

## report

meeting	<b>NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE &amp; RESCUE AUTHORITY</b>		
date	<b>9 September 2005</b>	agenda item number	<b>9</b>

### REPORT OF THE CHIEF FIRE OFFICER

#### ESTABLISHMENT OF PERFORMANCE MANAGEMENT OFFICER POST

##### 1. PURPOSE OF REPORT

The purpose of this report is to seek Fire & Rescue Authority approval for the permanent establishment of a Performance Management Officer post.

##### 2. BACKGROUND

2.1 In Spring 2004 Nottinghamshire and City of Nottingham Fire & Rescue Authority took part in a pilot for the development of Comprehensive Performance Assessment (CPA) for Fire & Rescue Services. The pilot phase identified shortcomings in the Authority's management of performance.

2.2 As a consequence of the pilot report Nottinghamshire Fire & Rescue Service (NFRS), along with Cheshire Fire & Rescue Service, who also took part in the pilot scheme, put together a bid under the capacity building fund to develop a Performance Management Framework for Fire & Rescue Services nationally.

##### 3. REPORT

3.1 The successful bid under the Capacity Building Fund resulted in Nottinghamshire Fire & Rescue Service and Cheshire Fire & Rescue Service each receiving a £24,400 share of a Government Grant of £243,800 to engage with partners PricewaterhouseCoopers LLP and the Office of the Deputy Prime Minister (ODPM) in the production of a Performance Management Framework.

3.2 Whilst the majority of the finance was allocated to the development of the project, some finance was made available to provide local support to the project's implementation. Whilst Cheshire Fire & Rescue Service used the opportunity to develop existing Officers, Nottinghamshire Fire & Rescue Service saw the opportunity to bring in a specialist in Performance Management.

3.3 Following a rigorous selection process an appointment on a temporary contract was made in December 2004. The finances from the ODPM covered twelve months of the salary costs.

3.4 The appointment made by the NFRS has proved hugely beneficial with the individual not only driving the project's direction, but also redeveloping NFRS's suite of performance indicators, and assessing the organisation's overall performance.

- 3.5 Throughout the period since the appointment in December 2004, it has been clear that the organisation had suffered previously because of the lack of expertise that such a post brings. This was reflected in the CPA assessment of the organisation which deemed the Authority's Performance Management as "below minimum standard – inadequate performance".
- 3.6 As a consequence of the CPA, the current post-holder has been able to contribute to the action planning requirements with regard to performance as well as liaising and developing the Performance Management Framework and defining its implementation strategy.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 At grade maxima the post attracts a salary of £29,004 which is within the Grade 6 range following job evaluation.
- 4.2 As funding for the post expires at the end of 2005, financial consideration was made within the existing and predicted budgets to establish the post on a permanent basis.

#### **5. PERSONNEL IMPLICATIONS**

The establishment of this post on a permanent basis will increase the non-uniform establishment of the organisation by one full-time post.

#### **6. EQUALITY IMPACT ASSESSMENT**

There are no specific diversity issues arising directly from this report.

#### **7. RISK MANAGEMENT IMPLICATIONS**

- 7.1 As a consequence of the outcomes of CPA there is a definite requirement for NFRS to address its shortfall in Performance Management. Failure to do so would see a similar result in any future assessment.
- 7.2 The establishment, on a permanent basis of a dedicated Performance Management Officer, will ensure that NFRS are best prepared to respond to the demands on the Service in future.

#### **8. RECOMMENDATION**

That Members approve the establishment of a Performance Management Officer post, based within the Information Services Department.

#### **9. BACKGROUND PAPERS FOR INSPECTION**

- Nottinghamshire and City of Nottingham Fire & Rescue Authority CPA Report – July 2005.

**NOTTINGHAMSHIRE FIRE & RESCUE SERVICE**  
**JOB DESCRIPTION**

<b>Job Title:</b>	<b>Performance Management Officer</b>
<b>Grade:</b>	<b>6</b>
<b>Personnel Reference:</b>	
<b>Conditions of Service:</b>	<b>NJC for Local Government Services</b>
<b>Working to:</b>	<b>Audit and Performance Review Manager</b>
<b>Responsible to:</b>	<b>Information Services Manager</b>
<b>Responsible for:</b>	<b>Normally no subordinate staff, but may be required to supervise temporary or trainee staff for limited periods. Is expected to work unsupervised.</b>

**General Description of Post**

To co-ordinate and manage the development of the Service's Performance Management Framework. To support the implementation of that framework and ensure the efficient and effective management and preparation by departments.

**Specific duties**

1. To provide the lead on the development of the Performance Management Framework Project for Nottinghamshire Fire and Rescue Service, in conjunction with the ODPM and PricewaterhouseCoopers LLP.
2. To develop and implement frameworks for departments to adopt the outcomes of the PMF project .
3. To offer guidance and support to other managers in the implementation of Performance Management concepts and practices.
4. To ensure that the framework contributes to the continuous improvement of the organisation.
5. To contribute to the establishment of an internal audit framework to meet the demands of the PMF.
6. To explore technology opportunities that would underpin the implementation of the PMF and assist managers in monitoring performance.
7. To establish a reporting framework, based around indicators, that will provide timely and relevant information to managers.
8. To establish and maintain contacts with other parties and forums to facilitate benchmarking and organisational development.

9. To assist in the development and co-ordination of management reports for Strategic Management Teams and Fire Authority members.
10. To undertake any other duties which may reasonably be regarded as within the nature of the duties, responsibilities and grade of the post as defined, subject to the proviso that normally any significant changes of a permanent nature should be incorporated into the job description in specific terms.
11. To contribute to the work of the performance Review Group when specialist skills are required.

### **Specific Health & Safety Responsibilities**

12. In consultation with the Service's Health and safety advisor the post holder is responsible for raising any issues relating to their workspace area that may contribute detrimentally to their own Health and safety.

### **General Responsibilities (all employees)**

#### **13. (a) Health and Safety**

To take reasonable care for your own health and safety and work and that of other persons who may be affected by your work activities.

To co-operate with Nottinghamshire Fire & Rescue's attempts to comply with health and safety legislation. Where appropriate you must safeguard the health and safety of all persons affected by the work activities you supervise at any premises you have control over.

To work in a safe manner in which you have been trained and instructed and advise your line manager of any health and safety problems you become aware of.

To familiarise yourself with the contents of the Service's Written Safety Policy, as well as any technical information provided to assist you to operate appliances or equipment or to handle hazardous substances.

To wear personal protective equipment supplied to you by the Service in the manner in which you have been instructed to do so.

#### **(b) Use of equipment and other appliances**

To take proper care in handling, operation and safeguarding of any equipment, vehicles or appliance, used or issued by the Service or provided or issued by a third party for individual or collective use in the performance of the job holder's duties

#### **(c) Equalities**

To uphold the Nottinghamshire Fire and Rescue Service's Fairness at Work and Equal Opportunities policies and practices and to treat all colleagues, service users and contacts with respect and in accordance with the expectations laid down by the Service.

To promote and deliver fair and quality services that are sensitive and responsive to all service users.

(d) **Code of Conduct**

To adhere to the standards of the Code of Conduct established by the Service.

(e) **Personal Development**

To keep up to date with current practice, undertake training and Continuous Professional Development as appropriate.

(f) **Information Technology**

To comply with security measures to protect against unauthorised access to, alteration or disclosure of information held on computer and ensure adherence to the principles of the Data Protection Act.

To undertake any training and operation of new technologies and associated systems as required.

**NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE****PERSON SPECIFICATION****Performance Management Officer****Grade 6**

	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Experience</b>	Experience and Understanding of research methodologies and the ability to implement change and continuous improvement.	Knowledge of existing Performance Frameworks such as balanced scorecard, EFQM
	Experience in devising and implementing new procedures and processes	
	Experience of project and programme management	Proficient in the use of Microsoft Office Professional. Able to write simple SQL queries.
	Experience in the application and implementation of performance management systems.	Knowledge of reporting systems
	General IT awareness, in particular conversant with Windows Explorer.	
		Able to research complex statistical relationships independently
		Experience of risk planning
<b>Skills</b>	Demonstrate ability to communicate effectively with employees at all levels of the Nottinghamshire Fire and Rescue Service	
	Confident presentation skills to a variety of audience sizes	Knowledge of a variety of presentation techniques
	Ability to meet tight deadlines and prioritise multiple concurrent tasks.	
		Able to contribute to strategic and technical plans

	Demonstrate ability to work in a team and using own initiative.	
	Ability to learn complex new skill areas independently and apply them to similar situations	
	Good administrative skills	
	Ability to devise and establish manual and computerised filing systems.	
<b>Knowledge</b>	Good standard of education (including Mathematics and English Language)	Knowledge of the Freedom of Information Act
		Knowledge of Data Protection Act
		Knowledge of Fairness at Work and Equality and Opportunities
	Understanding of the Health and Safety issues associated with the post	
<b>Education and Training</b>	Be prepared to undertake training when required	
<b>Other requirements</b>	Current driving licence	
	Good timekeeping	