

**Working together
for a safer Scotland**



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

LOCAL FIRE AND RESCUE PLAN

2026 - 2029

City of Glasgow

Safety. Teamwork. Respect. Innovation.

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Foreword

(Scrutiny Chair) Foreword to follow in final draft.

Introduction

As Local Senior Officer, it is my privilege to introduce the Local Fire and Rescue Plan for Glasgow, a city of remarkable energy, diversity and resilience. This plan sets out how we will deliver on the strategic priorities of the Scottish Fire and Rescue Service (SFRS), while responding to the unique risks, challenges and opportunities across Glasgow's communities.

Glasgow is a vibrant and complex city. From densely populated urban neighbourhoods and high-rise buildings to dearly held heritage infrastructure and an ever-evolving night-time economy, the demands on our service are diverse. This plan reflects a clear understanding of those local risks, is aligned with SFRS Strategy 2025-28 and agile to the evolution of our Service Delivery Review. It ensures that our approach to service delivery is flexible, evidence-based and centred on the needs of the people we serve.

At the heart of our work is prevention. We know that the most effective way to protect our communities is to prevent harm from occurring in the first place. In Glasgow, this means focusing on those most at risk whether due to age, health inequalities, social vulnerability or living circumstances. Through targeted home fire safety visits, fire safety enforcement, and partnership initiatives with Glasgow City Council, NHS, Police Scotland, Third Sector and beyond we are committed to reducing inequalities and improving community safety outcomes together.

Partnership working is essential to success in a city like Glasgow. No single organisation can address the complex issues that impact safety and wellbeing in isolation. By working closely with our partners and listening to our communities, we will co-design solutions that make a real and lasting difference. Whether addressing fire-setting behaviour, supporting vulnerable individuals, or contributing to safer public spaces, our focus remains firmly on delivering positive outcomes.

The role of the firefighter in Glasgow continues to evolve. Our personnel are not only highly skilled emergency responders, but also trusted members of the community, playing a vital role in education, engagement and early intervention. In Glasgow, we are committed to strengthening our operational response, embracing innovation, and ensuring our people have the right skills, training and resources to meet both current and emerging risks including those linked to climate change, flooding and severe weather events.

This plan also recognises the importance of an effective and sustainable service model. By making best use of our wholtime resources, enhancing collaboration across stations, and embracing new ways of working, we will ensure we are well-positioned to respond when needed most. At the same time, we remain committed to building a positive, inclusive and supportive culture for all staff, recognising that our people are our greatest asset.

This Local Plan is ambitious, but it is also realistic and grounded in the realities of serving a modern city. It is about making Glasgow safer, not only by responding to emergencies, but by preventing them, protecting our built environment, and helping communities to be more resilient.

Garry Marshall
LOCAL SENIOR OFFICER - CITY OF GLASGOW

National Context and Challenges

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service (SFRS) in the [Fire and Rescue Framework for Scotland 2022](#). This Framework provides SFRS with seven strategic priorities and objectives, together with guidance on how the delivery of our functions should contribute to the Scottish Government's Purpose.

The Framework also defines the SFRS purpose as:

'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 SFRS Strategy 2025-28 has been designed to have regard to these national expectations. Set against a complex and evolving backdrop, our Strategy supports delivery of our Purpose, Mission and Vision.

To achieve our ambitions, we have identified five strategic objectives and outcomes. Each objective holds equal value in driving our Strategy forward. As a collective, they define our overall direction and will be central to how we plan our activities and our budget over the next three years.

OBJECTIVE	OUTCOME
Safer Communities through Prevention	Through our work with communities and other organisations, the safety and wellbeing of the people of Scotland improves.
Safe and Effective Response	We are an effective and trusted Fire and Rescue Service where our communities and people are safe.
Investing in our People	Our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment and accountability.
Improving Performance	Our organisational performance, productivity and resilience continually improves.
Innovation and Investment	We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.

This Plan is a statutory Local Fire and Rescue Plan. It sets local direction to meet the strategic objectives and outcomes outlined above; and supports delivery of the SFRS Prevention Strategy. It demonstrates how we will contribute to Community Planning Partnerships (CPPs) within the Local Authority area.

National Challenges

Over the next three years, the SFRS will operate within a challenging and rapidly evolving national context. This Local Fire and Rescue Plan is developed against a backdrop of sustained financial pressure, changing community risk, and the need for organisational change to ensure services remain effective, sustainable and focused on prevention.

SFRS continues to face real-terms financial constraints despite funding uplifts, with rising costs, inflationary pressures and a substantial backlog in capital investment. Ageing fire stations, fleet and operational systems require modernisation, while the Service must also deliver recurring savings. This national financial environment directly shapes decisions about service delivery models, asset rationalisation and the prioritisation of resources at local level.

Workforce capacity remains a critical national challenge. Recruitment, retention and availability, particularly within the retained duty system are under increasing pressure, especially in rural and remote communities. Supporting staff wellbeing, skills, training and leadership capacity is essential to maintaining safe and reliable emergency response while adapting to new and emerging risks.

The risk profile across Scotland is changing. While accidental dwelling fires continue to decline, demand is increasing from climate-related incidents such as flooding, wildfires and extreme weather events. These incidents are often prolonged, complex and resource-intensive, requiring increased resilience, specialist capability and effective multi-agency coordination. At the same time, demographic change, health inequalities and housing conditions continue to drive vulnerability and risk within communities.

Prevention remains at the core of SFRS's national and local approach. Reducing harm, protecting vulnerable people and building community resilience are central to managing demand and delivering long-term public value. This requires strong collaboration with partners across health, social care, local government and the third sector.

The SFRS Prevention Strategy 2025–2028 sets out a clear ambition to reduce harm, protect firefighters and communities, and manage demand through a universal prevention offer delivered proportionately according to risk, vulnerability and inequality. Local Fire and Rescue Plans are a key mechanism for delivering the Prevention Strategy at local level. They translate national prevention priorities into locally tailored actions, ensuring that community safety engagement, protection and preparedness activity is informed by local risk profiles, partnership intelligence and community need.

In response to some of the challenges we face, SFRS is progressing its Strategic Service Review Programme (SSRP). A priority for the next three-years, SSRP will focus on providing firefighters with modern facilities, fleet and equipment to enhance community and firefighter safety, how and where we deliver our services from, and ensuring our corporate services are as efficient and effective as possible. These changes are necessary to ensure resources are targeted where risk is greatest, while maintaining public confidence and local accountability.

This Local Fire and Rescue Plan translates this national context into local priorities, reflecting the specific risks, needs and characteristics of communities. It sets out how SFRS will work with partners to deliver prevention, protection and response activities in a way that supports safer communities while contributing to the Service's wider strategic aims for Scotland.

By focusing on prevention, collaboration and early intervention, this Plan supports public service reform and delivers better outcomes for our local communities.

Local Context

Overview

Glasgow is Scotland's largest city and is home to over 635,000 individuals, accounting for just over 11% of the national population. The city is located on the West Coast of the country encompassing the River Clyde, covers an area of 175 square kilometres [68 square miles] and is supported by several major road networks including the M8, M77, M74 and M80. It can be quickly accessed from other areas of the country ranging from Edinburgh in the East, Ayrshire in the South and Dunbartonshire and Argyll in the North and West.

The city is easily accessible to the wider country via the rail network expanding from Central and Queen Street train stations and has potentially 2,300,000 individuals living within the defined travel to work area.

Other transport links include the George V Docks located within the Govan area of the city and nearby Glasgow Airport located in the Renfrewshire Local Authority area.

The city is famous for its Victorian and art nouveau architecture, a rich legacy of its 18th to 20th-century prosperity due to trade and shipbuilding and is host to many other modern attractions that appeal to both residents and visitors.



Glasgow is home to a wide range of cultural activities and hosts institutions including the Scottish Opera, Scottish Ballet and the National Theatre of Scotland, as well as acclaimed museums and a flourishing music scene. Some examples of its welcoming exhibits include Kelvingrove Art Gallery and Museum, Riverside Museum, Glasgow Cathedral and Glasgow Green to name just a few.

Glasgow is also Scotland's most diverse city and celebrates a wide range of cultures, religions and languages and is the most populous council area in Scotland, with the Local Authority boundary split into 3 Sectors (North West, North East and South) consisting of 23 Wards and served by 7 MPs, 16 MSPs and 85 elected councillors.

Demographics

Glasgow is the largest local authority in Scotland, with an estimated population of approximately 650,300 in 2024. The city has experienced sustained population growth, increasing by around 12.4% since 2001, outpacing the national average. Earlier Census 2022 figures also indicated a population of around 620,700, confirming steady upward growth.

Glasgow is a dynamic, complex urban population characterised by strong growth, diversity, and resilience, but also profound and persistent inequality. Demographic patterns are shaped by a

combination of historical industrial decline, urban density, migration, and socio-economic conditions, resulting in a city where opportunity and deprivation coexist closely. This dual profile has significant implications for public services, including fire and rescue, health, housing, and community safety, requiring targeted, data-led and partnership-based interventions.

Age Distribution

- Glasgow's population profile differs from the Scottish norm
 - The largest age group is 25–44 years, representing a large working-age cohort
 - Growth has been strongest in working-age adults (25–64)
 - The 75+ population is relatively smaller and declining proportionally

Ethnicity and Diversity

- Glasgow is Scotland's most ethnically diverse city
 - Around 19–19.3% of the population is from minority ethnic backgrounds
 - This proportion has increased significantly (from ~5.5% in 2001)
 - Large and growing populations from African, Asian and mixed ethnic groups
 - Highest number of asylum seekers and refugees in Scotland

Housing

- Glasgow has a distinct housing profile compared to the rest of Scotland:
 - 35% of households are socially rented, significantly higher than national levels
 - Large proportion of tenement housing and high-density urban flats
 - Higher prevalence of single-person households (typical of urban environments)
 - Housing demand pressures exist linked to population growth, migration and socio-economic inequality

Deprivation and Inequality

- Deprivation is a defining feature of Glasgow's demographic profile, with the highest concentration of deprivation of any Local Authority in Scotland:
 - Around 55% of residents live in the most deprived 30% of areas in Scotland
 - 44% live in the most deprived 20% of areas
 - Approximately 29% live in the most deprived 10% nationally

Health

- Glasgow's health profile is one of the most challenging in the UK:
 - Life expectancy lower than the Scottish average
 - Significant inequality between deprived and affluent areas
 - Around 26% of residents report a limiting health condition or disability
 - Predominant indicators include Cardiovascular disease, substance addiction / misuse and mental health issues

Glasgow LSO Area Structure

The LSO Area Management Team consists of 13 operational Flexi Duty Officers (FDO) based within Area Headquarters (HQ) at Port Dundas Road, Cowcaddens and are collectively responsible for all functional elements of delivering a modern, effective Fire and Rescue Service locally.

Each FDO has allocated references and / or oversees station activity (See Figure 1) (subject to change).

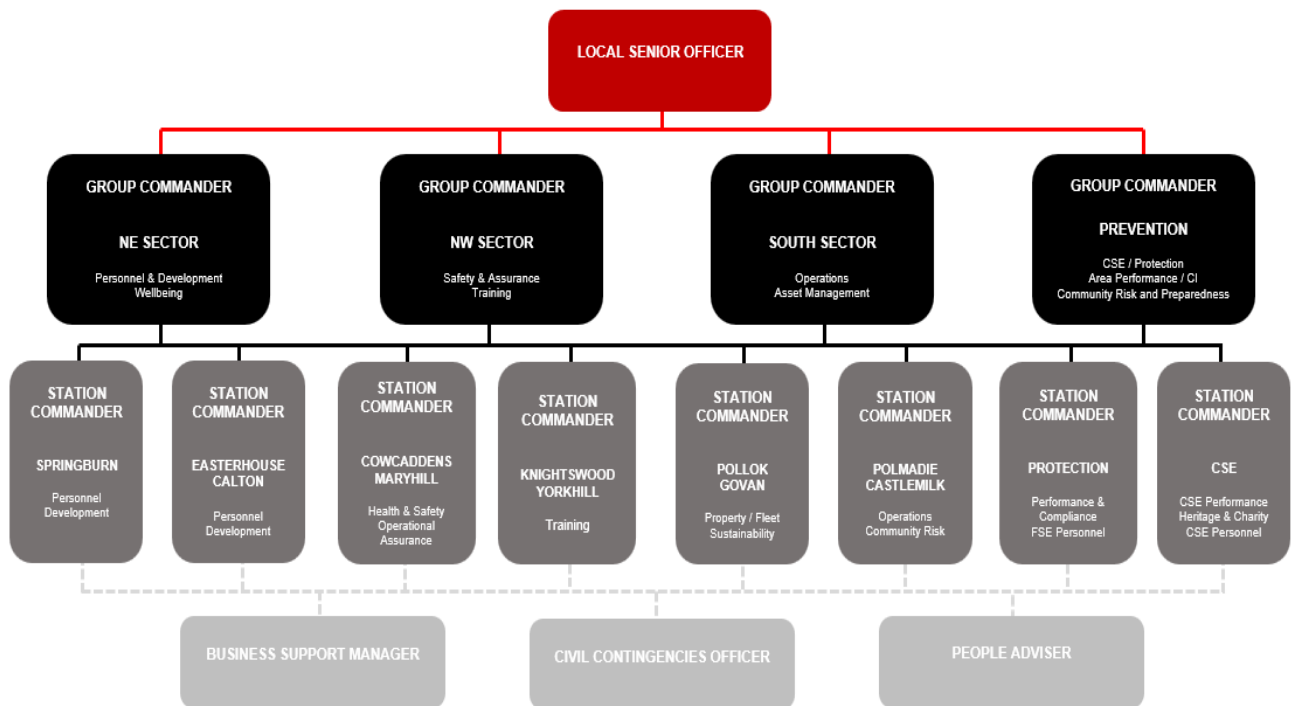


Figure 1

A Community Firefighter (CFF) and 5 Community Safety Advocates (CSA) make up the Community Action Team (CAT) managed by a Watch Commander Local Authority Liaison Officer.

Day duty Fire Safety Enforcement Officers (FSEO) and Auditing Officers (AO) cover the city from offices based at Cowcaddens, Yorkhill and Calton in respect of our statutory enforcing authority responsibilities with non-uniformed Area Business Support Team, Civil Contingencies Officer and People Adviser carrying out vital support roles.

There are 11 wholtime stations within Glasgow, accounting for the majority of personnel with approximately 460 operational roles providing 24 / 7 cover across the city (See Figure 2).



Figure 2

Community Planning

Glasgow Community Planning Partnership (GCPP) is a collective of public bodies, local communities, third sector organisations and others who work together to design and deliver services locally that make a difference and improve people's lives.

The Glasgow Community Plan acts as the Local Outcomes Improvement Plan as required by the Community Empowerment (Scotland) Act.

For more information on Glasgow Community Planning Partnership or the Glasgow Community Plan go to the [Glasgow Community Planning Partnership](#) website.

Community planning is about how public bodies work together, and with local communities, to design and deliver better services that make a real difference to people's lives. It drives public service reform by bringing together local public services with the communities they serve and provides a focus for partnership working that targets specific local circumstances.

Partners work together to improve local services and to ensure that they meet the needs of local people, especially those who need the services most.

At the core of our approach are two key principles – people-centred and place-based. Delivering people-centred approaches means taking the time to understand the people who need help to exit poverty and working with them to design and deliver the right services and support.

Place-based approaches focus on building communities that citizens flourish in – places that are safe, supportive, and connected. These two approaches are sometimes seen as different ways of planning services, but we see them as complementary.

Operational Delivery

Despite tireless efforts in Prevention, we know incidents requiring an emergency response will continue to occur. In Glasgow during 2025-26, we attended over 11,000 incidents to help our communities at a wide range of incident types.

We will continue to ensure our crews are equipped, trained and supported in their operational duties in order to respond effectively, however we are currently facing a number of significant challenges including developing risk and demographics, our aging estate, our resource budget allocation and continuity of workforce due to pension changes, recruitment and retention factors.

Due to the above, the SFRS as a whole and Glasgow as part of that will have to deliver a widespread change project on how we continue to deliver our Service over the coming years.

The changes are part of a wider Strategic Service Review Programme (SSRP). There are three workstreams within SSRP – Corporate Services, Service Delivery and Asset Management and any proposed changes to the Glasgow Area during the life of this plan will be progressed through the already established governance routes and in consultation with stakeholders.

Training, Safety and Assurance

The SFRS has a duty to provide training for all operational personnel to maintain them as safe and effective in their respective roles.

Our values also lay out an expectation for the organisation and all the employees to be safe, value teamwork, work in a climate of mutual respect and respond to challenges with innovation.

Section 2 (2) (c) of the Health and Safety at Work Act 1974 places a general duty on the SFRS in respect of: “the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of (their) employees”

Additionally, section 7 (b) places a duty on employees: “as regards any duty or requirement imposed on (their) employer or any other person by or under any of the relevant statutory provisions, to co-operate with (them) so far as is necessary to enable that duty or requirement to be performed or complied with”

Community Safety Engagement

Our approach to engagement helps people, communities and the economy stay safe and enables us to support work addressing wider inequalities. We will further expand our work to Scottish households and develop our prevention approaches to influence people’s behaviours to help keep themselves safe and improve their wider wellbeing.

We will utilise incident data, knowledge and partner intelligence to identify those most at risk to direct resources and evaluate resulting outputs and outcomes whilst leading and supporting public and third sector partners to address wider safety issues and consider how SFRS can add value to Scotland’s communities through targeted initiatives and interventions. This includes road and water safety, children and young people, our ageing population, health and social care priorities, and related impacts of climate change.

Within Glasgow, the LSO Area Management Team, Operational Personnel and dedicated Community Safety Engagement (CSE) personnel are all committed to delivering on outcomes in line with:

- SFRS Strategy;
- SFRS Prevention Strategy;
- LSO Area Local Fire and Rescue Plans;
- Specific Demand Reduction Strategies; and
- SFRS National CSE Thematic Action Plans.

Protection

The SFRS encompasses a diverse and growing environment for partners including the care sector, businesses, heritage and industry where we welcome residents, tourists and commuters alike to our non-domestic premises.

Such premises and workplaces fall within the scope of the Fire (Scotland) Act 2005 and its associated Regulations and are deemed “Relevant Premises”. Persons responsible for such premises are termed “Dutyholders” and are required to ensure adequate fire safety measures are provided within them.

This process is achieved through the undertaking of an appropriate Fire Safety Risk Assessment. SFRS are the Enforcing Authority for the majority of Relevant Premises within Scotland and have a legal responsibility to ensure advice and guidance is given to Dutyholders and where required, enforce compliance with the legislation.

The Local Enforcement Delivery Plan (LEDP) sets out City of Glasgow’s risk-based inspection programme for the delivery of enforcement activities by our Three Fire Safety Enforcement Officers (FSEO) and Eight Auditing Officers (AO) in accordance with the SFRS Fire Safety Enforcement Policy Framework (FSEPF).

Using this approach, we will concentrate on the following undertakings across Glasgow:

- Routine Fire Safety Audits;
- Post Fire Audit Response;
- Locally identified themes following fire activity or intelligence received;
- Thematic activities informed by the Prevention and Protection (P&P) Function;
- Significant event planning and preparation; and
- Continued resource planning.

Preparedness

The Scottish Fire and Rescue (SFRS) has a statutory obligation under the Fire (Scotland) Act 2005, specifically Part 2, sections 9.2(d), 10.2(d) and 11.3(c)(iv), which directs the SFRS to plan for obtaining information required or likely to be required for fires, Road Traffic Collisions (RTCs) and other emergencies.

The requirement for the SFRS to obtain and provide specific information on risks is further reinforced in additional articles of legislature including (but not limited to):

- The Health and Safety at Work Act (HASAWA) 1974;
- The Management of Health and Safety at Work Regulations 1999;
- The Fire (Additional Function) (Scotland) Order 2005;
- The Civil Contingencies Act 2004; and
- Control of Major Accidents Hazards (COMAH) Regulations.

We ensure that our communities are resilient in nature and we as a Service are aware of the risks within Glasgow to people, infrastructure, logistics and resources under our responsibilities, this includes inspections and the accurate gathering of Operational Risk Information and Data, including that of:

- Built Environment (Operational Intelligence);
- Water Incident Response Plans (IRP);

- Height IRP;
- High Rise Buildings (HRB);
- Care Homes;
- Control of Major Accident Hazard (COMAH) Sites; and
- Water Planning (Hydrants / Open Water).

Whilst also working closely with partners in the area of Local and National Event Planning, such as Parades, Sports Events, Spate Conditions, Business Continuity and regular Operational / Situational Briefings on no notice events.

Performance Scrutiny

The Community Empowerment (Scotland) Act 2015 introduces the requirement for Community Planning Partnerships (CPP) to develop a Local Outcomes Improvement Plan (LOIP) and any appropriate Locality Plans (referred to as Neighbourhood Plans) which target smaller geographical areas with significantly poorer outcomes.

They are seen as providing the potential to drive discussions on transformational change, focusing on targeting services where they are needed most. Tackling inequalities and poverty is now a specific focus for the Glasgow CPP under the 2024 LOIP.

Overseeing the performance of the SFRS at local level is the responsibility of the Safe Glasgow Partnership. The Safe Glasgow Partnership undertakes the process of scrutiny to monitor progress against the priorities within Glasgow's Local Fire and Rescue Plan and engages with the Local Senior Officer on matters arising on a regional or national basis.

This Local Area Fire and Rescue Plan for Glasgow contains seven Key Priorities and are summarised as:

- 1. Enhancing Firefighter Safety and Wellbeing**
- 2. Preparation for Operational Delivery**
- 3. Building Community Resilience**
- 4. Reduction of Accidental Dwelling Fires**
- 5. Reduction of Fire Casualties and Fatalities**
- 6. Reduction of Deliberate Fire Setting**
- 7. Reduction of Fires and Unwanted Fire Alarm Signals (UFAS) in Non-Domestics**

From these seven Key Priorities, performance targets were drawn out from the SFRS Performance Management Framework and incorporated into the Local Area Plan.

These performance targets consist of specific indicators, are fully detailed within each outcome descriptor and will be reportable to the Safe Glasgow Partnership on a recurring Quarterly basis.

Local Priorities

SFRS Local Area Plan Priorities	Priority 1 Enhancing Firefighter Safety and Wellbeing	Priority 2 Preparation for Operational Delivery	Priority 3 Building Community Resilience	Priority 4 Reduction of Accidental Dwelling Fires	Priority 5 Reduction of Fire Casualties and Fatalities	Priority 6 Reduction of Deliberate Fire Setting	Priority 7 Reduction of Fires and UFAS in Non-Domestic
LOIP Outcomes							
Outcome 1 BUILDING GOOD PUBLIC HEALTH AND COMMUNITY RESILIENCE	✓	✓	✓	✓	✓	✓	✓
Outcome 2 DEVELOPING GOOD QUALITY HOUSING AND NEIGHBOURHOODS			✓	✓	✓	✓	✓
Outcome 3 IMPROVING SKILLS AND EMPLOYABILITY SUPPORT	✓		✓				
Outcome 4 DRIVING PUBLIC SERVICE REFORM	✓	✓	✓				
Outcome 5 BUILDING COMMUNITY WEALTH			✓				

Local Priorities

1. Enhancing Firefighter Safety and Wellbeing

Background:

Enhancement of Firefighter Safety and Wellbeing is integral to the performance of any Fire and Rescue Service and is at the heart of everything we do as a LSO area, from maintenance of Personal Protective Equipment (PPE) and equipment, core skills training, contaminants awareness to the rapidly expanding priority of Mental Health Awareness and Assistance.

Ensuring Firefighters remain safe from avoidable harm and well in their roles is clearly legislated within the Health and Safety at Work Act 1974 (HASAWA), our duty as a person-centred responsible employer, but also correlated closely with the efficacy of our local Operational Delivery model when measured against absence levels and rates.

Also, there are all too common reported Acts of Violence (AOV) (verbal or physical) towards SFRS personnel whilst on duty. This is a concerning trend which is regrettably on the increase and as such shall be mitigated against and focussed on for action and reduction with our key partners in the coming years.

We will achieve it by:

- ensuring all our Firefighters maintain readiness by completing their annual training programme – the SFRS Training for Operational Competence (TFoC) framework;
- assuring the safe and compliant working environments of our people using formal station audits and monitoring of our Safety and Assurance Improvement Plans;
- thorough investigations of reported Health and Safety events in order to acquire learning and enact management actions to avoid reoccurrence;
- monitoring of Post Incident Support requirements and referrals;
- ensuring Mental Wellbeing Awareness remains at the forefront of manager / peer / employee relationships;
- identifying high-risk areas for AOVs and work closely with partners to proactively eliminate such ASB;
- conducting our risk-based inspection programme for the delivery of enforcement activities by our Protection Officers (PO) in accordance with the SFRS Fire Safety Enforcement Policy Framework (FSEPF);
- built environment being the primary risk within Glasgow LSO Area shall be predominantly addressed through the gathering and management of accurate Operational Intelligence (OI) data;
- fully completing the Quarterly inspection programme for High Rise Domestic Buildings (HRDBs) / Multi Storey Flats (MSF) within the City;
- ensuring up to date OI information is held on all Upper and Lower COMAH sites within Glasgow into a consolidated and regularly reviewed database;
- our Hydrant Inspection Programme, whereby we will as far as practicably take all reasonable measures for securing an adequate supply of water; and

- effective planning, response and recovery from local planned and unplanned events.

Performance Indicators:

KPI	Descriptor	Target Outcomes
PMF 22	% of completion of Operational Core Skills modules against requirement	95%
PMF 23	% of completion of Advanced and Support Modules against requirement	95%
PMF 24	% completion of Flexi Duty Officers against training programme	95%
PMF 50	Number of incidents in which there was a verbal attack on a firefighter	Quarterly / Annual Reduction
PMF 51	Number of incidents in which there was a physical attack on a firefighter	Quarterly / Annual Reduction
PMF 52	Number of RIDDOR reportable injuries	Quarterly / Annual Reduction
PMF 53	Number of accidents and injuries	Quarterly / Annual Reduction
PMF 54	Number of near miss events	Track
PMF 55	Number of vehicle accidents	Quarterly / Annual Reduction

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience;
- Improving Skills and Employability Support; and
- Driving public service reform.

Delivering Against Strategic Objectives:

Investing In Our People

- *We will put health, safety and wellbeing at the forefront across the Service.*
- *The mental wellbeing of our people will be protected, supported and improved.*
- *Our people will receive the leadership and management skills they need to match their role and enhance professional standards.*

2. Preparation for Operational Delivery

Background:

The Fire (Scotland) Act 2005 and the Fire (Additional Function) (Scotland) Order 2005 defines the duties and responsibilities for the SFRS in relation to responding to emergencies. It is essential our firefighters possess the skills, knowledge and expertise to respond to incidents which, by their nature, can be varied in both type and complexity. It is important that our firefighters understand the risks across their communities to ensure that the level of risk is matched with an appropriate level of Operational Intelligence (OI) and associated coordinated response.

Our aim is also to ensure that we have the right resources in the right places at the right times and to continually review our resources and assets to operate a more efficient service. This is not only in

regard to financial responsibility, but it is also about making improvements that enhance operational delivery to our ever-changing communities, working conditions for our staff and support us to continue to invest in areas like our stations and training.

We will achieve it by:

- ensuring all our firefighters maintain readiness by completing their annual training programme – the SFRS Training for Operational Competence (TFoC) framework;
- conducting our risk-based inspection programme for the delivery of enforcement activities by our Protection Officers (PO) in accordance with the SFRS Fire Safety Enforcement Policy Framework (FSEPF);
- built Environment being the primary risk within Glasgow LSO Area shall be predominantly addressed through the gathering and management of accurate Operational Intelligence (OI) data;
- fully completing the Quarterly inspection programme for High Rise Domestic Buildings (HRDBs) / Multi Storey Flats (MSF) within the City;
- ensuring up to date OI information is held on all Upper and Lower COMAH sites within Glasgow into a consolidated and regularly reviewed database;
- our Hydrant Inspection Programme, whereby we will as far as practicably take all reasonable measures for securing an adequate supply of water; and
- effective planning, response and recovery from local planned and unplanned events.

Performance Indicators:

KPI	Descriptor	Target Outcomes
PMF 4	Response times by Service Delivery Area	Track
PMF 17	Wholetime Appliance availability	Track
PMF 18	Number of inspections carried out in line with OI Framework	Track (90% Valid)
PMF 20	Number of Hydrant Inspections carried out	Track
PMF 22	% of completion of Operational Core Skills modules against requirement	95%
PMF 23	% of completion of Advanced and Support Modules against requirement	95%
PMF 24	% completion of Flexi Duty Officers against training programme	95%

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience; and
- Driving public service reform.

Delivering Against Strategic Objectives:

Investing In Our People

- *We will put health, safety and wellbeing at the forefront across the Service.*
- *The mental wellbeing of our people will be protected, supported and improved.*
- *Our people will receive the leadership and management skills they need to match their role and enhance professional standards.*

Safe and Effective Response

- *Our workforce, technology, stations and vehicles will be strategically located to respond to community risk and need;*
- *New and different ways of working will be explored to maximise effective and productive work time;*
- *New operating delivery models to maximise organisational effectiveness will be examined; and*
- *New systems and technologies to enable more effective and productive incident response capabilities will be introduced.*

3. Building Community Resilience

Background:

Building community resilience in Glasgow is a central component of public safety policy, aligning local practice with Scottish Government guidance and multi-agency partnership working. Community resilience is defined as the ability of individuals, households and communities to prepare for, respond to and recover from emergencies, using their own skills, resources and networks in a way that complements the work of emergency responders.

In Glasgow, this approach is embedded within wider strategic frameworks such as the city's resilience strategy and the Glasgow Resilience Partnership, which bring together local authorities, partners and third-sector organisations to coordinate risk planning, preparedness and response.

The City's view is that a long-term, place-based approach recognises that resilient communities are built through fairness, social cohesion and active civic participation.

Operationally, building resilience in Glasgow focuses on prevention, engagement and partnership activity targeted at the most vulnerable communities. SFRS plays a key role through initiatives such as home fire safety visits, community education, and post-incident engagement, alongside participation in community planning partnerships and multi-agency risk assessment processes such as the Community Risk Register.

Wider resilience activity includes support for local preparedness planning, public awareness campaigns, and collaboration with voluntary and community organisations to strengthen local capacity and response capability. However, research highlights ongoing challenges in Glasgow, including poverty, social inequality and weakened community cohesion, which can limit resilience and increase vulnerability to hazards.

As a result, effective resilience building in the city is understood as a continuous process requiring sustained community engagement, targeted interventions, and integrated partnership working to address both immediate risks and the underlying social determinants of vulnerability.

We will achieve it by:

- shifting emphasis from not just reduction of demand, but to changing behaviours;

- re-establishing existing partnerships around shared Resilience outcomes, not singular organisational aims;
- community led safety and resilience initiatives, informed by Local Data and Lived Experience;
- using local risk data and community insight to support residents and partners to co-design and lead initiatives that reflect lived experience and address locally defined risks;
- building capacity within workstreams for emerging risks, by more innovative and efficient working practices;
- aligning ourselves firmly with Public Sector Reform agendas to strengthen collaborations; and
- evidencing a commitment to data / research sharing and joint problem solving.

Performance Indicators:

KPI	Descriptor	Target Outcomes
PMF 4	Number of Fire Casualties	Track
PMF 5	Number of Fire Fatalities	Track
PMF 6	Number of Home Fire Safety Visits (HFSV) conducted	5,040 Annual
PMF 8	% HFSV from partner referrals	Track
PMF 10	Number of accidental dwelling fires	Quarterly / Annual Reduction
PMF 11	% of accidental dwelling fires classed as 'High Severity'	Quarterly / Annual Reduction
PMF 30	Number of Incidents at request of other agencies	Track
PMF 31	Number of effect entry / exit incidents attended	Track
-	Number of Special Service Incidents	Quarterly / Annual Reduction
-	Number of Special Service Casualties / Fatalities	Quarterly / Annual Reduction

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience; and
- Driving public service reform.

Delivering Against Strategic Objective:

Investing In Our People

- *We will put health, safety and wellbeing at the forefront across the Service.*
- *The mental wellbeing of our people will be protected, supported and improved.*
- *Our people will receive the leadership and management skills they need to match their role and enhance professional standards.*

Safe and Effective Response

- *Our workforce, technology, stations and vehicles will be strategically located to respond to community risk and need;*
- *New and different ways of working will be explored to maximise effective and productive work time;*
- *New operating delivery models to maximise organisational effectiveness will be examined; and*

- *New systems and technologies to enable more effective and productive incident response capabilities will be introduced.*

Safer Communities Through Prevention

- *Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see;*
- *Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm; and*
- *Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.*

Improving Performance

- *Innovative ways of working will be introduced to increase levels of productivity and performance, whilst providing value for money to the public;*
- *Improved use of data and business intelligence will support decision making, manage activities, and enable us to work more productively; and*
- *New and innovative ways of engaging with communities will be introduced to inform and support our decision making.*

Innovation and Investment

- *A diversified role within communities that increases our prevention and emergency response activities will be considered; and*
- *By building an approach that supports the research and development of innovative technology and working practices to improve public and firefighter safety.*

4. Reduction of Accidental Dwelling Fires

Background

Accidental Dwelling Fires (ADF) in the City of Glasgow form a significant component of the SFRS operational demand, reflecting both national trends and local socio-economic conditions. Data indicates that Glasgow experiences a comparatively high concentration of such incidents, with 616 accidental dwelling fires recorded in 2025–26.

Across Scotland, the vast majority of dwelling fires are accidental in origin, with cooking-related incidents accounting for approximately 53% of cases, followed by misuse of equipment, electrical faults and smoking materials as common ignition sources. Although many fires remain confined to the room or item of origin, they continue to present a significant life risk, with smoke inhalation identified as the primary cause of fire-related fatalities and injuries.

The underlying background to these incidents in Glasgow is closely linked to broader demographic and environmental factors. Fire risk is disproportionately higher in areas of deprivation, with casualty

rates significantly elevated in the most deprived communities, which are strongly represented within the city's housing profile. Contributing factors include high-density and often older housing stock, socio-economic inequality, and the presence of vulnerable individuals such as those living alone, elderly residents, or those affected by health conditions or reduced mobility.

Behavioural aspects—particularly those associated with alcohol consumption, inattentive cooking, or smoking—also play a critical role in ignition and fire development. As a result, Accidental Dwelling Fires in Glasgow are widely understood not as isolated events, but as incidents shaped by predictable risk patterns, requiring targeted prevention strategies focused on high-risk individuals, households, and communities.

We will achieve it by:

- providing comprehensive fire safety information and advice to householders, accessible to all;
- identifying and targeting communities and individuals most at risk from fire in the home for which all crews and CAT team members prioritise HFSVs and engagement;
- engaging with key community groups, schools and partners to deliver community fire safety advice and education;
- understanding and championing the need for relevant inter-agency communication and collaboration to ensure the effective targeting and delivery of fire safety advice to those most in need via our use of referral pathways;
- wider / targeted use of Digital Engagement Platforms e.g. Social Media; and
- fully completing the Quarterly inspection programme for High Rise Domestic Buildings (HRDBs) / Multi Storey Flats (MSF).

Key Performance Indicators

KPI	Descriptor	Target Outcomes
PMF 6	Number of Home Fire Safety Visits (HFSV) conducted	5,040 Annual
PMF 8	% HFSV from partner referrals	Track
PMF 10	Number of accidental dwelling fires	Quarterly / Annual Reduction
PMF 11	% of accidental dwelling fires classed as 'High Severity'	Quarterly / Annual Reduction

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience; and
- Developing good quality housing and neighbourhoods.

Delivering Against Strategic Objective:

Safer Communities Through Prevention

- *Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see;*
- *Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm; and*

- *Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.*

5. Reduction of Fire Casualties and Fatalities

Background

The reduction in fire casualties and fatalities in Glasgow reflects a long-term national trend across Scotland, driven primarily by sustained improvements in fire prevention, legislation, and community safety interventions.

Over recent decades, both fatal and non-fatal fire casualties have shown a general downward trajectory, with significant declines noted since the early 2000s. More recently, Accidental Dwelling Fires—where the majority of casualties occur—have fallen to record low levels, with an 18% reduction over the past decade and the lowest figures recorded since 2010.

This downward trend is also reflected locally in Glasgow, where fire incidents have decreased across multiple categories and time periods, demonstrating the cumulative impact of prevention-focused approaches, regulatory frameworks, and improved safety awareness. While annual fluctuations still occur, the overall direction of travel indicates a sustained improvement in fire outcomes, particularly in relation to incident frequency and associated casualties.

The background to this reduction is closely linked to a shift from reactive emergency response towards proactive risk reduction and targeted prevention. Key contributing factors include the widespread introduction and enforcement of smoke alarm legislation and improved detection systems, which provide early warning and significantly increase survival rates, alongside stricter building and furnishing regulations that have reduced fire spread and toxicity.

In Glasgow, these interventions are reinforced through partnership working, community engagement programmes, and targeted support for high-risk groups, reflecting an evidence-based approach that prioritises vulnerability and deprivation. Despite these improvements, it is recognised that reductions have begun to plateau in recent years, with fatalities remaining relatively stable and disproportionately affecting vulnerable populations, indicating that further progress will depend on addressing underlying social inequalities and emerging risks.

We will achieve it by:

- promoting HFSVs to those deemed at high risk from fire;
- working with key partners in Glasgow to share information where fire risks within the home have been identified and to provide solutions to protect those who are vulnerable;
- focussing engagement activities in those areas where service demand has been identified;
- supporting the provision of assistive technology within the home to increase occupant safety e.g. Fire-Retardant Bedding, Smoke Detection;
- supporting the independent living of vulnerable members within Glasgow communities;

- reducing the social and economic cost of fires and fire related injuries;
- reducing demand on the SFRS and its partners; and
- wider / targeted use of Digital Engagement Platforms e.g. Social Media.

Key Performance Indicators

KPI	Descriptor	Target Outcomes
PMF 4	Number of Fire Casualties	Track
PMF 5	Number of Fire Fatalities	Track
PMF 6	Number of Home Fire Safety Visits (HFSV) conducted	5,040 Annual
PMF 8	% HFSV from partner referrals	Track
PMF 10	Number of accidental dwelling fires	Quarterly / Annual Reduction
PMF 11	% of accidental dwelling fires classed as 'High Severity'	Quarterly / Annual Reduction

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience; and
- Developing good quality housing and neighbourhoods.

Delivering Against Strategic Objective:

Safer Communities Through Prevention

- *Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see;*
- *Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm; and*
- *Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.*

6. Reduction of Deliberate Fire Setting

Background

Deliberate fire setting has historically represented a significant and persistent component of fire demand within the City of Glasgow, reflecting wider socio-economic and environmental conditions.

Across Scotland, deliberate fires have accounted for a substantial proportion of incidents attended by the SFRS, particularly in urban areas where population density, deprivation and availability of combustible materials can increase both opportunity and risk.

In Glasgow, patterns of deliberate fire setting have traditionally been associated with anti-social behaviour, particularly among young people, and are often linked to seasonal trends such as bonfire periods, school holidays and warmer weather when outdoor social activity increases. Local data

demonstrates that deliberate fires have consistently formed a major share of overall fire incidents, although recent years have shown a marked decline.

The background drivers of deliberate fire setting in Glasgow are multi-faceted, combining behavioural, social and environmental factors. Key contributors include social deprivation, youth disengagement, and community-level issues such as vandalism and anti-social behaviour, which can manifest in fire-raising activity. The presence of unmanaged waste, discarded materials and accessible open spaces can further create opportunities for ignition.

In response, SFRS and partner agencies have developed a coordinated prevention approach, recognising that deliberate fire setting is both a fire safety issue and a broader community safety challenge. This has involved targeted interventions such as youth engagement programmes, fire awareness education, environmental clean-up initiatives and close partnership working with local authorities, housing providers and Police Scotland.

As a result, deliberate fire setting in Glasgow is understood within a wider context of socio-economic inequality and community dynamics, requiring sustained, multi-agency effort to address both the symptoms and root causes of the behaviour.

We will achieve it by:

- identifying those parts of Glasgow's communities affected by deliberate fire setting and routinely share this information with partners to develop joint strategies to reduce the risk posed by deliberate fire setting and to mitigate its impacts;
- utilising youth education programmes within and out with Schools to raise awareness of the impact of fire related ASB;
- the promotion of active and responsible citizenship across Glasgow's communities; and
- wider / targeted use of Digital Engagement Platforms e.g. Social Media.

Key Performance Indicators

KPI	Descriptor	Target Outcomes
PMF 2	Number of deliberate primary fires	Quarterly / Annual Reduction
PMF 3	Number of refuse and vehicle fires	Quarterly / Annual Reduction
PMF 13	Number of non-refuse secondary fires	Quarterly / Annual Reduction

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience; and
- Developing good quality housing and neighbourhoods.

Delivering Against Strategic Objective:

Safer Communities Through Prevention

- *Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see;*
- *Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm; and*
- *Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.*

7. Reduction of Fires and Unwanted Fire Alarm Signals (UFAS) in Non-Domestics

Background

7.1 Non-Domestic Fires

Fires in workplaces and business premises are classed as Non-Domestic Fires and come under the scope of the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006.

There is a focus on high-risk Buildings and SFRS will work with businesses to enable compliance with the Legislation. Sleeping risks such as residential care homes and student accommodation are premises grouped within the high-risk Premises bracket since most fatal fires occur at night when people are less vigilant and at their most vulnerable.

The key focus is an emphasis on high-risk properties that will be audited yearly to ensure that the fire safety arrangements within these properties are to a suitable standard. For some buildings, joint inspections are carried out with other organisations e.g. Health and Safety Executive (HSE), Police Scotland, Trading Standards, Local Authority Licensing Department and Environmental Health.

In addition, any fire within relevant premises will result in a Post Fire Audit (PFA) to fully identify the required assessment of risk in the event of the fire and the reasonable fire safety measures to secure the safety of persons resorting to the premises.

7.2 Unwanted Fire Alarms Signals (UFAS)

UFAS are those occasions when an automated fire alarm activates and results in a mobilisation of SFRS resources when the reason for that alarm turns out to be something other than a fire emergency.

These can be categorised as either UFAS incidents from relevant premises under the Fire (Scotland) Act 2005 or from dwellings. In terms of relevant premises, the SFRS has statutory powers and bespoke policies to ensure reductions from poorly maintained, managed or installed fire alarm systems are achieved. Relevant premises that have repeated UFAS are subject to preventative measures that are designed to drive down false alarms.

Every unnecessary blue light journey increases the risk of road accidents within Glasgow, has an impact on available resources and has the potential to make members of our communities feel less safe.

In regard to dwellings, SFRS employs an engagement strategy to try and reduce the impact from UFAS. A high number of UFAS can be attributed to residential accommodation which is inclusive of sheltered housing. SFRS continued focus on prevention and demand reduction has identified areas of action and strategic partnership groups have been formed over the reporting years to jointly analyse and take appropriate actions to reduce UFAS activity across Glasgow.

We will achieve it by:

- undertaking a fire safety audit programme in accordance with the Service's Enforcement Framework, engaging with duty holders to promote responsible fire safety management of premises that come under the auspices of Part 3 of the Fire (Scotland) Act 2005 as amended;
- working in partnership to ensure the appropriate provision of fire safety standards are incorporated in new premises under construction or premises undergoing material changes;
- working in partnership with other enforcement agencies and organisations to support legislative compliance;
- undertaking post fire audits in all premises that come under the auspices of Part 3 of the Fire (Scotland) Act 2005 as amended;
- assisting and advising Short Term Let (STL) owners and operators of the new legislation governing use of such premises;
- investigating every cause of alarm and engaging with those responsible for fire warning systems following an operational attendance at a UFAS incident;
- analysing UFAS attendances at those premises that give cause to frequent generation of false alarms to identify trends and support occupiers to develop demand reduction plans;
- instigating where required, formal FSE measures to ensure appropriate demand reduction action is taken by those responsible for premises generating unacceptable levels of false alarms; and
- wider / targeted use of Digital Engagement Platforms e.g. Social Media.

Key Performance Indicators

KPI	Descriptor	Target Outcomes
PMF 1	Number of fires in non-domestic buildings	Quarterly / Annual Reduction
PMF 9	Number of fire safety audits completed in accordance with FSE Framework	1,464 per Year
PMF 21	Number of UFAS incidents attended in non-domestic premises	Quarterly / Annual Reduction

Expected Outcomes:

Local Outcome Improvement Plan: Glasgow Community Plan 2024 - 2034

- Building good public health and community resilience; and
- Driving public service reform.

Delivering Against Strategic Objectives:

Safer Communities Through Prevention

- *Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see;*
- *We will contribute expert insights to help shape the development of national policy areas, specifically those that include resilience, fire safety and prevention; and*
- *Our approach to fire prevention and enforcement will be revised through the implementation of findings from major incident reviews such as the Grenfell Tower Inquiry Reports.*

DRAFT

Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once every three years.

A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review, the Local Senior Officer may revise the Plan.

Contact Us

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public and our partners.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service. We are proud that the majority of feedback we receive is positive and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of service that we strive to provide for the communities of Scotland.

If you have something you would like to share with us or require additional information, you can get in touch in a number of ways:

Write to: Scottish Fire and Rescue Service
91-123 Port Dundas Road
Glasgow
G4 0ES

Phone: 0141 302 3333

Visit our website: www.firescotland.gov.uk

Follow us on X: https://twitter.com/scotfire_glasgo

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