

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

SCRUTINY COMMITTEE

22 APRIL 2024

1. **SCRUTINY REVIEW OF SAFE & WELL (SAW) - MARCH 2024 UPDATE**

Report of the Chief Executive Officer

RECOMMENDED

THAT the Committee considers the further progress that has been made against the learning recommendations from the Scrutiny Review of Safe and Well.

2. **PURPOSE OF REPORT**

For the Committee to receive a further update on progress of the delivery of the recommendations from the Scrutiny Review of Safe & Well that was completed in the Spring/Summer of 2023.

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. A progress update was presented for Committee on 24th April 2023

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:-

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

November 2023: Updates to Scrutiny Committee

- Work to develop the Tymly system to innovate and transform the delivery Prevention activities has continued. In June this year, the recording of CNO cases was moved to Tymly. Alongside the introduction of Tymly for CNO cases, the records for status of CNO referrals and allocation of cases to CNOs was moved to SharePoint list taking advantage of the functionality of O365. This also enabled Operations Admin Teams across all Command to streamline and standardise these processes. Aligned to the use of Tymly and O365, we

have also been able to introduce a PowerBi dashboard to monitor performance and understand the multiple and complex needs of those being supported by CNOs.

- Functionality of the O365 SharePoint list has also improved visibility of case management and therefore our awareness of risk. This means that we are better able to evidence our work to reduce risk and vulnerability and improve safety, health wellbeing and quality of life for those that the CRMP identifies as being most at risk and vulnerable to fire.
- This visibility and standardisation of process has supported Prevention and CNOs to reduce the number and length of time that people wait to be allocated for support from a CNO.
- The project scope for Tymly to deliver all Prevention activities and education programmes, including SAW is now complete and has been changed to include the requirements for Safeguarding records so that it incorporates this too.
- An 'early market engagement' process to determine the most efficient and effective approach to deliver the remainder of the system for all activities and programmes has been completed.

March 2024: Updates to Scrutiny Committee

- Work to develop Tymly paused due the system limitations and ICT capacity.
- At the end of 2023 a review of the user requirements for an alternative digital platform to record all Prevention activity was carried out with an ICT Business analyst, using the Must, Should, Could and Wont (MoSCoW) method of prioritisation.
- Early market engagement process to procure an off-the-shelf low/no code system went ahead in January. Interested suppliers presented options to WMFS. Prevention is currently working with procurement on options to determine whether a tender process is required or a direct award to the preferred supplier is appropriate.
- Whilst the work to procure and implement a new ICT system continues, CNO case management is now business as usual using O365 and monitoring data using PowerBi.

- Since July 2023, Prevention have re-aligned the work of an individual in the team to work as a CNO full time. When this individual started their work, there were over 200 people waiting to be allocated to a CNO for support. This is now between 15 and 25 people waiting at any one time.
- A review of the delivery of Prevention Specialist Activity Roles which included the role of CNO was concluded in March 2024 and the outcome approved by SLT on 2nd April 2024. The outcome of the review is a new delivery model for this work which will create a small, dedicated team to ensure that the service provided to those who require the support of a CNO is provided in a timely way to those that the CRMP identifies as being most at risk and vulnerable.
- Guidance to support Operational Personnel and CNOs has been reviewed and updated to improve performance and ensure that only those whose needs are complex enough to require support from a CNO are referred for this and this includes a comprehensive triage system with set criteria.
- The work to procure and implement the new ICT system is delivered through the 3PT project processes and governance arrangements.

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

November 2023: Updates to Scrutiny Committee

- Evaluation and quality assurance MESH information pages are now live
- The SAW MESH pages continue to be reviewed and refreshed on a regular basis to take into account feedback and updates and changes to process

March 2024: Updates to Scrutiny Committee

- The actions against recommendation 2 are complete as this work is an integral part of the work of the teams in Prevention to support the delivery of SAW.

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 have within this.

November 2023: Updates to Scrutiny Committee

- 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.
- The Trainee Firefighter Development Programme (TFDP) has been extended. Prevention now input on the induction day and the Prevention training in the programme has been increased from 1 to 2 days with a strong focus on knowledge and delivery of SAW. The first 2-day session was delivered in September 2023
- The team in Prevention are working with Organisational Learning and People Development (OLPD) team to create specific learning and development plans for trainee firefighters to continue their development throughout their

first 18 months on station which will enhance their knowledge and support them to be competent in delivery of SAW.

March 2024 Progress Update:

- Work to fully complete this recommendation is awaiting the release of NFCC Person-centred training resources.
- The Prevention MESH pages include information about the concept and content of the person-centred approach. This will be updated as NFCC resources to support implementation are released.
- The specification for new Prevention Digital solutions will be aligned to the NFCC Person-Centred Approach.
- The Trainee Firefighter Development Programme (TFDP) has been extended to 2 days Prevention input with a strong focus on knowledge and delivery of SAW. This is being evaluated based on new Prevention structure and feedback. The TF Prevention development plan will be reviewed once this is complete. This is in addition to the newly introduced new entrants' induction day where there is also some Prevention input
- The option to introduce Prevention Development Plans for FF, CM & WM is on hold, awaiting the introduction of the new Career Leadership & Development and Supervisory Leaderships Development programmes. The NFCC Person Centred Framework will also impact on development requirements. The introduction of these development plans remains on the Prevention workplan and project for so that they can be progressed at an appropriate point in time

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'.

November 2023: Updates to Scrutiny Committee

- 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.

March 2024: Updates to Scrutiny Committee

- Final completion on this work is awaiting introduction of NFCC PCF Framework, which will provide standards and competency framework to inform this work.
- The Prevention Policy and quality assurance arrangements are subject to periodic reviews and are updates as appropriate within the Prevention business as usual arrangements

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.

November 2023: Updates to Scrutiny Board

- RSAW is now embedded as a method to triage those whose risk at referral based on information known at the time is low. There are robust criteria in place to determine whether a SAW should be RSAW or a face-to-face visit initially and the guidance is clear about escalating to a face-to-face visit should the RSAW identify a need for this.
- In addition to RSAW the service has also introduced the NFCC Online Home Fire Safety Visit.
- The online home fire safety check (OHFSC) has been developed to complement the PCF, which underpins the work of remote and face to face Home Fire Safety Visits and deliver a product available to households who may not reach the threshold for a physical visit, or to be used when and

where physical visits are restricted or not possible. It has been designed to provide a person-centred self-assessment of fire risk for individuals that may have low or medium fire risk.

- Available free of charge to all FRSs in England, this user-friendly resource has been developed in collaboration with Fire Kills and Safelincs under the NFCC's Prevention Programme.
- To ensure that those most at risk and vulnerable are not overlooked, the tool has a mechanism to flag a user to their local FRS where a physical visit would be recommended because of completing the self-assessment. It has been designed to be used by either the home occupant directly, a third party (police, social worker, paramedic etc) who may have concerns to an occupant's welfare or safety, or simply aid the FRS directly with home visits.
- It supports the provision of universal home fire safety guidance proportionate to risk and vulnerability enabling WMFS to target its resources to provide face to face SAW to those who are at highest risk and vulnerability.
- The service has successfully completed the onboarding of the OHFSC. Everyone who self refers through WMFS.net uses the OHFSC. Those whose risk is medium to high are provided with the opportunity to refer themselves for a SAW using this approach. It has been trialled with a social housing provider for them to use with their new tenants so that all receive an initial assessment and those who are deemed to have medium and high risk are referred to WMFS for a SAW. This trial has been evaluated by WMFS and the provider as a good practice approach and is now being rolled out to social housing providers across the service area.

March 2024: Update to Scrutiny Board:

- The actions against recommendation 5 are complete as RSAW is now a business-as-usual approach to responding proportionately to the risk identified at the time a referral for SAW is received.

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.

November 2023: Updates to Scrutiny Board

- A thematic report has been produced and published internally on MESH to raise awareness of the internal learning identified over the last 5 years.
- The SIR infographic explaining the risk factors of becoming a serious or fatal casualty has also been updated and a 1 and 5 year infographic are available to develop internal and external understanding.
- Learning from SIRs is integral in the Station Prevention Evaluation and Service Peer Assessment processes.
- Organisational Intelligence (OI) processes are also being utilised to share SIR learning internally.

March 2024: Update to Scrutiny Board:

- The actions against recommendation 6 are complete as there is now also a PowerBi dashboard to support the delivery of SIRs. Since the previously reported thematic report has been published, a shorter easy read version of the report has also been made available to staff too.

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.

November 2023: Updates to Scrutiny Board

- 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

March 2024: Update to Scrutiny Board:

- The actions against recommendation 7 are complete as in addition to the previous progress updates, further work has been done
- Using an evidence-based approach, performance in relation to SAW and CNO work is integral to the SPA processes.
- Quality assurance has also been mainstreamed into all roles within the Prevention team and this includes quality assurance of SAW and CNO work.

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.

November 2023: Updates to Scrutiny Board

- No further update completion of this recommendation is awaiting the completion of the work at NFCC to develop the PCF, including training and evaluation and quality assurance framework

March 2024: Updates to Scrutiny Board:

- The SAW working group has been established since the scrutiny review was completed. As a result, additional work is under way in relation to capacity to deliver SAW, which will strengthen delivery and performance management arrangements further. The outcome of this work will need to determine the content of these guides alongside the NFCC PCF framework.
- The work to implement the work of the SAW working group is being managed and delivered through 3PT project processes and governance arrangements

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.

November 2023: Updates to Scrutiny Board

- No further update as the work to implement the PCF continues at NFCC.

March 2024 Updates to Scrutiny Board:

- No further update as WMFS is waiting for the finalisation of this work by the NFCC. The requirements for WMFS are detailed in and are being managed through 3PT processes and governance arrangements and the service is engaged as a stakeholder in this work to influence content and outcomes.

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.

November 2023: Update to Scrutiny Board:

- 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 7, key partners including social care, health, Telecare, and housing providers have signed up to arrangements. 2 partners (one health and one Telecare) are in the process of agreeing to the arrangements

March 2024: Updates to Scrutiny Board:

- The actions against recommendation 10 are complete as this is now the service business-as-usual approach to managing referrals into and out of SAW with our key partners.

6. EQUALITY IMPACT ASSESSMENT

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.

7. LEGAL IMPLICATIONS

There are no known legal implications arising from this report.

8. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

9. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report.

BACKGROUND PAPERS

Links below to:-

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

The contact name for this report is Head of Prevention – Pete Wilson
telephone number 07973 810 262

Oliver Lee
Chief Executive Officer