

# Fire Safety Regulation Performance Management

## FSIGN 805

*Old Inst.: SFS:K025:a1**Issue date: Nov 2003**800 Series: Audit & Quality Assurance*

### Summary

This Note is intended for internal use, providing information and guidance on the performance indicators applied to fire safety regulation.

This Note is one of a series produced by Fire Safety Regulation HQ Policy Groups to provide additional advice and guidance to officers and Fire Safety Teams on various subjects related to their role.

Where appropriate this Note should be used for learning and staff development purposes.

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## 1 Introduction

- 1.1 The activity of Fire Safety Regulation (FSR) is monitored for both the quality and quantity of work carried out.
- 1.2 Quality of work is assessed through the vetting activities of the Team Leader (TL) (policy FSIGN 801 Vetting of Fire Safety Regulation Work refers) and from direct contact with the public via the customer survey questionnaires (policy FSIGN 804 Customer Care Standards refers).
- 1.3 Quantity of work is measured via performance indicators. There are two groups of performance indicators relating to the FSR function:
  - (a) Corporate Indicators (referred to as London Fire Performance Indicators (LFPI) and London Fire Service Measures (LFSM)) which are reported to Corporate Management Board and Elected Members.
  - (b) Local Management Indicators which are used by senior and principal managers to monitor and improve team and individual performance.
- 1.4 In addition, a number of statistical returns relating to the FSR function are sent to central government on an annual basis (see Note FSIGN 106).

## 2 FSR performance indicators

- 2.1 The production of the corporate indicators and service measures is the responsibility of the Information Management. The information is run on a monthly and borough basis and is sent to FSR Principal Managers (DACs (FSR) and AC (FSR)).
- 2.2 Details of the performance indicators and service measures are provided in Appendix A.

## 3 Local management indicators

- 3.1 To assist FSR Principal Managers a range of reports are produced via the Audit and Performance Group in Fire Safety Regulation department.
- 3.2 Reports recording the monthly quantity of work recorded by the Inspecting Officers will be produced by the Team Leaders and forwarded to the AFSM.
- 3.3 The Audit and Performance Group will analyse these reports for the Principal Managers to monitor the performance of the FSR team/staff and to allow local managers to take remedial action as required.

## 4 Reporting of indicators

- 4.1 Local management indicator reports are provided either monthly or quarterly (depending on the type of report).
- 4.2 TL may also request ad-hoc reports if they wish to analyse specific issues relating to team or individual performance that fall outside the normal suite of reports or if the information is required before the usual scheduled reports are produced. However, it is the expectation that TL will be able to use the reporting tools in the Fire Safety Regulation Reports -

- Reports Manager

<http://ssrsrvr02/Reports/Pages/Folder.aspx?ItemPath=%2fFire+Safety+Regulation+Reports&ViewMode=List>

to run any reports they may require.

4.3 Details of the local management indicators are provided in Appendix B.

## **5 AFSM report**

5.1 Each quarter, the AFSM will produce a written performance and management report to the appropriate DAC (FSR). The report will cover the work output of the Area and will also include Management and Personnel reports as detailed in Appendix C

5.2 Details of the AFSM's report are provided in Appendix D.

## Appendix A Corporate performance and service measures reports

The following performance indicators currently apply to the FSR function (all days are elapsed calendar days):

### **Corporate Performance Indicators**

**Primary Fires – Non domestic buildings (LI6)**

**All fire safety inspections carried out (LI23)**

**Inspections carried out in premises not previously visited (LI24i)**

**Inspections in high risk premises (LI24ii)**

**AFA false alarms - buildings other than dwellings (LI42)**

The above reports are published online at:

[http://hotwire/management/performance/quarterly\\_reports.asp#Borough](http://hotwire/management/performance/quarterly_reports.asp#Borough)

### **Service Measures reporting**

**Non-domestic building fires - accidental (SM20i)**

**Non-domestic building fires - deliberate (SM20ii)**

**Non-domestic building fires - unknown (SM20iii)**

**Enforcement notices served (SM21)**

**Prosecutions made (SM22i)**

**Successful prosecutions (SM22ii)**

**Prohibition notices served (SM23)**

**Alleged fire risks responded to within 3 hours (SM24)**

**Premises risk scored without full audit (SM25)**

**Post fire audits conducted (SM26)**

**Building control consultations responded to (SM27)**

**False alarms due to AFAs to buildings that are not dwellings – properties with 10 or more attendances (SM45i)**

**False alarms due to AFAs in buildings that are not dwellings – not attended (SM45ii)**

**Fire safety interventions at premises with high incidence of unwanted fire signals (SM45iii)**

## Appendix B- Local management indicators

The following reports are produced monthly by the teams **Monthly Team reporting**

### **Team Leader Performance Management Report**

- (a) Available days
- (b) Unknown audits
- (c) Known audits
- (d) D jobs
- (e) Total number of jobs and number of hours recorded.

The TL will also produce vetting records for each of their Inspecting Officers in line with the Current vetting policy.

### **Quarterly Team reporting**

Area Fire Safety Managers (AFSMs) will meet regularly with each of their TLs to assess the team's performance in relation to the corporate targets and service measures as detailed in Appendix 1:



## **Appendix C Area fire safety managers report**

The AFSM will provide a quarterly written report to the appropriate DAC (FSR).

The report will include the following information:

### **Performance reporting**

**Performance against the corporate and service measures**

**Performance against local Management indicators**

**QA and vetting activity**

**Performance issues (and actions) within teams**

**Legal update**

**Unwanted Fire Signals**

**Compliments and complaints**

**Performance Management Audit outcomes and action plans**

**Staff and Welfare**

**Establishment and vacancies**

**Absence control monitoring (levels and Return to Work Interviews (RTWI))**

**Lone worker issues (exception reporting)**

**Welfare and equalities issues (and actions)**

**Progress for Development candidates**

**Performance issues for individuals (and actions)**

**PRDS**

**Accommodation issues (and actions)**

**Area / FRS liaison**

AFSMs need to complete form FSIGN805\_01 and a completed example is in appendix D

## Appendix D- FSR quarterly return: worked example

Area	FSR Any Area							
Prepared by	GM Bloggs							
Quarter	Q1	X	Q2		Q3		Q4	
Date	14/07/2011							

### Performance reporting

Performance against the corporate and service measures	
(LI 6) Accidental primary fires in non-domestic properties	<p>Performance of 966 against a target of 815.</p> <p>Slight improvement as 3 boroughs indicating an upwards trend compared to 4 last quarter. However, all boroughs are performing above the target level. New targets for audits in premises previously unknown to us have been introduced and this activity may change the trend. However this must be balanced against the need to meet demand led work (statutory obligations) and the reduction in staff numbers or inexperienced staff still under development.</p>
(LI9i) All fire safety inspections carried out	<p>Performance of 3620 against a target of 3095.</p> <p>Target met in all teams, with the exception of X borough team who were within 10%. This team has just lost a competent IO on promotion to another area and is still understaffed. I anticipate a fall in performance for X team next quarter</p>
SM10 Inspections carried out in premises not previously visited	<p>Area performance of 53% against a target of 59%.</p> <p>Actual figures differ (as opposed to the 12 month trend) at 55%. Issue will exist for this year as teams have targeted sleeping accommodation (which are known premises) as part of their Olympics strategy in their 2011 team plan.</p>
LI10i Inspections in high risk premises	No data
LI12AFAs in non-domestic buildings	<p>Performance of 8237 against a target of 8767.</p> <p>All boroughs indicating a downward trend with the exception of a Y borough – although the actual target was met a Z borough has improved performance and the overall trend is down.</p>
Service Measures reporting	
Enforcement notices issued (SM21)	42 Enforcement notices issued in quarter. Average time taken to issue a notice currently at 1 day.

	96% of notices were issued within the time target – 1 Notice failed to meet the target time (reason unknown as I have yet to discuss delay with TL – performance review not yet carried out)
Prosecutions made (SM11ii)	3 cases started within quarter – FS_F14 outcomes awaited from Enforcement Team on 2 cases, 1 case being prepared by team
Successful prosecutions (SM11iii)	1 case in Court 13/6/11 resulted in successful prosecution against 7 breaches of the Order.
Prohibition notices served (SM 11iv)	1 case: 06/9999 99 Any Road, X Borough
Alleged fire risks responded to within 3 hours (SM 12)	3 AFR dealt with in the quarter. No issues with performance
Premises risk scored without full audit (SM 13)	60 jobs completed
Post fire audits conducted (SM26)	183 post incident audits carried out (44% of IMS potential audits).



## Performance against local Management indicators

Audits carried out (LI9i)	Knowns		Unknowns	
	Target for Quarter	477	Target for Quarter	566
	Achievement	387	Achievement	466
	Comment: Better use of ART has resulted in an increase in the number of audits required in the area for each quarter. Overall, this is an increase in output across the area.			
Outcome of Audit activity (SM11i)	Broadly Compliant	659	76 %	
	NOD	168	19 %	
	Enforcement notice	42	5 %	
	<p>Comment:</p> <p>Enforcement percentages fairly consistent across all teams:</p> <p>NOD increasing in use – ranging from 18 – 22% of audits completed.</p> <p>FS03's down but consistent in 3 teams 4 - 6% which is a downward trend from last quarter.</p> <p>It would appear that the number of broadly compliant premises is constant with the levels of enforcement action (NOD and EN) changing with the remaining 14% of outcomes</p>			
Licensing work (SM14)	Slight drop in licensing work in this quarter, but an increase in the achievement of time target at 97%.			

Building control consultations (SM14)	Slight reduction of performance (from 90% to 87% meeting time targets)  Direct mailing of plans being progressed through HQ Mail services and FRSD area, which may improve the situation								
E1 (SM14 this does not break down into visits - steps 60.40 and 60.50)	35 - E1 jobs processed this quarter – 16 resulting in a visit, E1 jobs are discouraged by all TL's and the number of visits made for this job type kept to a minimum. Number of visits made to be raised with TLs  Time target met								
E2 (SM14)	19 – E2 jobs (average for the quarter)  Time target met								
E3 (SM14)	5 E3 jobs - target met								
Missed re-inspection dates	<table border="1"> <tr> <td>High</td><td>5</td></tr> <tr> <td>Medium</td><td>62</td></tr> <tr> <td>Low</td><td>176</td></tr> <tr> <td>Total</td><td>243</td></tr> </table> <p>Generally NRD managed well with the focus on High risk and medium risk premises. New system of bulk allocation of work to TL to encourage IO ownership of jobs has resulted in a large number of jobs being allocated and appearing in this report</p>	High	5	Medium	62	Low	176	Total	243
High	5								
Medium	62								
Low	176								
Total	243								
Peak Activity Audits (LI9ii)	20 FS02 jobs completed								

Local Management indicators		
QA and vetting activity	<p>Duplication of vetting of mobile jobs continues – new policy should hopefully address this.</p> <p>Vetting records for all other jobs improving</p> <p>QA visits being undertaken but TL's reminded to carry out more on a regular basis</p>	
Performance issues (and actions) within teams	Generally teams are performing well.	
Compliments and complaints	Compliments	Complaints
	Nil	Nil
UwFS (LI12)	<p>12 month rolling performance indicates a good trend in all but 1 borough. TL's instructed to make their UwFS strategy available to Borough Commanders for their information, so that the operational crews can contribute to the reduction.</p>	
Social Housing protocol	<p>Xborough still in discussion. No other boroughs have signed up formally with the protocol.</p> <p>TLs in other boroughs confirmed the LA's position for the end of next quarter</p>	
A&QA Audit outcomes and action plans	<p>1 audit undertaken – X team.</p> <p>Generally improvement over past year, most notably on vetting and QA. IO errors were down to incomplete information on the audit forms.</p> <p>Admin errors were found in the area hub and this has been discussed with the FRS team leader.</p>	
Legal update	Sheet Updated	

## Personnel

Staff and Welfare				
Establishment and vacancies	Teams currently running with the following vacancies			
	Team	WM(B)	WM(A)	FRS
	W Team	1	0	1**
	X Team Name	2	0	0*
	Y Team name	0	0	0
	Z Team Name	1	0	1**
	* awaiting newly appointed FRSIO			
	** Post deleted for budget saving Oct 2010			
Absence control monitoring	Operational officers		FRS Staff	
	Target	3.4%	Target	2.5 %
	Achievement	1.56%	Achievement	0.32%
RTWI's Outstanding	5 - periods of sickness in quarter 2 - RTWI's outstanding – Z team - action taken			
Lone worker issues (exception reporting)	None reported			
Health, Safety and Welfare issues (and actions)	None raised			

<b>Progress for Development candidates</b>	<b>Development records being completed for:</b>		
	<b>Name</b>	<b>Percent complete</b>	<b>Completion date</b>
	A Smith	25	Dec 2011
	B Jones	10	April 2012
	C Bloggs	10	April 2012
	D Soap	90	Sept 2011
<b>Performance issues for individuals (and actions)</b>	<p>A smith X Team – lateness, addressed by line manager and action plan issued</p> <p>E Martin Z Team – underperformance challenged by line manager and action plan issued</p>		
<b>PRDS</b>	Teams have completed PRDS end of year reviews, and 1 <sup>st</sup> quarter reviews under way		

### Service Delivery Liaison

<b>Accommodation issues (and actions)</b>	No printing facilities are provided at Z Team location.
<b>Area / FRS liaison</b>	Standing invite to DAC (SD) and BC meeting issued to discuss PI's that DAC is reported on (non domestic fires, UwFS etc)
<b>Sheltered Housing FSR/OPR Visits</b>	8 visits carried out of 10 programmed 2 cancelled due to station non availability.
<b>Sprinkler Installations Advised (M12)</b>	<b>14 issued with D jobs</b>
<b>Station notifications (M11)</b>	No issues

### Document History



## Impact assessments

An Equality or Sustainability Impact Assessment was completed on:

Equality Impact Assessment	23/05/2012	Sustainability Impact Assessment	30/03/2015
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## Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/para nos.	Brief description of change	Date
All	Rewritten throughout & FSIGN format	28/02/2012
FS14 reference	Removed due to withdrawal of FS14	12/05/2015
All	Updated and re-introduced	10/09/2015
Page 6	Corrected reference to form FSIGN805_01	24/02/2016