

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

24 April 2023

1. **Scrutiny Review of Safe & Well (SAW)**

Report of the Chief Fire Officer

RECOMMENDED

- 1.1 THAT the Committee considers the progress against the learning recommendations from the Scrutiny Review of Safe and Well.

2. **PURPOSE OF REPORT**

- 2.1 For the Committee to receive an update on progress of the delivery of the recommendations from the Scrutiny Review of Safe & Well that was completed in the Spring / Summer of 2022.

3. **BACKGROUND**

- 3.1 At Scrutiny Committee on 7th November 2022, the final report with the findings and recommendations from the review was presented for the Committee to consider and approve.
- 3.2 This report brings to Committee the progress of the implementation of the recommendations.
- 3.3 The outcomes agreed at Committee on 23rd May 2022 of the review are to evidence that the Prevention objectives in The Plan are being met because: -
- The service provides the right resources at the right time and in the right place
 - The service is using an evidence-based approach to the delivery of Safe and Well

- There are appropriate resources and support available for those delivering prevention activities
- The service is targeting its work with partners to keep the most vulnerable people in our communities safe from the emergencies to which we respond.

To determine and identify: -

- What additional support and resources the workforce would benefit from to enable them to deliver SAW effectively and efficiently.
- How the delivery of Safe and Well has been affected by the pandemic (working with partners) and the plan for recovery.
- The difference Safe and Well visits make to the safety of our communities.

To achieve the agreed outcomes, the review focused on four key areas, these were:-

1. risk stratification including referrals and relationships with partners,
2. record keeping,
3. delivery including training and development,
4. performance management, quality assurance and evaluation.

4. KEY LEARNING FROM THE REVIEW AND PROGRESS OF RECOMMENDATIONS

The action plan for the implementation of the recommendations can be found a link in 'the background' section of this report along with the report presented at Scrutiny Committee on 7th November 2022 containing the learning from the review.

The learning from the review generated 10 recommendations which are below along with a progress update for each:-

4.1 Recommendation 1

Continue to develop and implement the Tymly system and supporting automated business processes which already includes the following functionality:-

- Improvement of administration, communications, and onward referral tasks through automated processes
- Prioritises appointments for those most at risk
- Triage lower risk to proportionate interventions
- Broadens the data collection to include all risk and vulnerability
- Eliminates the need for paper records
- Records risk and vulnerability at an individual and household level
- Multiple search options including name and DOB
- Mandatory answer requirements for key questions
- Information buttons embedded in the record that provide guidance and support conversations about risk and vulnerability
- Triage CNO case referrals
- Introduces revisit scheduling based on risk remaining after SAW
- Supports two-way referral processes into and from SAW
- Self-service for referring partners to obtain feedback on their referrals compliant with GDPR and enables 'sharing ownership of risk'
- Performance management is based on the work done to reduce risk and vulnerability i.e., the impact of the SAW

Progress Update

- The Prevention Team are working with a specialist ICT consultancy to develop the new system. The scoping, product based planning and benefits realisation work has been completed and the next stage is to create the workstream proposal.
- The creation of the workstream proposal will identify the budget and timescales needed to complete the work
- Some work was completed on Tymly before the COVID-19 pandemic and was piloted. There is a version of SAW that is ready to go live that can be used for proactive visits – visits that are not because of a referral. This will be launched during quarter one of this financial year.
- Tymly for CNO cases will go live at the end of April / start of May as soon as the CNOs have received their training scheduled for mid / end April.

4.2 **Recommendation 2**

Continue to review, improve, update, and raise awareness of the guidance, and support available on MESH. This should include: -

- Quality assurance and evaluation
- Good practice for information sharing
- Purpose and use of the Organisational Performance PowerBi dashboard for SAW
- Links to relevant organisational policies.

Progress Update

- The quality assurance and evaluation MESH page is in draft format and will go live end April / Early May
- The good practice guide for information sharing is live on MESH
- Relevant policies e.g., Safeguarding have links from the SAW MESH pages
and
- The video guidance to support the use of the Organisational Performance PowerBi dashboard has been reviewed and updated as appropriate, again this is available on MESH

4.3 **Recommendation 3**

Identify, develop, and implement solutions to address the training gaps identified in paragraph 4.3 detailed below: -

- Record keeping
- Softer skills for communicating in a 'person centred' way risk stratification and links between fire and health inequality
- Need for further support / training to be able to signpost for further support

Consideration should be given to the role that development plans for trainee firefighters, firefighters, supervisory and middle managers has within this.

Progress Update

- The implementation of the NFCC Person Centred Framework (PCF) will include training resources for communication, risk stratification linking fire and health inequality and requirements for data collection.
- The Tymly development will also be aligned to the PCF and where necessary answering questions will be mandatory
- In the meantime, the SAW delivery pages on MESH have been reviewed and updated to provide additional information and support.

4.4 **Recommendation 4**

Explore the option to quality assure SAW delivery alongside the current quality assurance of records through 'observed practice' in the form of 'standardised assessments'.

Update on Progress

Implementation of standardised assessments requires a 'standard' or 'standards' against which to assess. The introduction of the NFCC Person Centred Framework for Home Fire Safety Visits will provide these standards in the form of standard data collection requirements, and a competency framework including skills, knowledge and behaviours required to deliver an assessment. The Prevention Team are fully engaged and participating in the development of this framework.

4.5 **Recommendation 5**

Continue with the implementation of remote SAW (RSAW) as a means of providing SAW to those who are identified as low risk at the point of referral. Ensure that there is a clear escalation process to SAW where risk identified at RSAW requires this.

Progress Update

The tasks to implement this recommendation are complete. RSAW was launched on 27th February 2023 as a means of triaging a response to referrals that are lower risk. Clear criteria for face to face visits has been established and has

been revised considering feedback to ensure that we continue to provide face to face visits for those who are most at risk and vulnerable. The guidance is also clear about the option for our operational crews to use their professional knowledge to dynamically assess the risk in the referrals / RSAW and escalate to face to face at any point. The criteria continues to be reviewed. A comprehensive set of guidance and resources has been created and is available on MESH.

4.6 **Recommendation 6**

To enhance risk stratification and opportunities to improve delivery, explore and implement opportunities for raising awareness of the learning from: -

- Serious incident reviews (SIRs) to increase awareness of those in our communities who are overrepresented, and therefore at risk of being a serious or fatal casualty in an accidental dwelling fire.
- Station Prevention Evaluation sessions (SPEs)

Consideration should be given to the use of Organisational Intelligence debriefs and the role that the prevention teams, and operational middle and supervisory managers have for this.

Progress Update

The Command Station Commander Prevention Leads have met to discuss the findings from SPEs and to agree how they will address the findings to ensure that performance is high.

It has been established that the new Organisational Intelligence briefing process will be appropriate to share learning and feedback from SIRs and SPEs. We are now waiting for confirmation that the new Organisational Intelligence briefing process has been launched so that we can improve the way we raise awareness of the learning from both processes

4.7 **Recommendation 7**

The organisation has an independent internal Service Peer Assessment process (SPA). The purpose of which is to

enable feedback, check understanding and application of processes and policy. Consider how this process can evidence:-

- Levels of understanding and application of current processes and policy
- Improvement in understanding and application of new systems and processes as the recommendations from this review are implemented.

Progress Update

The tasks to implement this recommendation are complete. The SPA content has been agreed between Prevention and the SPA team and will be implemented during the first quarter of 2023/24

The SAW related content for SPA includes: -

- Prioritisation based on risk
- Criteria for referral to a CNO
- Feedback following the implementation of RSAW

4.8 Recommendation 8

To support the recent changes in SAW priorities, consider the benefits of the creation and publication of good practice guidance for operational middle and supervisory managers, to support them to monitor and manage performance and quality assurance. This should include consideration of the benefits of the introduction of buddy schemes and champions to support delivery.

Progress Update

As with the implementation of recommendation 4. The introduction of the NFCC Person Centred Framework for Home Fire Safety Visits will provide the framework with which to create the good practice guides and the development plans. In the meantime, comprehensive guidance is available to operational personnel at all levels to support them in the delivery and performance management of the current SAW.

A draft terms of reference for a SAW Champion has been created and will be shared with Operations Commanders for discussion and for decision making as to whether we should continue to develop this concept.

4.9 **Recommendation 9**

To support the provision of a consistent and national approach to SAW and continue to implement the 8 core components of the NFCC Person Centred Framework (PCF) for Home Fire Safety Visits including the: -

- Standardised data set
- Training package
- Evaluation framework

Where eLearn is the learning tool, consider how this can facilitate shared group rather than individual input to enhance understanding and knowledge.

Progress Update

The NFCC are progressing the development of the PCF at a steady pace. There are drafts of the:-

- Standard data collection requirements
- Competency Framework (skills, knowledge and behaviours)
- Evaluation Framework

Fire and rescue services are still waiting for the training package, although one short video focusing on softer skills has been published. WMFS has made the video available to our workforce and has information on MESH about the 'core components' of the PCF and how to use these to address risk and vulnerability whilst we await further updates from the NFCC. WMFS is fully engaged with and participating in the development of the PCF. The service is committed to implementing it.

4.10 **Recommendation 10**

Continue to develop the SAW Membership arrangements and onboard partners who work with service users that the CRMP identifies as being at risk and vulnerable to fire in order to: -

- Improve performance management of referral pathways through the provision of resources for partners to identify risk and refer to WMFS for SAW
- Enhance data sharing arrangements with SAW partners in line with GDPR
- Enable sharing of risk for services users with referring partners
- Create opportunity for 2 way referrals into SAW and from SAW for ongoing support
- Enable feedback and data sharing between partners to evidence the impact that SAW has on reducing risk and vulnerability to fire and improving health, wellbeing and quality of life
- Improve partner engagement in the Serious Incident Review process and the implementation of the learning that results.

Progress Update

The membership arrangements are being reviewed aligned to the development of Tymly and the NFCC PCF for Home Fire Safety Visits.

Working with partners to sign them up to the membership arrangements is a standard part of the work of the Prevention Partnerships & Vulnerability Team in their engagement with our SAW referral partners

To date seven key partners, including social care, health, Telecare, and housing providers have signed up to arrangements. Two partners (one health and one Telecare) are in the process of agreeing to the arrangements

5. **EQUALITY IMPACT ASSESSMENT**

- 5.1 In preparing this report an initial Equality Impact Assessment not required and has not been carried out. The matters

contained in this report do not currently relate to a policy change. Initial Equality Impact Assessment(s) will be completed for changes to policy, process or practice resulting from the implementation of the recommendations from the review.

6. **LEGAL IMPLICATIONS**

6.1 There are no known legal implications arising from this report.

7. **FINANCIAL IMPLICATIONS**

7.1 There are no financial implications arising from this report.

8. **ENVIRONMENTAL IMPLICATIONS**

8.1 There are no environmental implications arising from this report.

BACKGROUND PAPERS

Links below to:-

- Report to Scrutiny Committee on 7th November
- Learning Action Plan



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