2012 NATIONAL SALARY BAND RECOMMENDATIONS
**IOG 2012 National Salary Framework Recommendations**

**Terms of reference**

PBi Consulting Limited has been re-engaged to conduct the IOG salary survey analysis having conducted similar exercises since 2000. The survey methodology has been retained. Specific deliverables required from this report are:

- Conduct the National salary surveys analysis utilising both existing and any new data providers.
- Utilise salary data and members comments obtained from the IOG Membership Survey in 2011.
- Support the 2012 IOG salary band proposals with recruitment market input from a grounds care consultants. Monitor web based and magazine job advertising for the grounds care sector.
- Monitor the treatment of regional salary ‘allowances’ and incorporate into the IOG reward framework.
- Produce the 2012 IOG salary bands recommendation based on a ‘blended’ review of public and private sector pay settlements.
- Prepare the 2012 salary bands and employment conditions booklet in readiness for January 2012 publication
- Review and update the six generic IOG position descriptions. Emphasise the education criteria, job knowledge, IOG Continuing Professional Development Levels, problem solving and interpersonal skills required for each position.

**Executive Summary**

The IOG, BIGGA and Local Government sector (LGA) pay data remain the major organisations providing relevant salary data.

Information was cross-referenced with salary information and reward comments from the IOG’s own self-administered 2011 Members’ Survey.

Incomes Data Services analysis and other remuneration consultant reports have been utilised to confirm actual settlements and pay market trends for both the Public and Private sector. IDS records pay settlements across the UK economy covering over 9 million employees.

Discussion took place with grounds care recruitment consultants. Job advertisement monitoring was also undertaken.
This report recommends continuation of the six generic position job descriptions with continuing emphasis on position accountability, problem solving and technical expertise requirements. Job evaluation activities in the public sector allied with professional development initiatives in the private sector underline the importance of the IOG generic descriptions.

The IOG salary bands continue to cross reference well with the public sector National Joint Council Local Government pay grades and the outcome of the LGA pay research. The National Joint Council Agreement between the local government employers and trades unions applies to 1.4 million public sector employees.

Comparisons with Bigga salary scales continue to be a good comparator of salaries within the private sector. In recognition of the difficult economic times Bigga had not made any salary scale adjustments for the previous two years. In 2012 it recommended a scale award with an increase of 3%.

BIGGA also changed the methodology for pay increases, the previously utilised Government average earnings index has been replaced with the Government retail price index.

The public sector pay agenda continues to be determined by the Government’s austerity and efficiency initiatives. The resulting public sector pay restraint is being driven by fiscal budget reduction.

The average salary of Groundsman job categories in the IOG 2011 survey analysis equates to the lower quartile salary band. This is a disappointing outcome. Elevating the recognition and reward of Groundsmen remains the key challenge going forward. Ideas to improve the financial recognition for grounds staff are incorporated into this PBi Consulting report.

Head Groundsman and Ground Manager job categories continue to be competitively rewarded in line with market rates.

The IOG’s blended pay approach, a hybrid system of public and private sector pay levels, reflects the mixed IOG membership across these sectors.

To reflect the subdued level of pay settlements and the environment of austerity a **2012 uplift of 3.0% to the IOG salary bands is recommended. This will be less than the 2012 Retail Price Index level of inflation.**

Previous years percentage increase in salary bands were as follows:

- 2011 IOG band increase was 2.0%
- 2010 IOG band increase was 2.0%
- 2009 IOG band increase was 3.5%
- 2008 IOG band increase was 3.5%
- 2007 IOG band increase was 4.0%

Regional pay allowances continue to be incorporated into the IOG salary bands. National government research confirms that regional pay variation in the UK is minimal outside of London and the South East area. No increase in the IOG regional allowance is recommended based on private and public sector practice.
The IOG salary band booklet provides information on the suggested financial amount (£300) in recognition of IOG qualifications in the Junior Groundsman and Groundsman salary bands. This maintains the emphasis on encouraging professional accreditation early in a person’s career.

**Salary Research**

All salary survey information in the leisure, recreation, and landscape industry sectors were reviewed.

BIGGA salary scales, National Joint Council for Local Government services guidance pay bands, LGA research, IOG Member Survey 2011 data and National Minimum Wage recommendations were taken into account.

The Local Government Analysis and Research (LGAR) unit produced average salary data at March 2011 for England and Wales’s grounds care roles.

Job grading is being utilised in the move to standardise local government job classifications. Hay methodology is being used to evaluate senior managers (NJC grade 44 and above) and its related Gauge system for the jobs below this level that covers most of the IOG job family.

Supportive information was sought from tracking 14 pieces of recruitment advertising in the IOG magazine and the Bigga website for the 12 month period. This did not produce strong salary data as only 5 of 13 advertisements mention salary. Bigga web site recruitment advertising makes no reference to salary levels.

To counteract the non-salary disclosure within advertising, discussions were held with a ground care industry recruitment consultant. Their job placement salary experience during the twelve-month period ending October 2011 was analysed. Consultant recruitment activity was reduced with 13 candidate placements as against the 16 recruits in the previous year.

**Key Research Findings**

- The UK economy has been out of recession since the first quarter of 2010. However sustained major recovery has not occurred due a subdued global economic recovery and the Eurozone financial crisis. The UK economic outlook presents a generally fragile picture with weak business growth, high inflation and increasing unemployment.

- Government policy means basic pay will be frozen for most public sector employees in 2012 under the second year of their austerity pay policy. However, probably the main issue for public servants is the planned changes to pension contributions with industrial action planned for 30th November.

- Future pay awards for public sector employees will be driven by affordability. The Governments public sector pay reform programme should become clearer in January 2012 with the publication of the
Winsor review of police pay and conditions. The Government has also flagged up that it will make proposals on changes to teachers’ pay and conditions.

- The Government’s two-year public sector pay freeze has provided protection for its lower paid employees. Under the policy there is a minimum increase of £250 for those people earning less than £21000 a year. Pay band progression has generally continued for those public sector employees outside of the civil service.

- The LGA have informed the local government unions that they will be consulting local government authorities and central government to clarify their expectations for pay beyond 2012.

- IDS monitoring of pay awards in 2011 shows that median pay awards have been around the 2.5% mark, compared with 2% for 2010. This information supports the IOG decision to uplift its 2011 pay scales by 2%.

The median of all pay settlements in the year to August 2011 was 2.5%

- The October 2011 increase in the National Minimum Wage was 2.5% to £6.08 an hour for 21 year olds.

- The gap between the median level of pay awards and inflation remained wider than before the recession. Indeed most employees experienced a real-term reduction in their income as a result of the combination of high inflation and comparatively lower pay rises. The cost of living is likely to play a key role in employees pay expectations for 2012.

- Retail Price Index (RPI includes mortgage interest payments and housing costs) peaked at 5.2% in October 2011 and is expected to remain around 5% until year-end. It is expected to fall in early 2012, especially as 2011 VAT rises are coming out of the figures. A level of 4% inflation by the spring of 2012 may give way to just above 3% level in the remainder of 2012. The Bank of England target of 2% by year-end 2012 is most unlikely to be achieved.
Most employers see affordability as the main factor determining 2012 pay outcomes. Providing the economic recovery remains reasonably on track, private sector rises could be centred on 3%. In a recent IDS survey a third of employers indicated that they would pay a higher award in 2012. However the 2012 pay award is generally expected to be lower than the rate of RPI inflation. RPI remains the most relevant inflation measure for pay planning purposes.

The absence of regional pay differential was confirmed by the 2007 Low Pay commission report. Gross weekly earning was highest in London, remaining 34% above the national average. Following London is the South East region. Across the rest of the UK regions average earnings are very similar.

The NJC Local Government advisory London weighting rates for the year commencing 1st April 2011 remain unaltered. They are Inner London £3299 pa and Outer London £1755 pa. The IOG rate for 2012 London weighting, incorporated into the salary bands, has not been increased in recognition of this.

There is very little evidence to support payment for qualifications except in the entry grades of Groundsman or Green Keeper. Pay is for experience and ability to do the job rather than qualifications.

Analysis of the LGAR earnings data for grounds man indicates that bonus still does not appear to be a significant part of the remuneration package. In the private sector bonus levels have generally held up throughout the economic downturn. The median for bonuses in industry is worth around 8% of salaries with the median amount being around £900.

The economic outlook will encourage the spread of bonus schemes as employers look to reward staff in ways that do not add significantly to their payroll on-costs as consolidated salary rises.

PBi Consulting Ltd analysis predicts the key range for basic private sector pay increases for 2012 will be centred on 3%. The Public
sector is restrained due to the Governments deficit reduction policy.

- The shift away from the provision of final salary (known as ‘defined benefit’-DB) pension schemes in the private sector continued. Only 10% of private employers now have DB schemes and the majority are closed to new members. This has thrown a spotlight on the value of ‘defined contribution’ (DC) schemes that switch the risk to the employee. Also the funding provision of DB pension schemes in the public sector has now become the subject of Government negotiations.

- The Government has announced changes to workplace pensions including auto-enrolment in pension schemes from 1st October 2012. This may result, according to the Department for Work and Pensions, in 5 to 8 million people entering a workplace pension for the first time.

- The IOG pay bands are aligned and competitive with both the Public and Private sector comparative pay ranges.

- Basic pay of Grounds people based on IOG Salary Survey analysis and industry recruitment activity supports that the Grounds Manager and Head Groundsman pay rates are well placed in the IOG pay bands and are competitively rewarded against the market pay rate. Deputy Head Groundsman, Skilled Groundsman and Groundsman are paid in the lower half of the IOG recommended salary bands and further effort needs to be made to improve these occupations’ recognition and reward.

**IOG Pay Band Recommendation**

The following IOG basic salary bands shadow the NJC grade positions as follows:

<table>
<thead>
<tr>
<th>IOG Pay Band</th>
<th>NJC Minimum</th>
<th>NJC Mid-point</th>
<th>NJC Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groundsman</td>
<td>10</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Groundsman skilled</td>
<td>19</td>
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</tr>
<tr>
<td>Deputy Head Groundsman</td>
<td>20</td>
<td>24</td>
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<tr>
<td>Or Lead Professional (Solo)</td>
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<tr>
<td>Head Groundsman</td>
<td>25</td>
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<tr>
<td>Grounds Manager</td>
<td>34</td>
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</table>

See Appendix 2 National Joint Council for Local Government Services April 2010-11 that continued unchanged until the Government provides new pay policy direction.
Each salary band, Groundsman through to Deputy Head Groundsman, has a 10% spread either side of band midpoint. Head Groundsman has a 13% spread either side of midpoint. The Grounds Manager has 18% spread either side of midpoint to reflect the wide rate of market pay for this position.

Competent and effective job performance against the generic position descriptions is to be rewarded by payment at the salary band midpoint. Superior performance would be rewarded by payment of a salary above the band midpoint.

The IOG annual band increases are a general level of increase. Subject to affordability, employers practice should be to further reward employee performance with merit monies additional to the IOG annual band increase amount and where the individual employee work contribution justifies it. These additional merit monies in the private sector should be based on the formal assessment or annual appraisal of an individual’s productivity and business contribution. Typically half of one per cent of the payroll bill is a recommended amount to be set aside for the additional merit monies budget.
## Appendix 1

### IOG SALARY RESEARCH DATA – NOVEMBER 2011

<table>
<thead>
<tr>
<th>IOG Job Positions</th>
<th>IOG Salary Bands at 01/11</th>
<th>01/10/11 Nat Minimum Wage Annual Salary</th>
<th>BIGGA 2012 Salary Scales</th>
<th>NJC Local Govt. 04/11</th>
<th>LGAR 11/10 Salary Survey</th>
<th>Recruitment Research £ Basic Salaries 10/11</th>
<th>IOG Recommended Salary Bands at Jan 2012: 3.0% uplift</th>
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<tbody>
<tr>
<td>Grounds Manager</td>
<td>42035 29240</td>
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<td>Lon 52132 Reg 47372</td>
<td>42505 35430 28636</td>
<td>39620 (14 quotes)</td>
<td>Consultant 32519 (2) 5 Ads</td>
<td>43300 30120</td>
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<td>Head Groundsman</td>
<td>32430 24935</td>
<td></td>
<td>Lon 34183 Reg 30236</td>
<td>27849 24646 21519</td>
<td>26553 (23 quotes)</td>
<td>Consultant 26472 (2) 2 Ads 25035(1)</td>
<td>33400 25685</td>
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<td>Deputy Head Groundsman or Lead Professional</td>
<td>24925 20405</td>
<td></td>
<td>Lon 25348 Reg 23041</td>
<td>22958 20858 18453</td>
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<td>Consultant 26322 (1) 1 Ad</td>
<td>25675 21015</td>
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<td>Groundsman Skilled</td>
<td>23310 19075</td>
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<td>21519 19621 17802</td>
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<td>Consultant 20768 (4) 4 Ads 21625</td>
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<td>17161 15725 13874</td>
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<td>Junior Groundsman (Age 16)</td>
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<td>Comments</td>
<td>2.0% uplift to scales at 01/10. 37.5hr working week.</td>
<td>Based on 37.5hr working week.</td>
<td>Based on 40 hr week. 3% scale uplift</td>
<td>1% uplift 04/09. 2010/11 no increase. Based on 37 hr week.</td>
<td>3608 data records provided at 03/11</td>
<td>12 months to 11/11 for 13 job ad positions. Consultant recruits 13</td>
<td>3.0% uplift on 01/11 salary bands</td>
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Appendix 2

NATIONAL JOINT COUNCIL FOR LOCAL GOVERNMENT SERVICES PAY RATES applicable from April 1st 2010 and continued unchanged for 1st April 2011.

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</table>
The Institute of Groundsmanship salary recommendations reflect pay developments in both the Public and Private sector. Salary bands indicate the minimum recommended annual basic salary payment with effect from 1st January 2012.

The 3.0% band uplift for 2012 is based on extensive pay settlement research of both Private and Public sector. The outlook for 2012 pay settlements remains directly linked to the UK’s economic prospects. The economy is slowly recovering from recession.

The Public sector pay agenda is being determined by the Government’s austerity and efficiency drive. Affordability remains the main factor determining organisational pay decisions in both sectors. The 3% IOG band increase reflects the cumulative pressure on employed staff incomes in a period of high inflation.

To accompany the Recommended Salary Bands the IOG publishes a set of Position Descriptions that reflect the typical job responsibilities and experience required for each level within the industry career hierarchy. It is not possible however to have single position descriptions which encompass all individual situations.

“Standard” position descriptions are provided by the Institute, against which employers can evaluate the varying responsibilities and circumstances that are to be found in individual positions.

Such variables will include: -

- the number of sports being played
- the level of sport
- intensity of use
- total acreage managed
- job holders problem solving and decision making capability
- staffing levels
- budgetary responsibilities
- qualifications required

The salary bands relate to the “standard” Position Descriptions. Positioning within the salary band should therefore take into account the above factors and any significant variances in job content.

Each salary band has a minimum and maximum figure representing a 10% spread either side of the mid point for all positions. The exception to this is the Head Groundsman and Grounds Manager positions, which respectively have a 13% and 18%, spread either side of the mid-point. These higher % spreads reflect the responsibility level and market demand typically found with these position titles.
The Institute recommends that competent and effective job performers whose job content relates closely to the “standard” position description should be paid at the mid point and upper pay levels of the bands. Progression up a salary band can be achieved by awarding individual salary merit payments over and above the IOG recommended annual basic salary payment.

Copies of the “standard” Position Descriptions are available from:

The Institute of Groundsmanship
28 Stratford Office Village
Walker Avenue
Wolverton Mill
Milton Keynes
MK12 5TW

If you have any questions about salaries, employment conditions or career path please contact us using one of the following methods:

Telephone: 01908 312511
Facsimile: 01908 311140
Email: iog@iog.org
### THE INSTITUTE OF GROUNDSMANSHIP

#### RECOMMENDED SALARY BANDS 2012

<table>
<thead>
<tr>
<th>Position</th>
<th>Basic £ Salary p.a.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grounds Manager</td>
<td>£30120 to £43300</td>
</tr>
<tr>
<td>Head Groundsman</td>
<td>£25685 to £33400</td>
</tr>
<tr>
<td>Deputy Head Groundsman / Sole Charge</td>
<td>£21015 to £25675</td>
</tr>
<tr>
<td>Groundsman (Skilled)</td>
<td>£19650 to £24010</td>
</tr>
<tr>
<td>Groundsman</td>
<td>£15745 to £19235</td>
</tr>
<tr>
<td>Junior Groundsman (aged 17)</td>
<td>£13390</td>
</tr>
<tr>
<td>Junior Groundsman (aged 16)</td>
<td>£11115</td>
</tr>
</tbody>
</table>

- The above bands reflect minimum recommended basic salary payment with effect from 1st January 2012 and are based upon a 37.5 hour week.
- Bonuses, overtime and subsistence payments have not been included in the salary bands and are therefore additional.
- The benefit value of any accommodation provided has not been included and should be negotiated separately.
- Regional pay variations have been taken into account within the bands. Higher cost areas of the country would expect to make salary awards at the upper levels of the appropriate band. Our research indicates regional pay in London Inner (0-6 miles of Charing Cross) £3900 pa, London Outer (7-16 miles) £2090 pa, London Fringe (17-22 miles) £1255 pa, South East £625 pa to £1255 pa. Other UK regions are broadly similar in their pay levels.
- It is recommended that Junior Groundsman, Groundsman and Skilled Groundsman receive financial recognition within the salary bands of £300 pa for successful completion of each relevant professional qualifications e.g. NVQ levels 1 and 2.
- Employees with other relevant qualifications such as a First Aid or Spraying certificate should be recognised with additional remuneration.
- It should be noted that these are recommended annual salary bands and individual negotiations are conducted between an employer and employee. Individual employee merit increases in addition to the recommended IOG annual salary band adjustment are determined at the local level. The majority of employers award salary progression in the light of individual performance and/or the demonstration of employee job competencies.
Conditions of Employment

Conditions of employment for all ground staff should be detailed in a written Contract of Employment and should include the following, as a minimum, in addition to basic salary:

- 28 days holiday + any service days. Part time employees are entitled to a pro rata period. Effective 1st April 2009 statutory holiday entitlement became 28 days. The legal entitlement includes the 8 public holidays.
- Basic overtime paid at time and a half, with double time payable on Sundays and Statutory Holidays. Alternatively time off should be given in lieu.
- To comply with 1998 Working Time Regulations employers are to take all reasonable steps to ensure that employees do not work more than an average of 48 hours per week averaged over 17 weeks. The averaging period may be extended to up to 52 weeks if agreement is reached between the employer and employee. Those aged 18 years and under may only work a 40 hour week which is a 8 hours a day maximum. There are no opt outs to the Working Time Regulation for those under the age of 18.
- The abolition of the default retirement age in the UK means that after 1st October 2011 no employee who turned 65 after this date can be retired under the default retirement age. If an employer wants to operate a compulsory retirement age it will need to objectively justify it.
- Compliance with Employment Regulations e.g. minimum national wage. The National Minimum Wage for adults i.e. aged 21 years and over is £6.08 per hour (£11856 per annum) from 1st October 2011. The National Minimum Wage for those aged between 18 and 21 is £4.98 per hour (£9711 per annum). The rate for 16 and 17 year olds is £3.68 (£7176 per annum). The Government minimum wage for an apprentice has increased to £2.60 per hour. This rate typically applies to all apprentices under 19.
- Compliance with Health and Safety Act requirements.
- Death in service benefit.
- It is recommended all employees over the age of 18 be given access to a pension fund. Pension scheme contributions for each individual are recommended to be a minimum of 3% of basic salary. Employers’ contribution is recommended to be in the range of 5% to 7% of basic salary. On 1st October 2012 the Government changes to workplace pensions, including auto-enrolment, are introduced.
- Provision for continuous development of grounds care skills and knowledge, which may include time off to attend IOG training programmes.
- Effective October 1st 2011 The Agency Workers Regulations requires that agency workers are treated equally to an employer’s directly recruited employees on basic employment conditions after they have worked in a role for 12 weeks. Agency workers will have the right to the same employment conditions such as pay, holidays and performance-related bonuses after the 12-week qualifying period. In addition from the first day of their temporary assignments, agency workers will be entitled to the same access as permanent members of staff to job vacancies and collective facilities e.g. canteen.
Appendix 4

POSITION:  
**Grounds Manager** (Private sector)  
**Area or Grounds Maintenance Manager** (Public Sector)

REPORTS TO:  
(Typical position titles)
- Club Secretary  
- Bursar  
- Head of School  
- Director of Sports  
- Stadium Manager  
- Sports Facility Manager  
- Head of Environmental Services  
- Estates Manager

JOB PURPOSE:

Has the overall responsibility for the function to deliver first class results usually as a member of the senior management team. Responsible for the production, maintenance and coordination of playing surfaces, sports or other recreational facilities to the highest quality standards.

This position will be responsible for the total recreational experience and the cost effective delivery of services with all the attendant time, financial, compliance and end user satisfaction pressures. Job emphasis is on planning, monitoring and evaluating work or development projects of some functional complexity.

JOB RESPONSIBILITIES:

1. Maintain and manage all grounds activities to consistently achieve the recognised standards and availability. Ensure end users have the best possible customer experience.

2. Ensure the efficient maintenance and availability of all physical resources  
   a. Playing surface or landscape. Oversee any construction activities.  
   b. Property or structures within the total amenity area.  
   c. Equipment and materials (machinery is of particular importance)

3. Recommend and guide the employing organisation's senior management and its end users on the best use of facilities. If it is within the jobholders authority, make 'play and no play' decisions. Supervise the sporting programme of activities.

4. Determine user needs and actively promote the organisation’s services and facilities whenever possible, including consultation with groups or individuals. Take a lead approach in the communication activity or the facilitation of meetings with related interest groups or recognised local public bodies.

5. Seek to improve and innovate more efficient ways of working and utilising the facilities.

6. Prepare, gain approval, manage and monitor a grounds management budget. Undertake cost benefit analysis and cash flow forecasting. Budget is to cover labour resources, grounds maintenance materials, external contractors, machinery maintenance, purchase of new equipment, and capital works.
7. Co-ordinate the negotiation, purchase, storage and control of all consumable materials, equipment and services in a cost effective manner. Ensure the availability of supplies.

8. Maintain a management information and reporting system related to equipment, materials and manpower. In the Public Sector, emphasis will be on submitting estimates for grounds management services; competing successfully against contractors and providing systems to ensure contract specifications and best value principles are met.

9. Receive senior manager/executive direction on generic objectives. Work thereafter is reviewed only for adherence to policy and general effectiveness.

10. Maintain awareness of industry developments and propose how these will impact the organisation.

11. Maintain a thorough knowledge of all relevant National and Local current legislation i.e. health and safety, first aid, COSHH, environmental management and employment to ensure compliance. Conduct regular risk assessment programmes.

12. Recruit, train and develop all subordinate staff including succession planning. Lead and motivate staff to encourage and obtain maximum commitment and efficient services at all times.

13. Communicate and motivate staff to achieve work schedules and objectives, supervise contract staff. Conduct performance reviews on employees and encourage continuing professional development.

**JOB DIMENSIONS:**

Total head count supervised: 10 – 50 employees
Budget responsibility in range £250,000 to £500,000 comprises both expenses and wages.

**JOB PROFILE:**

- National/Scottish Vocational Qualification Level 4 Amenity Horticulture and Sports Turf Management or IOG National Diploma in Turfculture or BTEC/HND/HNC in Turf Science and Sports Ground Management.
- Minimum of 7 to 10 years related experience.
- A detailed understanding of the relevant Health & Safety Regulations, Environmental Management and Employment legislation.
- Formal training in manual handling and risk assessment.
- Formal management training allied with 4 years proven management experience.
- Fundamental budget planning and control skills.
- Excellent interpersonal skills
- A valid driving licence is required.

IOG membership recommended

Date Reviewed: November 2011
POSITION:  Head Groundsman

REPORTS TO:  (Typical Position Titles)

Club Secretary          Stadium Manager
Bursar                  Sports Facility Manager
Head of School          Director of Sports
Estates Manager         Grounds Manager
Grounds Maintenance Manager

JOB PURPOSE:

Under general direction from their line Manager, maintain and supervise the day-to-day running and use of the sports complex. Uses functional expertise to perform work responsibilities that involve routine problem solving.

JOB RESPONSIBILITIES:

1. Responsible for the preparation and maintenance of sports and amenity surfaces for the end user. Prepare, implement and monitor weekly, monthly and annual maintenance programmes to ensure the required standard of surface presentation.

2. Work is assigned to the jobholder in terms of general objectives and priorities with guidance being sought on policy or areas of difficulty.

3. Supervise sporting programmes e.g. timetables for surfaces, changing room allocations and car park control.

4. Estimate resources required for work projects. Schedule and allocate activities to the work group. Maintain a budget overview of operational and capital expenditures to maximise cost efficiency.

5. Be fully knowledgeable of the Health and Safety regulations in the area of responsibility. Possess a thorough understanding of legislation relating to chemicals and dangerous substances. Promote safe working practices at all times.

6. Manage and check facilities, plant, buildings and equipment to ensure safe working practices and Health and Safety legislation compliance.

7. Provide effective materials and machinery management to ensure all equipment is correctly stored, maintained and serviced.

8. Conduct basic risk assessment, develop contingency plans and be able to respond to emergencies. Actively promote safe practices of self and others. Respond to emergencies by using emergency equipment and calling assistance.

9. Support the efficient use of resources. Gather and record information to develop trend data and analyse past usage. Make recommendations for improving the best use of resources and playing surfaces.

Continued overleaf
10. Supervise staff to ensure standards of work are maintained and tasks completed.

11. Train, develop, and motivate staff to continuously develop their technical skills and user relations.

JOB DIMENSIONS:

Headcount supervised is typically 5-15 employees

JOB PROFILE:

Relevant qualifications and experience to do the job competently:

- IOG Management training level. Jobholder has developed the tools to influence and achieve business goals more effectively.
- National/Scottish Vocational Qualification in Amenity horticulture Level 3 Sports Turf Maintenance or IOG National Intermediate Diploma or BTEC National Diploma or National Certificate in Turf Science and Sports Ground Management or City & Guilds Advanced National Certificate in Horticulture or a proven track record for at least 5 years as an experienced groundsman.
- Fundamental man management and communication skills training with 2 years proven supervisory experience.
- Thorough understanding of relevant Health and Safety legislation
- Formal training in manual handling and risk assessment.
- A valid driving licence

IOG membership recommended

Date Reviewed: November 2011
POSITION: Deputy Head Groundsman

REPORTS TO: Head Groundsman

JOB PURPOSE:
Enable the maintenance and development of amenities and playing surfaces. Uses technical expertise and detailed operational expertise to ensure safe, consistent quality playing surfaces are available. Deputise in the absence of the Head Groundsman

JOB RESPONSIBILITIES:

1. Responsible for the preparation and maintenance of nominated sports and amenity surfaces for the end user. Prepare, implement and monitor weekly, monthly and annual maintenance programmes to ensure the required standard of surface presentation.

2. Contribute to the estimating process for the resources required for work projects. Allocate activities to the work group and ensure the completion of tasks. Undertake daily routine problem solving.

3. Have a developed awareness of Health and Safety regulations in the area of responsibility. Possess a sound understanding of legislation relating to chemicals and dangerous substances. Promote and by example ensure safe-working practices at all times.

4. Ensure all equipment is correctly maintained and serviced.

5. Conduct basic risk assessment, make recommendations and be able to respond to emergencies. Collect and record data on the playing surface environment.

6. Support the efficient use of resources.

7. Train, develop, and motivate staff to continuously develop their technical skills and user relations. Supervise staff, especially trainees and apprentices to ensure standards of work and safety are achieved and maintained.

JOB PROFILE:

Relevant qualifications and experience to do the job competently:

- Completed IOG Level 3 training and working toward IOG Management training level. Jobholder is developing the tools to influence and achieve business goals more effectively.
- National/Scottish Vocational Qualification Level 3 Sports Turf Maintenance or IOG National Intermediate Diploma or BTEC National Diploma or National Certificate in Turf Science and Sports Ground Management or City & Guilds Advanced National Certificate in Horticulture. PA1 and PA6 spraying certificate. At least 3 years related experience.
- Fundamental man management and communication skills training with 1 year's proven supervisory experience
- Clear understanding of the relevant Health and Safety legislation
- Formal training in manual handling and risk assessment.
- A valid driving licence
IOG membership recommended Date Reviewed: November 2011

POSITION: Groundsman - sole charge

REPORTS TO: Manager of Facility

JOB PURPOSE:

Ensure the maintenance and development of the nominated amenities and playing surfaces. Ensure that safe and consistent quality playing surfaces are available. The position does not receive technical guidance from a line manager.

JOB FUNCTIONS:

1. Sole responsibility for the preparation and maintenance of nominated sports and amenity surfaces for the end user. Prepare, implement and monitor weekly, monthly and annual maintenance programmes to ensure the required standard of surface presentation.

2. Contribute to the estimating process for the resources required for work projects.

3. Allocate work if there is any temporary or contract labour to control, and ensure the completion of tasks.

4. Have a developed awareness of Health and Safety regulations in the area of responsibility. Possess a sound understanding of legislation relating to chemicals and dangerous substances. Promote and by example ensure safe-working practices at all times.

5. Ensure all equipment is correctly maintained and serviced.

6. Conduct basic risk assessment, make recommendations and be able to respond to emergencies. Collect and record data on the playing surface environment.

7. Support the efficient use of resources.

JOB PROFILE:

Relevant qualifications and experience to do the job competently:

- Completed IOG Level 3 training on management techniques and principles to produce a safe and consistent surface.
- Basic communication skills
- Clear understanding of relevant Health and Safety legislation
- Formal training in manual handling and risk assessment.
- A valid driving licence

IOG membership recommended Date Reviewed November 2011
POSITION: Groundsman (Skilled)
Grounds Maintenance Operative (Public Sector)

REPORTS TO: Head Groundsman or Deputy Head Groundsman

JOB PURPOSE:
Under supervision, maintains the playing surfaces and facilities to the required standard for the user.

JOB RESPONSIBILITIES:

1. Undertake routine preparation and maintenance work on a range of sports facilities and surfaces as detailed on work schedules or job tickets. Undertake all preparatory and cultivation work to maintain safe quality playing surfaces.

2. Set up all sports pitches or amenity surfaces. Undertake minor construction and landscaping work.

3. Follows standard procedures requiring knowledge of the functional area.

4. Drive vehicles and equipment as required for grounds maintenance operations.

5. Ensure vehicles and equipment used by self and work group are regularly maintained in accordance with routine operating requirements. Monitor the use of consumable items and spares and make arrangements for their replenishment.

6. Ensure the safe use, storage, calibration and disposal of pesticides and other similar substances. Promote the Health and Safety of self and others. Respond to emergencies.

7. Ensure work area is kept clean, tidy and secure at all times.

8. Act to ensure subordinate staffs are adequately briefed on duties, able to execute them in the correct manner and complete the assigned workload. Establish and maintain effective working relationships with managers, colleagues and end users.

8. Make recommendations to supervisor regarding improved work systems, labour and machinery utilisation.

JOB PROFILE:
Relevant qualifications and experience to do the job competently:

- Completed IOG Training Level 1 & 2 and working toward IOG Level 3 training on management techniques and principles to produce a safe and consistent surface.
- National/Scottish Vocational Qualification Level 2 Sports Turf Maintenance or IOG National Technical Certificate or BTEC First Diploma/First Certificate in Horticulture or City & Guilds National Certificate in Horticulture.
- No less than 2 years prior groundsman/ship experience
- Awareness of relevant Health and Safety legislation
- Formal training in manual handling.
- A valid driving licence
IOG membership recommended

Date Reviewed: November 2011

POSITION: Groundsman

REPORTS TO: (Typical Position Titles)

Groundsman (Skilled)
Deputy Head Groundsman
Team Leader

JOB PURPOSE:

To undertake grounds maintenance and landscape duties under the control of a supervisor.

JOB RESPONSIBILITIES:

1. Undertake routine grounds maintenance work of playing surfaces and landscape as detailed on work schedules, job tickets or as directed by supervisor.

2. The creation, marking out setting up of playing surfaces.

3. The safe use and operation of equipment and machinery used in grounds maintenance.

4. Inform the supervisor or where appropriate, take corrective action on mechanical defects or breakdown of equipment.

JOB PROFILE:

Relevant qualifications and experience to do the job competently:

- Likely to be undertaking IOG Level 1 or 2 training
- Complete Induction training during first year equivalent to National/Scottish Vocational Qualification Level 1 Amenity Horticulture or IOG National Practical Certificate. At least 2 GCSEs at grade C and above are the normal requirement for undertaking formal qualifications.

IOG membership recommended

Date Reviewed: November 2011