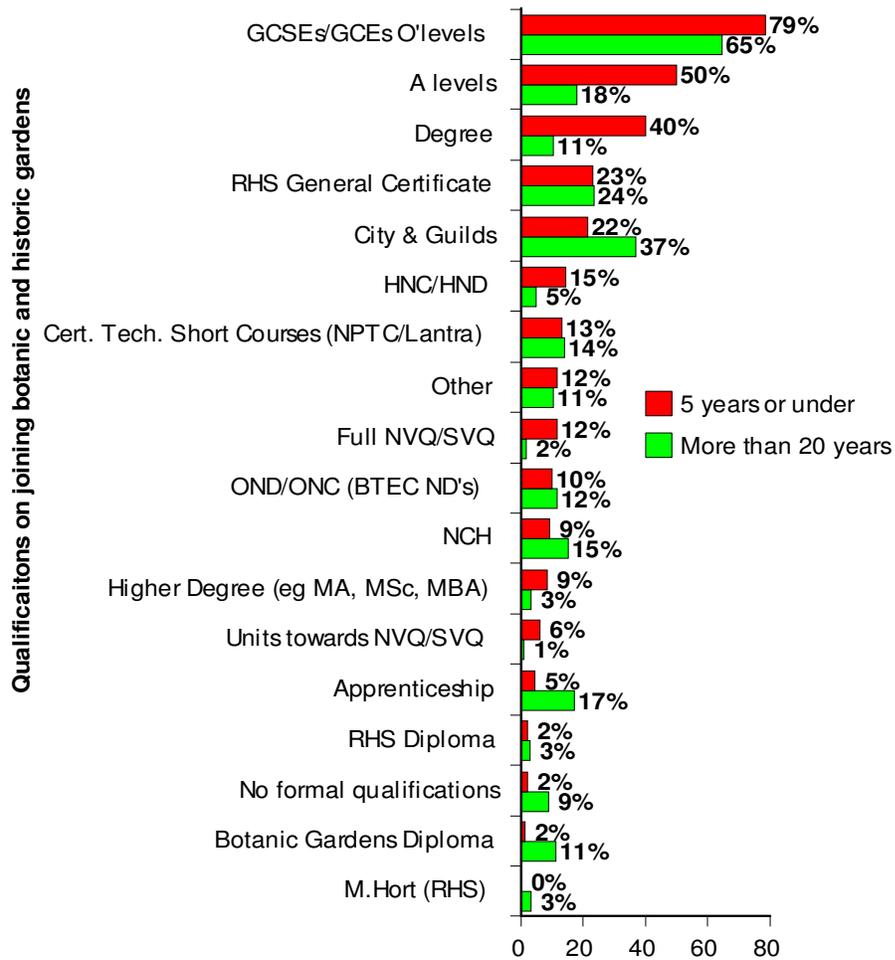
### 5.8.1 Qualifications before starting in botanic and historic gardens:

- **Q22. Before entering work relating to botanic and historic gardens, which of the following formal qualifications did you hold?**



- **Qualifications held before starting in botanic/historic gardens:**
  - 5% of respondents held no formal qualifications before they started work relating to botanic and historic gardens. (5% in the National Trust Survey had no formal qualifications before starting).
  - 76% had 'O' levels and 35% 'A' levels; significantly more so by those aged under 35.
  - 32% held City and Guilds qualifications; more so those aged 36 and over, and males.
  - 23% had a degree; significantly more so females (38%), compared to males (17%), and 32% of those aged 26 – 35. More so those who have been in the sector for under ten years.
  - 20% held an RHS General Certificate.
  - Of the 11% who say they held an apprenticeship, 50% were done by people who have been in the sector for more than 20 years, and 84% are male. Less than 10% have been done by people who have been in the sector for five years or under.

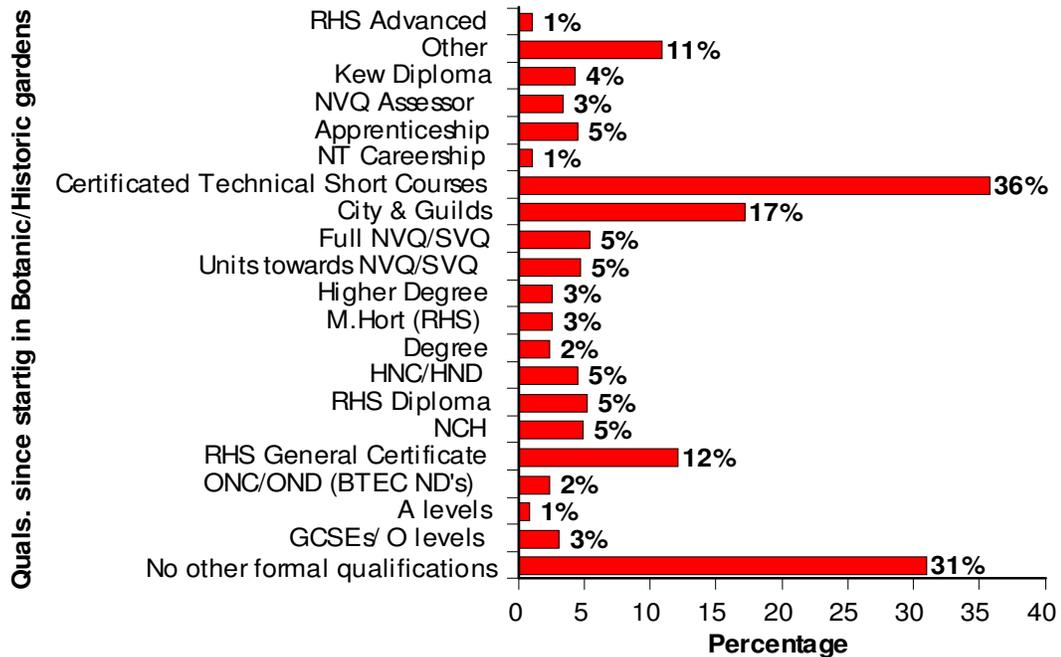
**5.8.2 Qualification when joined – those who have been in the sector for five years or less, and those who have been in the sector for over 20 years:**



- Those who have been in the sector for over 20 years have 12% more having done an apprenticeship before starting, 15% more having city and guilds qualifications, 9% more having done a botanic gardens diploma.
- Those who have been in the sector for five years or less have 32% more having done 'A' levels, 29% more having a degree, and 14% more having done 'O' levels.

### 5.8.3 Qualifications since starting in the sector:

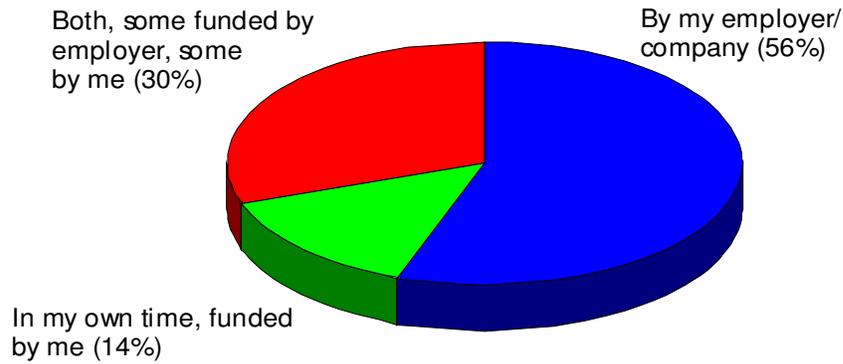
- **Q23. Have you gained any of the following formal qualifications SINCE starting working related to botanic and historic gardens?**



- **Qualifications since starting in botanic and historic gardens:**
  - 31% say they have not gained any more formal qualifications since starting in a role relating to botanic and historic gardens. This includes 63% (5% of the total sample) of those who have been in the sector for under three years. More so (42%) those aged over 56.
  - 36% say they have gained formal qualifications in certificated technical short courses since starting in roles relating to botanic and historic gardens (34% who are now managers, 44% supervisors and 34% who are skilled staff). More so those who have been in the sector for more than six years.
  - 17% say they have gained City and Guilds qualifications, significantly more so for 32% of those who have been in the sector for over 16 years.
  - 12% say they have gained the RHS General Certificate.
  - 5% say they have gained an Apprenticeship since starting in botanic and historic gardens, 56% of these have been in the sector for over 20 years, 8% by those who have been in the sector for fewer than six years.

#### 5.8.4 Funding of qualifications:

- **Q23a. How were these qualifications funded?**



**Funding of qualifications**

- **Funding of qualifications gained since starting in botanic and historic gardens (for 68% of sample):**
  - 56% of qualifications were funded by employers. More so for 73% of those who have done a full NVQ/SVQ, and 62% who have done units towards NVQ/SVQ.
  - 14% were funded solely by the respondent. This includes 33% who did an RHS Advanced Certificate, 32% who did an HNC/HND, 31% who did an ONC/OND, 31% who did a degree.
  - 30% say that some qualifications were funded solely by them, and some by their employer.

**5.8.5 Working towards gaining formal qualifications:**

- **Q24. If "no"(31%) not gained any formal qualifications, have you been doing training to work towards gaining qualifications?**

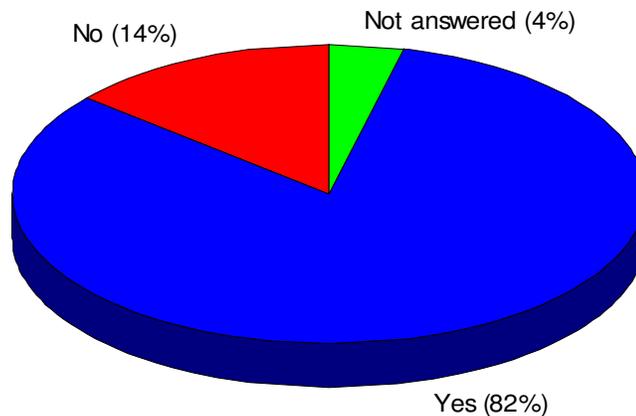


**Work towards qualifications**

- 18% of those who have not gained any formal qualifications since starting in botanic and historic gardens say they have been working towards gaining formal qualifications. 70% of these have been in the sector for five years or less.

**5.8.6 Non-formal qualifications:**

- **Q25. Since starting working in botanic and historic gardens, have you undertaken short courses or workshops that do not have any formal qualification?**



**Courses without formal qualification**

- 82% say that since starting in botanic and historic gardens they have undertaken short courses or workshops that do not have formal qualifications. Less so those who are sole traders, work for contractors, private garden estate or a commercial company.

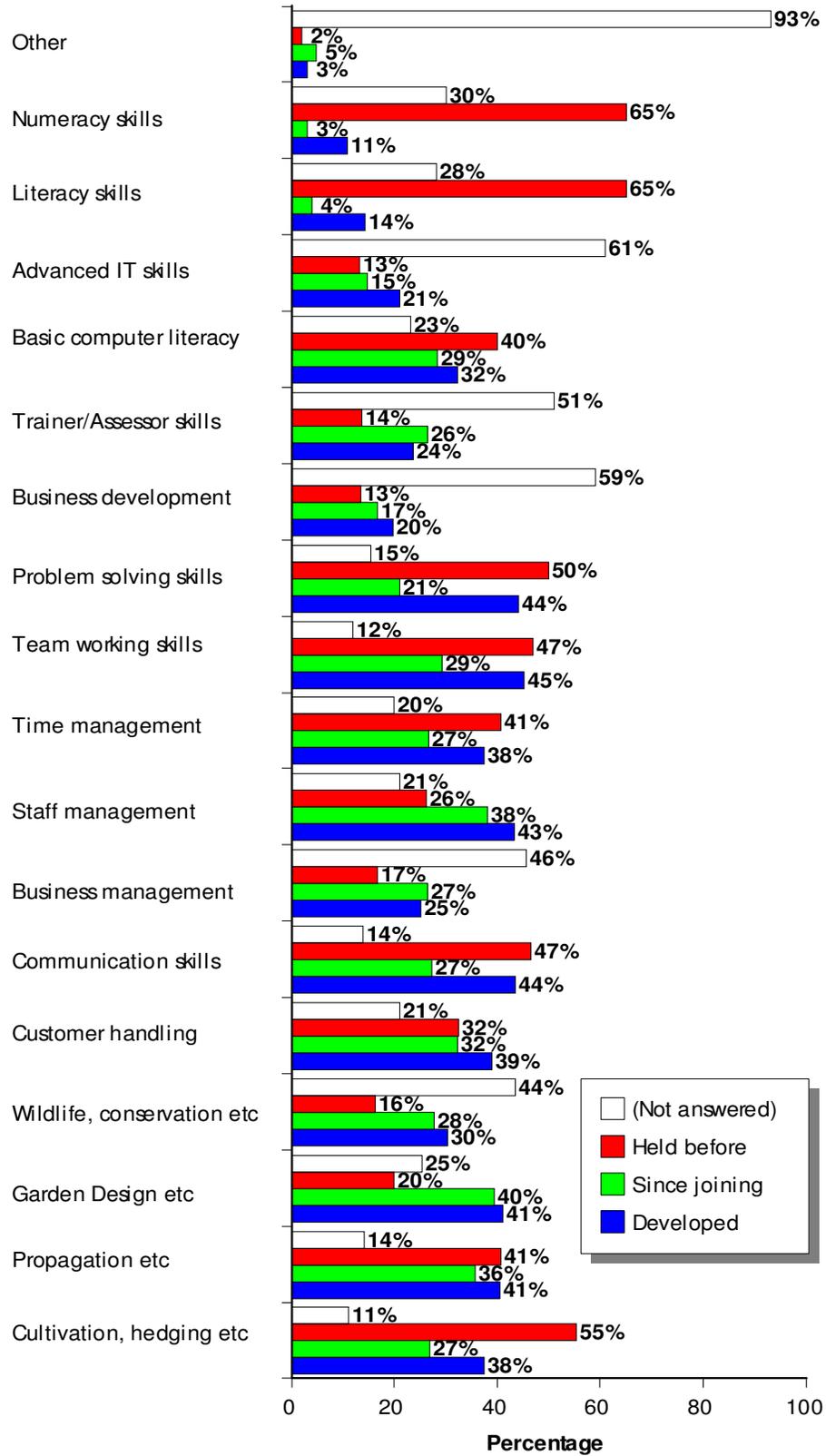
### 5.8.7 National Trust Gardeners Skills Analysis 2003:

- **Qualifications on joining the Trust (NT 2003):**
  - 79% say they held 'O' levels, 32% 'A' levels, 40% City & Guilds, 24% a Diploma, and 20% a Degree when starting with the Trust.
  
- **Qualifications gained since joining the Trust (NT 2003):**
  - 46% say they have gained certificated technical short course qualifications (chainsaw, spraying, forklift truck, tractor driving etc.) since joining the Trust. 17% City & Guilds, 15% a full NVQ, and 14% an RHS Certificate.
  - 34% say they have not gained any further formal qualifications since joining the Trust (50% of these have been with the Trust five years or less, 31% two years or less). (N.B. Discussion at focus groups shows that some may not have included technical short course qualifications).
  - 68% say these qualifications were funded solely by the Trust. Examples in discussion included City & Guilds, NVQs and certificated short courses.
  - 23% say they funded the qualifications jointly with the Trust. Examples in discussion included an RHS Masters, and Open University courses.
  - 9% say they funded the qualifications themselves; examples in discussion include an NCH, RHS diploma, and IT qualifications.

## 5.9 Skills:

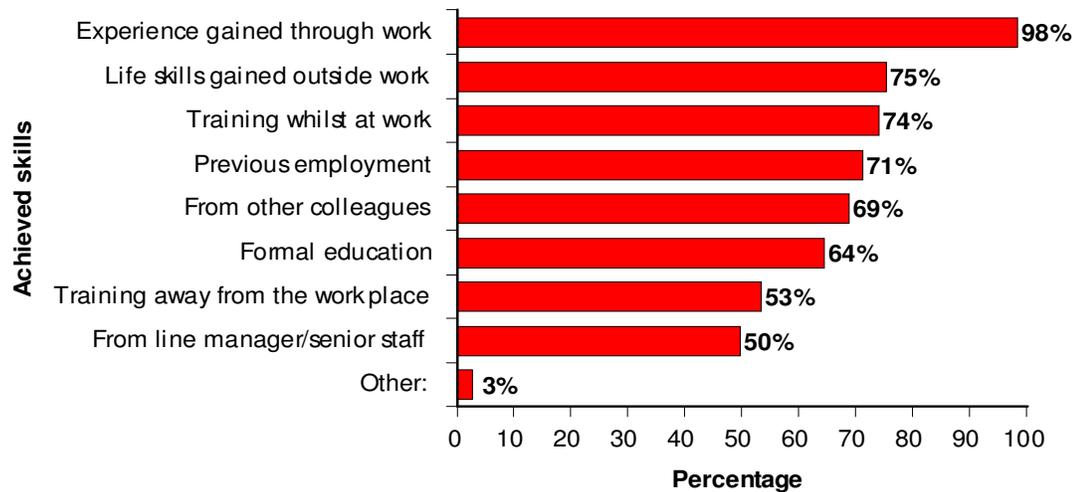
### 5.9.1 Skills held now:

- **Q26. Which of the following skills do you think you have now? Please indicate whether you had them before starting working in botanic and historic gardens, or if you have gained them since starting. If you think this skill has also been further developed whilst working indicate “developed”.**
- **NB** – Some respondents have indicated that they have “developed” the skill, but have not indicated whether they think they held it before or since starting in botanic and historic gardens.
- **Main skills held before starting:**
  - 65% - Literacy and numeracy
  - 55% - Cultivation, grass cutting, edging, border maintenance
  - 50% - Problem solving skills
  - 47% - Team working skills
  - 47% - Communication skills
  - 41% - Propagation, growing-on, greenhouse work
  - 40% - Basic computer literacy
- **Main skills gained since starting in botanic and historic gardens:**
  - 40% - Garden design, historical knowledge of gardens
  - 38% - Staff management
  - 36% - Propagation, growing-on, greenhouse work
  - 32% - Customer handling
- **Main skills developed whilst working:**
  - 5% - Team working skills
  - 44% - Problem solving skills
  - 44% - Communication skills
  - 43% - Staff management skills
  - 41% - Garden design, historical knowledge of gardens
  - 41% - Propagation, growing-on, greenhouse work
- **Main skills “not answered” – not indicated as held or developed:**
  - 61% - Advanced IT skills
  - 59% - Business development
  - 51% - Trainer/Assessor skills
  - 46% - Business management
  - 44% - Wildlife/Conservation management



### 5.9.2 How skills have been acquired:

- **Q27. How do you think these current skills have been achieved? (Indicate as many as applicable):**



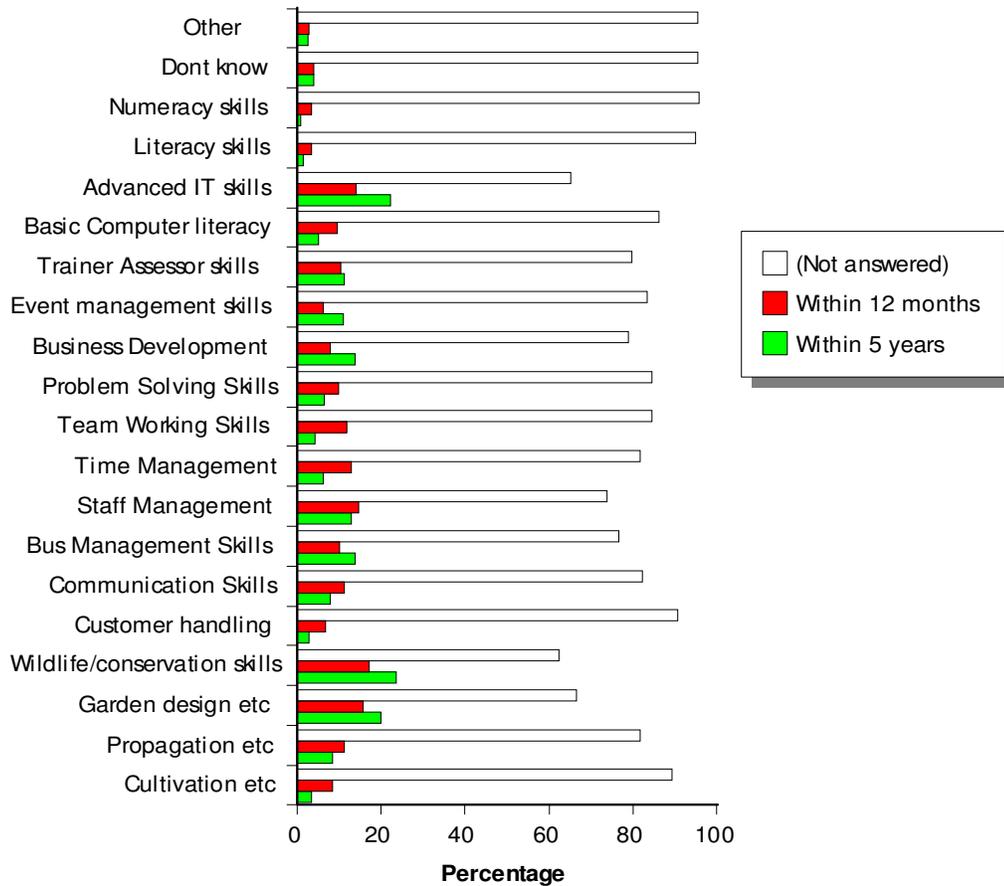
- A very significant majority, (98%) consider they have gained their skills through experience at work.
- Between 66% and 75% consider they have been gained from life skills outside work, through training at work, through previous employment, from other colleagues and from formal education.
- A lesser majority say they have achieved skills from training away from the workplace and from their line manager or senior staff.

### 5.9.3 National Trust Gardeners Skills Analysis 2003:

- **Skills held before joining the NT (NT 2003):**
  - The skills held by the majority (over 50%) of respondents before they started with The National Trust are; basic and intermediate gardening skills, literacy and numeracy skills, communication, team working and problem solving skills, and customer handling skills.
  - Since joining the Trust a significant minority, (more than 25%), have gained management and basic computer literacy skills.
  - Whilst working for the Trust a significant minority, (more than 25%) have developed skills in team working, management, communication, customer handling, basic computer literacy, and advanced, intermediate and basic gardening skills.
  - The majority (more than 60%) do not consider that they have business development or advanced IT skills. A significant minority (more than 25%) do not consider they have skills in advanced gardening, basic computer literacy, or literacy and numeracy.
  - Those who are aged under 35, and especially those under 25 have higher computer, IT and numeracy skills than those aged over 35.
  - With the exception of gardening skills, Careership Trainees consider they held all the identified skills before starting with The National Trust consistently higher than the sample average.
  - Those grades of Head of Gardens, Head Gardeners, Gardens & Parks Advisers, generally have a higher than average holding most skills before starting.
  - With the exception of basic and intermediate gardening skills, Gardeners Grades 10 & 11, Groundsman, (and to lesser extent Gardeners Grade 9) have a higher than average percentage not holding the identified skills.

**5.9.4 Skills to be developed:**

- **Skills respondents would like to develop in 12 months and 5 years:**
- ***Q28. Which of the following skills would you like to obtain, or develop in the next twelve months, and which would you like to have acquired or developed within five years?***

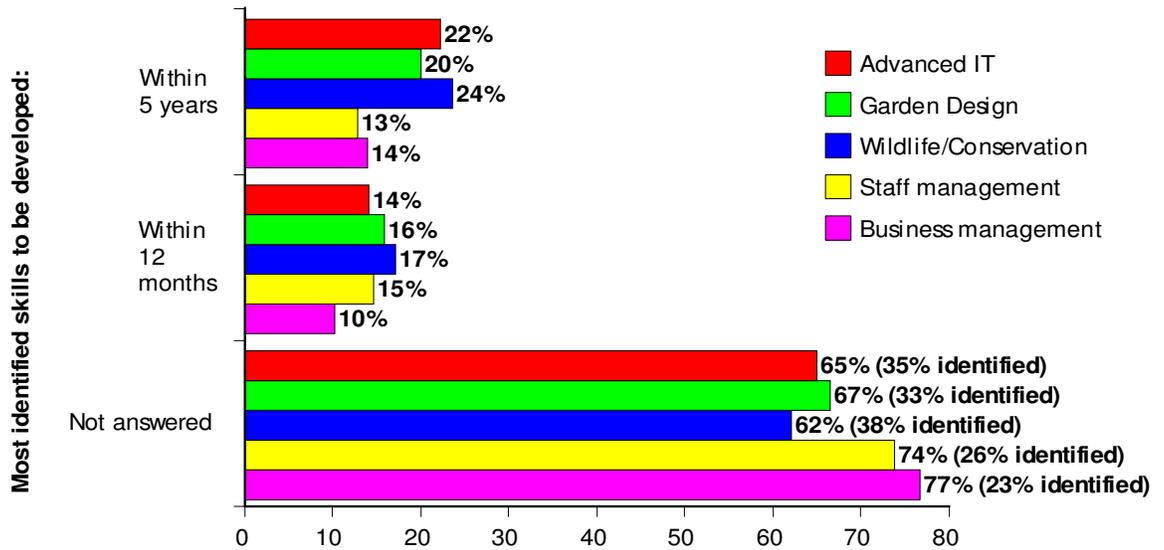


- 16% have not indicated that they want to develop or obtain any skills in the next 12 months or 5 years.
- A minority have indicated that they wish to develop a skill both within 12 months and within five years, hence some of these totals add up to more than 100% of the “indicated” column in the following table.

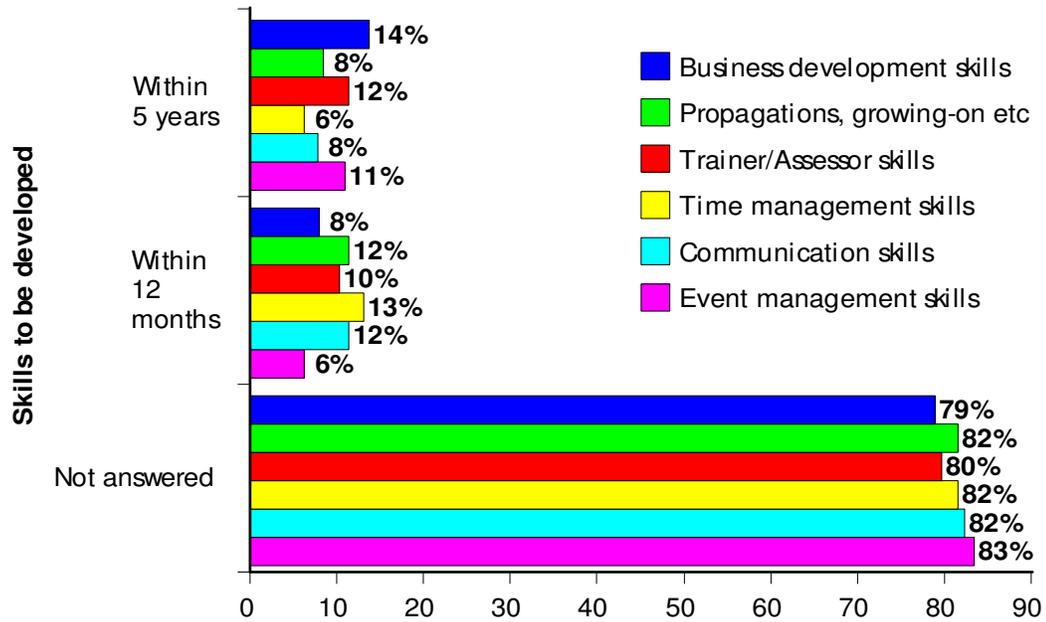
- **Skills to be developed within 12 months and five years:**

<b>Skill to be developed</b>	<b>Indicated</b>	<b>Within 12 months</b>	<b>Within 5 years</b>
Cultivation etc	11%	8%	3%
Propagation etc	18%	12%	8%
Garden design etc	33%	16%	20%
Wildlife conservation etc	38%	17%	24%
Customer handling	9%	7%	3%
Communication Skills	18%	12%	8%
Bus Management Skills	23%	10%	14%
Staff Management	26%	15%	13%
Time Management	18%	13%	6%
Team Working Skills	16%	12%	5%
Problem Solving Skills	15%	10%	7%
Business Development	21%	8%	14%
Event management skills	17%	6%	11%
Trainer Assessor skills	20%	10%	12%
Basic Computer literacy	14%	10%	5%
Advanced IT skills	35%	14%	22%
Literacy skills	5%	4%	2%
Numeracy skills	4%	3%	1%
Dont know	5%	4%	4%
Other	5%	3%	3%

- **Most identified skills to be developed (23% - 35%):**



- **Skills identified to be developed by 17%- 21%:**



- **Wildlife/conservation management skills:**
  - 38% of those responding indicate that they want to develop their wildlife and conservation management skills:
  - 17% within 12 months, and 24% within five years.
  - More so 46% of skilled staff, and 50% of unskilled staff.
- **Advanced IT:**
  - 35% responding want to develop their advanced IT skills.
  - 14% within 12 months, and 22% within five years.
  - More so 43% of owner/managers, 41% of managers.
- **Garden design, historical knowledge of gardens:**
  - 33% responding want to develop garden design skills and historical knowledge of gardens.
  - 16% within 12 months, and 20% within 5 years.
  - More so 43% of skilled staff, and 38% of unskilled staff.
- **Staff management skills:**
  - 26% responding want to develop their staff management skills.
  - 15% within twelve months, and 13% within five years.
- **Business management/Business development skills:**
  - 23% responding want to develop business management skills, and 21% business development skills.
  - 10% and 8% within twelve months, and 14% within five years.
- **Trainer/Assessor skills**
  - 20% responding want to develop trainer/assessor skills.
  - 10% within 12 months and 12% within five years.
- **Propagation, growing-on, greenhouse skills:**
  - 18% responding want to develop propagation, growing-on skills.
  - 12% within twelve months, 8% within five years.
- **Time management skills:**
  - 18% responding want to develop time management skills.
  - 13% within twelve months, 6% within five years.
- **Communication skills:**
  - 18% responding want to develop communication skills.
  - 12% within twelve months, and 8% within five years.
- **Event management skills:**
  - 17% responding want to develop event management skills.
  - 6% within twelve months, and 11% within five years.

### 5.9.5 Focus group discussion on skills:

- **Skills that need developing – management:**
- The skills identified at focus group discussion for those in management roles in botanic and historic gardens are:
  - Plant knowledge (botanic, temperate glasshouse).
  - Plant identification, plant taxonomy.
  - Tree inspection.
  - Garden and historic design.
  - Vigorous negotiating skills.
  - Management for gardeners (just because you are a good gardener doesn't mean you will be a good manager).
  - Time management, business management, team management.
  - "Small business management" of the garden is essential, don't have the financial skills – business skills are important.
  - Managing budgets.
  - Managing change – with the move to more admin/IT.
  - Strategic management.
  - Staff motivation and development.
  - Expected to be able to write and communicate far more than in the past, need to increase in writing and literacy skills.
  - Communication.
  - Marketing.
  - IT and desk top publishing.
  - IT skills are becoming essential for any manager, and for plant recording and identification.
  - Interaction with volunteer, management of volunteers.
  - HR skills "agony aunt"; "Social Work skills". ("You can't tell someone what to do anymore, have to follow a protocol and know what you can say, and what you can't").
  - Event management.
  - Keeping up to date with legislation; what is essential for Health & Safety.
- **Skills that need developing – skilled gardening staff:**
  - Developing plant knowledge, and plant identification skills.
  - Would like more expertise in botany.
  - Treeworking skills.
  - Would like to develop "basic skills"; " We are losing the knowledge that others who have been in the profession can impart because they have gone to be managers and are taken away from the garden, the generations "don't know as much it is a great loss to horticulture".
  - Wildlife, wildflower and conservation skills.
  - Garden and historic design.
  - IT skills and computing.
  - Training and assessing skills.
  - Promotional skills.
  - Machinery maintenance.
  - Working with volunteers.
  - People management skills.
  - Communication / interpretation / information boards.
  - Budgeting skills.
  - Practical skills e.g. chainsaw, pesticides & spraying.

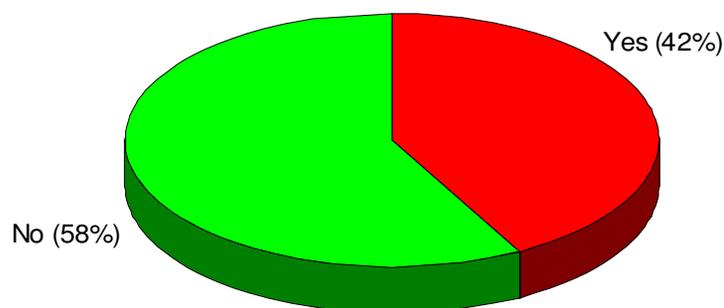
### **5.9.6 National Trust Gardeners Skills Analysis 2003:**

- **Skills to be developed (NT 2003):**
  - Within one year a minority (more than 15%), want to develop advanced gardening skills (29% in five years), basic computer literacy, advanced IT skills (24% in five years), and management skills (19% in five years).
  - A smaller minority (more than 6%), hope to develop business development skills (20% in five years), intermediate gardening, communication, team working and problem solving skills.
  - A lesser minority (less than 5%), hope to develop basic gardening, customer handling, literacy and numeracy skills.
  - 18% did not give any indication of wanting any skills developed; this includes 20% of Head Gardeners, and 19% of Gardeners Grade 9.

## 5.10 Training:

### 5.10.1 Formal training at the work place in last 12 months:

- **Q29. Have you undertaken any formal training at your place of work in the last 12 months? (On-job training):**

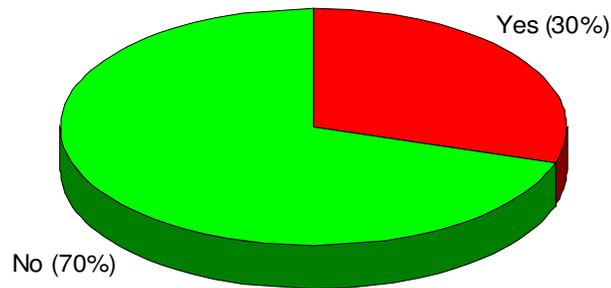


**On-job training in last 12 months**

- **On-job training in the last 12 months:**
  - 42% of those responding say they have had formal training at their place of work in the last 12 months.
  - 27% say they have had short course training with no certificate (e.g. IT training, management).
  - 19% say they have had certificated, technical short-course training (e.g. chainsaw, fork lift, First Aid, Health & Safety etc).
  - 3% have done on-line courses.
  - 2% say they have done NVQ/SVQ at their workplace.
  - 2% say they have done RHS practical training.
  - 61% who work for a public body, 51% who work for an institution, and 41% who work for a local authority have had on-job training in the last 12 months.
  - 38% who work for a commercial company, 30% who work for a contractor/facilities management company, 23% who work for a private garden estate have had on-job training in the last 12 months.
  - 44% of managers, 44% of supervisors, 43% of skilled staff, 25% of sales & admin staff, had on-job training in the last 12 months.
  - None of the small sample of owner-managers or unskilled staff had on-job training in the past 12 months.

**5.10.2 Formal training away from the workplace in the last 12 months:**

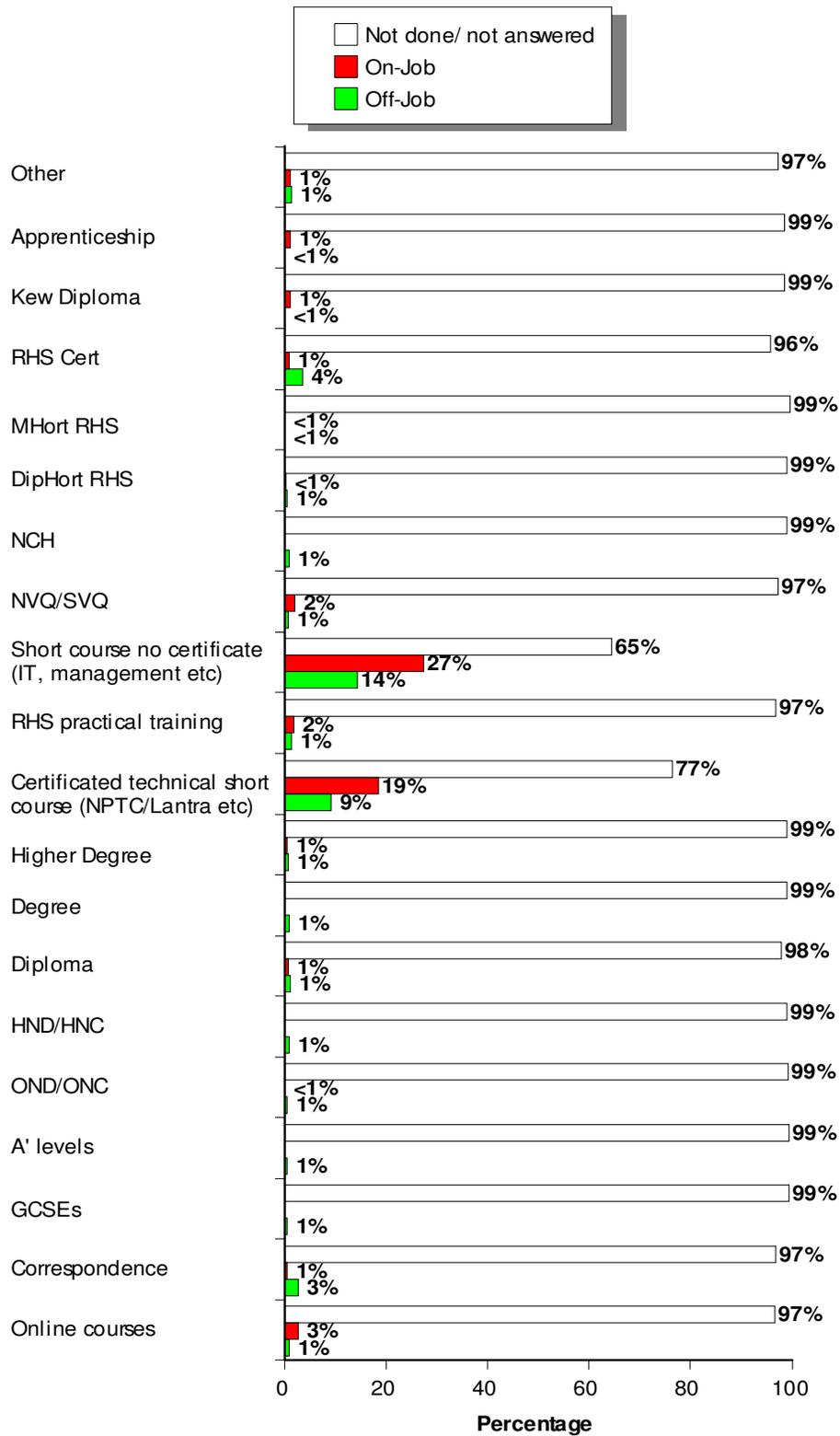
- **Q30. Have you undertaken any formal training away from the workplace in the last 12 months? (Off-job training):**



**Off-job training in last 12 months**

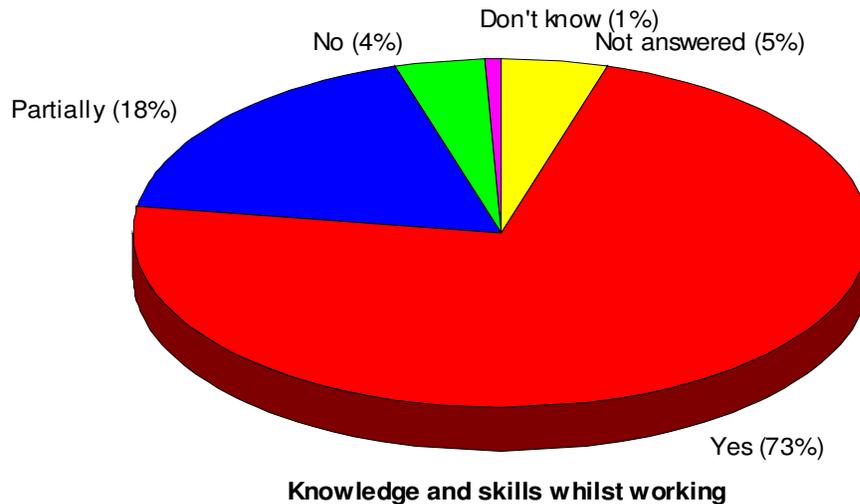
- **Off-job training in the last 12 months:**
  - 30% say they have had formal training away from the workplace in the last 12 months.
  - 14% say they have had short course training with no certificate (e.g. IT training, management)
  - 9% say they have had certificated, technical short-course training (e.g. - chainsaw, fork lift, First Aid, Health & Safety etc).
  - 4% have done an RHS Certificate.
  - 2% say they have done RHS practical training.
  - 48% of those who work for a commercial company, 41% who work for a local authority, and 37% who work for a public body have had formal training away from the workplace in the last 12 months.
  - 28% of those who work for an institution, and 25% who work for a private garden estate have had training away from the workplace in the last 12 months.
  - 37% of those who are in management have had training away from the workplace in the last 12 months (compared to 25% of supervisors and 27% of skilled staff).

- **Training in the past twelve months:**



### 5.10.3 Gained knowledge and skills whilst working:

- **Q31. Whether you have undertaken “formal” training or not, do you consider that you have gained knowledge and skills whilst working and learning from others during everyday work?**



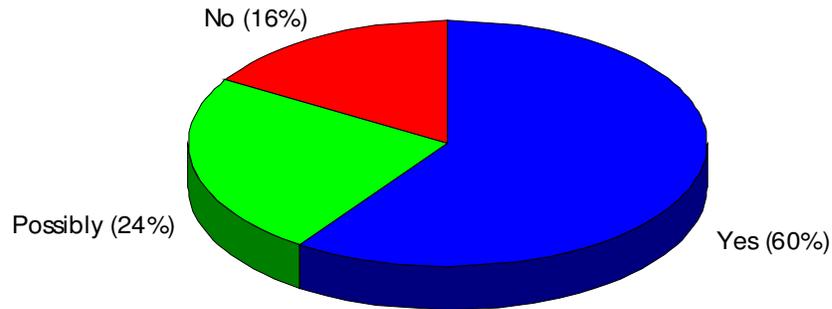
- 73% say they have gained knowledge and skills whilst working and learning from others during everyday work, 18% say they have partially gained knowledge and skills.
- 4% say they have not gained knowledge and skills whilst working, this includes 11% who say there is only one person in the organisation/ company working in botanic and historic gardening.

### 5.10.4 National Trust Gardeners Skills Analysis 2003:

- **Training in the past twelve months (NT 2003):**
  - 30% say they had both training at the workplace and away from the work site in the past twelve months. More so Careership Trainees, Assistant Head Gardeners, Head Gardeners, and Gardens & Parks Advisers. Primarily short courses (certificated and non-certificated).
  - 42% did not indicate that they had had any training at the workplace in the past year, and 53% did not indicate that they had had any training away from the work site in the past year.
  - The above includes 25% who did not indicate having any training in the past twelve months.

### 5.10.5 Training in the next twelve months:

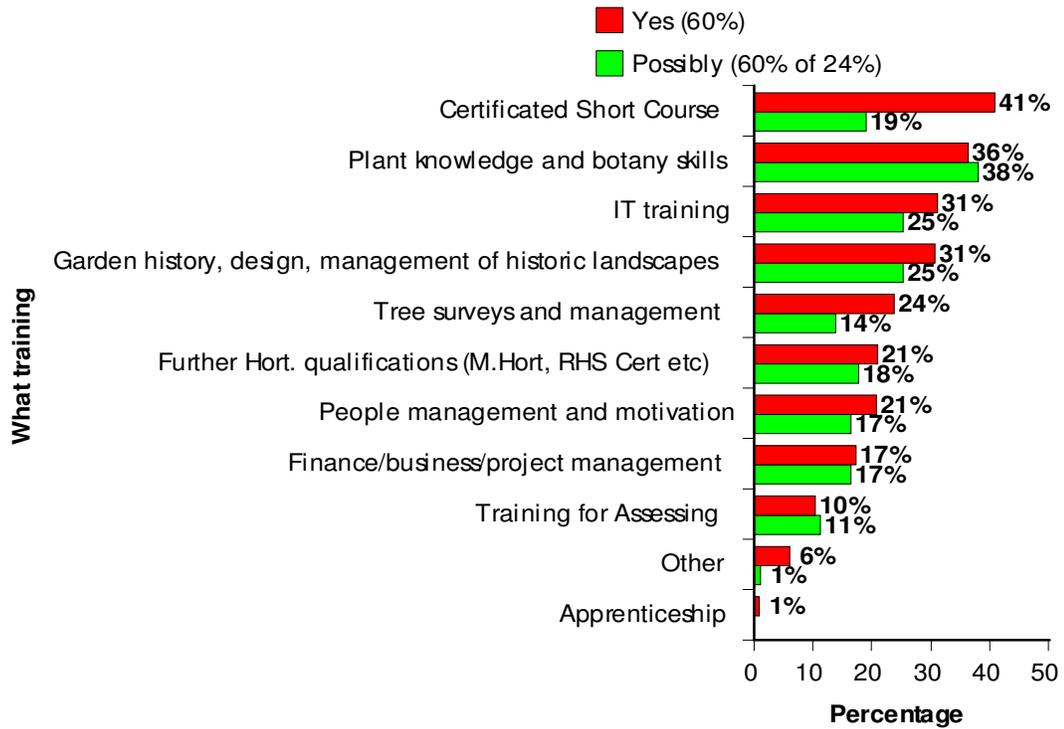
- **Q33. Would you like to undertake any specific training in the next twelve months?**



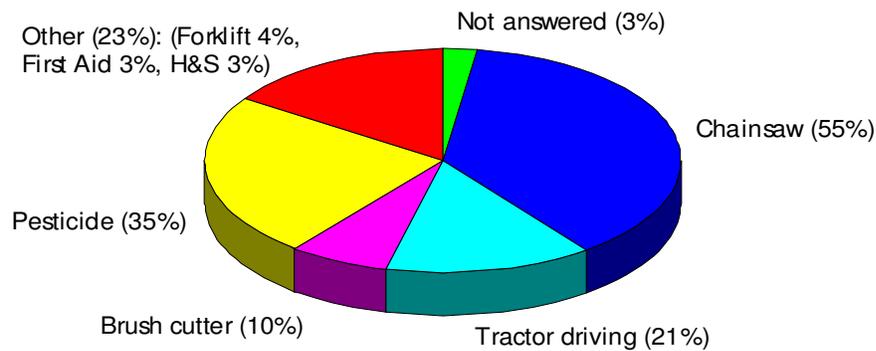
#### Would you like specific training in next year

- **Training in the next twelve months:**
  - 60% say they would like specific training in the next twelve months, and 24% would possibly like to do some training.
  - Those 16% who say they would not like training in the next year include:
    - 29% of those who work for a commercial company.
    - 33% of those who are aged over 55.
    - 26% of those who have been in botanic and historic gardening for over 20 years.
    - 32% of those who have been in their current role for more than 20 years.
  - Those 60% who say they would like specific training in the next year include:
    - 87% who have been in botanic and historic gardening for less than a year.
    - 74% who have been in the sector for between one and two years.
    - 77% of those who have been in their current role for less than a year.
    - 85% of those who are aged 25 or less.

- **Q33a. If “yes”:** *What training would you specifically like to do in the next twelve months?*
- 60% of respondents indicated that they would like training in the next twelve months. The following shows the response for these and for 60% of 24% who say they would possibly like training in the next year.



- **Which certificated, technical short-course:**



**Which certificated, technical short-course**

- **Specific training:**
  - 41% those who want training (24% of the total sample), would like certificated, technical short-course training. Of these:
    - 55% would like chainsaw training (15% of the total sample); this includes 20% of all skilled staff, and 17% of all supervisors.
    - 35% would like pesticide training (10% of the total sample), 16% of all skilled staff.
    - 21% would like tractor driving training (6% of the total sample), 10% of all supervisors, 11% of all those who work for a private garden estate.
  - 36% would like training to increase plant knowledge and botany skills, 31% IT training, 31% training in garden history, design and management of historic landscapes, 24% tree surveys and management, 21% further horticultural qualifications such as M.Hort, RHS Certificate.
  - 21% would like training in people management and motivation, 17% in finance, business and project management, and 10% training for assessing.

#### 5.10.6 Focus group discussion on training:

- **Training required for managers:** Discussion on training required largely matched the skills they need to develop:
  - Training to develop plant knowledge and identification skills.
  - Training to improve specific skills – courses for propagation, grafting, pruning, restoration.
  - Tree inspection training.
  - Training to develop business management skills.
  - Management, team building and motivational training.
  - Training for managing budgets.
  - HR and staff skills, training in negotiation, dealing with conflict.
  - IT training.
  - Practical skills, chainsaw training.
  - Training for assessing.
  - Training for working with volunteers and their management.
  - Training on managing safely.
- **Training required for skilled gardening staff:**
  - Botany and plant identification.
  - Tree inspection.
  - Practical training skills and technical short courses, chainsaw spraying, tree - climbing, fine turfing, manual handling.
  - Machinery maintenance.
  - Health & Safety and First Aid.
  - Training as an assessor.
  - IT training.
  - RHS General Certificate and RHS Advanced Certificate.

- **Other Focus Group Discussion on training and related issues:**
- “Invariable it is “luck” if you know that a training course is on, even luckier if it is local. There needs to be industry-wide co-ordination (for the horticultural industry as a whole, and for the botanic and historic garden sector), pulled together to provide a single “source” where information on courses is accessible, and spread throughout UK”:
- **“A web presence for the horticultural industry would be a useful link, that could have jobs and training etc all identified”.**
  - “PlantNetwork could do it, if more web-based could offer a whole range of services”.
  - “Need someone to set it up and get things done so the information could be shared”.
  - “PGG would have a problem in having the structure to do it”.
  - “Institute of Horticulture should have a bigger role, Education and Training Standards are an important part of the future”.
  - “RHS might consider establishing an information source; they want to improve their image in the professional sector, not to be seen just as an amateur society for the middle classes”.
  - Web led site for the industry and sector should include:
    - Careers information
    - Training in the industry/sector
    - Training updates
    - Legislation requirements/training
    - Job vacancies
  - “How do you keep good horticulturalists motivated? Managers need to motivate, need to improve skills to keep them interested, but what is available”.
  - “Courses are there for IT and management and are valuable”.
  - “Need high quality courses specially dedicated to high quality traditional skills”.
  - “The “craftsman gardener” is not being given access to training courses. Those who are “static” and don’t want to be a HG can be motivated and fulfilled if they are given the chance to go on courses and improve skills and knowledge”.
  - “Those who work for small private estate will not be allowed to go on training and development courses unless the HHA say to their members that it is a good thing. They need to have it pushed that it is for the good of their garden”.
  - “Traditionally went through apprenticeships in Parks Departments at Local Authorities and got skills, but apprenticeship culture has died, and Colleges are not educating in quality horticultural skills”.
  - “Apprenticeship schemes are essential and must be revived to ensure that skills are retained”.
  - “Many of those who gained their skills from LA training have now become self-employed, but cannot themselves afford to train young people and pass on their skills, this might result in a big skills gap”.
  - “Lack of good local colleges means there is not availability of training”.

- "95% of what I know is learnt "hands-on" on the job".
- "How to manage to get to top quality horticulturalists? You can't engineer skills, it is an emotive occupation, those undertaking it have to have the aptitude".
- "Contractors will only pay for essential Health and Safety training".
- RBG, Kew:" More practical training in the workplace needed, some people have been here 25 years but haven't done enough".
- Private Garden: "The size of the organisation makes a difference, have had three different Head Gardeners in three years, so I have not gaining any knowledge from them, there is no training in my garden, I have to take time off as holiday and organise it myself".
- Apprentice in a Private Garden: "I want to gain a good knowledge of horticultural skills, I haven't decided on what area to specialise, so I'd like to keep it wide. I would like to do chainsaw, pesticides and manual handling training, but my employer is a bit stingy so I don't think they will pay for me to do it".

#### **5.10.7 Discussion with employers on recruitment, training, skills, and effects of staffing on standards of botany/horticulture:**

- **Recruitment:**
- Main problems with recruitment are:
  - Significantly fewer skilled people applying for posts. (E.g. At a NT property where a few years ago a position would have attracted 10 to 15 applicants, we will only have 7 or 8 now. Recently advertised a job in the nursery and had 4 applicants, 3 were interviewed and only one was suitable).
  - Lack of practical skills.
  - Lack of balance of managerial and practical experience for more senior positions.
  - Location – cost of housing in the London and SE, SW (at Eden because of the rapid rise in house prices due to increase in tourism), in Birmingham, and near Ness.
  - Salary offered is generally low for level of skill required.
  - Cost of relocation.
  - Uprooting families with other commitments.
  - Students do not necessarily have the right aptitude to work their way up, and do not generally have practical skills.
  - Private Estate, Charitable Trust with 21 staff says the lack of practical skills being taught at college is the main problem with recruitment. They have found "second career" students more motivated and better employment prospects as they "want to make a go of it".
- **Staff turnover:**
  - Generally very low at all those sites interviewed, ranging from 0% at RBG, Edinburgh to 6% at RBG, Kew in the past year.
  - This in itself causes problems with lack of movement within organisations and opportunities for progression.

- **Skills lacking:**
  - In discussion “practical” skills have been identified as particularly lacking when applicants apply for positions throughout the sector.
  - This applies not only to those at “entry level” skilled gardening roles, but also in more senior roles.
  - Plant identification and plant knowledge is lacking in applicants.
  - The need for a “manager” to be both good at staff and business management as well as highly competent with practical skills and knowledge is highlighted as a problem.
  - For example, a recent position for a director advertised at £50K, attracted 30 applicants, five were interviewed, but none had the necessary combination of practical and managerial skills. The role was thought to be highly attractive, well paid, with supported budgets, managing skilled staff, yet failed to attract the right applicants.
  - Career progression within organisations invariably means promotion leading to time in the office and management. This can cause problems in that good gardeners do not necessarily make good managers.
  - There needs to be a structure in place which will allow those who wish to stay in the garden to be motivated and trained and skills developed.
  
- **Training**
  - The Rotational Training Scheme at Kew has helped in getting the right staff in the right area.
  - There is a need for employers to identify the training needs of staff, invariably within institutions and public bodies there is a lot of health and safety and management training, but horticultural skills are lacking.
  - There is a perceived problem recruiting from students who have come from colleges, they do not generally have the required practical skills, nor the motivation or interest to be involved in “hands-on” learning. They are given the impression they can be managers and designers without gaining the necessary grounding in practical horticultural skills.
  - Large Private Estate – Charitable Trust, says that training is very important, with 20 staff “you have to look after them and keep them motivated.”

- **Effects of staffing on standards of botany/horticulture:**
  - Generally levels of staffing are significantly lower than they were 10 years ago. E.g. at Ness in 1995 they had 11.5 staff at the Botanic Garden, they now have 5/6, the same amount of work with half the staff.
  - Such instances will invariably mean that standards are different. At Powys the standards in the formal garden, nursery and terraces have not changed, but lack of manpower means that the wilderness areas might have less labour input than in the past.
  - At RBG, Edinburgh there are 30 fewer gardeners than there were 20 years ago, but the fewer staff now are more highly skilled and responsible. Different planting strategies combat decline in staffing, rather than a reduction in standards.
  - At RBG, Kew standards have been affected by throughput of visitors and the wear and tear they inflict. There is less available budget, and decrease in staffing. But the quality of work is the same it takes longer to get round to tasks than in the past, which can give rise to lower quality of finish. There has been an increase in events, and training (students and volunteers), and tasks undertaken by horticultural staff that used to be done by others (e.g. plant records). So overall the increase in technology has made jobs more interesting and diverse, but there is less time in which to do the work.
  - At the Royal Parks Agency there has been no perceptible change in standards as a result of switching to contractors, but some basic standards of horticulture may have declined through lack of time, but cannot be generalised. Contractors are commercial companies, so they are working to a bottom line.
  - At University Botanic Gardens Birmingham the standards have improved with being able to bring in new staff (previous staff had all been in post for over 20 years) and new ideas, the garden is being renovated and restored.
  - At Brodsworth Hall the garden restoration has been fully funded, there are a high number of repeat visitors and the quality of the garden has improved immeasurably since 1997.
  - The large estate, Charitable Trust, has seen no decline in 32 years either in number of staff or standards, increased mechanisation has freed up time to allow a larger area of garden to be opened up.

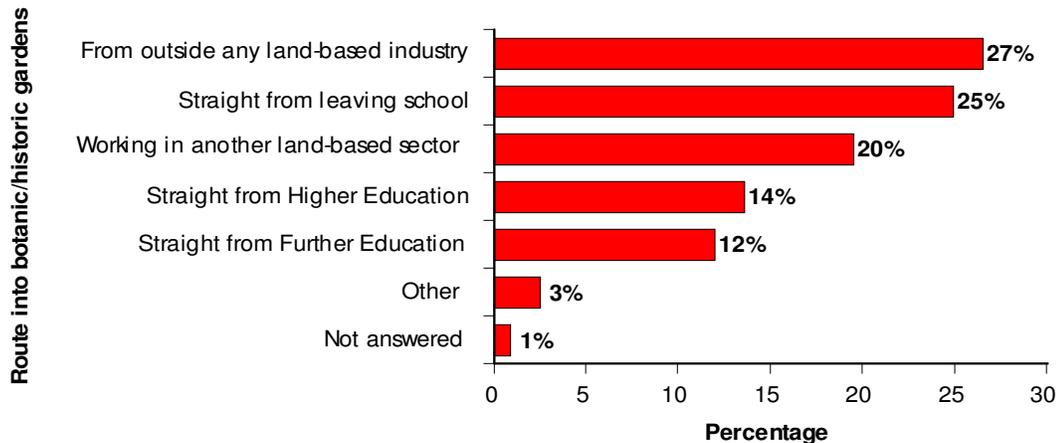
## National Trust Gardeners Skills Analysis 2003:

- **Training in the next twelve months (NT 2003):**
  - Respondents listed their answers in free form response when asked what training they would like in the next twelve months.
  - 33% did not respond to the question, possibly indicating that they do not feel they require any formal training in the next twelve months. A further 3% indicated they did not require further training.
  - 64% did respond, in summary these include (in order of frequency):
    - IT skills and training, from basic to advanced, including databases, Excel, Power point etc.
    - Technical short course training, including chainsaw & tree surgery, tractor driving, forklift, digger, brush-cutters, first aid etc.
    - Garden history, design, management of historic landscapes.
    - Finance and budgeting training, project management, business studies.
    - Management of landscape and wildlife conservation.
    - People management and motivation.
    - Plant knowledge and botany skills, propagation.
    - Tree surveys and management.
    - Training for assessing.
    - Further horticultural qualifications, M. Hort., RHS certificate etc.
    - COSSH, risk assessment, and health & safety.
    - Presenting skills.
  
- **Since the NT 2003 report was produced:**
  - Technical training (e.g. in IT, chainsaw, tractor driving, tree inspections) continue to be available, as they have in the past.
  - A training audit has been carried out amongst gardeners to establish individual gardeners' priorities for specific garden training. The top two most requested courses are being delivered this year; Garden Conservation and Greener Gardening.
  - A new range of non-horticultural training opportunities now addresses gardeners' expressed needs for management skills.
  - Following the report, the Trust has reviewed Careership: It has moved to Reasheath College, in order to improve the quality of technical training and accreditation. The administration and delivery of Careership at property level, including graduate retention is now being addressed. Career advice is now provided from year 2.

## 5.11 Career:

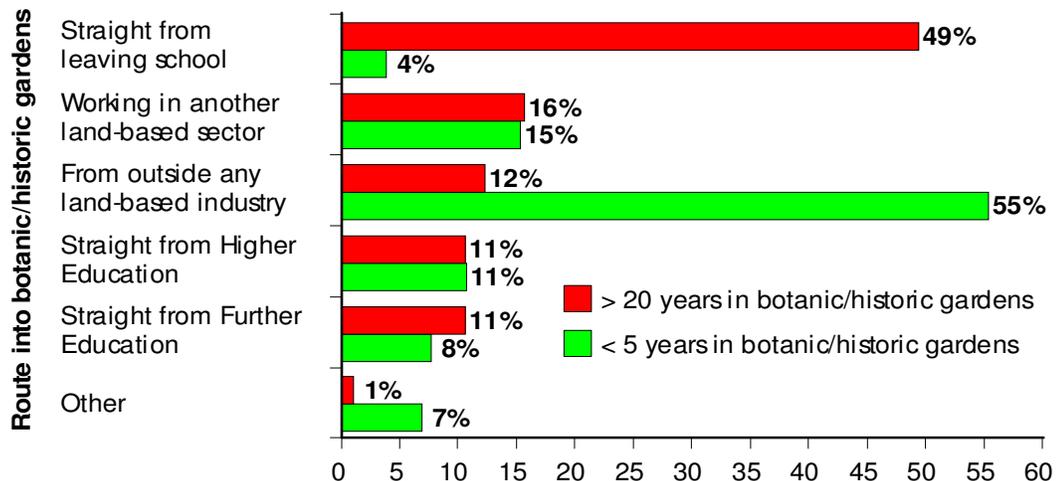
### 5.11.1 Route into botanic and historic gardens:

- **Q34. When you first started working in a role relating to botanic and historic gardens, where did you come from?**

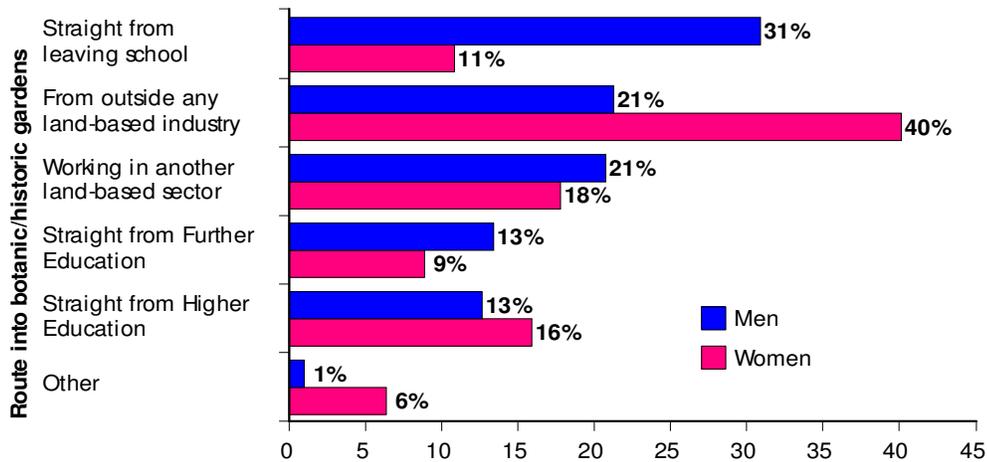


- 25% of respondents say they started in botanic and historic gardening straight from school, 12% came into the sector after further education, and 14% after higher education.
- 31% of all males responding say they started in the sector straight from school.
- 27% of respondents say they came into the industry from outside any land-based industry.
  - Verbatim responses include responses such as: Administration; Armed Services; Banking; Civil Engineering; Education; Financial Services; Graphic Design; Hairdressing; Information Technology; Journalism; Local Authority; Manufacturing; Nursing; Optician; Publishing; Quantity Surveying; Retailing; Steel Industry; Teaching; Utilities; Wood Finishing.
  - 40% of females say they started in botanic and historic gardening from outside any land-based industry.
- 20% of respondents say they came from working in another land-based sector (21% of males and 17% of females).
  - Verbatim responses include responses such as: Agriculture; Botany Research; Conservation; Environmental Consultancy; Forestry; Garden Centre; Horticulture; Interior Landscaping; Jobbing Gardener; Landscaping; Nursery; Private Gardening; Rose Breeding; Soft Fruit Farm; Tree Nursery; Urban Forestry; Vegetable Picking; Wholesale Nursery.

- **Those 27% who came from an industry outside any land-based industry - “Second Careerers”:**
  - 43% are female.
  - 17% are in management, 15% supervisors, and 59% are skilled staff.
  - 50% have been in the sector for five years or less.
  - 75% have been in their current role five years or less.
  - 40% were aged between 26 and 35 when they started in the sector.
  - **Qualifications:** When they started in botanic and historic gardens 50% had ‘A’ levels, 33% a degree, 28% an RHS General Certificate, 27% City and Guilds.
  - **Skills held before:** The majority held literacy and numeracy, communication, problem solving, team working, customer handling, time management, basic computer, and cultivation/grass cutting skills before starting in the sector.
  - **Skills to develop:** 44% want to develop wildlife/conservation skills, 40% garden design skills, 32% advanced IT skills, 30% propagation skills, 26% management skills.
- **Comparison between time in the sector:**
  - 49% of those who have been in the sector for over 20 years, (and 30% who have been in for 16 to 20 years) say they started in botanic and historic gardens straight from school (without doing further education).
  - 55% of those who have been in the sector for five years or less came into botanic and historic gardening from outside of any land-based industry:



- **Route into the sector compared to gender:**



- 31% of males came straight from leaving school before further education and 40% of females from outside any land-based industry.

### 5.11.2 Focus group discussion on route into botanic and historic gardening and barriers:

- **Route into botanic and historic gardens:**
- All those taking part in discussion sessions gave a detailed account of their route in to working in a botanic or historic garden.
- Participants reflected the overall postal survey, with instances of those coming straight from school, from another land-based sector, or from another industry all together, and included those who had started as volunteers.
- Given below are some examples and profiles of each:
- **Route taken by those who are now managers:**
  - **Assistant Head Gardener – Private Estate:** He has been in his current role for three years; he came from Insurance in the City, after being made redundant at 40. He worked in a garden centre, then went to the estate as a visitor and got talking to the Head Gardener and asked if there were any jobs going. He got given a job earning half of what he did in the City. He has had to learn the skills as he works, and could not afford to do the role if he did not live locally (in SE England) and have a partner who also worked.
  - **Head Gardener – Private Estate:** He has been in his current role for seven years. He dropped out of degree course in Applied Physics. He started working in local gardens for private clients (was interested in gardening as mother had been a keen amateur gardener). He worked in glasshouses and then was taken on as seasonal gardener

by the Council, working as a Groundsman with grass cutting duties. He moved to Oxford and had academic private clients. He studied for RHS General Cert. and worked on a private 10 acre estate in W. London and studied for RHS Diploma. He got his current appointment through the "English Country Garden Agency". He has four full-time staff, two part-time staff and one school experience student.

- **Head Gardener – City Botanic Garden:** He has been at the botanic garden and glasshouses for seven years. He started at 16 in horticulture (father had been in horticulture). He did a YTS at Dartington, got his skills and did 'A' levels and an HND. He then managed a commercial tree unit. He did some voluntary work, then landscaping, then worked for an arboretum for six years before moving to his current role. He is in charge of 15 staff and 70 volunteers and foreign students.
- **Head Gardener – English Heritage:** He has been in his current role for seven years. He left school at 15, (grandfather was a Head Gardener) and started working for contractors in Manchester, and did work in private gardens. At 26 he went to college and did City & Guilds in Amenity Horticulture and the RHS General Certificate, working in the Post Office to fund the qualifications. He went to RBG, Edinburgh (turned down by Kew), and did a diploma. Went on to be a HG at a school in Edinburgh, before moving to his current role. He has five staff and a student and 9 volunteers.
- **Route taken by those who are skilled gardeners:**
  - **Gardener – University Botanic Gardens:** Has been on a temporary contract for six months, before which he was a student at Pershore College studying HNC. He found it very hard to get a job until he secured this temporary contract.
  - **Gardener – English Heritage:** He is 57 and has been a gardener for five years. He was in mining before being made redundant after 20 years. He was unemployed and joined an "Action for Employment" scheme. He had always liked gardening and wanted a job in the daylight. He got his placement at EH site by word of mouth, then a post came up and he got a permanent job
  - **Gardener – Private Estate:** Did a degree in Biology, then wanted to get in to gardening, but had to have practical experience, and found the only way in was to go to college (Writtle). By chance saw a PGG training scheme which she did for three years, then got her current role five years ago.
  - **Apprentice – Private Estate:** He has been at estate since he finished his GCSEs last year, doing NVQ 2 & 3. His tutor visits the site to evaluate his training. He did a Duke of Edinburgh Award at school, for which he had to do a voluntary job for three months, so he went to the estate. He carried on after school and at weekends after the three months. The HG approached him and asked if he wanted an apprenticeship.
  - **Supervisor – Private Estate:** Has been in his current role 8 years. He started at 16 in a bedding plant nursery, went to Duchy College

to do City and Guilds, then Writtle to do a ND in Commercial Horticulture. He worked on a 100 acre nursery in his gap year. Then he was unemployed for eight months. He did some self-employed work on gardens and landscaping, then he got a job on estate starting with cut flowers, and has worked his way up.

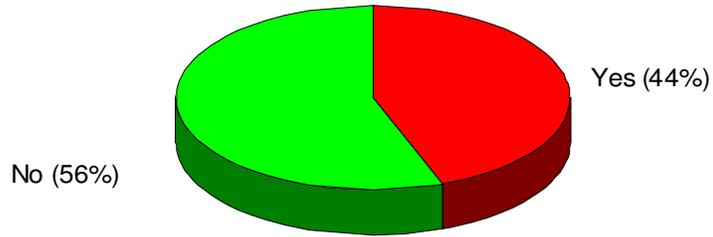
- **Skilled horticulturist – Eden:** Started as a hairdresser, was bored after ten years, so retrained at Duchy College, in conservation. She worked for private estate, then the RHS, and has been at Eden for four years.
- **Gardener - Council:** He has been with council for 34 years. He left school at 16. Moved to the Winter Gardens four years ago when it was being set up. He did City & Guilds on day release and didn't want to progress to management. He started working in parks as a charge hand, and was not suited, so he moved back to the tree nursery but this closed. He moved and finally ended up at the Museum and Winter Gardens which he helped the contractors plant up.

### 5.11.3 National Trust Gardeners Skills Analysis 2003:

- **On joining the Trust (NT 2003):**
  - 50% of all respondents worked as gardeners elsewhere before joining the Trust, and 12% joined from another land-based sector, primarily agriculture, horticulture and arboriculture/forestry. 17% joined from another industry. 8% came from higher education and 7% straight from school.
  - 12% say they started with the Trust as a Careership Trainee, those who have finished training are predominantly Gardeners Grade 9. 21% of females started on a NT Careership, compared to 9% of males.

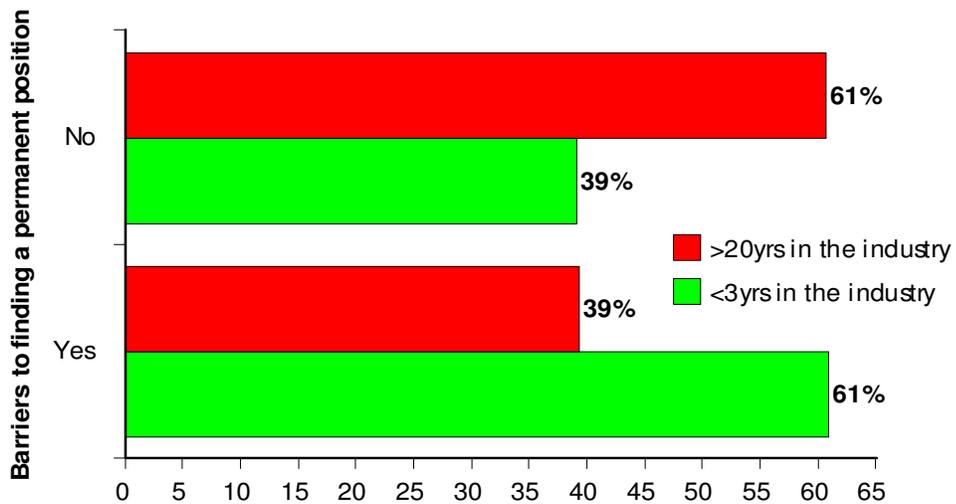
**5.11.4 Barriers to finding a permanent position:**

- **Q35. Did you find there were any barriers to finding a permanent position in botanic and historic gardens?**



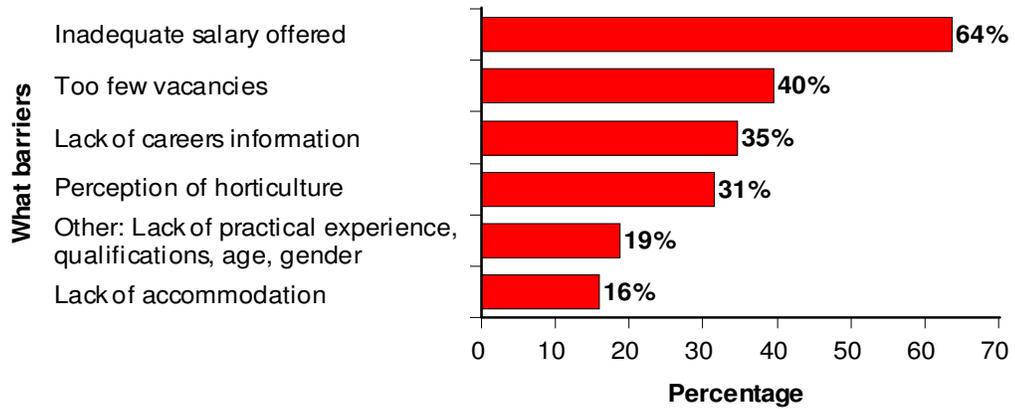
**Barriers to finding permanent position**

- 44% of those responding to the survey say they found barriers to finding a permanent position in botanic and historic gardens.
- **Finding barriers compared to time in the sector:**
  - 39% of those who have been in the sector for more than 20 years found barriers when they started, compared to 61% who found barriers who have been in the sector for less than three years:

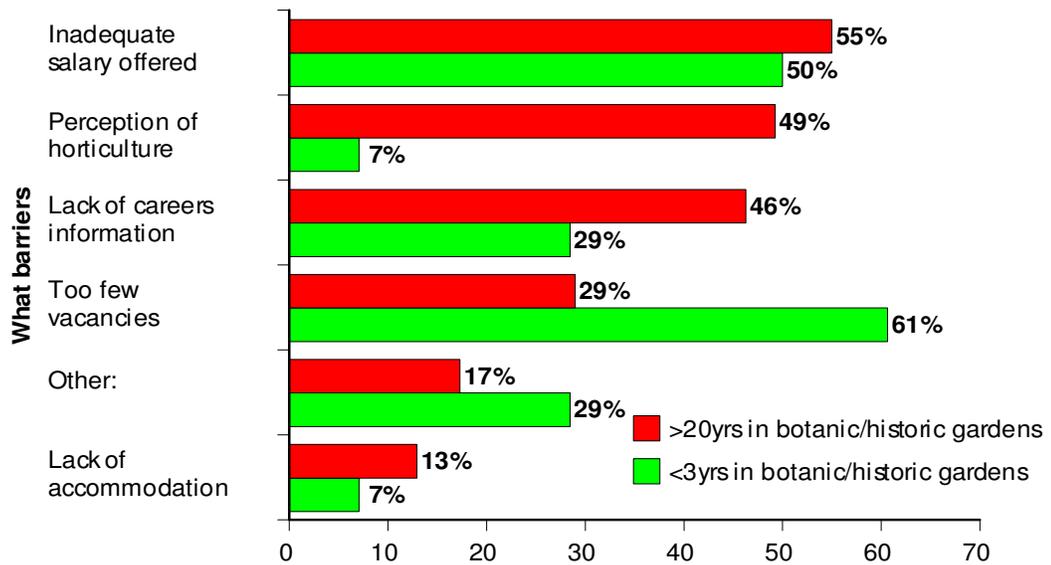


- There are no significant differences for gender or location

- **If “yes” (for 44%): What barriers were there?**



- **Comparison between time in the sector and barriers found:**



- **Barriers found:**
  - 64% say the salary offered was inadequate, more so for those who have been in the sector between three and 20 years.
  - 40% say there were too few vacancies, more so for 61% who have been in the sector for less than three years.
  - 35% say lack of careers information was a barrier, more so for 46% who have been in the sector for more than 20 years (less so for 29% who have been in the sector for less than three years).
  - 31% say the perception of horticulture was a barrier; more so for 49% who have been in the sector for more than 20 years, but only 7% for those who have been in the sector for less than three years.

#### 5.11.5 Focus group discussion on barriers:

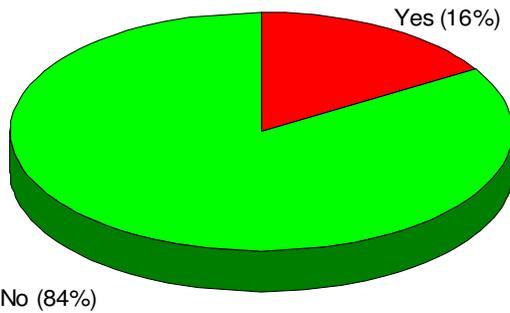
- **Discussion at Focus Group Sessions:**
- Comments made include:
  - "Horticulture is perceived as menial and low grade, even by the university and general public".
  - "Even those in organisations have a low view of gardeners".
  - "Headmaster said "H... is going to dig roses for a living "; my response was "actually Sir, I'm going to dig the soil and plant roses". There was a perception that I was going to be doing a job "beneath" what I should be doing".
  - "Parks used to be the dumping grounds for people with no hope".
  - "Horticulture is not a "sexy" occupation, teenagers are not encouraged to take it up, it is "not cool", we need a "Jamie Oliver" figure for the industry".
  - "Perception that you've "wasted your degree" because you've gone to work in horticulture".
  - "If you are outside then you must be menial".
  - "No status for a gardener anymore – not since the Victorian times when no-one was allowed in the garden without the gardeners' permission. He had status and was respected".
  - "We are not helped that Service Team (contractors in Royal Parks) been taken over by Cleanaway who are basically "dustmen" – so we have the same status – the company are not interested in us as gardeners or acknowledging our skills".
  - "Most people in Britain "potter about in the garden" so the perception is that "anyone can be a gardener". There is a romantic attitude attached to gardening, that it is an idyllic job, that the sun always shines, and the air is filled with heady scent of lazy summer days.....People say such things as "if I had my time again, I'd be a gardener". In reality they don't appreciate the skill and craftsmanship and the all year, all weather nature of the job".
  - "Lack of practical experience is a real problem today. Organisations don't offer apprenticeships today we need to "get back to basics" and have links with establishments. There should be mechanisms in place which give work

experience and practical experience. We need people who want to work with their hands and are enthused”.

- “Low salary is a serious barrier”.
- “Careers advice was bad or non-existent when leaving school”.
- “Horticulture is not considered as an option by many careers advisors, as an industry we need to start targeting them at exhibitions, and through contact with schools.”
- “Schools now do work experience in the parks – but they aren’t really trained they are just used as a dogs body – sometimes have a few with aptitude, but rarely”.
- “Schools try and encourage children into service industries rather than practical trades”.
- “Until horticulture and botanic/historic gardening is recognised as a profession will have these problems”.
- “In Wales, particularly North Wales, not speaking Welsh can be a disadvantage – at least need to be seen to be making an attempt to learn”.
- “Council will only consider non-Welsh speakers if there is not another candidate who does speak Welsh – seems that speaking Welsh is the primary consideration, over skills or the qualities of other applicants”. (Comment from others that this was “not so in National Trust”).

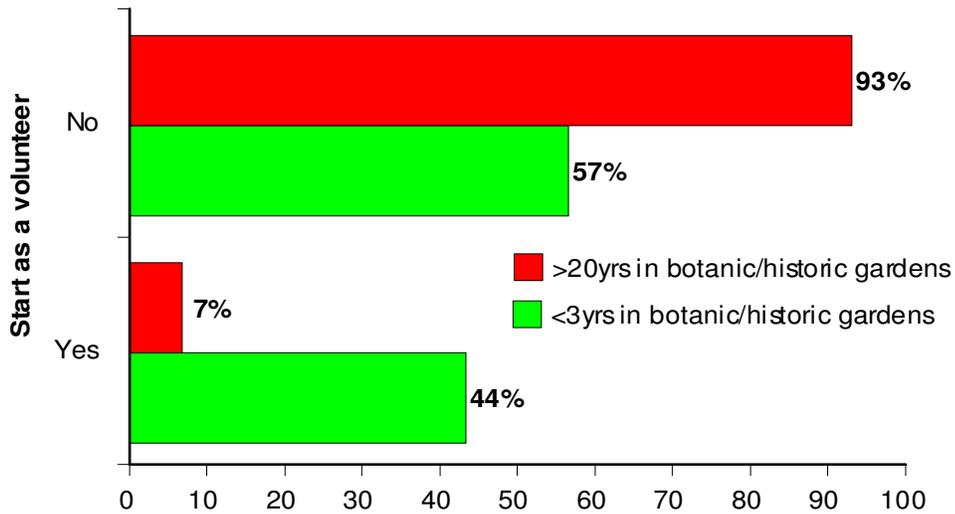
#### 5.11.6 Volunteers:

- **Q36. Did you start working as a volunteer before getting a permanent position?**

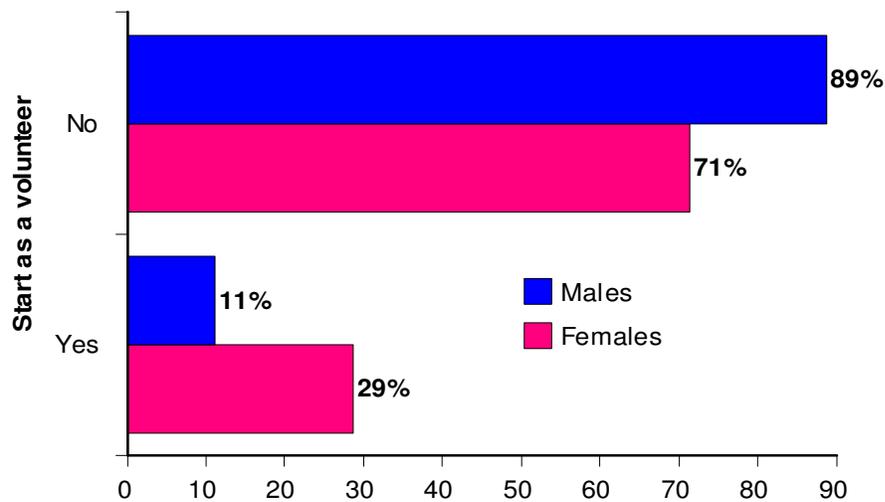


**Started as v olunteer before getting permanent position**

- **Comparison between volunteer and time in the sector:**



- **Comparison between starting as a volunteer and gender:**



- **Started as a volunteer before taking a permanent position:**

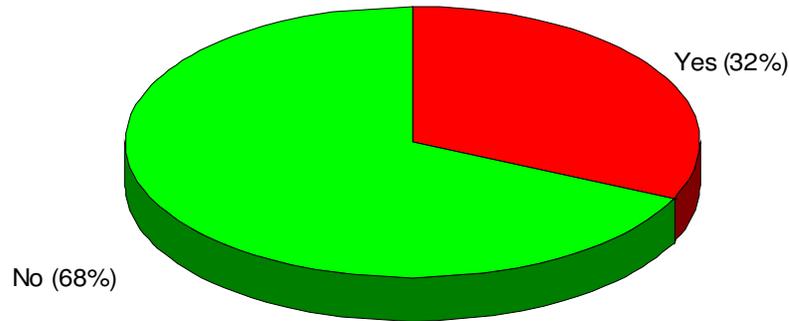
- 16% of the total sample say they started as a volunteer before getting a permanent position in botanic and historic gardens.
- 29% of all females say they started as a volunteer; compared to 11% of all males.
- 44% of those who have been in the sector for less than three years say they started as a volunteer, compared to 7% who have been in the sector for more than 20 years.
- 22% of those who are now skilled staff say they started as volunteers (compared to 12% in management and 10% of supervisors).

- **Focus group and business discussion on volunteers:**
  - Those at discussion sessions who had started as volunteers include:
    - He was made redundant at 50 from an office job and had taken a part-time office role and worked as a volunteer at an EH site. The HG asked him to be a permanent gardener, and he did so for less money than he had been working for part-time. As a volunteer the work was less demanding, more social, different tasks and more female dominated. As part of the gardening staff he works with different people, heavier work, set hours and has a structured role.
    - She has a family who have grown up; she had a role supply teaching, having taught Rural Studies. She had done her RHS General and started volunteering with the NT, before getting a permanent role as a sole gardener.
  - Those who work with volunteers in their gardens either have separate programs for the volunteers, or allow them to work alongside other gardeners.
  - It is widely accepted that the role of the volunteer is increasingly important, with those that are charitable estates, Royal Botanic Gardens, University Botanic Gardens and institutions relying heavily on volunteers.
  - Kew has 50 volunteers on the horticultural side, and Edinburgh have had four years trialling/piloting a scheme with 25 volunteers equivalent to three full-time posts.
  - At Birmingham University Botanic Garden they have relied heavily on volunteers. They accounted for 2007 man-hours in 2004, with nine regular volunteers. They have a waiting list for those wanting to volunteer. 80% of those volunteering are retired, some staff the entrance, others undertake specialist botanical work.
  - At Brodsworth Hall the eight volunteers are equivalent to one full-time person. They are seen as an important labour resource and a pool for recruitment. They are mainly female working in "light work" in the greenhouse, or research and light planting roles.
  - Ness Botanic Gardens have 150 volunteers in total (more than 40 in the garden) and are equivalent to 12 full-time members of staff (undertaking retailing, seed collections, maintenance, computer records, archives).
  - At Eden volunteers are mostly used at the nursery away from the main site (they employ a Volunteer Co-ordinator), see them as an important resource for the future; at the moment they assist in disability discrimination (wheelchairs etc).
  - Powys Castle during the open season have five volunteers undertaking gardening and are looking to start using volunteers for stewarding in the Castle. They have been using volunteers for eight years; they are placed where help is needed with specific tasks. Others come on a six month

- placement as they see it is the only way to get practical experience in the garden prior to getting a full-time job.
  - The National Trust in total has 1500 hands-on gardening volunteers and 1,000 garden stewards.
  - All stressed that the management of volunteers is time consuming and must be carried out by the right person.
  - It is important not to underestimate the volunteer, to give them time, set guidelines.
  - All say that they see the role of the volunteer has integrated well into the business as a whole; there are no real problems with interaction with permanent staff.
  - It is not just retired people who want to volunteer. Professionals wanting to work at weekends were becoming a growing pool of labour, not always catered for by lack of supervision and available resources.
- **Participants at focus groups discussed volunteers:**
    - At Kew they said that students have to do voluntary work and train at the same time; they think it is important that voluntary work is recognised as practical experience. They also say that it has only been in the last ten years that there have been volunteers at Kew, at first the gardeners were resistant, but they now recognise the benefits.
    - One participant from a Private Estate in the North East says that there are 10 volunteers who do the work of one full-time person, they are paired up with gardeners and moved around. He says "volunteers are thrust upon us; they are part of heritage and conservation, you can't refuse to take them".
    - Other comments include:
      - "NT would close if it wasn't for the work done by its volunteers, we need to monitor them and be aware of what they need".
      - "It is important that volunteers are integrated, working as a gardening team".
      - "Very important in the shop and plant sales".
      - "Valuable, but take a lot of looking after, and like socialising".
      - "Had to work as a volunteer before being able to get a permanent role, use them now in the garden, they need supervising and training".

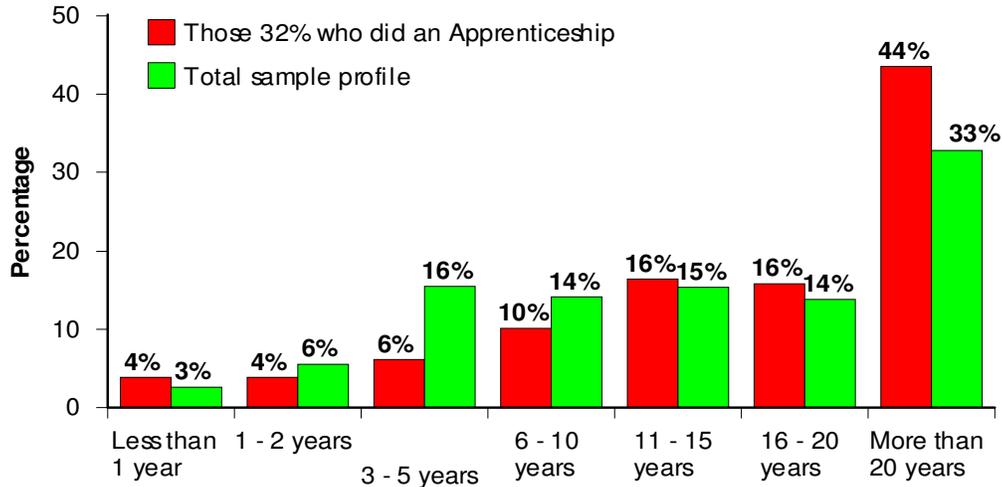
**5.11.7 Apprenticeship Training Scheme:**

- **Q37. Did you start on an Apprenticeship Training Scheme?**



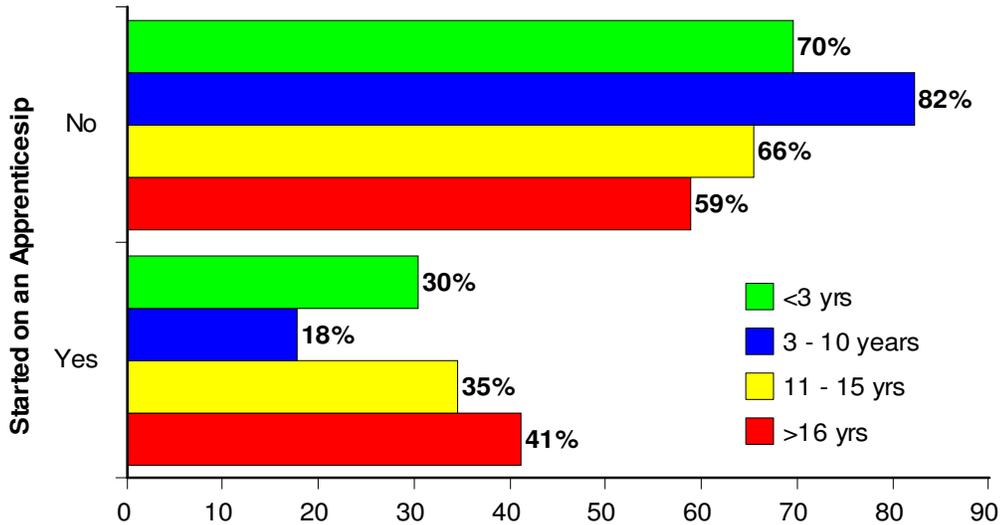
**Started on Apprenticeship Training Scheme**

- 32% say they started on an apprenticeship training scheme.
- **When comparing the sample profile with length of time in the sector:**
  - If looking at the make-up of those who started on an apprenticeship, compared to the sample profile, it can be seen that 44% of those 32% who undertook an apprenticeship scheme have been in the sector more than 20 years (compared to a sample profile of 33% who have been in the sector for that length of time).

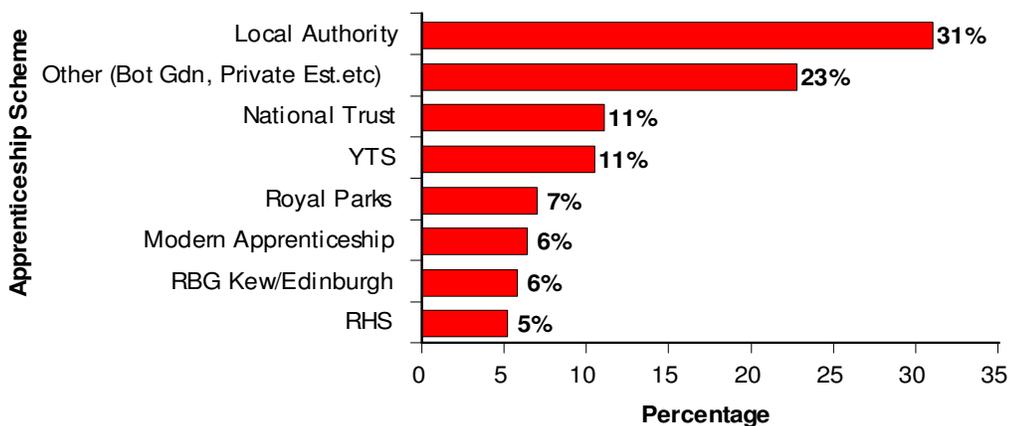


**Time in botanic/historic gardening - total sample compared to Apprenticeship**

- Started as an apprentice compared to time in the sector:

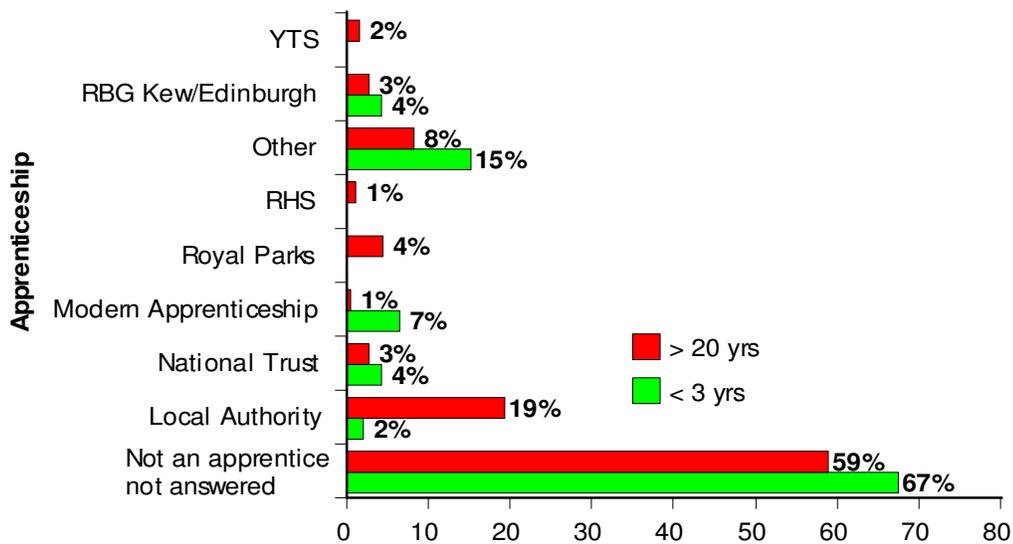


- If looking at each category of time the respondent has been working in botanic and historic gardens and compare it to those who started on an apprenticeship:
  - 42% of those who have been in the sector for more than 20 years started on an apprenticeship.
  - 47% (7 of the 15 respondents) who have been in the sector for less than one year.
- 32% of males and 30% of females.
- If yes (32%): Who was this with?**



“Other”; includes 30% who say “botanic garden trainee”, 30% “private estate”, others include ATB, PGG, WRAGS, English Heritage, “abroad”.

- Apprenticeship scheme (for 32%):**
  - 31% (9% of the total sample) of the 32% who did an apprenticeship started on an apprenticeship scheme with a Local Authority.
  - 65% of those who did LA apprenticeships have been in botanic and historic gardening for over 20 years.
  - 11% say they did an apprenticeship scheme with the National Trust, 11% with the Youth Training Scheme (YTS).
  - 7% say they started with a Royal Parks Apprenticeship.
  - 6% say they have done a Modern Apprenticeship, (20%, three respondents, who have been in the sector for less than a year).
  - Included in the 23% “other”, are 6% who say they did an apprenticeship (or internship) in a botanic garden, and 6% who say they did an apprenticeship on a private estate.
- Comparison between those who have been in the sector less than three years and those who have been in the sector for more than 20 years:**

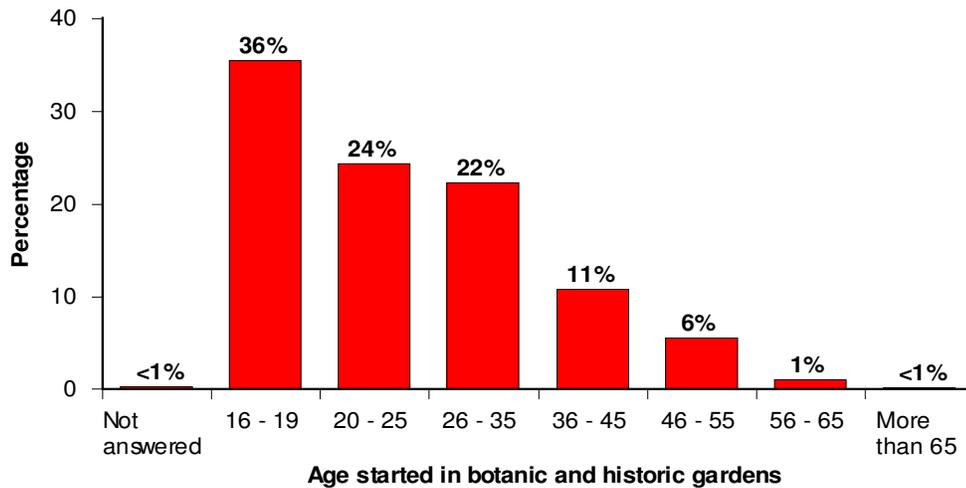


- Those who have been in the sector more than 20 years ago are more likely to have started on an apprenticeship with the local authority.
- 33% of those who have been in the sector for less than three years say they started on an apprenticeship (this includes 47% who have been in the sector for less than one year), which was primarily a Modern Apprenticeship.

- **Discussion on apprenticeship schemes:**
  - At focus groups the demise of the Local Authority apprenticeship scheme was cited as being the prime reason for lack of skilled horticulturists with practical knowledge coming in to the sector.
  - It was thought essential that apprenticeships schemes are encouraged and established.
  - From discussion at focus groups there appears to be a view that there are very few opportunities for apprenticeships today.

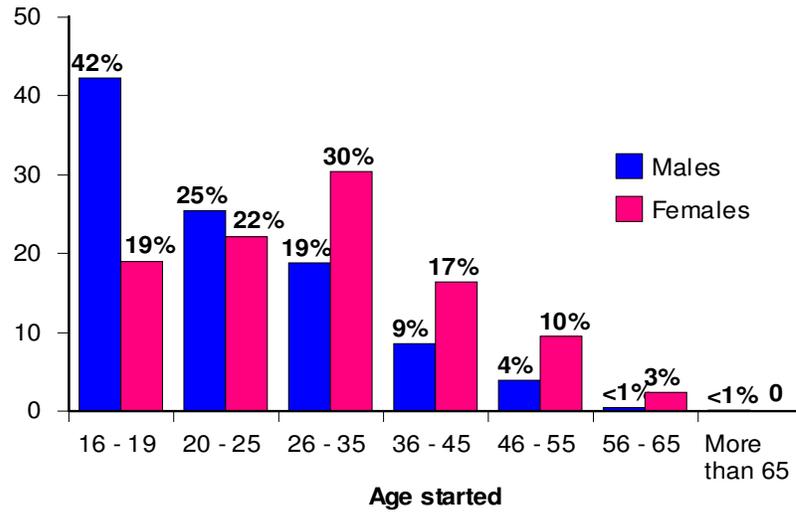
### 5.11.8 Age started in botanic and historic gardens:

- **Q38. What age were you when you started in botanic and historic gardens?**

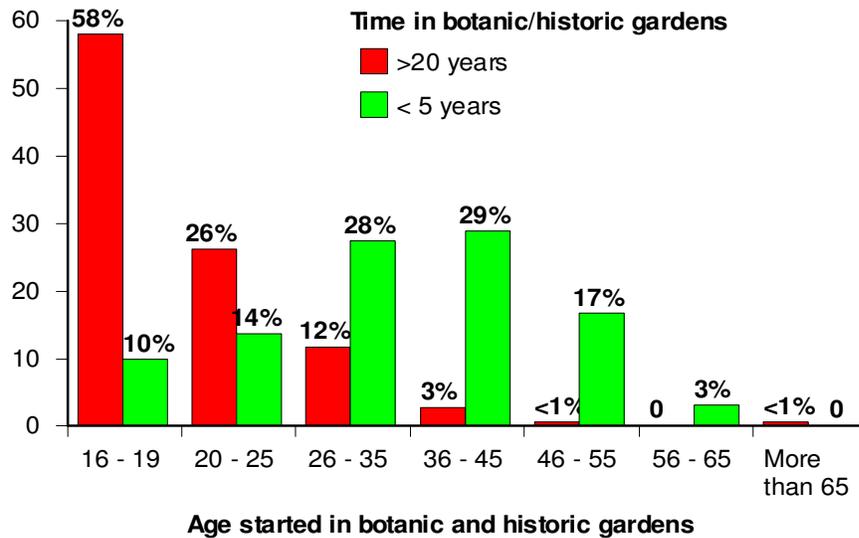


- **Age started in the sector:**
  - 36% of all respondents say they started in the sector between the ages of 16 and 19. More so males (42%), and those who have been in the sector for more than 20 years (58%), and those who have been in the sector for between 16 and 20 years (45%).
  - 24% started in the sector between the ages of 20 and 25, more so for 33% of those who have been in the sector for between 11 and 15 years.
  - 22% say they started in the sector between the ages of 26 and 35. More so 30% of females, and 33% of those who have been in the sector for 6 to 10 years.
  - 11% say they started in the sector between the ages of 36 to 45, more so for 17% of females, 26% who have been in the sector for 3 to 5 years, and 35% who have been in the sector for less than three years.

- **Age started in the sector compared to gender:**



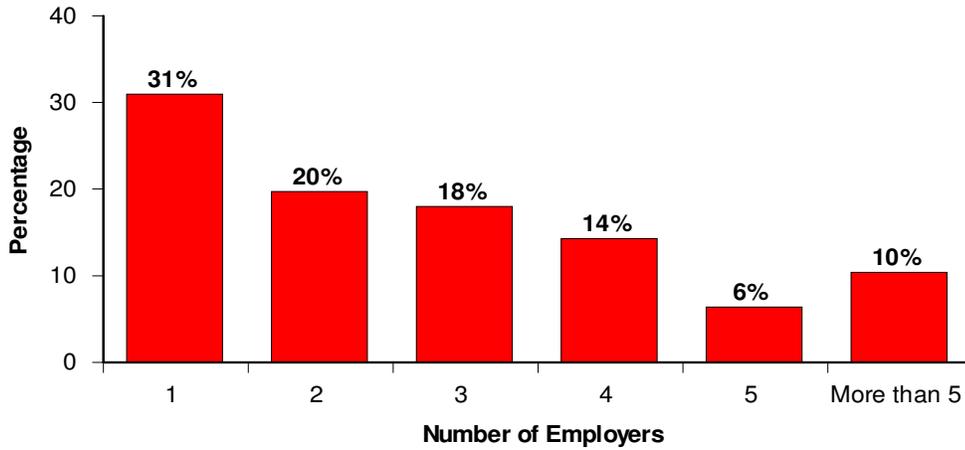
- **Age started in the sector compared to whether been in botanic and historic gardens for more than 20 years or five years and under:**



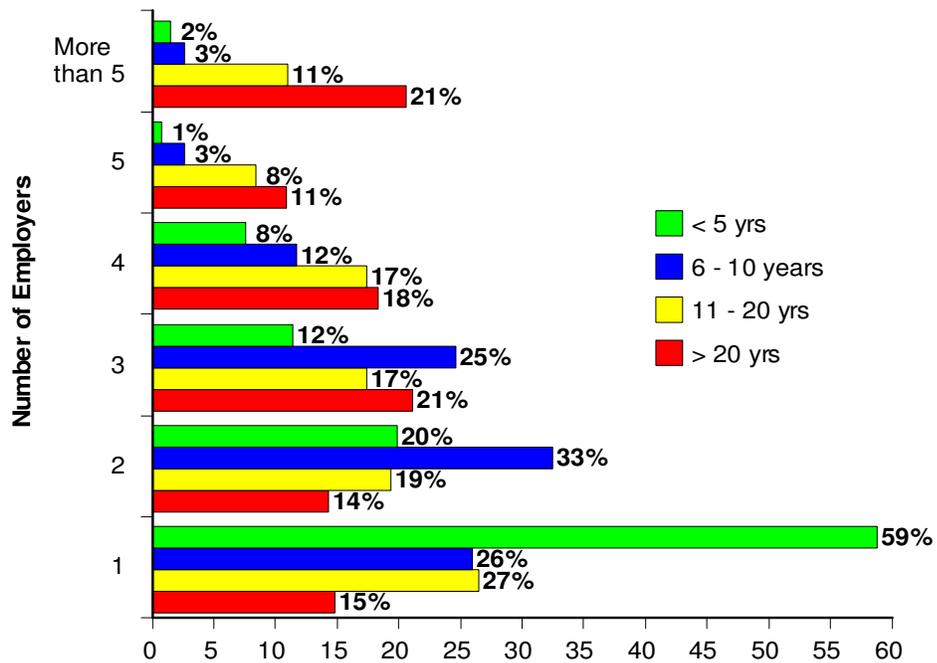
**5.11.9 Number of employers and number of promotions:**

- *Q39. How many employers have you worked for since working in a role relating to botanic and historic gardens?*

- **Number of employers:**

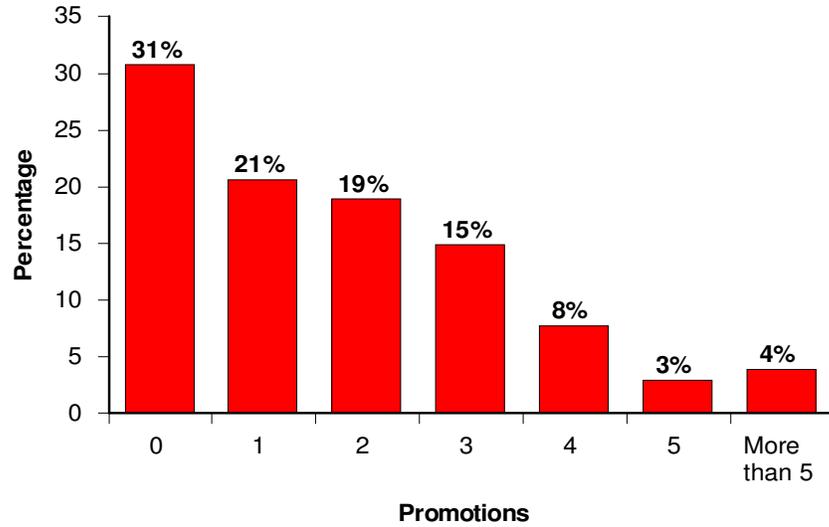


- **Number of employers compared to time in the sector:**

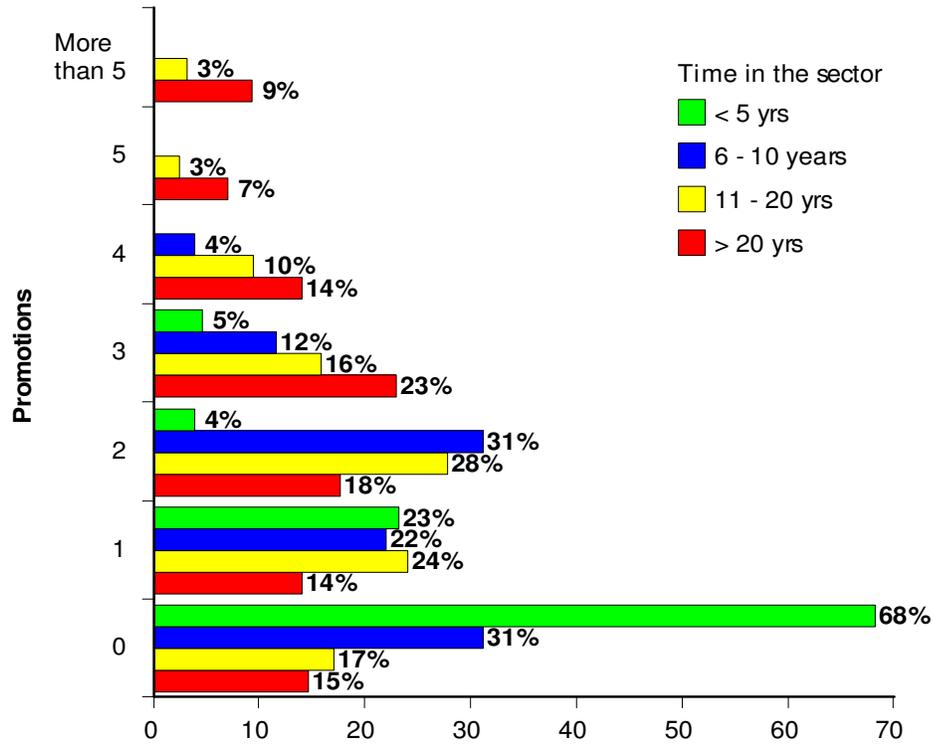


- **Q40. How many times have you been promoted since starting your career in botanic and historic gardens?**

- **Number of promotions:**



- **Number of promotions compared to time in the sector:**



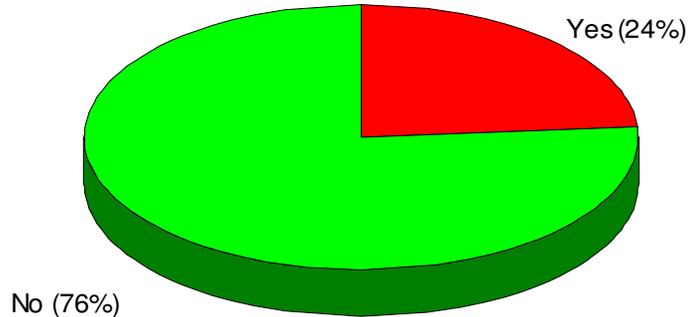
- **Number of employers and promotion:**
  - 31% of those responding have only had one employer, this includes:
    - 72% of those who have been in the sector for less than three years.
    - 52% of those who have been in the sector for 3 to 5 years.
    - 24% who have been in the sector for 6 to 15 years.
    - 31% who have been in the sector for between 16 and 20 years.
    - 15% of those who have been in the sector for over 20 years.
  - 31% say they have not been promoted, more so those who have been in their role for five years or less.
  - Of the 7% who have been in their current role (regardless of number of employers) for over 20 years, 27% say they have not been promoted (2% of the total sample).
  - 15% of those who have been in the sector for more than 20 years say they have never been promoted.
  - 26% of males and 39% of females have not been promoted.
  - 21% have been promoted once, 19% twice, and 15% three times.
  - 15% have been promoted more than three times.
  - 45% of those who are in management have been promoted three times or more.
  - 40% of supervisors have been promoted three times or more.
  - 45% of skilled staff have never been promoted. 14% have been promoted three times or more.

#### **5.11.10 National Trust Gardeners Skills Analysis 2003:**

- **Promotion and number of site moves (NT 2003):**
  - 46% say they have not been promoted since joining the Trust, more so those who have been with the Trust five years or less. 69% of Gardeners Grade -9, and 29% of Head Gardeners.
  - 27% say they have been promoted once and 25% two or more times.
  - 64% say they have not moved sites since they joined the Trust.
  - Of the 35% who have moved sites, 70% say this was for promotion, 16% moved to the same grade, 7% moved hoping for promotion (50% were promoted), 6% for both promotion and the same grade.

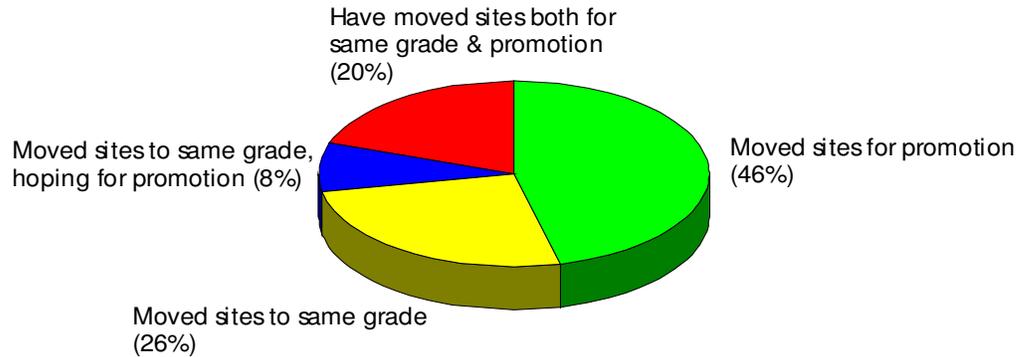
**5.11.11 Moved sites with the same employer:**

- **Q41. Have you stayed with the same employer and moved to another site, either at the same grade or for promotion?**



**Moved sites with same employer**

- **If “yes” (24%): Was this for promotion or to the same grade?**



**Moved sites with same employer**

- 11% of the total sample have moved sites with the same employer for promotion.
- 6% have moved sites with the same employer to the same grade.

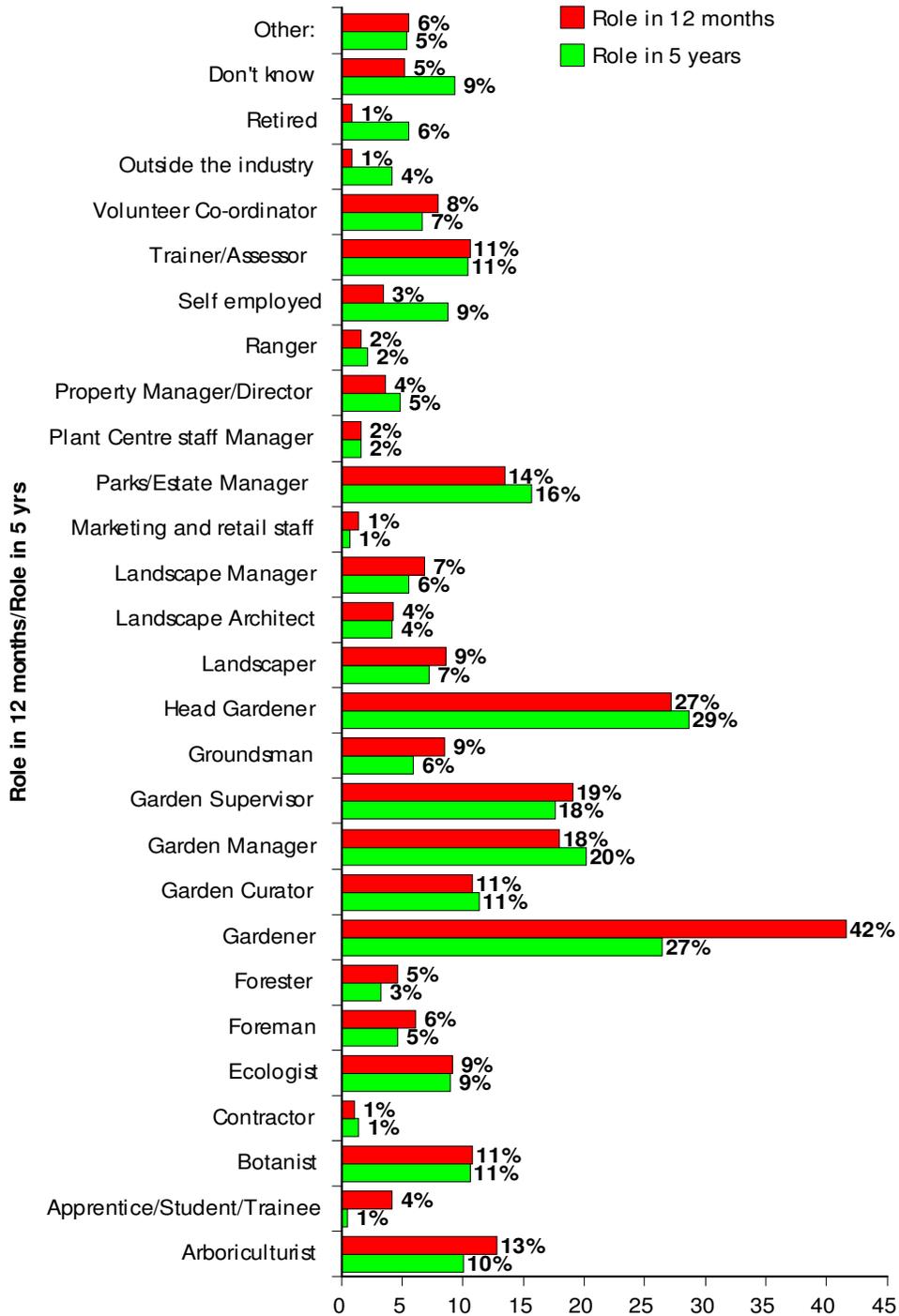
**5.11.12 National Trust Gardeners Skills Analysis 2003:**

- **Move location to further career (NT 2003):**
  - In a multi-choice response, 45% say they would move to another region anywhere to further their career. 30% say they would move within their current region, and 24% would move to a neighbouring region.
  - 12% say they would not move out of their local area, and 6% would only move within a 25 mile radius.
  - 21% indicated the response “I expect to stay where I am and be promoted”.

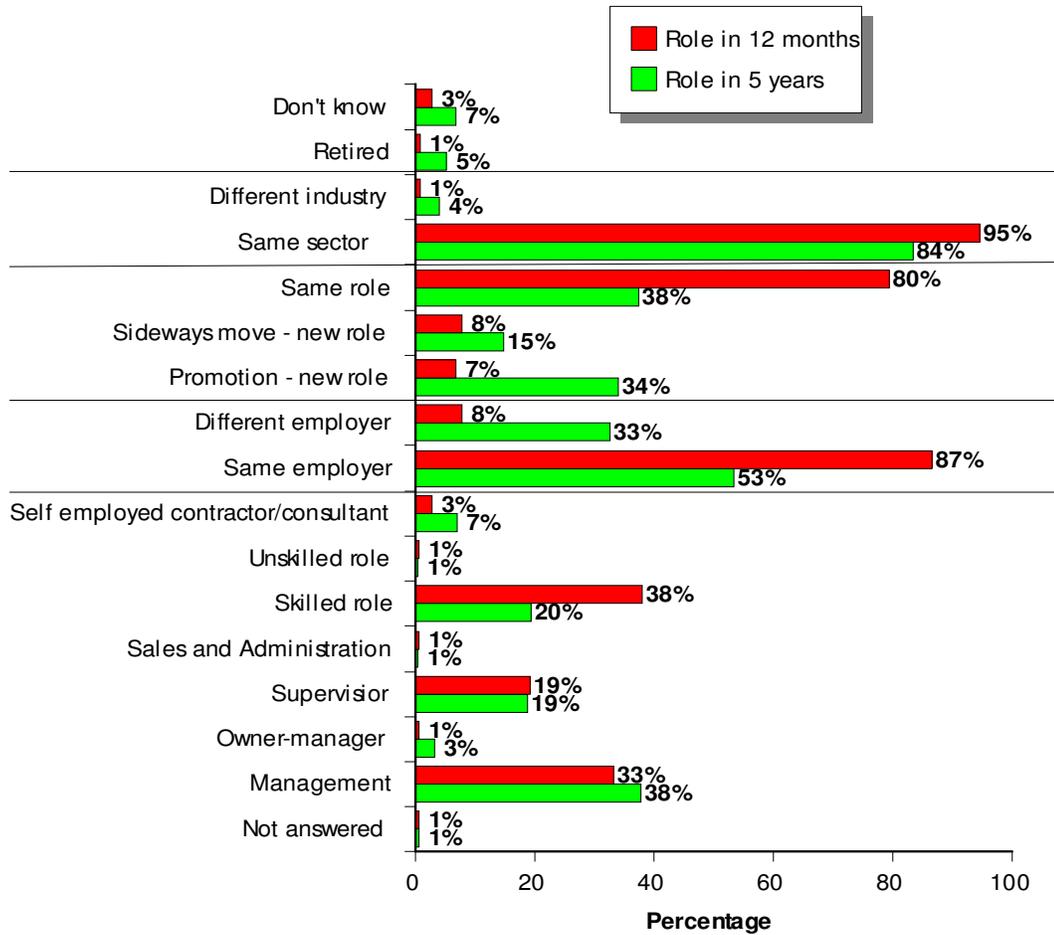
## 5.12 Future career:

### 5.12.1 Role in 12 months and in five years

- **Q42. What roles do you expect to undertake in 12 months time and in five years time? (Indicate as many as relevant):**



- **Q43. Please summarise, A: What you expect your role to be in one year, and in five years, and B; if this will be with the same or a different employer and C; if this will include a promotion or a sideways move, and D; whether this will be in the same or a different industry:**
- **All respondents – Summary of role in 12 months and in 5 years:**

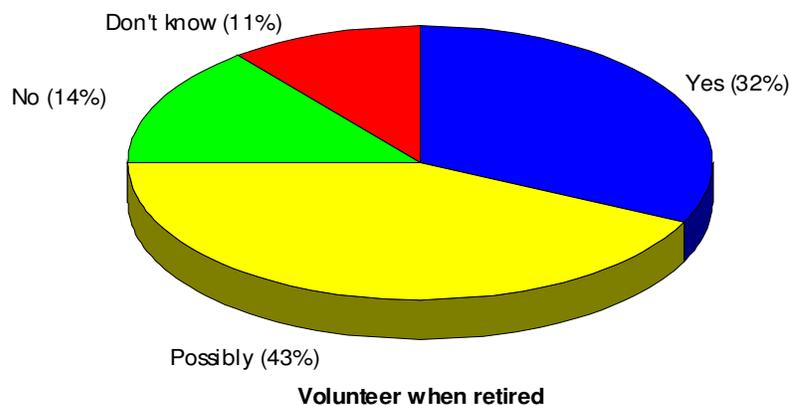


- **Total sample, role now and role in five years:**
- **Industry:**
  - In twelve months, 95% expect to stay in the sector, 1% in a different industry, 1% say they will be retired and 3% don't know where they will be.
  - In five years, 84% expect to stay in the sector, 4% expect to be in a different industry, 5% say they will be retired and 7% don't know where they will be.
  - Verbatim reasons given by those who say they will be leaving the sector within five years include comments which primarily include dissatisfaction with pay, undervalued role and skills, also move due to health.
- **Role:**
  - In one year 80% expect to be in the same role.
  - In five years, 38% expect to be in the same role and 34% to be promoted to a new role.
- **Employer:**
  - In one year 87% expect to be with the same employer.
  - In five years 33% expect to be with a different employer.
- **Management:**
  - 33% are in management now, 33% expect to be in management in one year, and 38% in management in five years.
- Those 33% who are in management now, in five years:
  - 46% expect to be in the same role, 16% moved sideways, 26% promoted, 9% retired.
  - 78% expect to still be in management, 4% self-employed, 3% an owner/manager (9% retired, 4% don't know).
  - 60% expect to be with the same employer, 4% expect to be in a different industry.
- **Owner/manager:**
  - 1% of the sample are owner/managers now, 1% expect to be owner/managers in one year, and 3% in five years.
  - Those 1% who are owner/managers now, in five years:
    - All expect one respondent (who expects to move sideways to a new role, in employment in a different industry) expect to be in the same situation in five years.
- **Supervisor:**
  - 9% of the sample are supervisors now, 19% expect to be supervisors in one year, and 19% expect to be supervisors in five years.
  - Of the 19% who are supervisors now, expect in five years:
    - 46% expect to still be supervisors, (38% in the same role, 16% moved sideways) and 38% expect to be in management (promotion).
    - 6% expect to be self-employed.
    - 4% expect to be retired and 3% don't know.
    - 3% expect to be in a different industry.

- **Skilled staff:**
  - 45% of the sample are skilled staff now, 38% expect to be skilled staff in one year, and 20% expect to be skilled staff in five years.
  - Of the 45% who are skilled staff now, expectations in five years:
    - 41% expect to be in a skilled role, 21% expect to be supervisors, 13% in management, 9% self-employed contractor/consultant, and 3% an owner/manager.
    - 3% expect to be retired, and 11% don't know.
    - 47% expect to have moved employers, 41% promoted, 5% moved to a different industry.
- **Sales and Administrations staff:**
  - 1% are in sales and admin now, 1% expect to be in sales and admin in one year and in five years.
  - Of the small sample (four respondents) who in that role now, two expect to be retired, and two in the same role in five years time.
- **Unskilled staff:**
  - 1% (eight respondents) are unskilled now.
  - In five years, one expects to be retired, two expect to remain unskilled, one expects to be in a skilled role, one a supervisor, and one in management. One doesn't know.
  - All expect to stay in the sector.

#### 5.12.2 If retired: Work as a volunteer:

- **Q44. If you will be retired in one or five years time, will you work in the sector in a voluntary capacity?**
- **Work as volunteer when retired (5% of sample):**



- 32% of the 5% who expect to be retired within five years say they will work as a volunteer in the sector, and a further 43% will possibly work as volunteers after retirement.
- 14% say they will not work as a volunteer after retirement, and 11% don't know.

#### 5.12.3 Focus group discussion on role in five years

- **Where managers expect to be in five years time:**
- Participants were asked to sum up where they see themselves being in five years time. Examples of responses from managers are:
  - **Head Gardener; Crown Estate Office:** “I still expect to be in the same place and job in one year and in five years and don’t want to be promoted. I want to expand management and man-management skills in dealing with conflict, and IT. I don’t want to be inside; I want to maintain “hands-on” gardening”.
  - **RBG, Kew:** “I Love the job, but the lack of salary is a “bug bear”. I am at the age when will have to decide whether to move on to get more salary, I have to see what comes up”.
  - **Supervisor; RGBE:** “I would like to develop the collection at RBGE. It is a fantastic place to work, and I get such a broad spectrum of opportunity. Teaching and imparting knowledge is important”.
  - **Head Gardener; Private Charity Estate:** “It was much easier when I worked for the NT with security of job. But I am interested in the work and helping the wider community, it is personally rewarding (though not financially rewarding) so I hope that the funding will enable the garden to survive”.
  - **Head Gardener; Private Garden Estate:** “I have been in this position for 20 years. I was a Head Gardener 20 yrs ago, and there is no where else to go. I will either be there for another 20 yrs, or because I am not paid much I might have to look to get a better paid management job for the sake of future financial security and retirement. No home, no pension, low pay is a total “dilemma”. I am very happy where I am, but I am worried about the future, so what do I do?”
  - **Curator; University Botanic Garden:** Is only on a three year contract, unusual and unreasonable he feels; they have said he will still be there in three years, he would like to be, but doesn’t know.
  - **Curator; Eden Project:** “I am very happy where I am. I can’t see where else I could go. My ambition is to eventually work abroad in the Mediterranean, Australia, or NZ, to do with plants and botanics / landscaping, or starting my own business. It is very important to have a challenge but it would be a move more for the lifestyle, and cost of living. People from the UK are thought of as having tremendous knowledge and expertise abroad, and are very highly valued for their expertise; there will be a “drain” from UK”.
  - **Assistant Head Gardener; City Botanic Garden:** “I am an AHG at the moment and I would like to be HG. I don’t mind a certain amount of admin, but I wouldn’t work in private garden estate, too many terms and conditions. If you want to get on you have to be prepared to travel to take the opportunities”.
  - **Head Gardener; English Heritage:** “I don’t know. I feel I he will stay where I am. I am going to do an MA at Bristol (paid for by EH) and there is a job to be done and I feel it is progressing well. I wouldn’t want to move to solely an office

- job, I have family commitments, and want to stay and develop myself”.
- **Head Gardener; NT:** “I am quite happy. I have family commitments, and can’t see moving for any reason”.
  - **Park Manager; Royal Parks:** “I expect to still be in the Park. There is so much to do and developments to achieve. I would be hard pushed to find the same sort of job on the same pay scale in horticulture in London”.
- **Where skilled gardeners expect to be in five years time:**
    - **A Band; RBG, Kew:** “It is very hard to say where I will be. As long as it is working with plants in a practical way it could develop in many ways. I may become more managerial, but that’s not why I changed careers”.
    - **Band B; RBG, Edinburgh:** “I hope to be in a Supervisors position at RBGE or another garden, or self-employed, I need to get more experience first”.
    - **Temporary gardener; University Botanic Garden:** “It depends on my family situation. My baby is due soon, my wife’s job as an Environmental Officer pays £30K, so what are the options? I would like to stay in botanic/historic gardening and develop chainsaw, tree climbing, arboriculture, but I may have to leave”.
    - **Gardener; Private Garden Estate:** “I have been here three years and it’s the “tip of the iceberg”. I want to do training and development, and need to be in a better structured environment. The Private Garden Sector is a “No Go” for development, you reach a level and there is no where to move. The only other route is to go as a “jobbing gardener” if I stay living where I am. I would happily relocate anywhere to get a good job. I feel that where I am they will just wind down to a HG and an AHG and then they will use seasonal or casual labour. They are not interested in keeping staff; my role is just that of a “Cleaning Operator”, not practical plant work. It is a “Feudal System””.
    - **Apprentice; Private Garden Estate:** “For the next few years I would like to continue training and get more experience, in different gardens. I will stay in botanic/historic gardening in the Lake District. There is not a problem of pay while I still live at home with my parents, but it could be a problem in the future when I have my own family. I am worried that it might not be possible to continue my career because of the pay”.
    - **Gardener; English Heritage:** “I will not be at the same property. I would like to be a single handed gardener, living in a tied house and totally isolated, preferably by the sea with a kitchen garden”.
    - **Horticulturist; Eden Project:** “Not here. I am looking for another job at the moment. I feel I can’t progress, the barriers are the money, 300 miles of travel per week and I can’t afford to do it, even if I work 50hrs. I have a family to look after and will go where the money is”.

#### 5.12.4 National Trust Gardeners Skills Analysis 2003:

- **Workplace in one year, and in five years time (NT 2003):**
  - 89% say that in one years time they will be working in the Gardens section of the Trust, 3% say they will be working outside the Trust in gardening, 1% outside the Trust not gardening, and 1% retired.
  - 59% of those responding say they will be working in the Gardens section of the Trust in five years time and 20% of all respondents say they “don’t know” where they will be in five years time. 3% say they will be in another section of the Trust.
  - 10% say they will be working outside the Trust in gardening, 3% outside not in gardening, and 6% say they will be retired in five years time.
  
- **Role in 12 months, and five years compared to present role (NT 2003):**
  - 93% of those who are Head Gardeners now expect to still be in the same role in 12 months, as do 65% in five years; when 9% expect to be Head Gardener/Property Managers, 5% Gardens & Parks Curators, and 7% retired.
  - 73% of those who are Gardeners in Charge now expect to be in the same role in 12 months, as do 23% in five years; when 50% expect to be Head Gardeners, and 20% Head Gardeners/Property Managers.
  - 73% of those who are Assistant Head Gardeners now expect to be in the same role in 12 months, as do 33% in five years; when 48% expect to be Head Gardeners, and 7% Head Gardeners/Property Managers.
  - 80% of those who are a Gardener Grade 8 now expect to be in the same role in 12 months, 20% expect to be a Grade 7. In five years 50% expect to be in the same role and 20% expect to be Head Gardeners.
  - 64% of those who are a Gardener Grade 9 now expect to still be in the same role in 12 months, as do 17% in five years; by which time 20% expect to be Head Gardeners, and 17% Assistant Head Gardeners.
  - 67% of those who are a Gardener Grade 10 now expect to be in the same role in 12 months, as do 8% in five years; when 17% expect to be Senior Gardeners, and 17% Gardener Grade 9, and 17% Retired.
  - In 12 months 62% of those who are Careership Trainees expect to be Gardeners Grade 9; in five years 36% expect to be a Gardener in Charge (or higher), 25% expect to be Assistant Head Gardeners, and 25% Gardeners Grade 8, (38% outside the NT).

## 5.13 Career progression and aspirations:

### 5.13.1 Given the opportunity to progress career:

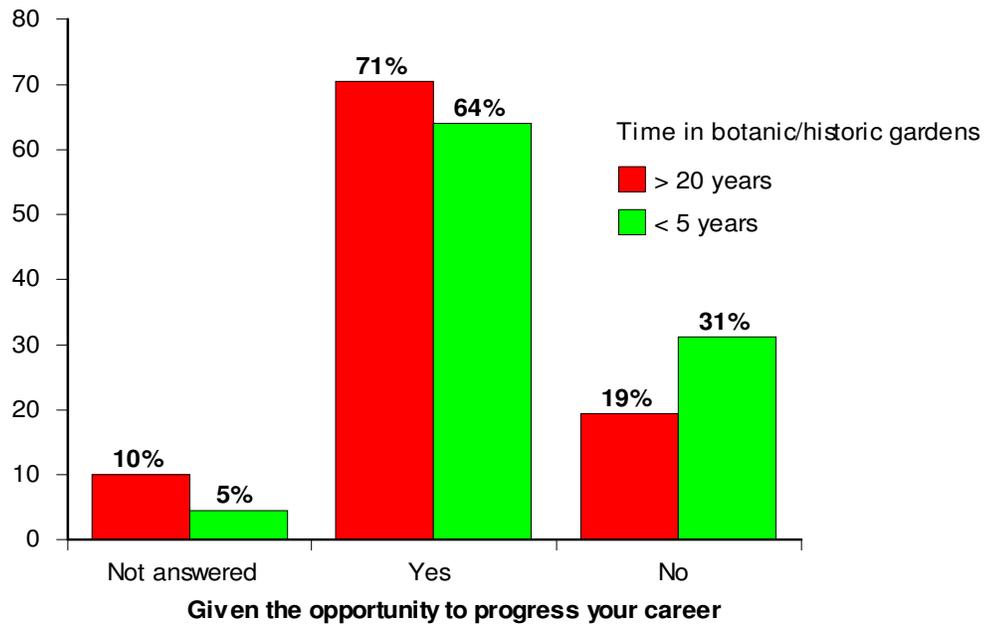
- **Q45. Do you feel you are given the opportunity to progress your career within botanic and historic gardens?**



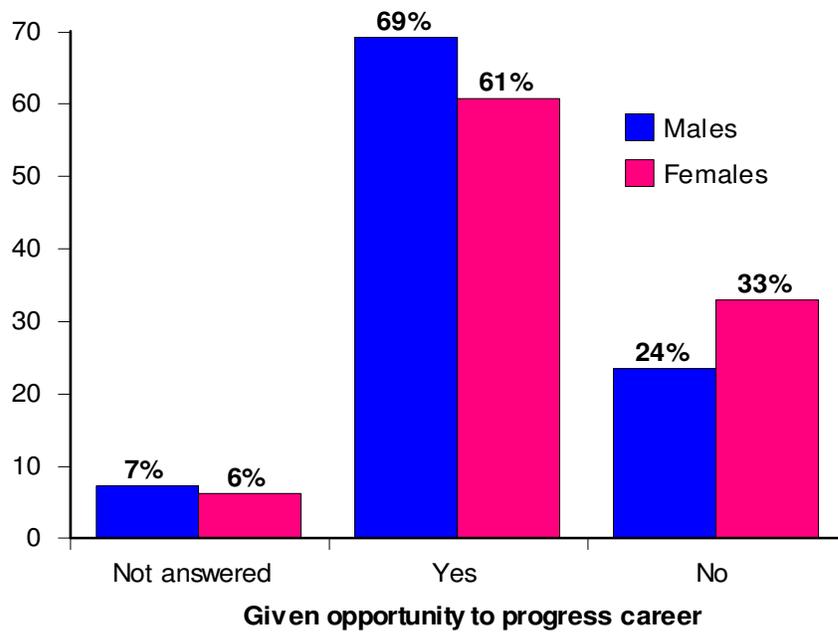
**Given the opportunity to progress career**

- 67% of all interviewees say they have been given the opportunity to progress their careers in botanic and historic gardens.
- 26% say they have not been given the opportunity to progress their career. Verbatim responses given by time in the sector, gender and role include 26% who feel they have not been given the opportunity to progress, and include:
  - Lack of opportunity/vacancies, having to be prepared to move.
  - Cost of housing.
  - No career structure, employer doesn't think it is relevant.
  - Not enough pay and skills not recognised.
- 7% did not respond.
- There is no difference in view according to location.
- 33% of females feel they have not been given the opportunity to progress compared to 24% of males.
- Those who have been in the sector for more than 20 years are more likely to think they have been given the opportunity to progress, with only 19% saying they have not, compared to 31% who have been in the sector for five years or less.
- Skilled staff (32%) and unskilled staff (62%) are more likely to consider that they have not been given the opportunity to progress careers.
- 44% who work for a local authority and 30% who work for an institution say they feel they have not been given the opportunity to progress their careers.
- 36% of those who earn between £10,000 and £15,000 say they have not been given the opportunity to progress their careers.

- **Opportunity to progress career; those who have been in the sector for more than 20 years, compared to those who have been in the sector for five years or less:**



- **Opportunity to progress career by gender:**

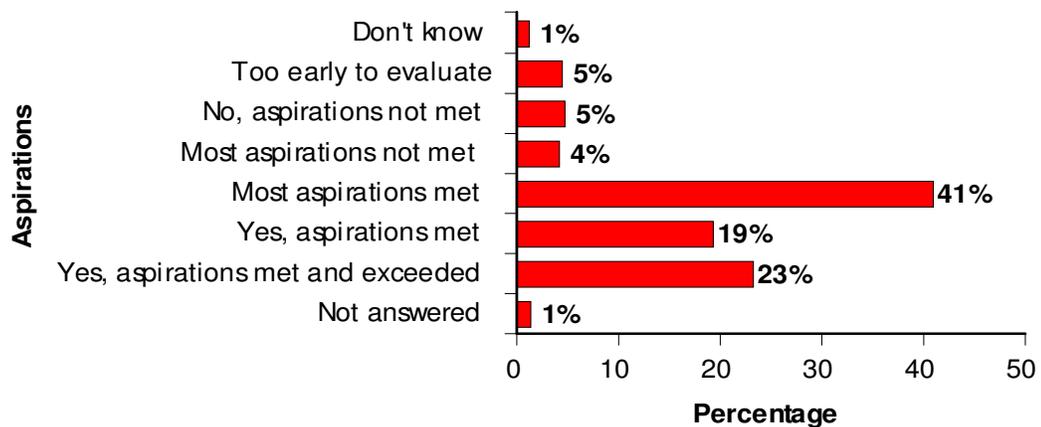


### 5.13.2 National Trust Gardeners Skills Analysis 2003:

- **Opportunity to progress career within the Trust (NT 2003):**
  - 67% said they were given the opportunity to progress their careers with the Trust. More so those who were Assistant Head Gardeners and above, and males.
  - 28% said they were not given the opportunity to progress their career with the Trust. More so those who were Gardeners Grade 8 and below, females, and those aged between 26 and 35.

### 5.13.3 Aspirations:

- **Q46. Have the aspirations you had when you started working in botanic and historic gardens been met?**
- **Aspirations met:**

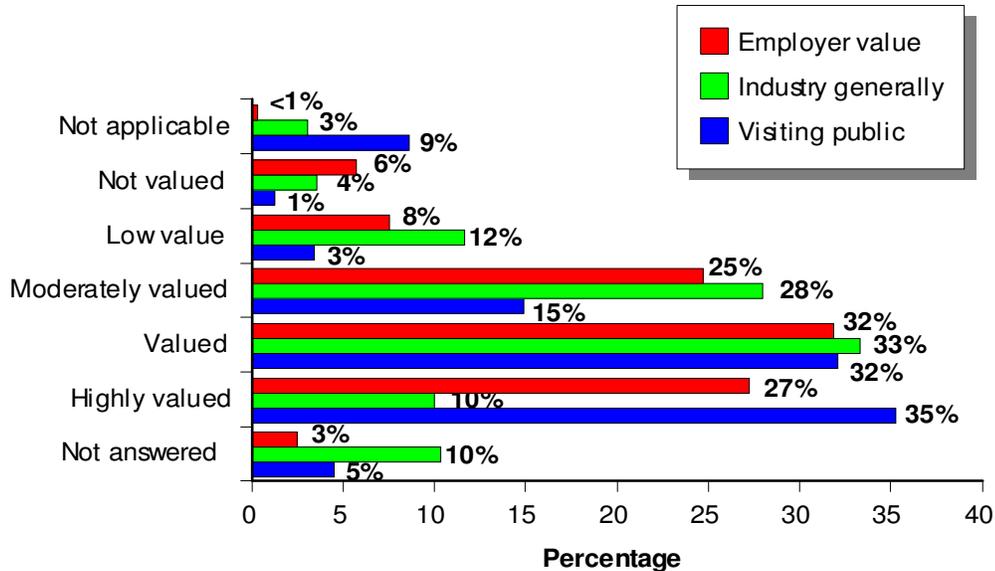


- 83% say that at least, most of their aspirations are met (23% say they are exceeded, 19% met, and 41% mostly met).
- 9% say that either their aspirations are not met (5%), or most aspirations are not met (4%).
- There is little difference between gender (8% of males compared to 11% of females with aspirations not, or mostly not, met).
- 2% of those in management say most aspirations are not met, compared to 10% for supervisors, 14% for skilled staff, 25% for unskilled staff.
- 50% of those who say their aspirations are mostly not met, or not met, earn less than £15,000 per annum (gross including bonuses).

## 5.14 Value by employer, horticultural industry and visiting public:

### 5.14.1 Value by employer, horticultural industry and visiting public:

- **Q47. How “valued” do you feel you, and the work you do, are by your immediate employer, by the industry generally, and by visiting public (if applicable)?**



- **Employer value:**
  - 59% of respondents feel valued (27% highly) by their employer, and include:
    - 63% of males, and 50% of females.
    - 76% of those aged 56 and over.
    - 69% of managers.
    - 80% of those who work for a contractor/facilities management company.
    - 69% who work for a private garden estate.
    - More so by those earning £20,000 or more.
  - 25% feel moderately valued by their employer.
    - 22% of males, and 33% of females.
    - 31% of supervisors.
    - 37% who work for a local authority.
  - 14% feel of low value or not valued (6%) by their employer.
    - 12% of males, 15% of females.
    - 24% of unskilled staff.
    - 37% of those who work for a local authority and 20% who work for a commercial company.

- **Industry value:**
  - 10% did not answer and 3% thought it was not applicable when asked about how valued they felt by the industry generally.
  - 43% feel they and the work they do is valued (10% highly valued) by the horticultural industry.
    - More so those who have been in the sector more than 16 years.
    - More so by managers and owner/managers.
  - 28% feel moderately valued by the industry generally.
  - 16% feel low valued, or not valued (4%) by the industry generally.
    - 37% who work for a local authority.
  
- **Valued by the visiting public:**
  - 9% say it was not applicable as their gardens are not open to the public. For 91% of the sample:
  - 74% say they feel valued or highly valued (39%) by the visiting public.
    - More so by those who have been in the sector for more than 11 years.
  - 16% say they feel moderately valued by visiting public.
  - 5% say they feel low value, or not valued (1%) by the visiting public.
  - More so for 15% who work for a local authority.
  - 5% did not respond.

#### **5.14.2 Focus group discussion on value:**

- Those at discussion sessions had a mixed view on the results of the postal survey. They largely concurred with the employer and industry view, but thought that some had misinterpreted the “visiting public” value.
- Some agreed that the majority of visiting public really appreciate and value skills that gardeners have, because they are interested in gardening (as opposed to the general public who are perceived by many to think of gardening staff as menial).
- Others say that the visiting public appreciate the product, not necessarily the skill of the person who has worked hard to create it.
- Those on private estates taking part in discussion sessions had widely differing views on how valued they felt by their employer. This value was invariably linked to pay. As example was given of a Head Gardener in SE England paid £17,200 for running a 65 acre estate with nine people below him. Another gardener said that the only reason he carries on with the job is because of the recognition he gets from visitors to the garden and feedback from the general public.
- A self-employed gardener commented that some private clients are resentful at having to pay for his skill.

- Comment was made that in large Government funded bodies such as English Heritage those working in botanic and historic gardens are not necessarily valued by their employers, whereas they may feel valued by their line managers and visiting public.
- A comment was made that as a trade/profession, skilled horticulturists are undervalued by the Government as indicated by lack of funding.

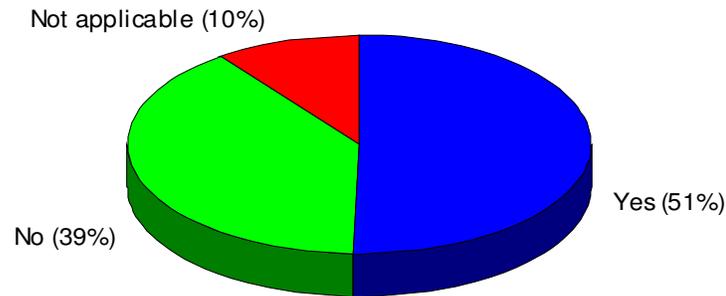
#### **5.14.3 National Trust Gardeners Skills Analysis 2003:**

- **Valued by the Trust (NT 2003):**
  - 7% say they feel they, and the work they do are “very highly valued”, and 31% say “highly valued” by the Trust. A view held more so by Assistant Head Gardeners and above, significantly more so by males.
  - 37% say they feel “moderately valued”.
  - 16% say they feel they, and the work they do are considered as “low value” by the Trust, and 4% say they are “not valued”. A view held more so by Gardeners Grade 8 and below, and by Careership Trainees.
  - Discussion at focus groups shows the majority feel valued at a property level, and by visitors, but not necessarily regionally or by the Trust in a wider sense. Some say they feel “gardeners” as a profession are not valued by the Trust.
- **Since the NT 2003 report was produced:**
  - The Trust say that valuing staff is central to the way the NT works, one of its core priorities. Every effort is being made to support staff and make gardeners feel valued, throughout a range of national initiatives. Better communication procedures are in place.
  - Being relatively isolated on properties owned and managed by a large organisation makes this an issue for many, not just gardeners.
  - Head Gardeners are now being consulted (as at their recent conference) on new national strategic plans and initiatives.

## 5.15 Restructuring:

### 5.15.1 Organisational restructuring in last three years:

- **Q48. Has there been any major restructuring within the organisation you work for in the past three years?**



**Restructuring in past three years**

- 51% of those responding say there has been major restructuring within the organisation they work for in the past three years.
- This includes:
  - 77% who work for public bodies.
  - 62% who work for commercial companies.
  - 60% who work for contractor/facilities management companies.
  - 56% who work for local authorities.
  - 48% who work for institutions.
  - 31% who work for private garden estates.

- **Q48a. If “yes” there has been restructuring (51%), how has this affected you? Indicate as many as are applicable:**



- **Effects of restructuring on 51% of respondents:**
- 61% have had their workload increased (3% have had it decreased), more so for:
  - 77% in management and 66% of supervisors.
  - More for 73% who work for a local authority.
  - 30% have had an increase in salary (2% have had a decrease in salary), more so for:
    - 35% in management and 38% of supervisors.
    - 46% who work for a commercial company, 38% who work for a private garden estate, and 33% who work for a local authority.
- 24% have had their motivation decreased (22% have had their motivation increased), more so for:
  - 40% who work for a local authority, 31% who work for a commercial company.
- 22% have had the value of their job increased (11% have had the value of their job decreased), more so for:
  - 31% in management.
  - 38% who work for a commercial company, 33% who work for a contractor/facilities management company.
- 20% say their chances of career progression have increased (10% say their chances of career progression have decreased); more so:
  - 23% of supervisors, 27% who work for a local authority.

- 15% say the restructuring has had no effect on their role; more so:
  - 23% of skilled staff and 50% of unskilled staff. 19% who work for a public body.

#### **5.15.2 Focus group comments on restructuring:**

- Crown Estate Office: “We had restructuring which badly demoralised some people. Some people took more responsibility, but it put everyone back to the same level (they called it harmonisation). I was vastly promoted so was OK”.
- “Unless restructuring happens quickly, it can be very disruptive”.
- “English Heritage and National Trust took so long (more than 2yrs) that it caused problems and overall was demotivating”.
- “National Trust restructuring has lead to a more removed hierarchy, less intimate”.
- “English Heritage restructuring has meant better operational management; we can access funds for projects more effectively”.
- “Kew restructured from 1996 – 2000 (not allowed to recruit in between so staffing levels dropped 30%), but things are much better now and staff are much better motivated”.
- “In Kew Arboretum restructuring was “like a miracle”, better managers remotivated staff”.
- Historic Palaces: “It took less than one year to restructure, but when we a did staff survey satisfaction was still at 60%. It was thought restructuring would improve their views. In a survey that was done 80% thought that others in other organisations were paid better than they were, they said LA, NT & Kew were all on better pay”.
- “Where restructuring has happened it has lead to an increase in the use of volunteers, who are becoming increasingly important”.

## 5.16 Future career summary:

### 5.16.1 Summary of future career and comments:

- ***Q49. Please sum up where you see your career within botanic and historic gardens leading, and what you hope to gain in the future, and add any other comments you would like to make which are relevant to this research: NB If you are planning on leaving the sector please say why:***
- Verbatim comments regarding careers and other comments, by gender, age, job title, and length of time in high quality horticulture were given. Examples of some of the comments made (representing an individuals view) are:
- **Sole Trader:**
  - “I am a self-employed part time gardener, (my other job is part time in an office). I have gained experience from working outside. I love gardening at a practical level and am still not really appreciated by my employers when visitors arrive. They would rather I was invisible when guests turn up unexpectedly!”
- **Contractor/Facilities Management:**
  - “Working for a contract company it is always a concern about job security and difficult to plan for a home. The sector should be more highly regarded and better paid in order to retain good staff as skilled workers”.
- **Private Garden Estate – Head Gardener:**
  - “Private horticulture is very different to public/botanic gardens and one often ends up doing many non-horticultural jobs which is very frustrating. Personally, I want to work in a garden open to the public where more people are going to appreciate what I create and manage”.
- **Private Garden Estate – Head Gardener:**
  - “The industry lags behind in salaries. But job satisfaction means a great deal. A move from commercial horticulture to a historic garden has worked for me. The growing challenge is to maintain standards while commercial pressures on the gardens increase”.
- **Private Garden Estate – Gardener:**
  - “I would like to be valued as a skilled horticulturist, multi-skilled not only in Horticulture but also in Customer Services, and as a staff representative. I would very much like to extend my knowledge and understanding of plants and people in other countries. I would like to learn more about a wider range of plants, through work-time study”.
- **Institution – Student:**
  - “I intend staying in this sector as I thoroughly enjoy this type of work. I am currently studying towards NVQ3 in amenity horticulture, and hoping to start HND in garden design

afterwards. When applying for my current job I found it extremely hard to find vacancies despite sending about 35 CVs to companies all over W Mids. I feel extra support could be required for people in my position”.

- **Institution – Horticulturist:**

- “I feel all the skills I have now will be gradually developed both formally and informally, and when there is an opportunity to move up to the next grade I have a reasonably good chance of getting a promotion. In ten years or so I would like to have developed enough arboricultural skills to go into consultation”.

- **Institution – Team Leader:**

- “My career will stay in horticulture for the foreseeable future, I never wanted to do anything else other than work with plants. I want to stay working with Botanical Collections in a BG in the UK, develop the specialism I have, and become a very good plantsperson. I think the industry and sector need more recognition as a profession and employees should earn a professional wage”.

- **Institution – Head Gardener:**

- “Having worked myself up to a head gardener position I intend to make one more move and then to retirement. I have done what I wanted and have been and done things and developed over the years”.

- **Public Body – Gardener:**

- “I want to continue in a skilled gardening capacity, either with existing employer and/or self employed. I am willing to extend my employed role to additional sites. I am always interested in improving horticultural knowledge, but I have no wish to be promoted or to take on management role”.

- **Public Body – Senior Gardener:**

- “Rate of pay is abominable for skilled workers like myself, very demotivating. I earn less than I did 7-8 years ago and now have university loans in excess of £10,000 to pay off. I am most likely to leave the industry for the public sector or other more redeeming opportunity”.

- **Public Body – Head Gardener:**

- “I want to remain in this sector and would be looking to progress to managing a larger prestigious garden. I am currently trying to renovate my current garden and develop interpretation to inform the public. I find the garden development and curation the best part of the job”.

- **Local Authority – Gardener:**

- “I want to stay as a practical gardener but would like the opportunity to progress up the pay scales and gain training and experience. I was a doctor previously and made a

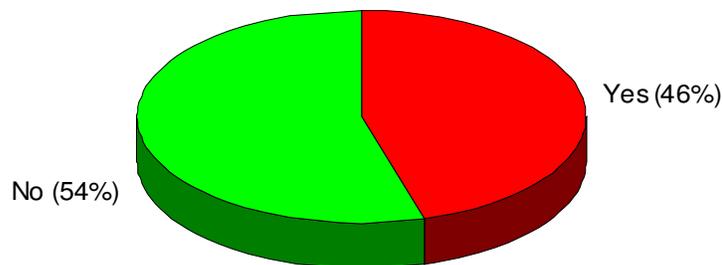
career change at 40 as that was what I always wanted to do”.

- **Local Authority – Horticulturist:**
  - “There is no future within horticulture unless you are a good networker and know lots of plant lists you will spend your life as a low paid, expendable labourer. Training is kept to a minimum so that staff do not leave.”
- **Local Authority – Parks Development Advisor:**
  - “I would like to see the Botanic Garden where I work getting back into the mainstream of botanical horticulture, contributing to conservation and generally making its mark for the benefit of the plant world and the staff involved. I would like this to be recognised and rewarded however I doubt this will happen.”
- **Commercial Company – Gardener:**
  - “My career has not been developed and my skills little appreciated. My future will depend on myself not my employer. I have plans to develop my horticultural lecturing and judging. I do regret not having considered alternative careers (I will be retired in 5 years and came from the Steel Industry at 40).”
- **Commercial Company – Head Gardener:**
  - “My career is not likely to progress. At this moment in time the position is convenient. My position may disappear due to overall poor company performance and continuing expansion.”

## 5.17 Further contact:

### 5.17.1 Take part in further research:

- **Q50. Would you be willing to possibly be contacted again to take part in further research?**



**Further contact**

- 46% of all those responding to the survey are willing to possibly be contacted to take part in further research.

- **6. Role Profiles:**

- **6.1 Management:**

- **Demographics:** 33% (183 respondents of the postal survey) say they are in a management role. 85% of managers are male, 68% aged 36 to 55.
- **Job title:** Mainly “Head Gardener”, “Garden Curator”, “Estate/Park Manager”, “Garden Manager”.
- **Roles:**
  - 50% say their role includes that of a Head Gardener, 37% Garden Manager, 33% Parks/Estate Management, 33% Garden Curator, 22% Garden Supervisor, 19% Arboriculturist.
- **Salary:**
  - Postal Survey: 74% earn between £20,000 and £50,000
    - Minimum (Foreman/Head Gardener) £12,000
    - Maximum (Garden and Duty Manager) £60,000
  - Business/Organisation information:
    - Minimum (Assistant Head Gardener) £16,000
    - Maximum (Director) £120,000 (not in garden role)
    - Maximum in garden role (Curator) £62,198
- **Hours and benefits:**
  - 87% say they work over 40 hours per week, 12% are paid overtime.
  - 40% say they have flexible hours.
  - 57% have “tied” or “representative housing”, 76% do “out of hours” duties in return. - 65% have a pension.
- **Time in the sector, with employer, and in role:**
  - 55% have been in the sector for over 20 years.
  - 22% have been with their current employer six to ten years, 44% eleven years or more.
  - 21% have been in their current role six to ten years, 20% eleven to 20 years and -11% more than 20 years.
- **Tasks in role:**
  - Role is mainly managing other staff, office administration and IT/communication, project management, dealing with the public, training and coaching other staff, and garden design.
  - 78% manage a budget, (55% of whom manage a budget of over £100,000.
  - 85% say what they do in their role matches their expectations.
- **Qualifications:**
  - On joining the sector, 74% had ‘O’ levels/GCSEs, 33% ‘A’ levels, 37% City & Guilds, 22% RHS General Certificate, and 21% a degree.
  - Since joining, 24% have not gained any more formal qualifications, 34% have gained certificated, technical short-courses, and 18% City & Guilds.
- **Skills:**
  - Before starting in the sector 57% say they held cultivation, grass cutting, and border maintenance skills, 44% propagation and

- growing-on skills, 46% problem solving skills, 77% numeracy and 74% literacy skills.
  - Since starting in the sector, 48% say they have gained garden design and historical knowledge of gardens skills, 48% staff management, 43% business management, 42% trainer/assessor skills, and 40% team working skills
  - Whilst working in the sector 65% say they have developed staff management, 60% problem solving, 59% communication, 55% team working, 52% garden design and 50% time management skills.
  - Within five years 41% want to develop advanced IT, 28% wildlife/conservation management, 24% garden design, 23% staff management, and 22% business management skills.
- **Training:**
    - 62% say they would like training in the next year; of which 38% would like IT, 34% garden history, design, and management of historic landscapes, and 30% finance, business and project management training.
- **Career:**
    - 36% came into the sector straight from school before further education, 27% from further or higher education, 22% from working in a land-based sector, and 14% from outside any land-based industry (“Second Careerers”).
    - 41% say they found barriers before entering the sector; 64% of whom say inadequate salary, 45% the perception of horticulture and 37% lack of careers information.
    - 12% started as a volunteer before getting a permanent position.
    - 39% started on an apprenticeship training scheme, 37% with a local authority.
    - 44% started in the sector between the ages of 16 and 19, 30% between the ages of 20 and 25.
    - 18% have had one employer, 37% two or three employers, and 43% four or more employers.
    - 15% have not been promoted, 10% have been promoted once, 35% have been promoted two or three times since starting in the sector.
    - 74% say they have had the opportunity to progress their careers, and 97% that their aspirations have been exceeded, met or mostly met.
- **Future career:**
    - 33% are in management now, of which 78% expect to still be in management (26% promoted), 7% expect to be self-employed or an owner/manager and 9% expect to be retired in five years time. (6% don’t know where they expect to be).
- **Value:**
    - 69% of managers say they feel valued by their employer, 55% feel valued by the industry generally, and 75% feel valued by visiting public.
    - 74% say they have had the chance to progress their careers, and 96% that most aspirations are met or exceeded.

- **Restructuring:**
  - 60% say there has been restructuring in their organisation within the last three years; of these 77% have had their workload increased, 35% have had an increase in salary, and 31% have had the value of their role increased.

## 6.2 Owner/Manager and Sole Traders:

- **Demographics:** Only 2% (15) of those responding to the survey are sole traders or owner managers. 77% are male, 62% are aged between 46 and 55.
- **Job title:** Mainly “Garden Designer”, “Landscape Designer”, “Self-employed Gardener”.
- **Roles:**
  - 77% say their role includes that of a Gardener, 46% Landscape Designer, 23% Head Gardener, 31% Designer.
  - 39% classify themselves as “owner/managers”, 23% as “supervisors”, and 39% as “skilled staff”.
- **Salary:**
  - Postal Survey: 44% earn between £20,000 and £26,000  
Minimum (Gardener, working 20 hours/week) £6,000  
Maximum (Landscape Designer & Consultant) £26,000
- **Hours and numbers in the business:**
  - 46% say they work 20 hours or less than per week, 46% say they work more than 40 hours per week.
  - They all have flexible hours and flexible working days, and say the Working Time Directive and overtime are not applicable to them.
  - 92% are the only person in their business.
  - 23% work in only one garden, 38% work in two or three gardens, 15% work in four gardens, and 24% have more than four clients. Most gardens are not open to the public.
- **Time in the sector, with employer, and in role:**
  - 54% have been in the sector for over 20 years.
  - 33% have been a sole/trader or company owner for more than 20 years, and 33% for less than five years.
- **Tasks in role:**
  - Role is mainly working on own initiative, propagation, growing-on, cultivation, border maintenance, and garden design.
  - 85% say what they do in their role matches their expectations.
- **Qualifications:**
  - On joining the sector, 46% had ‘O’ levels/GCSEs, 39% ‘A’ levels, 31% City & Guilds, 31% RHS General Certificate, 23% a degree, and 23% a higher degree.
  - Since joining, 69% have not gained any more formal qualifications, 15% have gained certificated, technical short-courses, and 15% City & Guilds.

- **Skills:**
  - Before starting in the sector, 54% say they held cultivation, grass cutting and border maintenance skills, 31% propagation and growing-on skills, 31% wildlife/conservation management skills, 31% problem solving skills, and 31% held basic computer literacy.
  - Since starting in the sector 62% say they have gained garden design and historical knowledge of gardens skills, 46% propagation and growing-on skills, and 31% wildlife/conservation management skills.
  - 46% say they have developed wildlife/conservation management, 39% garden design, 39% cultivation, 39% propagation, and 39% team working skills whilst working.
  - 23% want to develop garden design skills within five years.
- **Training:**
  - 46% say they would like training in the next year; of whom, 33% would like training in garden history, design and management of historic landscapes, and 33% finance, business and project management training.
- **Career:**
  - 33% came into the sector straight from school before further education, 16% from further or higher education, and 42% from outside any land-based industry (“Second Careerers”).
  - 42% say they found barriers before entering the sector, 80% of whom say this was lack of careers information.
  - None responding started as a volunteer before getting a permanent position.
  - 39% started on an apprenticeship training scheme, 60% with a local authority.
  - 39% started in the sector between the ages of 16 and 19, and 31% between the ages of 36 and 45.
  - 23% have had one employer, 46% two or three employers, and 31% four or more employers.
  - 54% have not been promoted, 23% have been promoted once or twice since starting in the sector.
  - 69% say they have had the opportunity to progress their careers, and 84% that their aspirations have been exceeded, met or mostly met.
- **Future career:**
  - 2% are sole traders or owner/managers now, of whom 85% expect to still be self-employed or owner/managers in five years; 8% expect to move to an employed manager role, 8% expect to be in a different industry.
- **Value:**
  - 66% feel valued, and 33% moderately valued by their employer/clients, 50% feel valued by the industry generally, and 75% feel valued by visiting public.
  - 71% say they have had the chance to progress their career, and 86% that most aspirations are met or exceeded.

### 6.3 Supervisors:

- **Demographics:** 19% (103 of those responding to the postal survey), classify themselves as “supervisors”. 81% of supervisors are male, 53% are aged 36 to 55.
- **Job title:** Mainly “Garden Supervisor”, “Head Gardener”, “Senior Supervisor” “Senior Gardener/Horticulturist” or “Supervisor”.
- **Roles:**
  - 64% say their role includes that of a Garden Supervisor, 42% Gardener, 25% Head Gardener, and 21% Trainer/Assessor.
- **Salary:**
  - Postal Survey: 54% earn between £15,000 and £20,000.
    - Minimum (Assistant Head Gardener, part-time) £8,000
    - (Charge Hand at an institution, full-time) £12,000
    - Maximum (Head Gardener) £28,000
  - Business/Organisation information:
    - Minimum (Foreman, private estate) £13,750
    - Maximum (Supervisor, botanic garden) £36,763
- **Hours and benefits:**
  - 58% say they work over 40 hours per week, 57% are paid overtime.
  - 79% say they have fixed hours, 89% have fixed working days.
  - 29% have “tied” or “representative housing”, 63% do “out of hours” duties in return. 61% have a pension.
- **Time in the sector, with employer, and in role:**
  - 32% have been in the sector for over 20 years.
  - 25% have been with their current employer for six to ten years, 38% for eleven years or more.
  - 31% have been in their current role for less than three years, 27% for three to five years, and 34% for six to 20 years.
- **Tasks in role:**
  - Role is mainly managing other staff, unsupervised work, dealing with the public, training and coaching other staff, cultivation, border maintenance, IT/communication and office administration.
  - 30% manage a budget, (32% of whom manage a budget of between £5,000 and £20,000).
  - 79% say what they do in their role matches their expectations.
- **Qualifications:**
  - On joining the sector, 76% had ‘O’ levels/GCSEs, 28% ‘A’ levels, 32% City & Guilds, and 21% a degree.
  - Since joining, 25% have not gained any more formal qualifications, 43% have gained certificated, technical short-courses, and 21% City & Guilds.
- **Skills:**
  - Before starting in the sector, 59% held cultivation, grass cutting and border maintenance skills, 40% propagation and growing-on skills, 52% problem solving skills, 63% numeracy and 64% literacy skills.
  - Since starting in the sector 52% have gained staff management skills, 44% garden design, and 42% customer handling skills.

- 53% have developed staff management, 53% team working, 48% problem solving, and 46% time management skills whilst working.
- Within five years 37% want to develop wildlife/conservation management, 32% advanced IT, 30% business management, and 29% business development skills.
- **Training:**
  - 61% say they would like training in the next year; of which 41% would like to develop plant knowledge and botany training, 38% certificated, short-course training, and 35% IT training.
- **Career:**
  - 25% came into the sector straight from school before further education, 34% came from further or higher education, 20% from working in a land-based sector, and 22% came from outside any land-based industry (“Second Careerers”).
  - 43% say they found barriers before entering the sector, 66% of whom say this was an inadequate salary, 50% too few vacancies, 34% lack of careers information and 32% the perception of horticulture.
  - 10% say they started as a volunteer before getting a permanent position.
  - 33% started on an apprenticeship training scheme, 38% with a local authority.
  - 40% started in the sector between the ages of 16 and 19, and 55% between the ages of 20 and 35.
  - 26% have had one employer, 38% two or three employers, and 35% four or more employers.
  - 14% have not been promoted, 19% have been promoted once, 50% have been promoted two or three times since starting in the sector.
  - 80% say they have had the opportunity to progress their careers, and 90% that their aspirations have been exceeded, met or mostly met.
- **Future career:**
  - 19% are supervisors now, of which 46% expect to still be supervisors in five years time. 38% expect to be promoted to managerial roles, 6% self-employed, 3% expect to be in a different industry, 4% expect to be retired and 6% don’t know where they expect to be in five years time.
- **Value:**
  - 51% of supervisors feel valued by their employer, 45% valued by the industry generally, and 74% feel valued by visiting public.
  - 71% say they have had the chance to progress their career, and 87% that most aspirations are met or exceeded.
- **Restructuring:**
  - 52% say there has been restructuring in their organisation within the last three years; of these 68% have had their workload increased, 40% have had an increase in salary, 25% have had their motivation decreased, and 23% have had their chances of career progression increased.

## 6.4 Sales and administration staff:

- **Demographics:** Less than 1% (only four respondents to the survey) classify themselves as in a sales and administration role. All are female, 50% aged between 46 and 55.
- **Job title:** Garden Secretary, Study Centre Administrator, Membership Secretary and Receptionist.
- **Roles:**
  - Administrator, receptionist, volunteer co-ordinator, marketing and retail.
- **Salary:**
  - Postal Survey:
    - Part-time receptionist (10hrs/week): £1040
    - Study Centre Administrator: £11,000
    - Garden Secretary: £17,485
  - Businesses and organisations:
    - Admin assistants (RBG, Kew): £12,837 - £17,142
    - Personal assistant (Eden): £13,260
    - Clerical staff (University Botanic Garden): £12,000- 16,000)
    - Secretaries (University Botanic Garden): £16,000 +
    - Secretary (private estate) £12,000 pro rata
- **Hours and benefits:**
  - 50% say they work more than 20-40 hours per week, 50% fewer than 20 hours per week.
  - 75% have flexible hours and 50% flexible working days, and say the Working Time Directive is not applicable to them.
  - One respondent (25%) receives a pension.
- **Time in the sector, with employer, and in role:**
  - All four respondents have been in the sector and in their current role for between one and five years.
- **Tasks in role:**
  - All four do office administration, and 75% do event management. Using IT, managing volunteers and other staff, and dealing with the public are other main tasks within their roles.
  - All say what they do in their role matches their expectations.
- **Qualifications:**
  - On joining the sector, 50% had an HND, 25% a degree and 25% (one respondent) had no formal qualifications.
  - Since joining none have gained any more formal qualifications.

- **Skills:**
  - Before starting in the sector main skills held were numeracy and literacy, customer handling, and basic computer literacy.
  - Skills gained since starting in the sector are mainly team working, problem solving and advanced IT skills.
  - Main skills developed are advanced IT, staff management, team working, time management and problem solving skills.
  - Main skills to be developed within five years are staff management and business development skills.
  
- **Training:**
  - 25% (one respondent) would like training in people management and motivation in the next year.
  
- **Career:**
  - 50% (two) came into the industry from outside any land-based industry, ("Second Careerers" – teaching and accountancy), one from promotion within the company, and one from higher education.
  - One said she found a barrier of inadequate salary before entering the sector.
  - One (25%) started as a volunteer before getting a permanent position.
  - None started on an apprenticeship training scheme.
  - They started in the sector between the ages of 26 and 56.
  - All have had one employer in the sector, two (50%) have been promoted once.
  - 50% say they have had the opportunity to progress their careers (one says there are no opportunities, and one did not respond), and all say that their aspirations have been met or exceeded.
  
- **Future career:**
  - 50% (two) say they will be retired in five years. 25% (one) says she will be in the same role with the same employer, and the other will have moved sideways to another role with the same employer in five years.
  
- **Value:**
  - 75% feel valued and 25% moderately valued by their employer. 50% feel moderately valued by the industry generally, and 75% feel valued by visiting public.
  - 67% responding say they have had the chance to progress their career, and all four that most aspirations are met or exceeded.
  
- **Restructuring:**
  - 25% (one respondent) says restructuring has affected their organisation in the last three years, which has increased her workload and decreased her salary.

## 6.5 Skilled staff:

- **Demographics:** 45% (251 of those responding to the postal survey) classify themselves as “skilled staff”. 64% of skilled staff are male, 54% are aged 36 to 55.
- **Job title:** Mainly that of “Gardener”, “Head Gardener”, or “Skilled Gardener/Horticulturist”.
- **Roles:**
  - 75% say their role includes that of a Gardener, and 15% Head Gardener.
- **Salary:**
  - Postal Survey:
    - 71% earn £15,000 or less.
    - Minimum full-time: Horticultural student - £8,000 (38 hours/week)
    - Part-time: Horticulturist £4,000 for 20 hr week, for a commercial company.
    - Maximum: (Landscape Architect) £30,000.
  - Business/Organisation information:
    - Minimum: (Gardener, University Botanic Garden) £11,000.
    - Maximum: (Skilled Horticulturist RBG, Edinburgh) £23,364.
- **Hours and benefits:**
  - 42% say they work over 40 hours per week, 45% are paid overtime.
  - 78% say they have fixed hours, 84% have fixed working days.
  - 21% have “tied” or “representative housing”, 42% do “out of hours” duties in return. 49% have a pension.
- **Time in the sector, with employer, and in role:**
  - 17% have been in the sector for over 20 years, 35% for between one and five years.
  - 66% have been with their current employer for five years or less.
  - 53% have been in their current role for between one and five years.
- **Tasks in role:**
  - Tasks carried out in the role mainly consist of unsupervised work, cultivation, border maintenance dealing with the public, propagation, growing-on, and using IT to access information.
  - 10% manage a budget (36% of whom manage a budget of between £1,000 and £5,000).
  - 83% say what they do in their role matches their expectations.
- **Qualifications:**
  - On joining the sector, 80% had ‘O’ levels/GCSEs, 38% ‘A’ levels, 28% City & Guilds qualifications, and 24% a degree.
  - Since joining the sector, 36% have not gained any more formal qualifications, 34% have gained certificated, technical short-courses, and 15% City & Guilds qualifications.
- **Skills:**
  - Before starting in the sector 53% held cultivation, grass cutting, and border maintenance skills, 55% team working skills, 53% communication skills, 53% problem solving skills, 59% numeracy and 60% literacy skills.

- Since starting in the sector 38% have gained propagation, growing-on skills, 33% garden design skills, and 28% have gained staff management skills.
  - Whilst working 47% have developed propagation and growing-on skills, 42% cultivation and border maintenance skills, 36% garden design skills, and 36% communication skills.
  - 46% want to develop wildlife/conservation management, 43% garden design and historical knowledge of gardens, and 32% advanced IT skills within five years.
- **Training:**
    - 58% say they would like training in the next year; of whom 49% would like to develop plant knowledge and botany training, 48% certificated, short-course training, and 31% garden design and management of historic landscapes.
- **Career:**
    - 19% came into the sector straight from school before further education, 23% from further or higher education, 19% from working in a land-based sector, and 35% from outside any land-based industry ("Second Careerers").
    - 47% say they found barriers before entering the sector, 63% of whom say this was inadequate salary, 40% too few vacancies, 33% lack of careers information and 22% the perception of horticulture.
    - 22% started as a volunteer before getting a permanent position. 28% started on an apprenticeship training scheme, of which 21% was with a local authority, 17% was a YTS.
    - 30% started in the sector between the ages of 16 and 19, 45% between the ages of 20 and 35.
    - 39% have had one employer, and 37% two or three employers.
    - 45% have not been promoted, 27% have been promoted once, 19% have been promoted two or three times since starting in the sector.
    - 62% say they have had the opportunity to progress their careers (32% have not), and 75% that their aspirations have been exceeded, met or mostly met (15% say they have not been met, or mostly not met).
- **Future career:**
    - Of the 45% who are skilled staff now; 41% expect to still be in a skilled role, 21% expect to be supervisors and 13% managers in five years time.
    - 12% expect to self-employed or owner/managers, 3% expect to be retired, and 5% expect to be in a different industry in five years.
- **Value:**
    - 57% of skilled staff feel valued, and 24% moderately valued by their employer. 35% feel valued by the industry generally, and 61% feel valued by visiting public.
    - 66% responding say they have had the chance to progress their career, and 75% that most aspirations are met or exceeded.

- **Restructuring:**  
44% say there has been restructuring in their organisation within the last three years; of these 25% have had their motivation decreased, 22% have had their salary increased, and 23% say it has had no effect on their role.

## 6.6 Unskilled staff:

- **Demographics:** 1% (eight respondents to the survey) classify themselves as “unskilled staff”, (even though they have skills and qualifications, implying they have a low opinion of themselves). 63% are male, 50% aged 26 to 45, 50% aged 46 to 65.
- **Job title:** Their job titles are “Student/Trainee Gardener”, “Single Handed Gardener”, “Maintenance Operative” or “Gardener”.
- **Roles:**
  - 88% say their role includes that of a Gardener, and 37% Groundsman.
- **Salary:**
  - Postal Survey:  
All earn less than £15,000.  
Minimum: (Student): £10,000  
Maximum: (Gardener, at an institution) £14,040
  - Business/Organisation information (none regarded as “unskilled” but for students):  
Minimum: (NT Grade 11) £9,035  
Maximum: (Kew Diploma maximum) £15,404
- **Hours and benefits:**
  - 25% say they work over 40 hours or more per week, 75% are paid overtime.
  - 86% say they have fixed hours, all have fixed working days.
  - 13% (one) has “tied” or “representative housing” and does “out of hours” duties in return. 63% have a pension.
- **Time in the sector, with employer, and in role:**
  - 25% have been in the sector for over 16 years, 50% for between three and sixteen years.
  - 63% have been with their current employer for five years or less.
  - 63% have been in their current role for five years or less.
- **Tasks in role:**
  - Tasks carried out in the role mainly consist of unsupervised work, cultivation, border maintenance, propagation, growing-on, tidying up after events, machinery maintenance, dealing with the public and hard landscaping.
  - One respondent manages a budget (single handed gardener) of between £1,000 and £5,000.
  - 63% say what they do in their role matches their expectations.

- **Qualifications:**
  - On joining the sector, 38% had 'O' levels/GCSEs, and 38% City & Guilds qualifications.
  - Since joining the sector, 50% have not gained any more formal qualifications, and 38% have gained certificated, technical short-courses.
  
- **Skills:**
  - Before starting in the sector 63% say they held propagation and growing-on skills, 50% cultivation, grass cutting and border maintenance skills, 50% time management, 50% numeracy and 50% literacy skills.
  - Since starting in the sector 25% have gained cultivation, grass cutting, and border maintenance skills.
  - Only a minority say skills have been developed whilst working (one person considering that gardening skills have been developed, and one team working and communication).
  - 50% want to develop wildlife/conservation management skills, 37% garden design and historical knowledge of gardens, and 37% propagation and growing-on skills in the next five years.
  
- **Training:**
  - 88% say they want training in the next year; of which 68% want to develop plant knowledge and botany training, 50% certificated, short-course training, and 50% garden design and management of historic landscapes.
  
- **Career:**
  - 25% came into the sector from working in a land-based sector, and 63% from outside any land-based industry ("Second Careerers").
  - 63% say they found barriers before entering the sector, which were inadequate salary, too few vacancies, lack of careers information and the perception of horticulture.
  - 13% (one) started as a volunteer before getting a permanent position.
  - 13% (one) started on an apprenticeship training scheme, with a university botanic garden.
  - 50% started in the sector between the ages of 36 and 45.
  - 38% have had one employer, and 50% two or three employers.
  - 63% have not been promoted, 25% have been promoted once, and 13% have been promoted twice since starting in the sector.
  - 63% say they have had the opportunity to progress their careers (25% did not respond), and 63% that their aspirations have been exceeded, met or mostly met (25% say they have not been met).
  
- **Future career**
  - Of the 1% (eight respondents) who are unskilled staff now: In five years, one expects to be retired, two expect to remain unskilled, one expects to be in a skilled role, one a supervisor, and one in management. -One doesn't know where they expect to be.
  - All expect to stay in the sector.

- **Value:**
  - 38% of unskilled staff feel valued, and 38% moderately valued by their employer. 25% feel of low value, or are not valued, by their employer. 50% feel valued by the industry generally, and 50% feel valued by visiting public.
  - 17% responding say they have had the chance to progress their career, and 62% that most aspirations are met or exceeded.
- **Restructuring:**
  - 25% (two respondents) say there has been restructuring in their organisation within the last three years. One says this had no effect on their role, and the other that their motivation was increased.

## 7. Case Studies and Organisational Structures

### 7.1 University Botanic Garden “A”:

#### 7.1.1 Structure and staffing issues:

- Six acres of botanical gardens. Run under the University structure, with jobs coded according to university classification.
- They find it very difficult to operate in the University structure. It is hard for those in clerical and administrative posts to understand the garden. Job descriptions have just been rebanded. It was a lengthy process, the University didn’t perceive the “technical” nature of the roles or the skills required. E.g. The Curator of the Geology Museum is paid a lot more than the Curator of the Garden.
- Even though they are within an academic establishment, “Horticulture” is not recognised for its skills.
- At the university there are no horticultural courses. The garden is used in teaching “Heritage Studies” and in “Geography and Earth Science” and occasionally in Botany. Also for Adult Education, and in Botanical Illustration.
- Within the last seven years they have been threatened with closure three times. As of August 2004 they have moved into the sector of “hospitality, facilities, sport and organisation”, because the house attached to the gardens is Grade 2 listed, and the plan is to promote it as a Conference Centre, and the Garden will be an added attraction.
- The University finds it hard to distinguish between the botanic garden staff, and grounds maintenance staff used around the university (both are paid the same). Yet when the botanic gardens have had to use maintenance staff for any work the consequences have been “disastrous”. There is a higher level of commitment from Historical/Botanic staff who only work in the garden.
- They did have an Information and Events Manager, when she went on maternity leave (not returned) they were allowed to convert the post into another gardener, as the development required was done and there was pressure on the garden.
- They have four full-time staff, and one trainee (Director £30K, Curator 19K & 3 support staff Horticultural Technicians £14K).

- Pay is according to the university scale, with increase for length of service. (E.g. One gardener “horticultural technician” is on £26K as he has been there for 38 years).

#### **7.1.2 Funding:**

- Funding is 100% by the university. They are not an “academic department” but are a “central resource” a “gateway to the campus”.
  - Have a budget of £140K for the year. Have £25K for the running costs:
  - Equipment purchase, Maintenance of equipment, Stationery, -Telephone, Skip hire, Safety clothing, Travel, Conferences, Books.
  - They have to refund the University with £17K which the garden has to generate itself:
- Charge £2 admission (makes £7K a year). But the garden is not always open to public so they had to try new things. They make £3K from running events, the let out rooms and have plant sales.
- Now that garden restoration has started the pressure is off to raise the money, but will raise money from events.

#### **7.1.3 Recruitment:**

- Problem recruiting higher grades. Recently advertised for a Curator in Horticulture Week, and only had 18 applications, would have expected more, and it was hard to make a shortlist from those applying.
- Difficulties attributed to the low levels of pay and the perception of the location within an industrial city.
- Recruitment has always been fine when recruiting technical staff, usually found locally or are qualified candidates with little practical experience, who want to gain it whilst working.
- The newest recruit was advertised in Nov 2003. They only had 9 applicants (would have expected more). Some interviewees very technically qualified (e.g. one worked in a plant lab in Paris), but not were not suited from a practical point of view. Under the University rules candidates have to be interviewed if they fit the criteria on paper.

#### **7.1.4 Career structure:**

- The career structure means that if one is promoted from technician to a managerial role no time is spent practically gardening. The role is managerial and promotional.
- The director and the curator have to deal with policy, grants, access and legislation issues, and management of staff.
- Although those in managerial roles are trained practically, they now deal with marketing, PR and finance as a major part of their role.
- Part of the director’s role is to attend meetings over university management which may not always be relevant to the garden.
- Not all practical people, who are good gardeners, make good managers spending 100% of their time in the office.

### **7.1.5 Staff turnover:**

- When the Director started there were three gardening staff who had been there 32, 35 and 44 yrs which made it difficult to make changes with a willing workforce. Two have since retired, so situation has eased.
- There have been difficulties with changing roles; the first Curator took “stress leave” because they could not cope with managerial, promotional and public interaction duties.
- Staff tend to stay for a long time, so there is not much flexibility and opportunity for promotion. The one trainee will be able to be made permanent shortly which will be a welcome addition.

### **7.1.6 Volunteers:**

- Because the garden was not open to the public until 1998 and did not have the income, used volunteer.
- In 2004 volunteer workers accounted for 2007 man hours. They have nine volunteers, some are regular. There is a waiting list to be a volunteer.
- Volunteers have to be supervised; they can work on own but only when there are staff in the garden.
- Volunteers staff the entrance from 11am to 4pm.
- 80% of those volunteering are retired. All have “fallen in love with the place” and are not necessarily gardeners. Some specialise and feel they are learning more.

### **7.1.7 Standard of collections/botany:**

- Standards have improved with being able to bring in new staff and new ideas, garden is being renovated and restored.

## **7.2 University Botanic Garden “B”:**

### **7.2.1 Structure and staffing issues:**

- 64 acres of botanical gardens. 46 acres are open to the public. The gardens are run on a “parallel system”; “Academic” & “Public” – the public side has to be self-funding.
- The garden made a loss in the last year of £40K (which included some extraneous costs), so consultants were instructed to make recommendations. They did a detailed study of staffing levels and infrastructure, and came to the conclusion that the garden was being as well run as possible, but that more should be made of it as an attraction to the public.
- Consequently the university botanic gardens are in the middle of major rebuilding programme to develop a visitor centre with conference facilities, with under cover attractions, and extra educational input. This includes a new entrance for visitors. The aim is to increase attendance and spread it more evenly over the year.
- The garden has the support of the University, but the need to be self-financing puts it under pressure. However, the University cannot close the garden because of the Deeds and its charitable status; (although this says six acres must be open to public, and at present there are 64 acres).
- Special Needs, Autistic adults and therapeutic gardening are looked after within the garden.

### **7.2.2 Staffing:**

- They should have 11.2 gardening staff, but have only six at the moment; (they have lost intermediate staff, Deputy Curator and Senior Technician – left and not replaced). Staff consists of a Curator, a Mid Technician (£13K), two Gardeners (£12K), and two Students (£11K).
- Plus volunteers (40+ in garden 150 in total).
- Grades have been rebanded from “manual gardening” to “technician” but this still does not reflect the skill level required.
- Are all university employees.

### **7.2.3 Funding:**

- Funding is 100% by the university for the academic side of the garden which is £30K excluding salaries ((£90K inc salaries)
- Public side costs £600K/yr to run and is paid for by the University. It is meant to be self-funding. The new facilities will increase income from £100K/p.a. to £125K/p.a. over 5 years. They aim to generate £500K/p.a through, admission, plant sales, gift shop, conferences, lectures and events.

### **7.2.4 Recruitment:**

- They follow university rules on recruitment procedure. They have no problems appointing clerical/admin staff.
- The location causes problems with catering, cleaning staff & with gardening staff. The salary is too low (£11K) to be able to afford accommodation close by, and unless they live with their parents and are local it is difficult to attract the right applicants from away, and transport is essential.
- They recently advertised two gardening posts. They had 15 responses, of which six were “possible”, and only four worth “considering”. They had one strong internal candidate.
- Skills lacking are primarily practical experience.
- Higher grades are vacant at the moment “Deputy Curator”, but when regarding is completed by the University they hope to appoint to the position (£15K).

### **7.2.5 Staff turnover:**

- Turnover of staff is not high. The two that left took “voluntary severance” and “early retirement” due to ill-health. Funding not been received to replace them as the staff structure is under review and the University is in the process of reviewing grades.
- The main issue is that gardening staff are not appreciated for their technical botanic skill, the grades don’t reflect the work that they do, a “University Technician” could be a lab technician washing slides etc.
- Gardeners are at the wrong grade, but it is better than being thought of as “manual” as on the main university campus groundstaff are.

### **7.2.6 Volunteers:**

- There are a total of about 150 volunteer workers in admin and the garden (got 90 responses to a recent advertisement for help putting down herbaceous sheets), and are inundated with good volunteers:
- They work in; shop and plant sales, seed collections, maintenance, fixing benches, computer records, databases, and archive records.
- They are equivalent to 12 full-time members of staff.
- The management of volunteers is time consuming and must be by the right person. "Essential Volunteer Management" has been an invaluable publication.
- It is important not to underestimate volunteers, to give them time, and set guidelines. Volunteers have insurance and are called "Support Staff", and the gardens have a "Volunteer Recognition Scheme".
- There are no problems in the interaction between volunteers and permanent staff.

### **7.2.7 Standard of collections/botany:**

- Standards are different from what they were in 1995 when the gardens had 11.5 staff. They now have five or six gardening staff, so the jobs are spread more thinly.

## **7.3 Royal Botanic Garden, Kew:**

### **7.3.1 Staffing & funding:**

- There are 580 staff including all admin and gardening staff. They are funded by the Government as a "Non Departmental Public Body". The gardens are sponsored by Defra, who give 75% of the funding.
- The other 25% of funding is made up from gate receipts, commercial activity, shop restaurant, franchises, concerts and licensing.
- "Foundation & Friends" is a charity which raises money for Kew.
- Kew has 50-70 volunteer workers (20 guides, and 50 horticultural helpers).
- Total revenue generated for 2003/2004 was £36,219,000.

### **7.3.2 Recruitment:**

- There is a problem recruiting higher grades. This can be done in-house if they have people with the necessary skills, if not, recruitment has to take place externally. Reasons for problems:
  - Pool for horticultural recruitment is not great, if they come from other parts of the country there will be expenses associated with relocation.
  - Pay structure is reasonable if they are already in service at Kew because will have a number of years service to take them up the scale. However, if coming from outside, they would start at the bottom of relevant scale which is generally low paid for the level of skill needed.
- Basic pay scales at Kew::
  - A: £12,837 - £15,404: Botanical Horticulturists, Admin assistants, Rotational trainees and Diploma students (90% plus book allowance)
  - B: £14,285 - £17,142: Team Leader, Specialist horticulturist, Admin assistants.

- C: £17,505 - £21,706: Unit Managers.
  - D: £20,668 - £25,653: Co-ordinators – middle managers.
  - E: £25,462 - £32,311: Researcher / Specialist.
  - F: £33,949 - £43,081: Curator, Head of Department, Section Heads.
- Recruiting horticulturalists straight from school can also be a difficult. Young people often have not thought of horticulture as a career; those who do seem to fall in to it because they don't want to work in an office. Peer pressure from family, teachers and school mates who don't perceive horticulture as a worthwhile career has a big influence. Amongst ethnic sectors there are strong cultural barriers to involvement with any land based activity.
  - If Kew wants to replace a grade such as "Team Leader" this will generally be done in-house.
  - Someone starting on the lowest pay levels will immediately have problems with low pay, evidenced by some career changers having to revert back to their former occupations.
  - Management recognise the need to address levels of pay, but are constrained by public sector pay rules.
  - Recently had problems with recruitment to a Bonsai post, it was twice offered and turned down; salary was a significant factor.
  - Staff generally work 36 hours. Some do overtime, but not more than one weekend in four; it is an organisational view that work life balance is important.
  - Commuting in the South East can also be a barrier to recruitment; people have to travel further to get to the gardens than would do elsewhere, this takes time, is costly, but is the only option for those that cannot afford to live locally.

### **7.3.3 Career structure:**

- The career structure does not necessarily allow someone to stay in practical horticulture, if they want promotion they have to move into managerial position.
- However, good gardeners do not necessarily make good managers. This was more of a problem in the 70's and '80s than it is today. It causes cultural problems if staff want to stay in practical work. It could mean managers having to oversee someone who has much greater knowledge and experience than them, and this builds resentment. This is something all organisations need to overcome. (The same situation exists in plant science – excellent scientists don't necessarily want to be managers).

### **7.3.4 Staff turnover:**

- Staff turnover at Kew is at 6% or lower at the moment, it used to be higher.
- Recently there have been changes with a new Director who is motivational; this has had the domino effect of motivating others.

### **7.3.5 Training:**

- The Kew Rotational Training Scheme has placed more emphasis on training and development. Trainees spend three to six months in one area then move on. Turnover has slowed considerably as a

result. All are full-time permanent employees receiving three years training and receive a certificate at the end of training.

- The Rotational Training Scheme has helped Kew with recruitment. Because trainees have gained experience in all areas, they are not stopped from applying for a vacancy when one comes up.
- Training for B grades and above in horticulture is not as comprehensive. Emphasis is on Health & Safety, management and support, but there is also a need to develop horticultural skills, and identify individuals training requirements.

#### **7.3.6 Standard of collections/botany:**

- At RBG, Kew standards have been affected by throughput of visitors and the wear and tear they inflict. There is less available budget, and decrease in staffing. But the quality of work is the same it takes longer to get round to tasks than in the past, which can give rise to lower quality of finish. There has been an increase in events, and training (students, trainees and volunteers), and tasks undertaken by horticultural staff that used to be done by others (e.g. plant records).
- So overall the increase in technology has made jobs more interesting and diverse, but there is less time in which to do the work.

### **7.4 Royal Botanic Garden, Edinburgh:**

#### **7.4.1 Funding:**

- Is funded by Government through the Scottish Executive; SEERAD Scottish Executive Environmental and Rural Affairs Department.
- They receive 79% (£6m) through grant-in-aid funding and 21% (£1.2m) has to be made through self generated income:
  - Admissions (Edinburgh is free except for the glasshouses which cost £3.50, the other three gardens charge £3.50 which make £150K in total).
  - Botany Trading Company – BTC – shops, restaurants, facilities
  - Rent from facilities
  - Fees for lecturing
  - Donations
  - Consultancy
  - Research grants
- Each division has an income target. Horticulture gets some income from the Darwin Initiative Grant, undertaking consultancy work, and from a contract to maintain the trees in embassy gardens abroad.

#### **7.4.2 Staff:**

- RBG, Edinburgh have 200 staff in total, 90 in horticulture:
- Bandings for staff are:
  - A: £11,424 - £13,709: Stewards, messengers, catering, cleaners.
  - B: £12,875 - £15,507: Basic level gardeners
  - C: £16,931 - £23,364: Senior horticulturists
  - D: £20,587 - £26,763: Supervisors
  - E: £25,725 - £35,073: Curators
  - F: £35,598 – £46,322: Deputy Director
  - G: £44,727 - £58,145: Director
- Grades BCD are all eligible for overtime and undertake weekend duties (approx one weekend in eight), which is by choice not compulsory.
- RBGE has recently put a lot of effort in to improving the level of pay of lower graded (typically horticulture) staff. It is recognised that they are low paid; (the scientific department have half the number of staff and yet have the same payroll).

#### **7.4.3 Volunteers:**

- In horticulture the use of volunteers is still a very “young” project. They have had two years of trials and two years of a pilot study. They have 25 volunteer workers in horticulture (100 in total in RBGE), undertaking horticultural duties, not with machinery. Volunteers generally work alongside staff and there are one or two who are very skilled and specialist.
- Volunteers cover a large range of the population; it was assumed they would be retired, but they have found that professionals want to work at weekends, but RBGE don't have the facilities as yet.
- Volunteers in horticulture are equivalent to 3 full time posts.
- Most staff are happy with the arrangements for volunteers. At first staff were concerned that the volunteers would replace full-time staff, but these fears have been largely allayed. It is more that there is a strong move towards meeting the ideals and interests of a publicly funded institution.
- So far no volunteer has been appointed to a full-time post; but one has just applied for an advertised post.

#### **7.4.4 Students:**

- RBGE have a School of Horticulture. When vacancies arise they like to try and appoint those who have been students.
- In the first year students have to do a module with “professional work” at Edinburgh. In the second year students are offered 10 weeks paid work in the summer to enhance their professional skills.
- RBGE have overseas students working on a voluntary work experience scheme. They currently have horticultural students on this professional experience scheme from Japan, Spain, Germany, Denmark and Hong Kong. They are unpaid and work for the experience and are offered accommodation (at Logan and Benmore).
- RBGE did have a Studentship Training Scheme (as at Kew), but this was stopped. The Diploma Horticulture, Edinburgh (DHE) was not validated and therefore not recognised by some awarding

bodies (e.g. Open University) but some recognised this to be equivalent to degree level (e.g. Reading, Aberdeen, Edinburgh)

- RBGE changed to running an HND course called “Horticulture with Plantsmanship”. They hope to bring in a Degree course in 2006 –
- The Director of School of Horticulture wants to bring the practical element back to training and develop hands on practical experience.

#### **7.4.5 Recruitment:**

- There are usually no problems with numbers applying, there is more of problem with a lack of practical skills and experience.
- For a recently advertised gardening role they had approximately 40 applicants, of which six were acceptable on paper, and only four were appointable at interview.
- When RBGE ran the three year diploma course, 90% of staff were ex students each with 5 yrs practical experience. With the HND course students don't have to have any practical experience when they start (but in practice most students have some experience).
- RBGE are relying heavily on career changers to come in instead of school leavers, 25% of those on the HND are 2<sup>nd</sup> careerers, bringing in transferable skills and other experience.
- The real problem is that students have qualifications, but don't acquire practical skills; even more important is the aptitude and interest and the wish to pursue a career in horticulture.
- Being in the capital city people are motivated to work at RBGE, salary is not the motivator.
- RBGE do much to enhance the quality of employment ;
  - Arrange exchanges.
  - Travel all over the world, plant collecting, seeing plants in natural habitat.
  - Career developing opportunities.
  - Have good terms and conditions, clean bothies, H&S, Civil Service Pension, £200 clothing allowance, new machinery, staff canteen, excellent facilities.
  - RBGE want to produce a scheme for the recognition for length of service, give promotion and individual recognition.
- Staff are far more motivated and skilled and responsible than in the past.
- RBGE have introduced “flexi-time” in the indoor department and are trialling it in the outdoor department. They are also introducing job-share, “back to work” scheme, possible weekend working, (70% of visitors come at weekends when there are few staff around some might want to work weekends).

#### **7.4.6 Turnover:**

- Have no shortages of staff.
- Have had a “0” zero turnover 2 years ago, it will be 4% in 2005 when one person will retire, one left to go to Private Garden to earn twice the salary, and another moved because his wife got promoted and he had to move to England.
- The average age of staff is about 30 so there is a young workforce.
- Jobs are rarely turned down when offered usually due to family reasons.
- But with low turnover there are not the places to move up to for promotion.

- There are no women in top positions in horticulture. The skilled horticulturist role requires meticulous record keeping, high attention to detail, neat, and skilled working. RBGE have quite a few women second careerers in this role.

#### **7.4.7 Standards of Horticulture:**

- There are 30 fewer gardeners than there were 20 years ago, all these have been lost from the garden at Edinburgh, so there are fewer people (but more highly skilled and responsible).
- They are perceived by the public to work to very high standards. However with a smaller workforce standards are changing and different planting strategies are becoming necessary.

## **7.5 An English Heritage Garden:**

### **7.5.1 Property and staffing :**

- The property consists of a Victorian country house in “Italian style” and
- six hectares (15 acres) of garden. English Heritage acquired the property to save the house, its contents and gardens from further decay in 1990. The house was donated by the owner and the contents of the house were purchased by English Heritage for £3.36m. The house and its contents were ‘restored as found’; the gardens in decline for 70 years and serious decline for 40 required a more radical approach to uncover the Victorian layout undisturbed for over half a century.
- The house is open from April to October and the gardens are open seven days in summer and weekends in winter.
- There are 6 gardening staff, reporting through the Head Gardener to the Head of Visitor Operations:
- Salary Bands:
  - Head Gardener £24,000 - £26,000
  - Deputy Head Gardener £16,000 - £17,000
  - Senior Gardener £14,000 - £15,000
  - 2 Craftsman Gardeners £13,000 - £13,500
  - 1 Student £12,000
- There are also 20 volunteer workers, the majority female, working in “light work” greenhouse, research and light planting roles (equivalent to 2.5 FTE).
- All gardening work is carried out by staff on site, they have been trained to undertake all tasks required on site.
- Contractors undertake one-off tasks such as some hard landscaping or paving and Health and Safety tree surveys).
- The majority of the gardeners employed have had careers other than horticulture.

### **7.5.2 Funding:**

- Although the property receives 55,500 visitors per year it requires £230,000 to run the property making a loss of £96K per annum subsidised by the £120M Government grant made to English Heritage through the DCMS.

- The garden restoration was supported by a grant in 2001 from the Heritage Lottery Fund.
- Budget for the gardens: £122,700
- Salaries £96,000 (plus £16,000 seasonal wages to fund students)
- £26,500 for the running of the garden which covers, machinery, equipment, supplies and plants.

#### **7.5.3 Recruitment:**

- In the past the garden team has encountered problems recruiting college students of a suitable calibre.
- The place of a student has been taken by 50 yr old “second career” worker who was a volunteer.
- The poor pay for level of skills required puts those off applying.
- Deputy Head Gardener post was advertised two yrs ago; there were four applicants, the quality of external applicants were poor, the best candidate was internal and therefore appointed their post was then replaced by a volunteer who was made a permanent employee.

#### **7.5.4 Career structure:**

- The current Head Gardener was appointed in 1998.
- The policy of training developing staff teams means that internal candidates often compete well at interview and are promoted when vacancies arise.
- Half the gardening staff started as “second career” gardeners (from mining, electrics, engineering) of whom some starting as volunteers, others as gardeners.
- All staff are trained to increase the skill-base within the. All staff have trained in chainsaw, arboriculture, machinery maintenance, and tractor driving, using Askham Bryan College.

#### **7.5.5 Staff turnover:**

- Prior to 1998 there had been a high turnover in staff. Since 1998 there has been one person leave through retirement, and the position was filled by promotion.

#### **7.5.6 Volunteers:**

- Volunteers provide an important labour resource, pool for recruitment to the paid team and a valuable engagement with the greater community.

#### **7.5.7 Standard of collections/botany:**

- The garden restoration has been fully funded and the quality of the garden has improved immeasurably since 1997, resulting in a high number of repeat visitors.

## **7.6 A National Trust Garden: (Eight gardening staff):**

### **7.6.1 Funding:**

- National Trust fund the running of the property and Gardens.
- Extra income is generated from plant sales which funds one member of gardening staff.
- Budget for Gardens: £205,000
- Salaries £170,000 (plus £16,000 seasonal wages to fund students)
- £19,000 for the running of the garden which covers, machinery, equipment, supplies, volunteer expenses, rent and rates. This is sufficient to run the garden, although they would like more staff.

### **7.6.2 Staffing:**

- There are eight full time staff:
  - Head Gardener £25 - £30,000
  - Ass Head Gardener £17 - £18,000
  - 3 Supervisors £16 - £17,000
  - 3 Gardeners £14,800 - £16,000
  - Also 2 NT Careership students and 1 trainee and 2 work placement students (£9,000 - £13,000).
- Run the garden in “areas”, borders and terraces, grass and hedges (practical groundsmanship), and the nursery with a supervisor for each with gardener. This means that the wilderness/conservation areas are understaffed.
- They have two students who are on sandwich year from Writtle and Myerscough. They undertake work experience on an 11 month contract (HND middle year). However they are not necessarily seen as a labour gain to the garden, they have to be trained, and consume the time of other gardeners. Students tend to be good on the practical machinery side, but need training on the plant side and are generally are very fond of the property when they leave.

### **7.6.3 Volunteers:**

- During the open season they have five volunteer workers undertaking the physical gardening work. They are looking at starting to take volunteers in the property for stewarding duties.
- They have been using volunteers for eight years and it works well. They consider it is important to keep the number of volunteers manageable, and they are placed where help is need in specific tasks. Volunteers are trained, and are quite often retired.
- Other volunteers come on six month placement to get practical experience in the garden prior to getting a full-time job, as it is quite often the only way they can gain such knowledge.

### **7.6.4 Recruitment:**

- There is a smaller pool of skilled people available to fill vacancies. The property does attract applicants; however, in the past where they might have had ten to 15 people apply for a post, they will now have seven or eight.
- When advertising a vacancy for a gardener they will be looking for someone with three to five years experience in an historic garden. But practical skills have almost disappeared, so they have to widen

what is acceptable, and take those who have practical gardening experience (rather than specific skills).

- There is less movement of labour between jobs now than ten to 20 years ago.
- Recently a job was advertised working in the Nursery; they had four applications, three were interviewed, and only one was suitable.
- Another recent vacancy was for the wilderness garden; requirements were a Driving Licence, two to three years practical experience, and basic skills. They had eight applicants, three were worth interviewing, who looked good on paper, but in the end it was a choice of one, a strong internal candidate.
- The property has strong gardens, so it does well in attracting staff, others in remote areas may not be so fortunate.

#### **7.6.5 Skills lacking:**

- The main skill lacking is that of practical experience.
- Staff need to demonstrate that they are willing to undertake physically demanding work, and that they have the aptitude for gardening. They should have the basic skills of mowing, pruning, and tying; there is not a lot of paper work, and other skills can be taught. Students are coming out of college without the necessary practical skills.

#### **7.6.6 Pressures:**

- There is an increasing pressure of Health and Safety, Risk Assessment, and paper work related to holidays, with no admin support.
- European legislation is moving towards working fewer hours; it was 39, now it is 37, and it is moving to a 35 per week. Yet the work still has to be done.
- Housing is an issue, the cost of housing, makes it difficult for gardeners to afford to buy a house, many have to rely on partners to earn an income as well. The NT used to offer more housing it used to be a factor in the ability to move and take on new roles. They are now moving away from providing housing to letting out holiday accommodation.
- They have to give increasing attention to customer care and the needs of visitors. They have over 100,000 visitors per year. The property is only open for 1000 hours per year, so this restricts the time that the gardens are open as well.

#### **7.6.7 Standards of horticulture:**

- The role of Head Gardener is getting more stressful and the reliance on gardening staff to carry out practical gardening skills is increasing. The role of the Head Gardener has become that of a Garden Manager.
- The standards in the formal garden, nursery and terraces have not changed, the lack of man-power means that the wilderness areas might have less labour than is ideal.
- There is an increasing need to focus on raising income, and they have been running events and weddings, which takes labour away from the garden and valuable time from practically maintaining and conserving.

### **7.6.8 Management of National Trust Gardens:**

- Each garden is managed by a Head Garden, or Gardener-in Charge. They are managed on site by a Property Manager. (Some smaller properties are managed collectively by one the Property Manager.)
- The Head Gardener is responsible for the upkeep of the garden and for working within the overall garden budget.
- The Property Manager and Head Gardener are able to call on specific advice from the Conservation department, which is a Central office department. This can be garden advice, but also has wildlife and garden ornament specialists. It also includes Garden Curators, who are managed with Curators from all other disciplines.
- The Gardens Section of the Conservation Department is made up of Head of Parks and Gardens, Gardens and Parks Advisors and Technical Assistants. The Head of Parks and Gardens is responsible for overall policy and strategy. The Gardens and Parks Advisors give advice to the gardens in an “area”. Each Advisor also has a separate remit regarding gardening, such as training or plant conservation.
- The Gardens section is advised by a Gardens Panel, made up of independent members from the Heritage Gardening sector.
- Basically this means that Gardens are managed in the ‘operational line’, with advice from the technical departments. At the Board level technical advice can be made into mandatory instruction.

### **7.6.9 A National Trust Garden: (Single-handed gardener):**

- The garden is 1.5 acres and has an annual budget of £5,000 excluding salaries, funded by National Trust General Fund, together with occasional funds of up to £1,500 from local National Trust Members. Money is also raised from plant sales of around £500.
- There is a single handed gardener who is a Gardener in Charge, with a salary of £19,000, plus representative housing in return for which he undertakes security duties. 70% of his time is spent in the garden and 30% in the office. He has concern about low pay in the sector.
- Tree work is undertaken by a contractor, and there are a maximum of six volunteer workers in the summer, and one in the winter.
- Standards of upkeep of the garden depend largely on the availability of volunteers.

## **7.7 A Charitable Trust – The Eden Project:**

### **7.7.1 Funding:**

- The Eden Project is a “not for profit” charitable organisation.
- Initial grants from the Millennium Funding Lottery Fund were grants for capital projects and setting up costs. (Cost £86 million to build).
- By April 2004, £44.8 million Lottery money and £25.7 million public money had brought in £457 million in economic benefit to Cornwall.
- All the running costs have to be covered by revenue from visitors and commercial ventures such as catering, retailing and events.
- The total income for the year ended March 2004 was £22.5 million and total “resources expended” were £26.6 million. (The loss of £4.2 million is an “accounting loss” the result of structure and accounting treatment of fixed asset depreciation and capital grants received).

Eden Project generated positive profits of £0.65m before depreciation.

- Visitor numbers were projected to be 750K, and were actually 1.224M for last calendar year. The Eden Project is fifth in league of top 20 attractions, behind London Eye, Tower of London, Legoland and Edinburgh Castle.

#### **7.7.2 Staffing:**

- There are 437 staff on the site in total. Catering has the largest number, Eden likes to control local sourcing, messaging on menus, health & diet and good practice. Eden have implemented a career progression format which is a trial for the rest of the organisation. There are three levels of progress that apply to the grades Horticulturalist and Skilled Horticulturalist. These are; Trainee, Competent and High Achiever. Eden are currently are working to extend the trial to the Supervisory and Curatorial grades and to the Scientific Team.
- **Gardening staff:** There are 43 gardening staff in total from Curators and below:
  - Curators - £30,172
  - Assistant Curator - £24,480
  - Supervisors - £20,808
  - Skilled Horticulturalists - £14,566
  - Horticulturalists - £14,355
  - Admin coordinator/Plant Labeller - £15,606
  - Personal Assistant - £13,260
- **Scientific Support Team:**
  - Scientific Officer Grade - £26,520
  - Plant Pathologist - £20,000
  - Scientific Officer (Entomology) - £18,207
  - IT Officer - £16,320
  - Lab manager - £16,320
  - 2 Plant Records Officers (part-time) - £10,924; one of which is shared with horticulture
- Horticulturalists are paid above the general level of admin staff. When Eden was established, Tim Smit insisted that horticultural skills should be recognised.
- It is recognised that there are inequalities and there needs to be parity across the organisation.
- Salaried staff can elect to join a private pension scheme, with 5% personal contribution and 9% contributed by the company.
- Hourly paid staff do not receive a pension, but generally earn more as they receive overtime.

#### **7.7.3 Volunteers:**

- Most volunteers work at the nursery and are managed by a volunteer co-ordinator, on a separate site away from the main one. Eden will use more volunteers in the future. At present they assist in disability discrimination at the main site, pushing wheelchairs etc.

#### **7.7.4 Recruiting:**

- The staff Eden recruit generally have the right skill levels. Eden say they are very demanding in requiring a high level of skill, staff have to grow crops and have knowledge of agronomy.
- Problems in recruitment are the location and that those employed in horticulture and catering are on a recognised low salary.
- Eden consider they have a good profile as a successful organisation with skilled staff.
- They adopt a strong policy of promoting from within and developing positions. It is considered important to recognise peoples desire to progress and develop in a “vocation”; they want to train staff and enable development
- They employ staff with general skills who they train and encourage to stay at Eden.
- There is a current proposal by the horticultural director (to be implemented April 2005) to introduce 3 SPINE points within each grade to recognise achievement and allow progression. This will include:
  - An element of Performance related pay (for ‘High Achievers’)
  - Length of service rewarded
  - Qualifications recognised
  - Training progression rewarded
- It is the aim to try to motivate staff by identifying personal issues to progress, and offering foreign trips/travel to broaden knowledge.
- Jobs have been offered and turned down in the past, for such reasons as location, house prices, family reasons or pay.

#### **7.7.5 Turnover of staff:**

- There are no perceived problems with staff turnover.

#### **7.7.6 Horticulture standards:**

- Three years ago there was a problem because the site is an old china clay pit which had to be drained. Sand is a waste product from china clay and Eden had to manufacture soil and added nutrients by bringing in and mixing green waste.
- Horticultural standards are improving; it is a very challenging project, and they have had to learn to grow and manage a big cross section of plants e.g. how to prune coffee.

### **7.8 Royal Parks:**

#### **7.8.1 Funding:**

- Funding is from the Government. Annual Reports & Accounts 03/04 “Net Parliamentary Funding received - £28,089,000”

#### **7.8.2 Staffing:**

- There are eight Royal Parks, each park has a grounds maintenance contract, spread between five contractors who are working to an “Instructed Contract” from the Park Manager with performance elements attached.
- Staff employed by Royal Parks at each park consist of a Park Manager (on £27,120 to £35,090), an Assistant Park Manager (on

£21,110 to £27,320). Both receive an additional 20% for an on-call allowance.

- Each park will also have a small admin team or two or three and one or two Wildlife Officers.
- There is also a small technical services team consisting of a Tree Officer, a Horticultural/technical officer, a Landscape architect and a Sustainability Officer.
- Key workers get accommodation (reduced rent), the opportunity to work flexi-time, have gym membership, concert tickets, a pension, discount in the café, and use of a pool car.
- Gardening tasks are directed by a client management team for each park to the contractor against a monthly schedule. There are penalties incurred if these are not adhered to.
- All works and repairs to paths etc are undertaken by contractors.

#### **7.8.3 Volunteers:**

- Volunteers are generally used in a very small way, delivering guided walks and for educating children.
- They are starting to use Volunteer gardeners at Bushy Park. They need close supervision and careful management. There is also an issue of health & safety. They have to be over 18 years old, and are provided with equipment and clothing.
- There is pilot scheme for under 18 year olds undertaking work experience at Greenwich.

#### **7.8.4 Recruitment:**

- On the Royal Parks side they have had no problems recruiting staff.
- There are no staff shortages, and are dealing with a small number of staff.
- They generally get the “cream” applying for positions as they offer a good salary and a house in London.
- However, skills seem to be lacking. They need well-rounded individuals who have very good practical knowledge and skills, as well as good managerial skills. Park Managers have to have both.
- A Park Manager needs skills in managing, budgeting, public speaking, interaction with the public, practical skills, fund raising, event management, managing contractors, have a high profile role and interact with MPs, Councillors, and have responsibility.
- They have problems with the skill level of contracting staff. The contract sets out the parameters for each garden, but they cannot necessarily recruit staff with the right skills. Skills are expected, but because the Parks are in Central London, staff cannot afford to live near gardens they live outside London and commute.
- The contractors rely heavily on itinerant gardeners from NZ, Australia, and S Africa.
- When the gardening activity moved from in-house employees to contractors, many gardeners stayed with the contractors (who have themselves been taken over, or changed). These staff were trained by Royal Parks, and know how Royal Parks like things done.
- Shortages are in plant knowledge, basic skills, pruning, and plant identification. Mechanical skills require statutory training, so the contractors will provide the training.
- Local Authorities and Health Authorities no longer run apprenticeships which is contributing to a lack of skilled gardeners.

- In the future the Royal Parks could move towards a system where maintenance and basic skills e.g. grass cutting are done by contractors, and skilled gardening done by staff within Royal Parks, ideally with the re-introduction of apprenticeships.

#### **7.8.5 Turnover:**

Turnover is very low within the Royal Parks staff.

Those who are offered a job but turn it down, do so usually because they cannot afford to live in London, because of family circumstances, or they don't like being linked to the Civil Service.

#### **7.8.6 Standards of horticulture:**

- In certain parks there has been no change in standards as a result of switching to contractors and they are developing. However, in some cases the basic standards of horticulture have declined because of lack of time.

The gardening teams may be being pulled away from gardening to do other maintenance work, the contractors are commercial companies, so are working to a bottom line.

### **7.9 A Royal Horticultural Society (RHS) Garden:**

#### **7.9.1 Type of business/garden:**

- One of four gardens owned by the RHS, a charity which opens its gardens to the public.
- Total Area 270 acres, including 25 acres of garden, with 17 acres open to the public.

#### **7.9.2 Funding:**

- Funding of the garden is received which includes £300,000 for salaries, £100,000 for operating costs, and £50,000 for Special Projects.

#### **7.9.3 Staffing:**

- There are 16 full-time staff employed at the garden:

-	1 Curator	£29,000
-	2 Senior Supervisors	£22,000
-	3 Supervisors	£18,450
-	3 Senior Gardeners	£16,450
-	4 Gardeners	£14,450
-	2 Turf & Machinery staff	
-	1 Propagator (supervisor level)	

- If housing is provided a rent is charged of approximately 17% of salary.
- Management includes an annual appraisal system.
- Contractors are used for tree work and Ground Work needing large machinery.
- There are 50 volunteer workers. They each work approximately equivalent to three hours per week from March to October. They are organised by a volunteer, not the permanent staff above.

#### **7.9.4 Recruitment:**

- There is a vacancy to be filled approximately once every 15 months, most staff are recruited locally
- There is a lack of skilled craftsmen. Many entrants into the sector are from a landscape/garden design background and not from a working apprenticeship where they will have developed practical skills.

#### **7.9.5 Standards of horticulture:**

- Standards have improved with the availability of extra staff in recent years.

#### **7.9.6 Management of the RHS Garden:**

- Management is undertaken centrally, by the Director of Horticulture who is responsible for all four Gardens owned by RHS.
- On site, each of the four gardens has a Curator responsible for the garden. At Hyde Hall there is a manager responsible for the site, at some gardens the Curator is responsible for the site, so the curator's job is slightly different at each of the four gardens.
- Each garden has 'god-parents'; one from outside the RHS, and the other on the RHS Council. They are there to advise the individual Curators. Meetings are organised as required.
- The RHS Gardens Committee is made up of Council Members (who are also god-parents) plus the Director and Director of Horticulture. The Committee meets at least once a year at each garden.

### **7.10 A Large Private Garden Estate (Charitable Trust):**

#### **7.10.1 Funding:**

Funding of the gardens is primarily through investments made when the Charitable Trust was set up (through the sale of paintings etc.), and through gate money. The gardens have approximately 450,000 visitors a year, at £5 per head, totalling £2.25M.

There is no funding from other sources. Before the garden was a Charitable Trust they used to do plant sales, however, they are no longer allowed to as their status as a charity does not allow for a large profit.

- Plant sales are now done through the other branch of the business which is with the parks (not botanic/historic gardens) and is a private estate.

#### **7.10.2 Staffing Structure:**

- There are 21 gardening staff in total:
  - Head Gardener (1) £32,000
  - Foremen (2) £15,000
  - Gardeners (18) £12,000
  - P.A. part-time 30 hrs £12,000 pro rata
- The Head Gardener has been with the estate for 32 years.
- Four of the gardening staff are on a permanent rota for weekend watering in the greenhouse, so supplement their income through overtime.

- They do not use volunteers on a regular basis. In the past they have had students or work experience people wanting to gain practical experience.
- They do have a student from PGG every twelve months who is paid £10-£11K. Often these are people who have come out of college and cannot get work because they do not have the necessary practical experience, or they have switched courses from agriculture or commercial horticulture.
- Sometimes the PGG student is a “second careerer” in their late 20’s; someone who has made a conscious decision to switch careers, these tend to be more interested and motivated because they “want to make a go of it”.
- In the summer they have students who are taken on for three months because they want to gain practical experience during college holidays.

#### **7.10.3 Recruitment:**

- They have not experienced any recruitment problems. They will advertise the post locally if it is for a general gardener.
- They have just advertised for a post of gardener as one did not return from maternity leave; they have had 12 applicants, four have the right skills, and they are confident that they will appoint someone from those four.
- They would have expected to have had more applicants with necessary skills 10 years ago.
- If they want a more senior post filled they will advertise in Horticulture Week.
- They do not have any staff shortages.
- In 32 years they are unaware of anyone turning down a job when it was offered, it is a prestigious estate with a good employer.

#### **7.10.4 Skills shortage:**

- Lack of practical experience in students coming from college. The students themselves say the college doesn’t prepare them for a role in botanic/historic gardening as practical skills training is lacking.

#### **7.10.5 Turnover of staff:**

- Turnover of staff is very low, they might have someone leave once every two or three years, the last one was for maternity leave.

#### **7.10.6 Training:**

- Training is considered very important. They have to provide extensive training with 20 staff to cater for, plus students. They undertake Health & Safety training, chainsaw, tree climbing, and other skills. It is important to look after staff and their training needs to keep them motivated.

#### **7.10.7 Standards of horticulture:**

- They have had the same number of staff (21) for at least the last 32 years. If anything the standards have improved with the time freed up by increased use of mechanisation. They have more of the garden opened up to the public and have increased its size due to the use of machinery.

## 7.11 A Medium Private Garden Estate “A” (Charitable Trust):

### 7.11.1 Funding:

- The gardens are run as a Charitable Trust in the North West of England.
- One third of the funding is through investments and an endowment made when Charitable Trust was set up 25 years ago.
- One third of funding is from land and other rental income.
- The remainder is funded through gate money. They have approximately 17,000 visitors a year, paying £3.50 per head, totalling £59.5K. (This is predicted to rise to £100K in three years).
- The estate is all run as one enterprise to fund the gardens.
- They have 15 acres of garden, in two areas; eight acres of formal garden, seven “more natural”. The style of garden is more relaxed than some, “in the style of William Robinson”, with a preference for it to be tidy but not manicured.
- They also have 100 acres of arboretum woodland, and have two other staff to undertake its maintenance (also on a craftsman wage).
- The impact of a large new estate opening nearby has meant increased visitor numbers. The garden is open to public from April to October, with visitor numbers expected to increase from 17,000 this year (8,000 three years ago) to 25,000 in three years time.

### 7.11.2 Staffing Structure:

- There are five gardening staff in total:
  - Head Gardener £23,000 plus house and pension
  - Foremen £13,750
  - Gardeners (3) £13,250
- The Head Gardener grew up on the estate, his father was the head woodsman. He was sent away and trained at Edinburgh for three years, and has been HG for 15 years.

### 7.11.3 Recruitment:

- There are no problems with recruitment.
- They last had to find a replacement for someone who retired ten years ago.
- They recruited a student eight years ago because the garden was expanding; he was a student on a placement for the HND course in his gap year, he stayed on and finished his final year of the course by correspondence.
- Generally they like to recruit from locals who know the estate, “get them young, train them, and keep them”.
- If they needed someone to train on as a gardener, they know that those whose parents are currently in agriculture would be willing recruits, and would have the aptitude, and would gain the skills necessary through training.
- If they wanted a more senior post filled they would have to advertise in Horticulture Week and they think they would come across the problems that others experience further South (necessary skills with managerial experience on a low wage).
- They do not have any staff shortages and last had to fill a vacancy eight years ago.
- No jobs have ever been turned down when offered.

#### **7.11.4 Skills shortage:**

- They recognise that their staff are not highly skilled/highly trained botanical gardeners, because they think they would have to pay them 20% more if they were, and would not get a 20% return. The staff they have suit the garden and they are responsible and dedicated.

#### **7.11.5 Turnover of staff:**

- Turnover of staff is very low; the last person retired 10 years ago.
- They acknowledge that the estate may be typical perhaps for a medium sized one in the NE, but that it does not have the problems associated with staff in the South. They consider staff in the NE of England are easier to recruit, retain and manage and are happier and more relaxed than those in the South.
- The estate does have the same financial pressures, with inflation being the biggest scourge.

#### **7.11.6 Training:**

- Training is considered very important. The Head Gardener has been away on a three year course to RBG, Edinburgh, and the other staff are sent away on short courses to enhance horticultural skills. They undertake all the necessary training required for machinery operation and H&S and have done chainsaw and other certificated, short-course training.

#### **7.11.7 Standards of horticulture:**

- They adopt a natural horticultural style and standards have not changed in 25 years.

### **7.12 A Medium Private Garden Estate “B”: (Private ownership):**

#### **7.12.1 Type of business/garden:**

- 10 acres of garden, 400 acres of Landscape Park. English Heritage listing Grade 1. Garden open to visitors at £4.50 per person with concessions.

#### **7.12.2 Funding:**

- 40% of the total cost of upkeep and salaries is covered by entrance fees and sale of produce/plants and events in the Park (Classic car rally, opera etc.) The Aim is to increase this to be 50%. The remaining costs covered by estate.

#### **7.12.3 Staffing:**

- There are four full-time and two part-time staff employed at the garden:
  - 1 Head Gardener (nearly 50 years service); £17,000
  - 1 gardener; £13,250
  - 1 apprentice gardener: £9,500
  - 1 full time secretary responsible for arranging events and other matters to do with the garden; £13,250
  - 2 part-time staff in shop, to take tickets etc.
- Head Gardener lives in accommodation rented from the estate.
- Contractors are used to cut grass in summer months.

- Volunteer workers have been used in the past, but not on a regular basis.

#### **7.12.4 Recruitment:**

- They have a very low turnover of staff, and had no problem in recruiting a gardener and apprentice gardener locally.
- Concerns were voiced by the owner that there is a lack of experienced craftsman gardeners available to become Head Gardeners in the future.

#### **7.12.5 Standards of horticulture:**

- They do experience some difficulties with upkeep during the summer months, and the Head Gardener discusses the need for extra help during times of pressure.

### **7.13 A Medium Private Garden Estate “C” (Private Ownership):**

#### **7.13.1 Funding:**

- The estate is privately owned, and has changed ownership/management in the past two years when the son of the previous owner took over. He has adopted a different approach to the house and gardens, and views them more as for his families' private use than for public opening.
- The gardens and house are now only open two days a week in May and June, and one day a week from July to September. (The minimum amount necessary to receive grants from the Historic Houses Trust).
- Gardens are 12 acres split into three broad areas,  $\frac{3}{4}$  acre of glass and nursery, formal walled garden and law areas.
- The gardens cost ten times more to run than the income they generate, the operating costs (excluding salaries are £60K, and the income is £40K). Income is from gate money and plant sales (during limited opening hours), grants, and limited corporate entertainment in the parkland.
- The gardens won an HHA garden of the year award a few years ago.

#### **7.13.2 Staffing:**

- There are six gardening staff in total:
  - Head Gardener (7 years in post): £19,500
  - Nurseryman (4 years in post): £15,000
  - 4 Gardeners (26, 25, 24 and 4 years in posts): £12,000 - £14,000
  - All except one gardener are in estate cottages (not a benefit as such in that have no security for the future – the Game Keeper retired after 50 years and has been offered a cottage to rent at the market rate of £500 per month, which is hard to find). They receive a small pension.
  - There is one part-time administrator for the house and garden.
- Contractors were used for mowing in the summer, but the owner now says gardening staff should take this extra duty (25 hours per week) for cottages and gardens on the estate (used to pay a

Contractor £7K per year, this is now absorbed in-house at no extra increase in salary).

- There are no volunteer workers, the Head Gardener would appreciate the extra help, but the owner does not want to be involved with the H&S issues and red tape that would be involved.
- The past owner used to take students from the local college, but the new owner does not want to take any.

#### **7.13.3 Recruitment:**

- Turnover is very low, the last person left over two years ago because they new they would not be able to work with the new owner, a replacement was made internally from a garden trained house guide (partner of the Nurseryman).
- They use a recruitment agency “English Country Gardens” based in Sussex if they need to replace a senior position (as four years ago with the Nurseryman). Gardeners would be recruited locally.
- Feels there is a problem with careers information and schools not knowing about skilled gardening as a profession. The lack of apprenticeships means that there are not the skilled staff coming into the sector.
- The Head Gardener started on an apprenticeship with local authority in the parks, went to Pershore College, then to Kew for three years training. His grandfather had been a keen gardener and he was always interested in gardening. He has worked for private estates and the NT. He left the industry to take up psychiatric nursing for three years, and although the pay was half as much again as he was earning as a Head Gardener, he missed the life and working with plants. His role is only 10% in the office, and he values the dedication and skill of all his gardening team. All admin and paperwork is done at home after work. He is worried about his future with no house for security and his low wage and small pension.

### **7.14 A Small Private Garden Estate “A”: (Private Ownership):**

#### **7.14.1 Type of Business/Garden:**

- Private gardens and plant centre open to the public. Estate is 25 acres, including five acres of car parking.
- The gardens open for charity, National Garden Scheme, Red Cross, and it also opens under the “RHS Garden Scheme” (free entry to RHS membership).

#### **7.14.2 Funding:**

- Privately funded by the owner, but subsidised largely by sales from the plant centre.

#### **7.14.3 Staffing:**

- There are two full-time staff, but one only spends 25% of their time in the garden, the remainder is spent working in the plant centre.
  - 2 Gardeners - £13,250 (no housing provided)
- The owner also undertakes planting and pruning (is a trained and qualified horticulturist).
- Gardening tasks include grass cutting, topiary and hedges.

- Contractors and volunteers are not used.
- There have been no problems with recruitment.
- The owner is concerned about lack of students being trained at colleges and also the continuing lack of gardeners prepared to do basic manual tasks, i.e. horticultural students wanting to become garden designers not gardeners.

## **7.15 A Small Private Garden Estate “B”: (Private Ownership):**

### **7.15.1 Funding:**

- The estate is isolated on N Coast of Scotland. The garden is open on a “loose” basis, visitors are permitted (not charged) in summer months. The garden is officially “open” one day a year on the “national gardens scheme”. They have visits arranged from groups in Holland and Belgium.
- The main garden is 17 acres in total, primary a formal area contained within a walled garden with lawn, borders, roses and fruit. The remainder is trees and woodland, and a less formal grassed area.
- The garden is funded entirely by the owner, privately, not as part of the estate.
- Overall the estate covers an area of 100,000 acres.

### **7.15.2 Staffing Structure:**

- There is one single handed gardener. He is paid £16,500 plus a house and pension, council tax and firewood.
- He feels highly valued by his employer, the industry and visitors. He started 5 years ago with his employer, and has been in role of Garden Manager for over 20 years (promoted more than 5 times), after starting in agriculture. Was a Head Gardener in his last job, and he has always worked in gardens on a private estate.
- He started with ‘O’ levels and an agricultural craft certificate. He has gained skills in gardening and management since starting. He would like to undertake chainsaw and pesticide training. His aspirations have been exceeded, and he wants to stay in the same role in five years time.
- He is “very happy with the job and role”. If the garden needs any large machinery maintenance or hard landscaping he will get contractors in to help, otherwise does everything in the garden himself.

### **7.15.3 Recruitment:**

- The previous gardener retired over five years ago and replacement lacked the necessary skills to manage the garden, so he was “let go”.
- The very isolated position of the garden makes it a problem finding recruits with the necessary skills, they need to be prepared to work alone in a remote area.
- They had problems replacing previous gardener, and finding applicants with necessary skills. The present gardener applied late and the position had not been filled.

**7.15.4 Skills shortage:**

They do not have any skills shortage with the current garden manager, but in the past applicants have lacked the necessary practical skills.

**7.15.5 Turnover of staff:**

Previous gardener "left" 5 years ago, shortly after one been there for 20years retired.

**7.15.6 Training:**

- Training is difficult as the location is so remote. The gardener would like to do chainsaw and pesticide training, but it is difficult to find the training locally and the time to be away from the garden for training.

**7.15.7 Standards of horticulture:**

- The standards of horticulture have not changed recently, but in the past there would have had many more gardening staff.