

# Notice of Meeting and Agenda



## Police and Fire and Rescue Board

**Venue:** Virtual Meeting,

**Date:** Monday, 30 May 2022

**Time:** 11:00

**Executive Director : Place**

**Contact:**

Clerk Name: Democratic Services  
Clerk Telephone:  
Clerk Email: [democratic.services@midlothian.gov.uk](mailto:democratic.services@midlothian.gov.uk)

**Further Information:**

This is a meeting which is open to members of the public.

**Privacy notice:** Please note that this meeting may be recorded. The recording may be publicly available following the meeting. If you would like to know how Midlothian Council collects, uses and shares your personal information, please visit our website: [www.midlothian.gov.uk](http://www.midlothian.gov.uk)

## **1 Welcome, Introductions and Apologies**

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## **2 Order of Business**

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Including notice of new business submitted as urgent for consideration at the end of the meeting.

## **3 Declaration of Interest**

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Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

## **4 Minute of Previous Meeting**

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No previous minutes submitted to this meeting

## **5 Public Reports**

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- |            |  |         |
|------------|--|---------|
| <b>5.1</b> | Police Fire and Rescue Board – Membership, Terms of Reference - Report by Executive Director Place | 3 - 6   |
| <b>5.2</b> | Scottish Fire and Rescue Service 9 week consultation on the draft Strategic Plan (2022-25)         | 7 - 16  |
| <b>5.3</b> | SFRS Midlothian Scrutiny Performance Report Q4 2021.22   | 17 - 34 |
| <b>5.4</b> | Police Scotland Midlothian Q4 Performance Report 2021/22 - To Follow                               |         |

## **6 Private Reports**

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No items for discussion

## **7 Date of Next Meeting**

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The next meeting will be held on Monday 29 August 2022 at 11 am

## **Police Fire and Rescue Board – Membership, Terms of Reference**

### **Report by Kevin Anderson, Executive Director, Place**

#### **1 Recommendations**

The Police Fire and Rescue Board is invited to:-

- (a) To consider the appointment of a Chair; and
- (b) To note its Membership and Terms of Reference.

#### **2 Purpose of Report**

This report sets out the Membership and Terms of Reference of the Police Fire and Rescue Board.

**Date:** 24 May 2022

**Report Contact:** Janet Ritchie

**Email:** [janet.ritchie@midlothian.gov.uk](mailto:janet.ritchie@midlothian.gov.uk)

### **3 Background/Main Body of Report**

#### **3.1 Membership**

At the Council meeting on 24 May 2022 it was agreed that the Police Fire and Rescue Board would comprise of 5 Elected Members of the Council: 2 Labour; 2 SNP and 1 Conservative.

#### **3.2 Terms of Reference**

This Board will report to Midlothian Council and link in to the wider Midlothian Community Planning arrangements. This governance structure of the Board will comply with the requirements of the Police and Fire Reform (Scotland) Act 2012.

The Board remit includes:

- Scrutiny of Police and Fire Plans
- Performance Reporting and statistical reports of complaints and policing and fire and rescue Midlothian;
- Notification of any Midlothian policing and fire rescue matters subject to independent national review bodies;
- Providing comments/replies on any consultation documents pertaining to policing and fire and rescue services; and
- Recommending improvements in local policing and fire and rescue service.

#### **Meetings:**

The Board will meet 4 times per annum.

The Council will decide on the schedule of meetings for the Board, usually on a rolling annual basis which will be published

#### **Quorum:**

The quorum for meetings of the Board will be 3 Councillors.

#### **Minutes:**

The Minutes of the Board will be recorded by the Officer clerking the meeting and submitted to the next ordinary meeting of the Board for approval. They will also be submitted to the Council both for information and to allow the Council to consider any recommendations contained in them. Meetings of the Police and Fire and Rescue Board will also be recorded subject to the exemptions contained within the Local Government (Scotland) Act 1973.

## **4 Report Implications (Resource, Digital and Risk)**

### **4.1 Resource**

There are no resource implications arising directly from this report.

### **4.2 Digital**

Not applicable.

### **4.3 Risk**

In accordance with the Scheme of Administration the Council is required to appoint Members to the various Committees, etc. Failure to do so could impede the discharge of business.

### **4.4 Ensuring Equalities (if required a separate IIA must be completed)**

An equalities impact assessment has not been required in connection with this report.

### **4.4 Additional Report Implications (See Appendix A)**

See Appendix A

## **Appendices**

### **Appendix A – Additional Report Implications**

## **APPENDIX A – Report Implications**

### **A.1 Key Priorities within the Single Midlothian Plan**

Not applicable

### **A.2 Key Drivers for Change**

Key drivers addressed in this report:

- ☐ Holistic Working
- ☐ Hub and Spoke
- ☐ Modern
- ☐ Sustainable
- ☐ Transformational
- ☐ Preventative
- ☐ Asset-based
- ☐ Continuous Improvement
- ☐ One size fits one
- ☒ None of the above

### **A.3 Key Delivery Streams**

Key delivery streams addressed in this report:

- ☐ One Council Working with you, for you
- ☐ Preventative and Sustainable
- ☐ Efficient and Modern
- ☐ Innovative and Ambitious
- ☒ None of the above

### **A.4 Delivering Best Value**

There are no direct implications related to this report

### **A.5 Involving Communities and Other Stakeholders**

This report does not directly relate to involving communities

### **A.6 Impact on Performance and Outcomes**

Not applicable.

### **A.7 Adopting a Preventative Approach**

Not applicable.

### **A.8 Supporting Sustainable Development**

Not applicable.

Police, Fire and Rescue Board

Monday 30 May 2022

Item No: 5.2



**Scottish Fire and Rescue Service**

# **Strategic Plan 2022-2025**

# 1. INTRODUCTION

## We are delighted to introduce the Scottish Fire and Rescue Service (SFRS) Strategic Plan 2022-2025

As we approach our 10th anniversary in 2023, this is our fourth Strategic Plan and the first one that aligns to our [Long-Term Vision](#) for the Service which we published in 2021. In our Vision we set out our ambitions to be a progressive organisation, centred around people's needs, inclusive of all and better connected to our communities. This Plan marks the next steps towards realising that Vision. It also builds on our organisational [Values](#), demonstrates our commitment to further modernising the Service by doing more for our communities and changing how we work. It further strengthens our approach to prevention while maintaining an excellent emergency response and addressing the repair and replacement challenges within our estate.

This Plan will deliver against the strategic priorities set out for the Service by the Scottish Government in the [Fire and Rescue Framework for Scotland 2022](#). It comes at an important time for Scotland as we recover and learn lessons from COVID-19. In response to the pandemic and to help Scotland recover from its impacts, the Scottish Government has committed to:

- Developing a progressive, wellbeing economy for Scotland
- Building public services on a person-centred basis
- Addressing issues of systemic social and economic inequality
- Strengthening partnership working across public services

As a Service committed to the Christie reform principles, we will play our part in achieving these wider ambitions for Scotland. In producing this plan, we have ensured that our actions will support these priorities for Scotland as we work to improve the safety and wellbeing of our communities.

Although we pride ourselves on our ability to plan our services for a future Scotland, the pandemic has shown it is impossible to fully predict the future. As such, we have set out what we need to achieve over the next three years within this Plan. We also highlight some of the challenges we are faced with and the barriers we will need to overcome to achieve more for Scotland. We must address the problems of an ageing estate and operating systems that need upgraded. We also need to maintain an extensive fleet of vehicles and equipment that supports what we do, whilst taking steps to reduce our carbon consumption. We will have to achieve this by working more flexibly across the whole country. But to do so, we will require significant investment and sustained commitment over the next three years and beyond.

Finally, the commitments within this Plan are only possible because of the excellent work of all our people. They are truly inspirational and we would like to thank them all for everything they do for each other and the people of Scotland. We would also like to thank our partners and communities who we proudly serve and who support us in what we do.

# 2. WHAT IS THE STRATEGIC PLAN 2022-25?

The SFRS was established in April 2013. Since then we have produced strategic plans every three years to detail the activities we undertake to contribute to the safety and wellbeing of Scotland's communities, whilst keeping our firefighters safe.

This Strategic Plan outlines the high-level outcomes through which we will continually work towards our overall purpose, as outlined in the Fire and Rescue Framework for Scotland 2022: **'To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.'**

[The Fire and Rescue Framework for Scotland 2022](#) also sets for us seven strategic priorities and we have a statutory duty to have regard to these when developing our Strategic Plan:

- Prevention and Protection
- Response
- Innovation and Modernisation
- Climate Change
- Effective Governance and Performance
- Partnership
- People

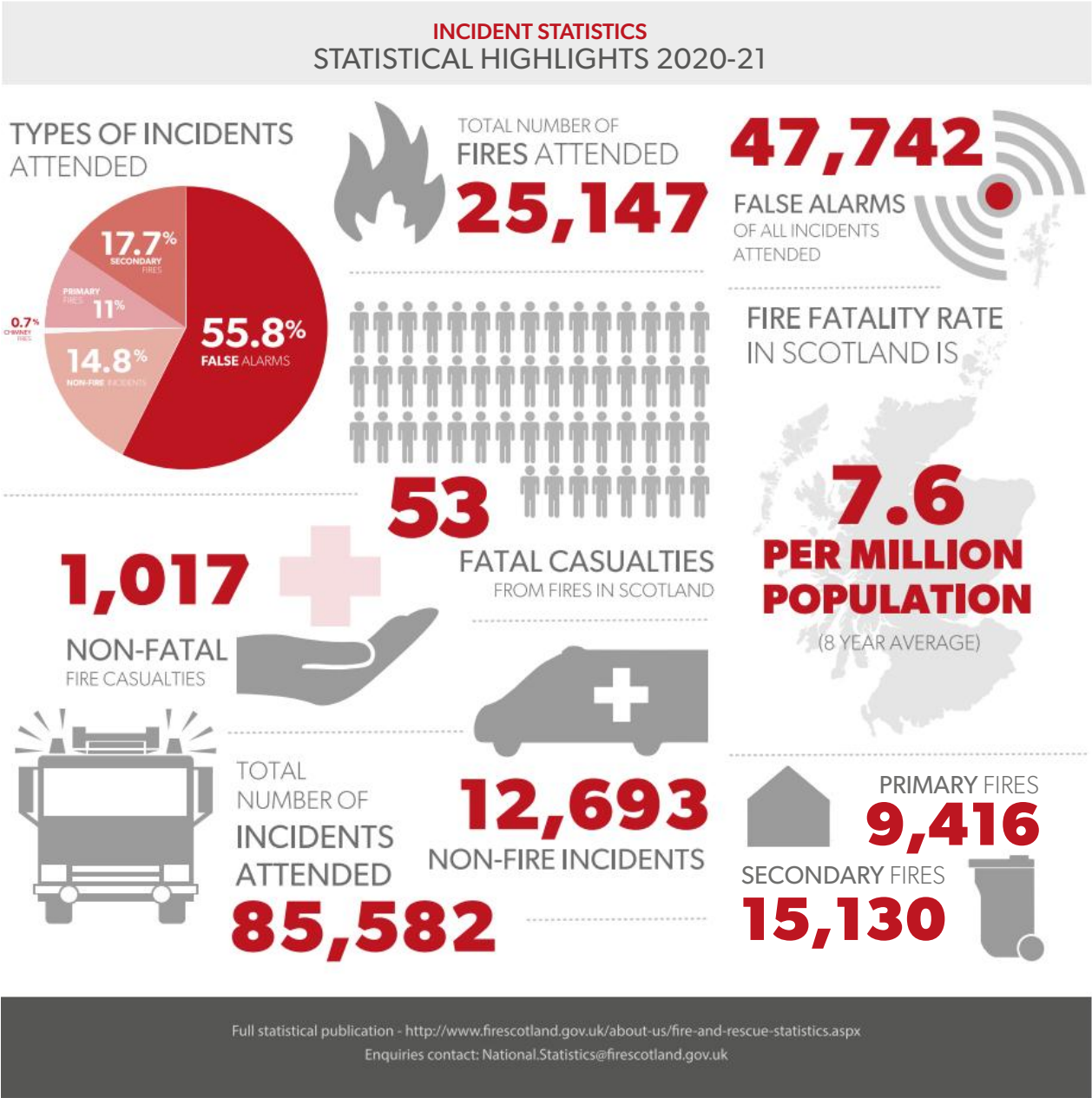
### SFRS Long-Term Vision

As well as considering the Fire Framework, this Strategic Plan supports the achievement of our [SFRS Long-Term Vision](#). Our Vision is an aspirational document which was shaped by our staff and stakeholders. It sets out our future direction and outlines where we want to be in ten years' time. This Plan outlines the next stage in that journey.

Our Plan has been developed with these important documents in mind, with our seven Outcomes complementing the strategic priorities of the Fire and Rescue Framework for Scotland. We have developed this Plan in consultation with our people, a range of our partners across the country and the people of Scotland.



### 3. HOW WE HELPED TO KEEP SCOTLAND SAFE DURING 2020/21



### 4. OUR SERVICE, OUR AMBITIONS FOR SCOTLAND'S COMMUNITIES

We are the fourth largest fire and rescue service in the world. Our key role will always be to respond to fires and other emergency incidents but we do much more than that. In communities across Scotland, you'll find us:



We firmly believe that the best way to deal with any type of emergency is to try and stop it from happening in the first place. With a key focus on prevention, particularly in support of the most vulnerable members of society, we work with our partners across the country to deliver: crucial fire safety campaigns; prevention interventions; and work on a wide range of public safety initiatives that keep people and businesses safe. Because of this and because our firefighters, both wholtime and on call, are so valued within their communities, we have an ambition to develop our offer to Scotland. As we develop this offer we must ensure

that the facilities and equipment we use are of the highest standard. They need to be modern, purpose designed for the 21st century and safe for our people. This will help us retain those who currently work for us while attracting new people to help us become a more diverse organisation that reflects the communities of modern Scotland.

We will keep improving people's lives and the safety and wellbeing of the communities we serve; by reducing the risk from harm and working in collaboration with our partners and communities.

## 5. OUR OPERATING ENVIRONMENT FOR THE NEXT 3 YEARS

The delivery of this Plan will be influenced by the following challenges we face within our operating environment and how we will work to resolve them.

### Recovering and learning from COVID-19

Throughout the pandemic, we adapted swiftly alongside our partners to provide life-saving and innovative services for our communities. The impacts of the pandemic are not over and will have a lasting effect on us, communities and businesses over the years ahead. It is imperative that we put key lessons we have learned from the pandemic into place to help us, and Scotland, fully recover.

### Flexibility

Being a more flexible organisation was key to how we responded to the COVID-19 pandemic. We will maintain our agile and flexible approach to deliver what is required of us by our communities. This means avoiding a “one size fits all” mentality and approach so that we can respond to differing community needs appropriately.

### Service Modernisation

We will develop our offer to communities as an emergency service based on a better understanding of changing risk and reshape the use of our resources and service activities. However, achieving more to support and safeguard our communities within existing resources will be our biggest challenge.

### Budgeting Responsibly

Over the next three years we will face significant budgetary pressures in both our resource and capital budgets. We will be faced with high levels of inflation in the goods and services we need to purchase to deliver our services. We are likely to see challenges emerging for our people around the increased cost of living and the pressures this places on them and their households. We also face a significant and growing investment need in our estate which requires ongoing decarbonisation. Our buildings are ageing and many require substantial upgrading or replacement. Failure to invest in our estate will add further pressure to our resource budget as we increasingly spend more money to overcome the repair costs that come from an ageing set of buildings. We will

always balance our budget; we are required to do so by law. However, given these pressures we will need to make hard choices on timing and financial capacity as we modernise the Service whilst maintaining current financial sustainability and budgetary control.

### Climate Emergency

The impacts of climate change will increase over time. We will have to respond to more weather-related incidents which will increase in intensity, impact and frequency and continue to ensure our firefighters are properly trained, equipped and supported in this.

### Demographic Change

People are living longer and care will increasingly shift from institutional settings towards home-based care. This change will generate new demands as Scotland seeks to support our population to age well in safe and resilient communities, while we work to reduce the risk of fire and other forms of unintentional harm within homes. We will continue our crucial work with communities and our partners to prevent such harm from happening and develop our service offer in supporting the vulnerable members of Scotland’s communities.

### Place

We are a national service, delivered locally. We are committed to understanding the changing risks across the country and meeting community needs in ways that work best for them. We will support the wider public service reform agenda of adopting a place-based approach to how public services are designed and delivered. This will shape how we work to ensure that our communities are safer, stronger and more resilient.

### Resilience

We play an important role helping communities become more resilient. Whether in safeguarding people and communities against the impacts of a pandemic, the effects of adverse weather events, dealing with the threat of terrorism and much more. There remains a vital need and a statutory duty for us to work with our communities and emergency service partners to prepare better to meet these threats as they evolve over time.

### People

Ensuring the safety of our firefighters and ensuring the wellbeing of communities has always been at the heart of how we operate. This approach of putting people first remains at our core. We will continue to place a strong focus on meeting people’s needs as we change how we work.

### Engagement and Empowerment

To make good decisions you need to engage people in the decision-making process and empower them to make appropriate choices for themselves. We are committed to working this way, both with our own people and with our communities. This will help us

arrive at better decisions which will make us a stronger and more successful organisation.

### Managing Change

We have and will continue to run large change projects across the Service. Projects can range from introducing new technology systems, undertaking large scale building projects, working with suppliers to develop new types of emergency response vehicles, to changing the ways we work. Throughout the duration of this Plan we will further improve how we manage projects to ensure their effective and efficient delivery.

As we proceed over the next three years we will continually revisit our assumptions about our operating environment and how any changes may impact on how we will work. The detail in the following sections outlines what we will achieve over the lifetime of this Plan. How we will do so will be set out, scrutinised and monitored through both our Annual Operating Plan and Change Plan by our Board and the wider public as we deliver on this Plan’s ambitions.

## 6. OUR OUTCOMES

### OUTCOME ONE:

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

#### WHAT WE WILL DO

We firmly believe that preventing problems from arising is better than dealing with them when they occur. Our approach to prevention helps people, communities and the economy stay safe and enables us to support work addressing wider inequalities. As we did during the pandemic, we will continue to share data appropriately with our partners to protect the vulnerable in our communities. To support Scotland's economy we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories. We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people's behaviours to help keep themselves safe and improve their wellbeing. We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable. We will develop our home fire safety visit programme to incorporate wider health and social care considerations and develop a coordinated approach to reducing unintentional harm throughout Scotland.

#### WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 our prevention work will help individuals, communities, organisations and businesses feel more confident regarding safety within their homes, premises and localities. We will achieve this by:

- Refocusing our preventative activities to address issues of social, economic and health inequalities.
- Leading initiatives with our partners to appropriately share data and information.
- Leading initiatives to reduce unintentional harm in our communities.
- Working with communities, partners and stakeholders to produce and disseminate safety advice and information effectively.
- Improving community safety and wellbeing by working to encourage sustained behavioural change within households.
- Supporting business owners to protect Scotland's non-domestic buildings and premises.

#### SUPPORTING OUR LONG-TERM VISION PRIORITIES

- Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs.
- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be driven by a deeper understanding of the needs of our communities.
- We will be a more environmentally sustainable organisation.

#### EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Fire Safety Enforcement (Protection) Framework for Scotland 2021
- Community Safety Engagement Planning and Evaluation Policy and Procedure
- Communications and Engagement Strategy

### OUTCOME TWO:

Communities are safer and more resilient as we respond effectively to changing risks.

#### WHAT WE WILL DO

We will apply the lessons learned from the COVID-19 pandemic to how we operate. We will continue our work to understand the changing risks within our communities and strategically decide how best to locate our operational resources based on where the greatest risks lie. We will deliver on the commitments made in our Operational Strategy, ensuring we have the right resources in the right places at the right times and further improve our on call service. We will have the best systems to direct our firefighting activities effectively and continue to ensure all our people have the right skills, training and equipment. We will continue to plan and respond with other emergency services to improve firefighter and public safety.

#### WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 our effective emergency response will ensure communities remain safe. We will achieve this by:

- Building upon our knowledge of and responding to the changing risks and inequalities faced by our communities.
- Applying the lessons we have learned from COVID-19 to drive sustainable improvement in how we work.
- Training effectively and efficiently as a Service and with our partners to improve community safety.
- Providing the right technology and equipment to keep firefighters safe.
- Improving how we manage calls from the public and deploy our resources to emergency incidents.
- More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.

#### SUPPORTING OUR LONG-TERM VISION PRIORITIES

- Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs.
- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be driven by a deeper understanding of the needs of our communities.

#### EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- COVID-19 Recovery Plan
- Operational Strategy 2022-2032
- Asset Management Strategy 2019-2029
- Community Asset Register

**OUTCOME THREE:**

We value and demonstrate innovation across all areas of our work.

**WHAT WE WILL DO**

We will continue to embed innovation into how we work and operate. As we did throughout the pandemic we will work with others to seek innovative opportunities to drive change and improvement. We will further use our talent, partnerships and resources to develop and improve our systems, processes and performance. We will develop our first Innovation and Improvement Strategy which will set out how, as one of the largest fire and rescue services in the world, we will encourage and drive innovation across all areas of our work and help us make the best use of our resources, adapt to changing risks and drive good practice.

**WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS**

By 2025 we will embrace innovative approaches to how we operate. We will achieve this by:

- Promoting and embedding a culture of innovation in the Service to develop new ways of thinking and working.
- Delivering new opportunities, partnerships and collaborations to improve both public and our peoples’ safety and wellbeing.
- Developing and deploying new digital and other technologies to change how we work and to keep firefighters safe.
- Improving inter-departmental working and knowledge sharing across the Service.
- Implementing a new approach to undertaking research and development.
- Developing further innovative approaches to modernising our estate.

**SUPPORTING OUR LONG-TERM VISION PRIORITIES**

- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be driven by a deeper understanding of the needs of our communities.

**EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES**

- Innovation and Improvement Strategy
- Business Intelligence Strategy 2021-2024
- Digital Strategy
- Operational Strategy 2022-2023

**OUTCOME FOUR:**

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

**WHAT WE WILL DO**

We will further develop the resources needed to tackle the impacts of climate change and we will ensure that these are strategically located across the country. Our firefighters will remain fully trained and equipped to support communities in meeting extreme weather events. We will also make use of other local resources that are available to bolster our response during prolonged or widespread incidents. We will continue to work to reduce our own organisational impact on the environment by changing how we work, how we consume and manage energy and how we behave as we adapt to climate change. Reducing our carbon emissions is the first step in this journey. By 2045 we will become a carbon neutral organisation.

**WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS**

By 2025 we will reduce our carbon emissions and continue to support our communities to tackle climate change. We will achieve this by:

- Ensuring our people continue to plan, are trained for and equipped to respond to climate change incidents.
- Working with partners to prevent fires, thereby reducing carbon released into the atmosphere.
- Strategically placing specialist resources in areas where there is a greater risk of flooding.
- Reducing our carbon consumption by investing in renewable technologies and reducing energy waste across the Service.
- Investing further in the greening of our fleet by acquiring zero emission vehicles where appropriate.
- Supporting staff to adopt changes and behaviour to support more environmentally friendly working practices.

**SUPPORTING OUR LONG-TERM VISION PRIORITIES**

- We will be innovative in our use of technology, data and information to change how we work.
- Partnership working will be at the core of how we work.
- We will be a more environmentally sustainable organisation.

**EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES**

- Carbon Management Plan 2020-2025
- Climate Change Response Plan 2045
- Energy and Carbon Strategy 2020-2030
- Wildfire Strategy
- Operational Strategy 2022-2032



OUTCOME FIVE:

We are a thriving organisation, use our resources responsibly and provide value for money to the public.

WHAT WE WILL DO

As a progressive organisation our Board will continue to provide robust scrutiny whilst governing responsibly and transparently. We will continue to collect and publish the right data to show how well we are performing, making this information available to the public in ways that are accessible and easy to understand. We will continue to manage our finances, physical and digital infrastructure, vehicles, equipment and supporting infrastructure responsibly and maintain them to the very best of our ability. In addition, as an emergency service and an organisation that is always learning and looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of our staff and members of the public.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will continue to demonstrate how effective we are at managing and sharing our resources, and performing against our objectives and obligations. We will achieve this by:

- Remaining open and transparent in how we make decisions.
- Improving levels of Service performance whilst providing value for money to the public.
- Improving the use of data and business intelligence to support decision making.
- Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.
- Managing and maintaining our buildings, vehicles and wider infrastructure as well as we can.
- Managing further major change projects and organisational risks effectively and efficiently.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- We will be innovative in our use of technology, data and information to change how we work.
- We will be driven by a deeper understanding of the needs of our communities.
- We will be a more environmentally sustainable organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Asset Management Strategy 2019-2029
- Long Term Financial Strategy 2019-2029 (revised 2022/2023)
- Medium Term Finance Model 2023 - 2026
- Procurement Strategy 2021-2024
- Governance and Accountability Framework
- Carbon Management Plan 2020-2025
- Climate Change Response Plan 2045
- Energy and Carbon Strategy 2020-2030
- Communications and Engagement Strategy

OUTCOME SIX:

The experience of those who work for SFRS improves as we are the best employer we can be.

WHAT WE WILL DO

We will be the best employer we can be. As an aspirational employer, we will invest to attract and retain the best people to deliver our services to the public. Throughout the COVID-19 pandemic we had to work in more flexible and agile ways. Over the next three years we will embed those changes in how we work and use technology to make day to day tasks easier for our people. We will continue to improve our training to enable our people to develop and maintain their competencies and skills. We will improve our recruitment processes and make our roles more attractive to all members of our communities and develop our approach to youth engagement and employment further. We will continue to nurture an inclusive culture that values and welcomes everybody to be themselves at work. We will provide our people with the dignified work facilities that they deserve and we will work with our representative bodies to champion fairness, equality, partnership, engagement and respect for all. We will continue to be a Fair Work Employer, paying the Living Wage for all of our staff.

WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS

By 2025 we will be an employer that demonstrates our commitment to our people. We will achieve this by:

- Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.
- Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people.
- Providing the best training and development opportunities for all our people to ensure they have the right mix of knowledge and skills.
- Further promoting diversity and expanding our youth engagement and employment programmes.
- Continuing to make working for SFRS more fulfilling and ensuring all our people can have their say regarding how we work.
- Promoting a culture that values inclusion, promotes fairness, equality and respect for all while providing dignified work facilities for our people.

SUPPORTING OUR LONG-TERM VISION PRIORITIES

- We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work/life balance.
- We will invest in developing our leaders and train our staff to the highest standards.
- We will value difference of views, experiences and backgrounds within and out with our organisation.

EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES

- Mental Health Strategy 2020-2030
- Agile Working Framework
- Communications and Engagement Strategy
- Positive Action Strategy
- Corporate Parenting Plan 2020-2023
- Training Strategy 2020-2025
- Resourcing Plan 2021-2026

**OUTCOME SEVEN:**  
Community safety and wellbeing improves  
as we work effectively with our partners.

**WHAT WE WILL DO**

Partnership working is at our core. The difference it made to our operations throughout the pandemic was key to helping communities through this challenging time. We will continue to work closely with our partners, including with other fire and rescue services throughout the UK and internationally, to improve firefighter safety and the wellbeing of individuals and communities. We will remain fully committed to Community Planning, and work with partners including Police Scotland, the Scottish Ambulance Service, Local Authorities, Health Boards, the Third Sector and Community Groups throughout Scotland. Partnership working is vital to ensure we perform at our best in all that we do. We will work more closely with our communities to understand their changing needs and include them in the design, development and prioritisation of our services.

**WHAT SUCCESS WILL LOOK LIKE IN THREE YEARS**

By 2025 we will be recognised as a reliable and valued partner, delivering an effective emergency service and a wide range of place based initiatives with partners across Scotland and further afield. We will achieve this by:

- Continuing our commitment to Community Planning and partnership working across all localities in Scotland.
- Working with our partners to further safeguard the young and our vulnerable adults.
- Working with our partners to address common service demand challenges.
- Sharing more of our premises with partners and seeking efficiencies where we can through collaborative working.
- Engaging more with communities and partners when designing, developing and delivering services.
- Being positively valued by our partners and communities in all that we do.

**SUPPORTING OUR LONG-TERM VISION PRIORITIES**

- Partnership working will be at the core of how we work.
- We will be innovative in our use of technology, data and information to change how we work.
- We will be driven by a deeper understanding of the needs of our communities.
- We will be a more environmentally sustainable organisation.

**EXISTING SFRS STRATEGIES/PLANS THAT WILL HELP US ACHIEVE OUR STRATEGIC OUTCOMES**

- Business Intelligence Strategy 2021-2024
- Communications and Engagement Strategy

This draft Strategic Plan 2022-2025 sets out what our broad ambitions will be over the next three years. Your views are important to us and you are invited to tell us what you think of our approach.

The formal consultation for this draft Strategic Plan opened on **Monday 9 May 2022 and will run until Sunday 10 July 2022**. To ensure we review and manage all responses consistently please feedback to us using our online survey. This can be accessed at [firescotland.citizenspace.com](https://firescotland.citizenspace.com). After the consultation is closed we will publish the results.

If you cannot access our online survey, or if you would like more information about the Scottish Fire and Rescue Service you can:

Write to: Scottish Fire and Rescue Service Headquarters  
Westburn Drive  
Cambuslang  
G72 7NA

Phone: 0141 646 4501

Visit our website: [www.firescotland.gov.uk](https://www.firescotland.gov.uk)

### **Acknowledgements**

The Scottish Fire and Rescue Service would like to thank the many people of Scotland and our own staff members who contributed their time, knowledge and experiences to help us develop this document.



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**[www.firescotland.gov.uk](http://www.firescotland.gov.uk)**







## LOCAL PLAN PERFORMANCE REPORT FOR MIDLOTHIAN



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**Quarter 4 Report, 1<sup>st</sup> January – 31<sup>st</sup> March, 2022**

**Working together  
for a safer Scotland**

Midlothian



### DISCLAIMER

The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.

The Scottish government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

Please ensure any external partners in receipt of these reports are aware of this.

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## Introduction

This performance report provides information on our prevention, protection and operational response activities within Midlothian for Quarter 4 of 2021-22 (1st January – 31st March 2022) including information on the year to date figures.

The Scottish Government provides an overarching vision for public services. This vision supported by 11 National Outcomes, which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The Scottish Fire and Rescue Service (SFRS) can make a significant contribution to improving these outcomes for Midlothian by contributing to the Community Planning arrangements across the area.

The national priorities for the SFRS are set out in the Fire and Rescue Framework for Scotland. The SFRS Strategic Plan 2019-2022 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The priorities contained within the Local Fire and Rescue Plan for Midlothian 2021 contribute towards the priorities within the Single Midlothian Plan.

The aims of the local Fire & Rescue Service in Midlothian are to reduce fire deaths and to reduce injuries from fire and other emergencies in the community. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are required, based on evidence.

The Local Fire and Rescue Plan for Midlothian 2021 identifies the following five objectives as the main focus for service delivery locally:

### Local Priorities:

- As part of a Community Partnership approach, we will make people safer in their homes.
- We will promote Community Resilience whilst contributing to improved outcomes for people involved in non-fire emergencies.
- Together with our Community Partners, we will contribute to making roads in Midlothian safer.
- As part of a Community Partnership, we will challenge anti-social behaviour.
- In partnership, we will aim to reduce the occurrence and impact of Unwanted Fire Alarm Signals.

Area Commander Hilary Sangster

Local Senior Officer for Midlothian, East Lothian and the Scottish Borders.

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## Performance Summary

We measure how well we are meeting our priorities using 6 key indicators, depicted below

Key performance indicator	Apr to (& incl.) Mar					RAG rating
	2017/18	2018/19	2019/20	2020/21	2021/22	YTD
All accidental dwelling fires	60	52	71	57	54	●
All fire casualties (fatal & non-fatal (incl. p/c's))	15	15	12	16	5	●
All deliberate fires excl. dwellings	412	326	235	196	214	◆
Special Service - RTCs	42	29	37	21	31	◆
Special Service Casualties - All	54	32	56	28	32	◆
False Alarm - UFAs	362	374	388	294	422	◆

### RAG rating - KEY

◆	RED DIAMOND	10% higher than the previous YTD period, or local target not achieved.
▲	YELLOW TRIANGLE	Up to 9% higher than the previous YTD period, or local target not achieved.
●	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

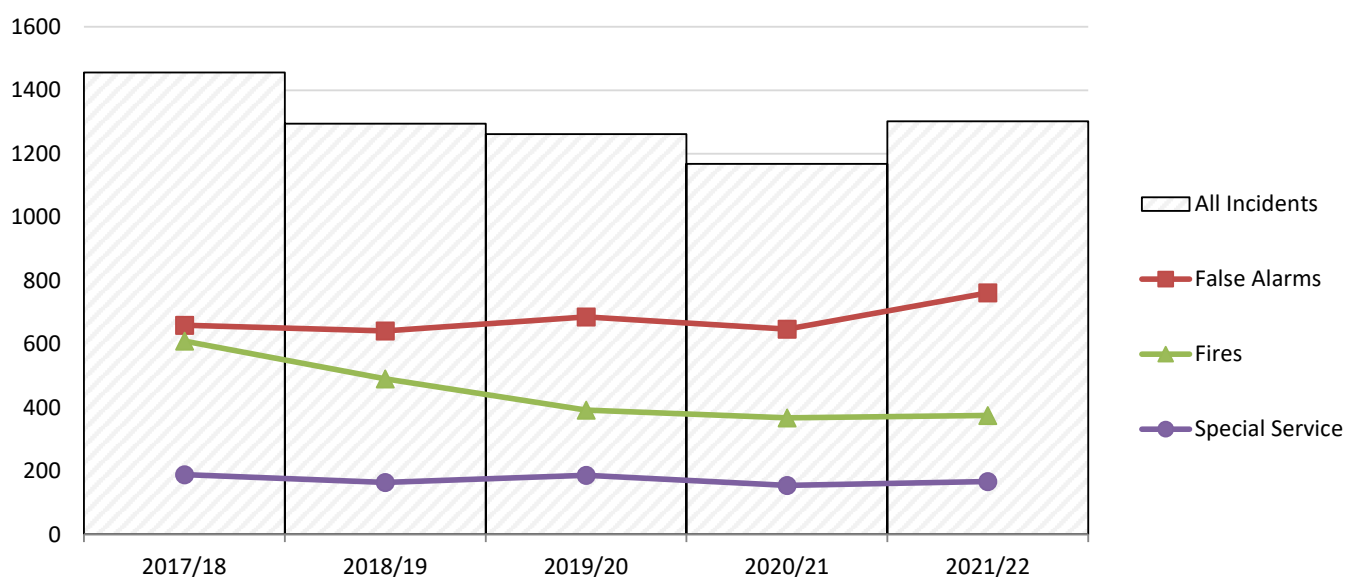
### Note

Quarterly comparison RAG Rating = the reporting period compared to the average of the three previous quarterly reporting periods.  
Year to Date RAG Rating = the cumulative total of all quarterly performance in current year compared to cumulative total of all quarterly performance in previous year.

### Incident Overview

Year to date (1st April 2021 – 31st March 2022), the SFRS, responded to 1302 incidents in Midlothian, which is an increase of 134 incidents compared with the same reporting period last year.

The chart below illustrates incidents YTD attended within Midlothian council over the last 5 fiscal years



## Progress on local fire & rescue plan priorities

### Local Risk Management and Preparedness

The Service must identify, prioritise and plan to meet the risks in each local community.

We said we would:

- train our staff to deal with our local risks
- gather and analyse risk information
- work with partners to mitigate risks
- deal with major events

#### Train our staff to deal with our local risks

All of our operational staff undertake routine and risk specific skill acquisition and maintenance training.

#### Gather and analyse risk information

All of our operational staff gather and analyse local risk information and operational intelligence, used in our preparations to resolve incidents.

We conduct Post Incident Debriefs to identify any lessons that can be learned from our preparedness and response to emergency events.

We use Urgent Operational Intelligence Briefings to inform our operational staff of any safety critical information.

#### Work with partners to mitigate risks

We continue to be an active member of the East Local Resilience Partnership.

We share information with local authority partners and other key stakeholders (e.g. Police Scotland) to ensure emergency event risks are mitigated.

#### Deal with major events

There were no major fire events or significant emergency events in this reporting period.

## Reduction of 'All accidental dwelling fires'

Accidental dwelling fires can have devastating effects on our community. The SFRS is committed to keeping people safe in their homes. We share information with partners to make sure that the right people get the right information they need, particularly those who are vulnerable due to age, isolation or addiction. Reduction of Accidental Dwelling Fires contributes to The Single Midlothian Plan.

### Results

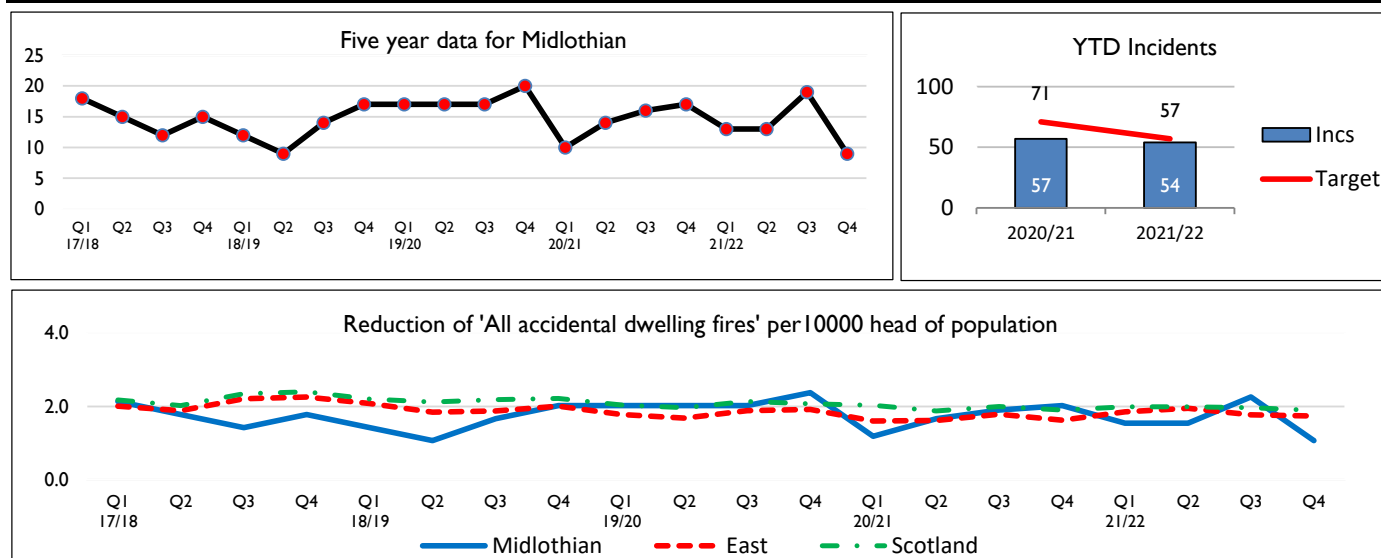
We aim to reduce Accidental Dwelling Fires in Midlothian by contributing towards the SFRS target of 10% reduction per year, over a three-year rolling period. During this quarter, we responded to 9 Accidental Dwelling Fires, which is a reduction of 8 incident compared with the same period last year. The long-term trend based upon incidents/10,000 population shows Midlothian performing well below the Scottish and East Service Delivery Area trend lines.

### Reasons

Of the 9 accidental dwelling fires attended, 6 occurred in single occupancy households. The main cause of fire is cooking (44%). 7 of the 9 fires had no fire damage, were limited to the first item ignited and/or confined to the room where the fire started and therefore, relatively minor in nature. 2 fires were of a more serious nature with fire damage over 1 or 2 floors. It is clear from this evidence to continue to target those mostly at risk in single occupancy households and to ensure those properties have working smoke detection. Unfortunately, 2 from the 9 domestic properties did not have working smoke alarms fitted.

### Actions

During this reporting period, 150 Home Fire Safety Visits were carried out within Midlothian. SFRS continue to work in partnership to educate and inform people about fire and safety, in the home. Appendix I 'Midlothian Prevention & Protection Activities' provides further details on our prevention activities.



YTD ward ave. for Midlothian - 9	2017/18	2018/19	2019/20	2020/21	2021/22	Sparklines
Midlothian	60	52	71	57	54	
Penicuik	8	3	2	17	12	
Bonnyrigg	11	7	8	5	5	
Dalkeith	9	10	11	11	15	
Midlothian West	11	13	25	13	10	
Midlothian East	11	10	14	4	5	
Midlothian South	10	9	11	7	7	

## Reduction of 'All fire casualties (fatal & non-fatal (incl. p/c's))'

Fire casualty and fatality rates provide an indication of the amount of serious, life-threatening injuries that occur due to fire. This can indicate not only the success of SFRS in reducing the number of life risk fires through community fire safety and similar activities, but also their success in response activity in saving lives.

### Results

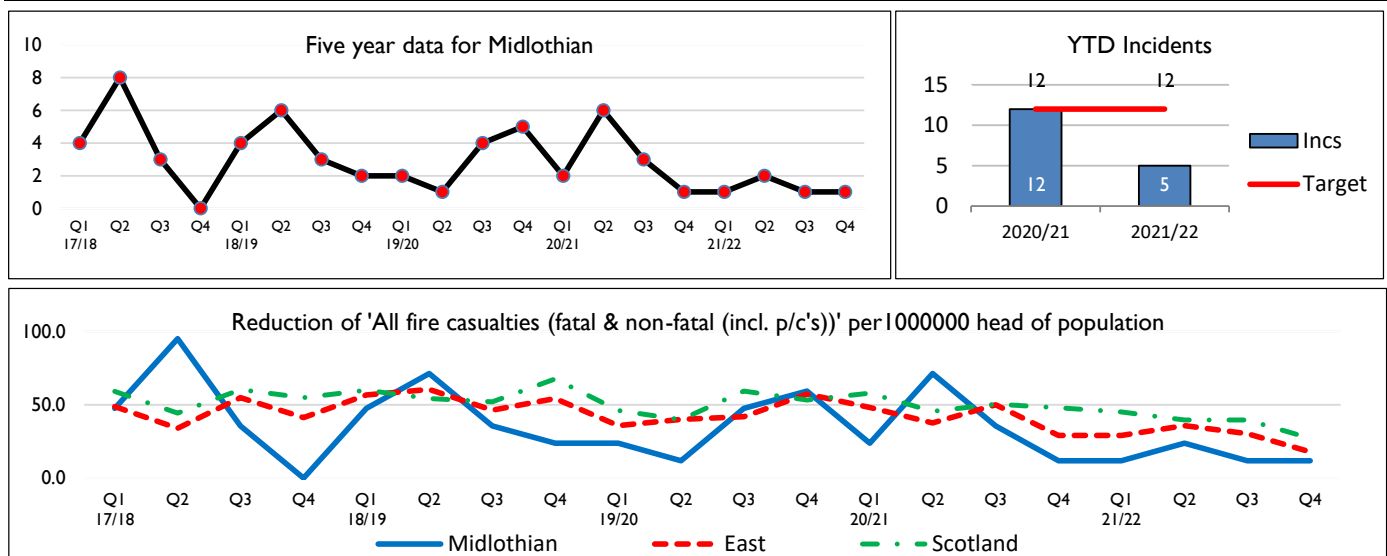
There were no reported fire fatalities, in the 3-month period. We aim to reduce Fire Casualties in Midlothian each per year, which contributes towards the SFRS target of reducing Fire Casualties by 5% per year, over a three-year rolling period. In this reporting period, SFRS dealt with 1 other casualty due to an accidental dwelling fire. The figures show no change from the same reporting period last year. The long-term trend based upon casualties/10,000 population shows Midlothian is performing well below the Scottish average and East SDA average.

### Reasons

Historically Midlothian has low numbers of casualties from fires and it is positive to note that this trend remains low. We are pleased to report the YTD figure as a 5 year low.

### Actions

During this reporting period, 150 Home Fire Safety Visits were carried out. We continue to work with our partners in Midlothian Council and seek opportunities with social work and NHS to target those most vulnerable and at risk from fire. In response, we received 26 Home fire safety visit referrals. We have provided 6 referrals for support to partner agencies. Appendix I 'Midlothian Prevention & Protection Activities' provides further details on current activities.



YTD ward ave. for Midlothian - I	2017/18	2018/19	2019/20	2020/21	2021/22	Sparklines
Midlothian	15	15	12	16	5	
Penicuik	2	4	0	2	2	
Bonnyrigg	1	1	7	0	0	
Dalkeith	2	2	3	7	1	
Midlothian West	0	3	1	1	0	
Midlothian East	1	4	1	1	0	
Midlothian South	9	1	0	5	2	

## Reduction of 'All deliberate fires excl. dwellings'

Historically deliberate fire setting has not been a significant problem for the SFRS in Midlothian, however recent years have shown a distinct increase in this activity and there is a close link between deliberate secondary fires and other forms of anti-social behaviour. In the main, deliberate fires are secondary fires categorised into refuse/bins, grassland or derelict buildings incidents. Reduction of Deliberate Fire Setting contributes to the Single Midlothian Plan.

### Results

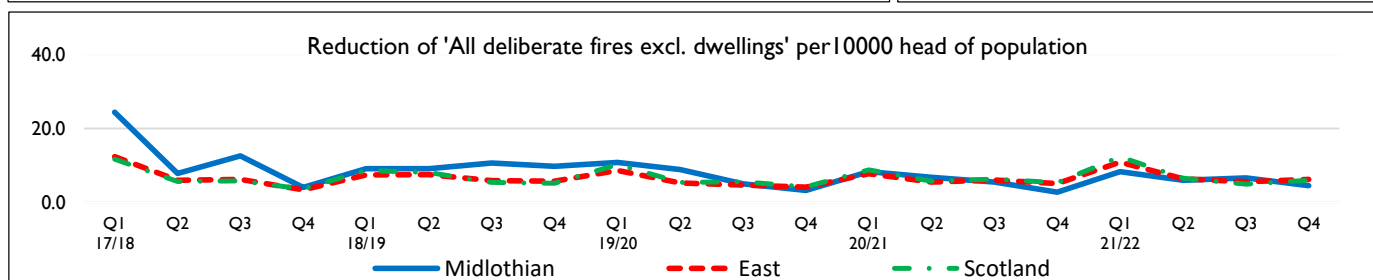
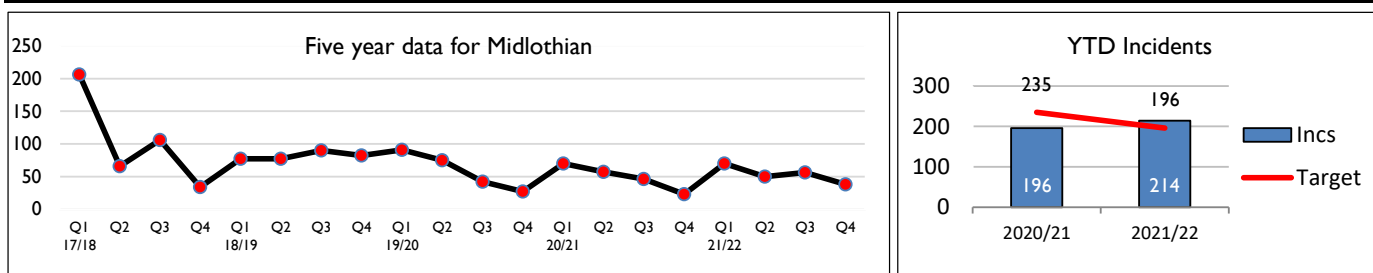
There were 38 deliberate fires within the reporting period, which is a increase of 15 when compared to the same period last year. The long-term trend based upon incidents/10,000 population shows Midlothian performing below the Scottish and East Service Delivery Area trend line.

### Reasons

Of the 38 deliberate fire incidents, 27 (71%) of incidents were 'deliberate secondary fires' mainly, waste or scrubland, wood or crop; 3 primary fire incidents involving trees; 3 involved refuse/bins including wheelie bins and recycling bins; 3 incidents involved vehicles; 1 incident in a private garage and 1 incident in a commercial garage.

### Actions

The SFRS continue to work with our Partners and any emerging themes are managed in Partnership with relevant intervention and prevention activities carried out. Various on-going preventative activities have been undertaken throughout the year targeting the issue of deliberate fire-raising. This includes various youth engagement events, thematic actions, information sharing/visits to schools and other partnership work.



YTD ward ave. for Midlothian - 36	2017/18	2018/19	2019/20	2020/21	2021/22	Sparklines
Midlothian	412	326	235	196	214	
Penicuik	46	17	10	15	12	
Bonnyrigg	26	22	31	34	27	
Dalkeith	101	79	44	38	44	
Midlothian West	55	42	32	27	28	
Midlothian East	100	91	77	50	64	
Midlothian South	84	75	41	32	39	



## Reduction of 'Special Service - RTCs'

While much of this risk is out with the control of SFRS, responding to Non-Fire Emergencies such as Road Traffic Collisions is a key part of our intervention activities. The SFRS is committed to working with partners and other stakeholders to drive continuous improvement in this area. Reduction of Casualties from Non-Fire Emergencies contributes to the Single Midlothian Plan, number of people killed or seriously injured in road accidents.

### Results

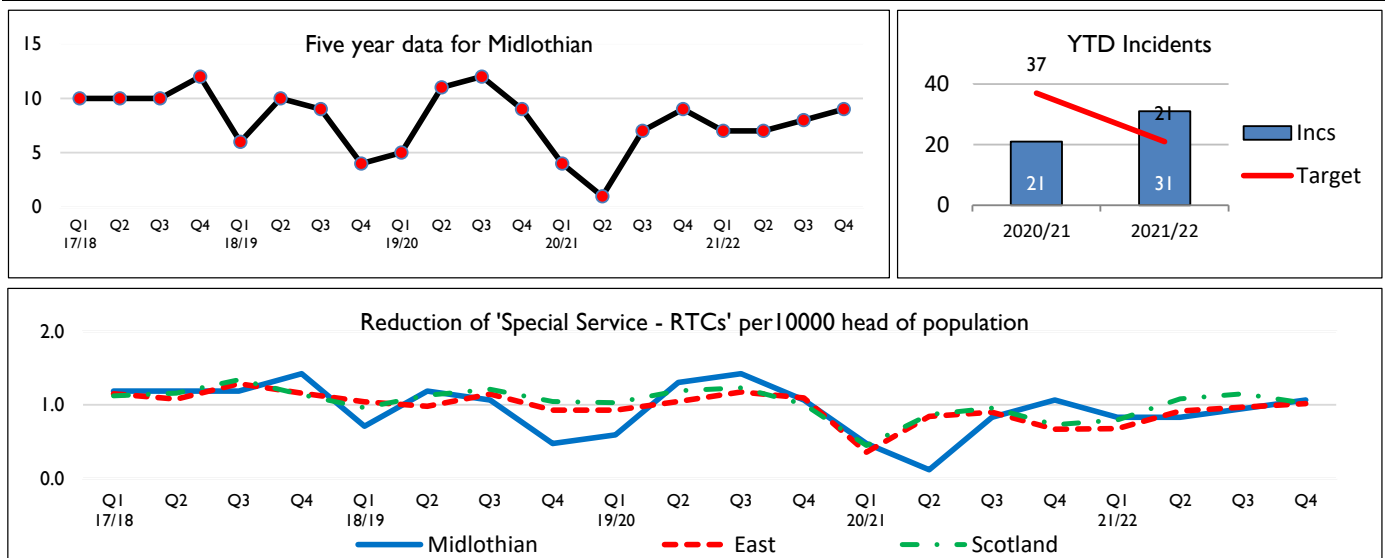
We attended 9 Road Traffic Collisions during this period, there is no change when compared with the same reporting period last year. Per 10,000 head of population, Midlothian is performing in line with the Scottish and East Service Delivery area trend lines.

### Reasons

The SFRS only attend those RTC's they are requested to attend this number does not reflect the total number within Midlothian.

### Actions

The SFRS is a member of a multi-agency approach to reducing Road Traffic Collision's and the associated casualties and fatalities. The continued delivery of Tomorrow's Driver programme targeting young people is an excellent partnership approach to reducing road traffic collisions.



YTD ward ave. for Midlothian - 5	2017/18	2018/19	2019/20	2020/21	2021/22	Sparklines
Midlothian	42	29	37	21	31	
Penicuik	7	3	14	4	3	
Bonnyrigg	3	0	1	0	2	
Dalkeith	6	12	4	2	4	
Midlothian West	8	5	6	5	10	
Midlothian East	7	7	8	7	7	
Midlothian South	11	2	4	3	5	

## Reduction of 'Special Service Casualties - All'

While much of this risk is out with the control of SFRS, responding to Non-Fire Emergencies is a key part of our intervention activities. The SFRS is committed to working with partners and other stakeholders to drive continuous improvement in this area. Reduction of Casualties from Non-Fire Emergencies contributes to the Single Midlothian Plan.

### Results

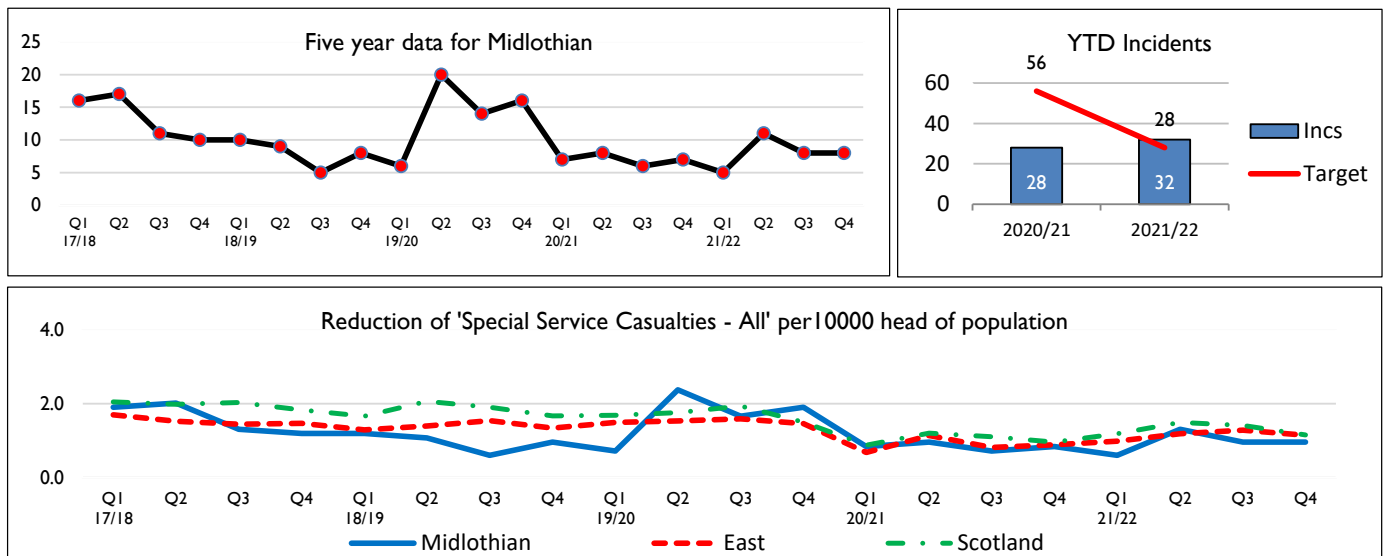
We attended special service incident types in the last quarter with a total of 8 casualties (2 fatal and 6 non-fatal casualties). This is a increase of 1 special service casualty when compared with the same reporting period last year. Per 10,000 head of population, Midlothian is performing below the Scottish and East Service Delivery area trend lines.

### Reasons

There was 2 fatal casualties from co-responding or assisting other agencies incidents. There was 6 non-fatal casualties (3 from RTC incidents, 3 from effecting entry, co-responding or assisting other agencies incidents).

### Actions

The SFRS in Midlothian will continue to respond to the communities needs in terms of other non-fire emergencies with the overall objective of reducing casualty and fatality rates within Midlothian.



YTD ward ave. for Midlothian - 5	2017/18	2018/19	2019/20	2020/21	2021/22	Sparklines
Midlothian	54	32	56	28	32	
Penicuik	11	6	17	6	7	
Bonnyrigg	7	0	6	1	3	
Dalkeith	6	7	5	7	4	
Midlothian West	7	12	10	4	5	
Midlothian East	16	4	16	8	5	
Midlothian South	7	3	2	2	8	

## Reduction of 'False Alarm - UFAs'

Unwanted Fire Alarm Signals (UFAS) are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be connected with faulty or defective alarm equipment. The SFRS is committed to working with partners and other stakeholders to reduce Unwanted Fire Alarm Signals.

### Results

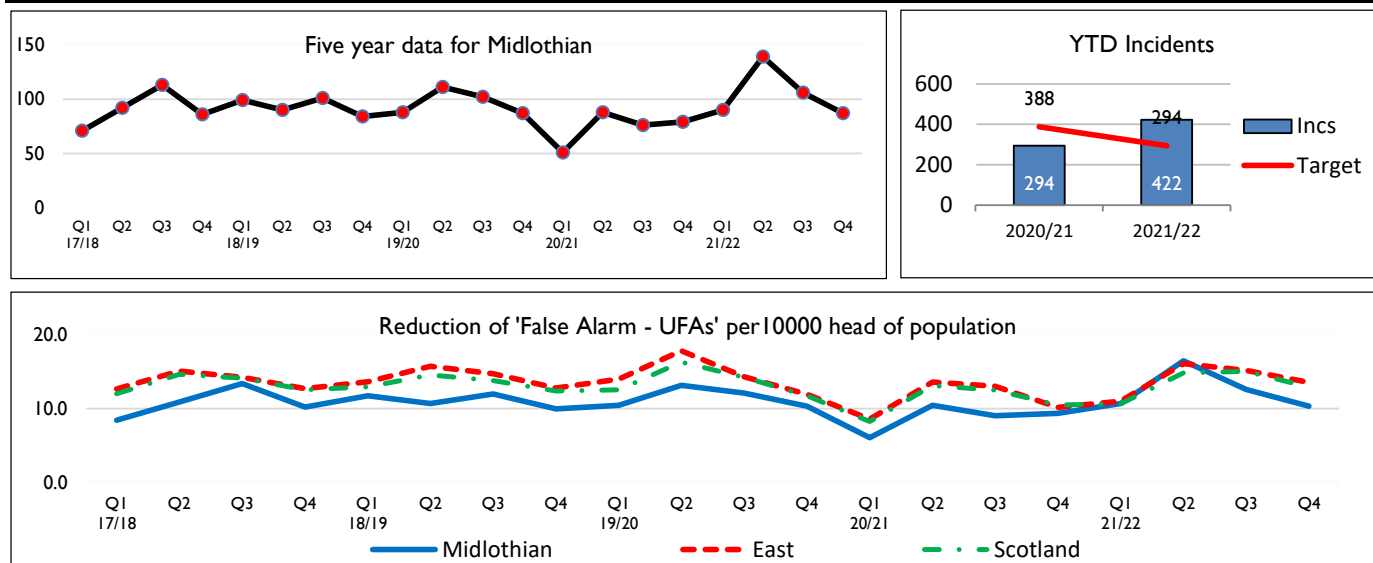
SFRS attended 87 Unwanted Fire Alarm Signals incidents during this reporting period, which is an increase of 8 incident when compared to the same reporting period last year. Midlothian trend line is performing below the Scotland and the East delivery area trendline.

### Reasons

Unwanted Fire Alarm Signals were caused by the following: 23% faults/Defects & cause of actuation unknown, 21% accidental or good intent, 17% Carelessly set off, 13% due to contaminants (dust/insects/steam/aerosol), 11% caused by fumes from people smoking, cooking or burnt toast, 10% were malicious breakage of call points and 5% fire alarm system testing.

### Actions

We continue to monitor Unwanted Fire Alarm Signals calls and our Fire Safety Enforcement Officers work closely with premises to reduce further incidents. This includes discussing technological, procedural and management solutions in order to prevent future Unwanted Fire Alarm Signals incidents. In Midlothian, we are currently engaging with various premises giving advice to prevent further occurrences. Note: Appendix I 'Midlothian Prevention & Protection Activities' provides further details.



YTD ward ave. for Midlothian - 70	2017/18	2018/19	2019/20	2020/21	2021/22	Sparklines
Midlothian	362	374	388	294	422	
Penicuik	38	44	53	43	41	
Bonnyrigg	60	56	63	40	63	
Dalkeith	53	67	67	37	62	
Midlothian West	114	105	118	105	141	
Midlothian East	45	55	57	35	70	
Midlothian South	52	47	30	34	45	



## Appendix 1

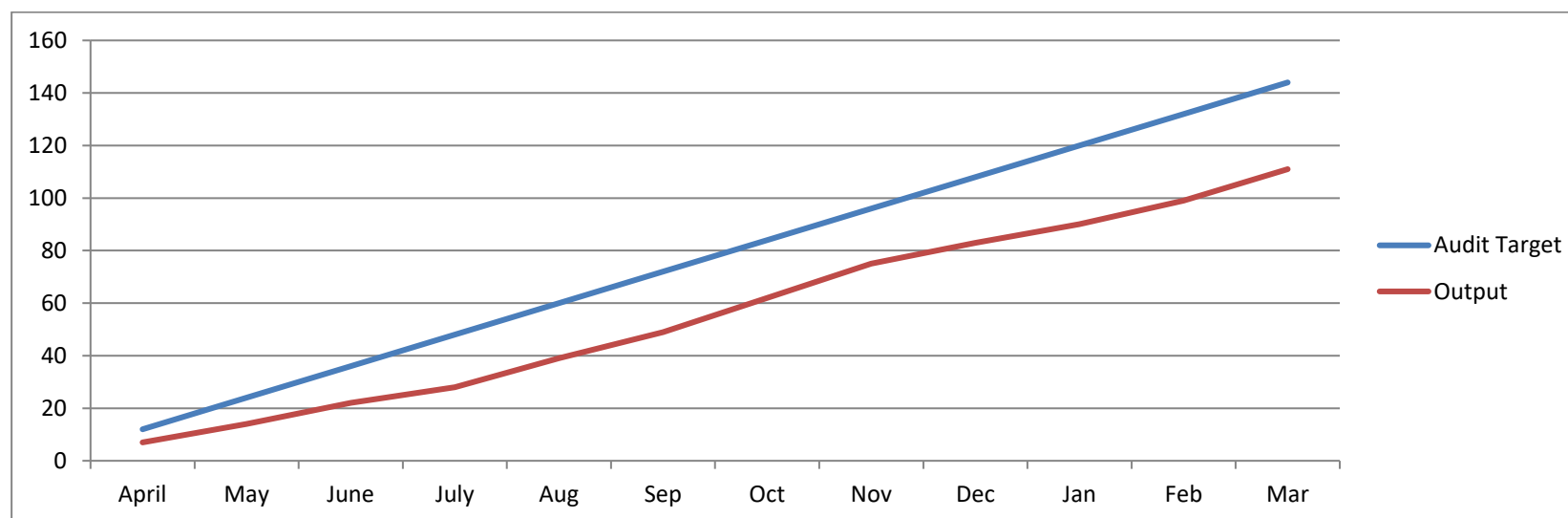
# Midlothian Prevention & Protection Activities

## Quarter 4: 1<sup>st</sup> January– 31<sup>st</sup> March 2022

### Fire Safety Enforcement Audits

The figures represent the audit workloads delivered by the Midlothian Fire Safety Enforcement Officer (FSEO). Following the Scottish Fire and Rescue Service (SFRS) Enforcement Framework, local deployment ensures compliance for relevant premises in terms of the Fire Scotland Act (2005) and associated Fire Safety Regulations. In line with the SFRS enforcement framework all of the area high risk sleeping premises receive an annual audit and this includes hospitals, care homes, houses of multiple occupation, hostels and hotels. Recovery from COVID 19 restrictions have hampered progress throughout the year. We have ensured all high-risk premises as per enforcement framework, have received an audit.

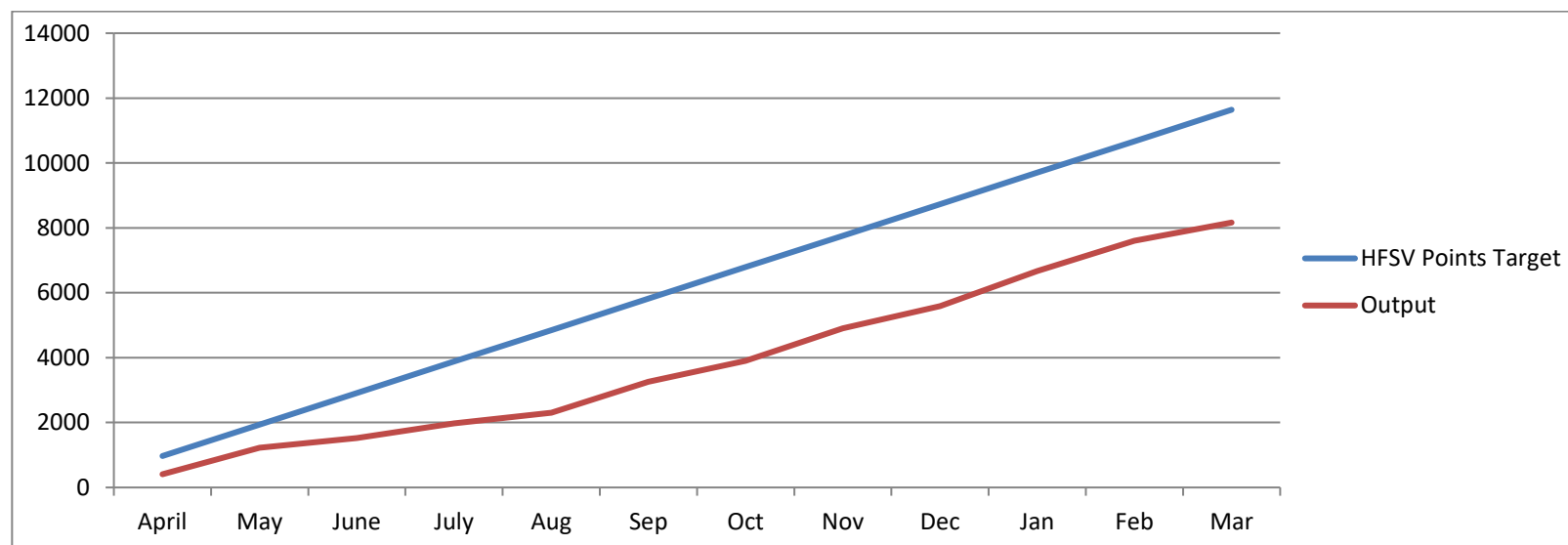
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Target:	12	24	36	48	60	72	84	96	108	120	132	144	<b>144</b>
Completed:	7	14	22	28	39	49	62	75	83	90	99	111	<b>111</b>



## Home Fire Safety Visits

The delivery of Home Fire Safety Visits (HFSVs) is the corner stone of the SFRS Community Safety Engagement framework. By visiting households and providing fire safety advice and smoke alarms the numbers of dwelling fires and casualties will be reduced. To target the highest risk households across Midlothian a points allocation based on risk and associated target has been set (24 points per high, 8 per medium, 4 per low risk visit). Once again COVID restrictions limited opportunities to engage more widely and offer our HFSV services to all households with High Risk referrals only being offered a visit. A **total of 150** HFSVs were delivered in Midlothian in **Q4**.

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Target	970	1940	2910	3880	4850	5820	6790	7760	8730	9700	10670	11640	<b>11640</b>
Completed	408	1220	1520	1980	2308	3256	3904	4904	5584	6672	7604	8164	<b>8164</b>



### Total visits delivered by ward area 2021/22 YTD:

The following table gives a good indication of the coverage across Midlothian where the SFRS delivers Home Fire Safety Visits.

Ward Area	Visits delivered in Q1 2021/22	Visits delivered in Q2 2021/22	Visits delivered in Q3 2021/22	Visits delivered in Q4 2021/22
Bonnyrigg	22	28	30	31
Dalkeith	22	27	33	29
Midlothian East	20	16	18	25
Midlothian South	19	21	25	26
Midlothian West	17	31	35	14
Penicuik	11	11	38	25
<b>TOTAL</b>	<b>111</b>	<b>134</b>	<b>179</b>	<b>150</b>

## **Partnership Working**

### **Youth Engagement**

This period seen an increase in Youth engagement programmes activities. Highlights include working with Lasswade High School as part of the 'Bounce Project' and dealing with referrals from the Midlothian Youth Offender Group. This quarter also includes Winter and Spring topics which relate to our annual Seasonal Community Safety Campaigns. Further information regarding these activities and initiatives are detailed within Thematic Action Plans below.

### **Safeguarding**

Close collaboration with our partner organisations across the public and third sector continues to generate our HFSV referrals (26). The local crews and Community Action Team (CAT) within Midlothian continue to proactively deliver the Adult/Child protection policy and procedure with 6 referrals (AP1) made to Social Services during this period.

### **Thematic Actions Plans**

During this period our safety initiatives focused on several areas including;

- Safety in the Home, Fire and Alcohol
- Cooking Safety
- Grass and Wildfires

Other core engagement topics including Road and Water Safety have also been planned and delivered during this period.

Locals Fire crews supported by our Community Action Team delivered relevant safety messages to Schools, Youth and Community Groups and the wider public using various methods, including virtual platforms, direct engagement and social media.

### **Reducing Unwanted Fire Alarm Signals (UFAS) Update**

An SFRS working group is now producing a Communications and Engagement Plan which will inform and assist duty holders regarding responsibilities and being prepared for implementation of SFRS revised approach to attending Automatic Fire Alarm calls. The anticipated implementation date remains April 2023. Further updates will be provided in future reports.



## **Smoke/Fire Detection Legislation**

We continue to receive a high number of enquiries regarding householder responsibilities and requests to fit detection to the new standard. Detection stock is being impacted by a worldwide shortage of components. Locally we still have sufficient stock at this time. If are stocks were to be exhausted we still have standalone smoke and heat detection which do not meet the required standard, however they will provide sufficient alarm and warning in the event of a fire.

