



# Role Profile

## Service Manager (Grounds Maintenance Service)

Reference No.	ED035	Type	Individual
Service	Environment & Building Services		
Job Family	Service Manager 1	Grade	FC11

### Purpose

You will be responsible for the strategic planning and delivery of grounds maintenance services across Fife and also manage and co-ordinate the activities and functions of the Service to reflect the Council's desire to devolve decision making to the local areas. Provide leadership to all areas of the Service covering a wide range of complex service delivery functions.

**Task or Responsibility** - For this role, there is an expectation that all, or a combination, of the following will be undertaken:

**Person Specification: Skills, Knowledge, Qualifications or Experience** - Criteria can apply to more than one task or responsibility

**E**    **D**

Reporting to the Senior Manager and working autonomously in consultation with customers where appropriate. Only major issues or situations will be referred upwards.

Educated to SCQF level 9, which includes a Degree or equivalent with substantial post professional qualification experience.

✓

Determining Fife wide strategic and area operational requirements when managing a co-ordinated Grounds Maintenance service.

Substantial experience in the management of a large manual workforce in an Operational role (Deliver Results – See How We Work Matters Framework)

✓

Ensuring Service delivery remains at a consistent, high professional level and that the service delivery remains flexible enough to reflect local priorities where required.

Effective organisation skills

✓

Establishing strong working relationships with key contacts both internal and external to the Council to help promote the Service and improve service delivery.

Communication skills

✓

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Preparing and delivering committee reports, presentations, papers on specific Service issues ensuring proposals align with Council and Service objectives and priorities.	Excellent report writing skills Good presentation skills	✓ ✓	
Chair appropriate committee/consultation forums.			
Contributing as a member of the Management Team to the on-going monitoring, control and improvement of service delivery.	Experience of supporting and delivering effective strategies to deliver organisational goals	✓	
Setting, agreeing and managing forward work plans for the team in line with customer, service and corporate priorities.			
Ensuring that quality standards are identified, monitored, achieved and continuously improved.			
Investigating and resolving complaints where required.	Customer service skills	✓	
Supporting Service-wide policy development issues and the initiation, design, implementation and subsequent monitoring of new strategies and policies.			
Providing expert support and advice on the management, development and implementation of performance management systems for the collection, provision and dissemination of performance information.			
Champion high standards of performance across the full range of SPI, KPI and other performance measures and challenge under-performance effectively.	Experience of improving standards	✓	
Managing the development, implementation and review of appropriate policies, practices and procedures to promote improvements to service delivery, customer satisfaction and more effective use of resources.	Evidence of analysing and managing complex situations/problems	✓	
Deciding where significant departures from established policy or practice require to be made in order to make progress in the interests of the Council and its customers.	Experience of predicting resource constraints and overcoming obstacles		✓
Encouraging cross service/inter-service working by encouraging employees, where practicable, to participate.	Ability to build and manage good working relationships at all levels	✓	

E = Essential Criteria    D = Desirable Criteria

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Organising debrief sessions after any critical service incident e.g. customer complaint, staff incidents and lead in implementing changes and decisions, including collective actions as required.			
Representing the service (where applicable) at APSE seminars and advisory groups, also ensure that the service is represented at industry seminars (where applicable).	Considerable experience in Local Government in a similar role		✓
Representing the Service on Emergency Planning & Severe Weather Groups including Maritime Coastguard Agency and other relevant external agency groups.	Experience of developing effective multi-agency/ partnership working (Work together)	✓	
Managing the Health and Safety Group within the service to co-ordinate and deliver regular up to date advice and guidance.	Knowledge and experience in Health & Safety, in a Parks and Horticulture environment	✓	
Ensuring team plans are in line with the Plan for Fife objectives.	Awareness and sensitivity to clients and customers' needs (Focus on customers)	✓	
Supporting and delivering community initiatives throughout Fife.	Experience of taking a team approach and building relationships with colleagues, partners and customers	✓	
Managing significant designated fleet assets of the Council and ensure optimum utilisation and Best Value on fleet management working with Fleet Services.	Fleet/plant management experience	✓	
Developing and shaping the future direction of activities and seek approval through committee structures for all policies and plans.	Extensive knowledge of relevant legislation and statutory requirements	✓	
Managing the production of corporate information, developing appropriate systems for data capture and reporting.			
Managing the collection, provision, dissemination and use of performance information.			
Establishing and controlling the revenue budget of circa £12m.	Budget and financial management skills	✓	

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Reviewing and optimising all external contracts for grounds maintenance work.			
Optimise service delivery by managing, developing and monitoring the revenue budget and authorising and approving capital expenditure within agreed limits e.g. equipment purchases, overtime, expenses, temporary appointments.			
Preparing budgetary estimates, spending profiles and plans allied to the targeted priorities of the Service.	IT Skills (Embrace technology and information)	✓	
Liaising with the Senior Manager and the Accounting Control Team in Finance & Asset Management on any budget implications prior to seeking authorisation for any proposed changes to establishment or the awarding of any contracts.			
Ensuring appropriate audit, control and collection procedures are implemented to monitor and recover income charges and fees.	Knowledge and understanding of the requirements that support corporate governance		✓
Seeking opportunities to increase income streams in order to enhance team budgets e.g. through external funding support and partnership approaches to service delivery.	Strong influencing and negotiation skills	✓	
Contributing to the Council's efficiency agenda by implementing change to ensure a reduction in the cost of service delivery whilst maintaining and potentially improving services.	Evidence of leading and managing complex projects which has delivered required outcomes, including efficiencies or savings	✓	
Establishing and thereafter controlling the revenue budget of circa £12m through the rigour of a trading account.			
Ensuring that budget information is available timeously for inclusion in the Service budget process.			
Authorising payments to contractors and agree variation orders.			
Deciding on the prioritisation of the team budget.	Effective budgetary skills		
Ensuring a balanced budget position.			

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Defining parameters and conduct strategic best value reviews.			
Providing the Grounds Maintenance Service with professional leadership, direction and support.	Leadership skills	✓	
Providing a strategic link to the seven area committees to ensure each area's local priorities are considered and met where possible.	Broad management experience		✓
Rigorously applying Fife Council's Attendance Management Policy, and report quarterly to the Senior Manager with performance statistics.			
Liaising directly with elected members and other appropriate parties to develop solutions which support the local decision-making process.	Ability to communicate effectively at all levels, both verbally and in writing	✓	
Overseeing the maintenance of standards of conduct and performance and ensure this results in appropriate disciplinary action where necessary.	Experience of performance management	✓	
Supporting employees by applying people management skills e.g. staff motivation, team building and conflict resolution.	Team building skills	✓	
Leading Change Management projects.	Experience of leading and implementing change management initiatives (Take ownership)	✓	
Maintaining an overview of activities in order to meet agreed targets e.g. attendance management, recruitment and selection, re-allocation of resources, identify and prioritise activities, etc.			
Improving the team's attendance management levels and employee performance in relation to set triggers and improvement targets.			
Promoting the recognition of achievement and the attainment of qualitative outcomes in service delivery.			
Ensuring the future skills and competency requirements of the team are addressed through employee development support processes.	Experience and evidence of effective delegation	✓	
Establishing training matrix for skill sets required by the operational section of the service.			

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Ensuring the team is up to date with events in the Council or the Service through regular briefing sessions, meetings or informal contact.				
Fostering knowledge sharing within the team and on the job coaching to expand team knowledge and capacity and ensure the growth of individuals.				
Keeping the Senior Manager apprised of developments affecting the work of the Team.				
Ensuring application of HR Policies and Procedures. Chair disciplinary and capability hearings, sanctioning actions up to and including dismissal.	Experience in effective management of corporate procedures and policies		✓	
Deputising for the Senior Manager when required.	Positive and flexible attitude to duties and responsibilities	✓		
Developing and maintaining good employee relations in partnership with employees and relevant Trade Unions through informal and formal processes of communication, consultation and involvement.	Partnership working skills		✓	
Managing service delivery in adherence with statutory requirements and industry regulation, measuring and reporting performance in accordance with national standards.	Understanding of the means by which national strategy and policy is delivered at local level		✓	
Ensuring the management of health, safety and welfare and the requirements of legislation, policy, procedures are properly implemented.	Knowledge and clear understanding and working of professional and technical standards and values	✓		
Advising the Management Team of anticipated changes to legislation that could impact on the development and delivery of services.	Knowledge and awareness of national developments	✓		
Supporting policy development relating to the implementation and monitoring of new strategies.	Knowledge of the Political environment within which the Council operates	✓		
Representing the Service at Council Committees, Sub-Committees, Negotiation and Consultation Forums, cross-service working groups and project teams as required.	Project management skills	✓		
	Experience of a project management toolset	✓		
Managing representation at Community Councils and any other area forums to ensure local service delivery.	Managing conflict positively	✓		

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Managing the delivery of ground maintenance to meet customer needs.	Ability to appreciate and manage political objectives, local aspirations and financial constraints		✓
Establishing local area priorities for grounds maintenance.	Knowledge and experience of Horticulture in a functional area		✓
Managing the process of change within grounds maintenance to deliver continuous improvement. Tackle the objectives set by all relevant, legislation and Codes of Practice.	Experience of dealing with the business impact of change	✓	
Ensuring that the activities of consultants, contractors and others employed by the Service are managed and supervised.			
Ensuring close links with other parts of the directorate to ensure standby cover arrangements are in place i.e. winter standby and public holiday cover.			
Ensuring the Management of premises and depot assets of the Council as 'Controller of Premises' along with duty holder responsibilities in relation to legislative and regulatory requirements.			
Undertaking all other duties as required for the role. Duties will be in line with the grade.			

<b>Additional tasks or responsibilities</b> – this is a generic role, however this particular job may also require you to undertake the following:			
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<b>Job Title (Specialists Tasks)</b>			

Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check required	
<p><b>Before confirming appointment:</b> You may be required to obtain PVG scheme membership or a Disclosure check. Please refer to the job advert for clarification of the specific requirement.</p>	
Additional Information – the following information is available:	Expected Behaviours
<ul style="list-style-type: none"> <li>• Skills Framework (if applicable)</li> <li>• <b>How</b> we work matters</li> </ul>	<p>Every council employee is expected to lead the way by making decisions and behaving in ways that uphold our community commitments and values.</p> <p>Please refer to How We Work Matters Guidance to learn more.</p>