
PEOPLE PLAN 2026-2028



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland





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INTRODUCTION

The **Scottish Fire and Rescue Service People Plan 2026-2028** sets out how we will invest in, support, and empower our current and future workforce to deliver a safer Scotland, aligned with delivering the SFRS purpose:

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 People Plan fully supports the ambitions and intended outcomes of the ***SFRS Strategy 2025-2028***, the ***SFRS Long-Term Vision*** and the priorities set out within the ***Fire and Rescue Framework for Scotland***. Our People Plan is for all SFRS colleagues, irrespective of the role that they fulfil, and reflects our commitment as a values driven organisation.

Colleagues across the Service are at the heart of delivering for and making a difference to the communities of Scotland. The flexibility, skill, and resilience of our people are central to achieving our vision and the delivery of our strategic objectives.

The world of work continues to transform rapidly, shaped by shifts in society, demographic change, and evolving employee expectations. An ageing workforce nationally, greater diversity, and changing career pathways are redefining the skills and capabilities organisations need for the future. Employees need to be empowered to adapt to new technologies and understand the impact on themselves, society and the future of work. In addition, employees expect more meaningful work, flexibility in when and where they work, greater work-life balance, a more individual offering, and an inclusive culture where they feel safe, valued, supported, and able to thrive.



We recognise the pace of this change will continue to accelerate and be impacted by additional factors such as climate change challenges, the rise of artificial intelligence and other emerging technologies, as well as challenges and changes across society more broadly. We need to be progressive and resilient in how we react individually and collectively to these.

In recognition of this, the SFRS People Plan 2026-2028 focuses on three equal and inextricably linked People Commitments. These outline our commitment to enabling our people to thrive in their roles and feel supported at all stages of their career.

In developing this plan, extensive research and engagement with internal stakeholders, our recognised representative bodies and external benchmarking has been undertaken. Additionally, a range of other strategies and reviews, both internal and external, have informed and influenced the plan's evolution. This has included outcomes and recommendations within various internal and external scrutiny documents focused on culture, values, ethics and behaviours across the Fire and Rescue Sector (and wider public service).

The SFRS People Plan provides a high-level framework for our people-related activity from July 2026 to 2028.



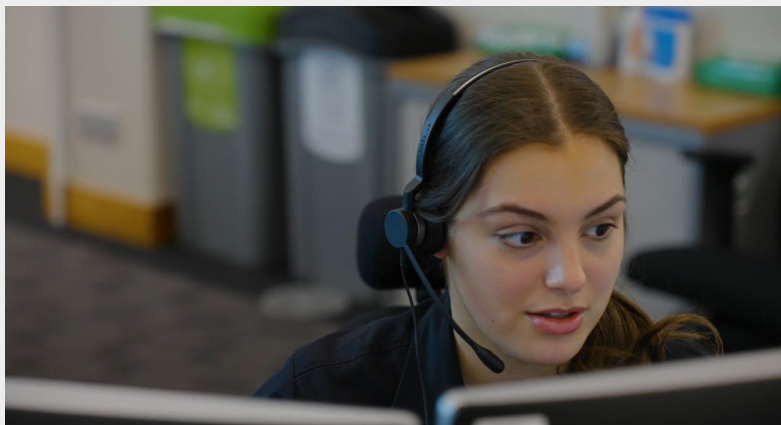
WHAT IS THE PEOPLE VISION?

We have an ambitious vision for our colleagues throughout the Service:

Our people feel valued, empowered, and supported to thrive and deliver for a safer Scotland.

Our colleagues undertake a wide variety of roles across the Service. We want everyone to feel valued, engaged and have a strong sense of belonging – this will enable our people to grow, develop, and achieve their best, empowering everyone to contribute effectively to deliver for the people of Scotland.

We will deliver our People Vision as an integral part of our SFRS People Plan, ensuring that the SFRS' Long Term Vision is at the heart of all we do.



WHAT IS THE PEOPLE PLAN?

The **SFRS Strategy 2025–2028** sets out a clear commitment for our People to deliver against the SFRS Purpose, Mission and Vision. One of our strategic objectives, '**Investing in our People**,' aims to achieve the outcome that 'our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment and accountability.'

Our SFRS People Plan aims to bring this to life through a range of commitments to meet our People ambitions for the forthcoming period – namely Attract, Develop and Retain Talent; Culture and Leadership; and Wellbeing and Inclusion. This will be supported by action plans which outline how the People Plan will be delivered. Resultant People activity will evolve in response to emerging trends and priority areas.



OUR PEOPLE COMMITMENTS

The SFRS People Plan sets out three overarching commitments for our people which will help us to deliver our vision:



ATTRACT, DEVELOP & RETAIN TALENT

Our **ambition** is to ensure our reward framework and employee offering is attractive and adaptable to meet differing needs and supports all colleagues across the employment life cycle and life stages, whilst recognising individual contributions and achievements. We recognise there are varied motivations, across diverse backgrounds and demographics which influence what attracts people to an employer - from purpose and social impact to development opportunities, wellbeing support, and career mobility. We recognise that in a competitive recruitment market, organisations who listen to and engage with their people, embrace agile and flexible working, invest in wellbeing, and create a strong, authentic employer brand are well positioned to attract, engage, develop and retain talent in an increasingly dynamic landscape.

OUR COMMITMENT IS TO:

- Build and promote a strong, attractive employer brand;
- Attract and recruit high-performing and/or high-potential individuals from diverse backgrounds;
- Develop and align skills and roles to evolving service needs, ensuring we are adaptable, flexible, and responsive to change;
- Ensure we reward, recognise and value everyone's individual contribution throughout their career.





CULTURE & LEADERSHIP

Our **ambition** is to make sure our work environments are welcoming for all, and our people feel they have opportunities to work together to help shape decisions and organisational change. We want to build agile, high performing collaborative teams that embody our values and behaviours, ensuring our culture is supportive and inclusive – in turn, ensuring colleagues feel proud to work for SFRS. We want our people to realise their full potential, and we recognise we must enable them to develop the skills, capacity, and personal accountability to respond to our ever-changing environment. This is enabled through confident and inclusive leaders who are visible, trusted and inspiring in their delivery.



OUR COMMITMENT IS TO:

- Foster a culture of equality, diversity, inclusion, fairness, transparency, and empowerment where everyone has a sense of belonging;
- Ensure opportunities for collaboration through employee engagement and employee voice, encouraging open communication and proactively working with our employee networks and recognised Trade Unions in the spirit of Working Together;
- Enhance inclusive, effective and inspirational leadership at all levels to empower our colleagues;
- Develop a learning culture and opportunities to help colleagues realise their potential, with clear development opportunities and effective onboarding.





WELLBEING & INCLUSION

Our **ambition** is to take care of the wellbeing of all our people wherever they work within SFRS as our organisation continues to change and evolve. We will put their safety, physical and mental wellbeing at the forefront of what we do and ensure supportive and collaborative programmes and initiatives are accessible to all to support this. We recognise that we are not yet fully reflective of the communities of Scotland in terms of our workforce profile and aim to actively address the disparity and enhance the Services position to better reflect this. We will actively promote equality, diversity, and inclusion (EDI) across our working practices, service delivery and decision making and embed our values into daily operations to improve engagement and morale. We are committed to providing a supportive working environment where individuals feel safe and accepted for who they are, valued for their contribution and work in an environment which is free from unlawful discrimination, bias, harassment, or victimisation.

OUR COMMITMENT IS TO:

- Embed proactive health and wellbeing programmes that help keep colleagues well;
- Strengthen mental wellbeing support and enhance resilience;
- Mainstream Equality Outcomes both internally and externally, ensuring colleagues are equipped and informed to deliver against these;
- Continue to develop a workforce that better reflects the diversity of the communities we serve and actively promote equality of opportunity and inclusion throughout the Service.



MEASURING IMPACT

We will embed these commitments and associated actions within Directorate and local workforce plans across the Service. Progress will be monitored through a combination of workforce data, colleague feedback, engagement surveys and other performance measures, enabling us to assess impact and drive continuous improvement.

To maximise the value of our investment in our people, targeted initiatives will be designed with clear outcomes, benefits and measures of success. This will support robust evaluation and ensure resources are focused on activities that deliver meaningful improvements for colleagues and the Service. Equality and Human Rights Impact Assessments (EHRIs) will continue to inform decision-making, helping us identify and mitigate potential impacts while maintaining an inclusive, fair and evidence-based approach.

People-related Key Performance Indicators will be incorporated into the Service's Performance Management Framework, providing a clear mechanism to monitor progress, assess effectiveness and hold ourselves accountable for delivering against our commitments.

We will use digital tools, workforce intelligence and colleague feedback to gain meaningful insight into the experiences of our workforce. Colleague engagement will remain central to the design, delivery and evaluation of change, ensuring that

our priorities and interventions continue to reflect the needs of our people.

We will monitor and evaluate delivery of this plan throughout the next 18 months, recognising that benefits will emerge over different timescales. Where outcomes fall short of expectations during this monitoring period, we will use evidence and feedback to adapt our approach and improve delivery.

We also recognise that some ambitions require sustained focus beyond the lifespan of this plan. In particular, achieving a workforce that more closely reflects the diversity of the communities we serve will require long-term commitment. We will continue to monitor and report on progress towards these objectives, using the insights gained to shape our future People Strategy and workforce priorities.

Delivering our People Vision is a shared responsibility. Success depends on the collective commitment of leaders, managers, representative bodies and colleagues to create an environment where people feel valued, empowered and supported to reach their full potential.

The actions arising from this plan will be governed through the Senior Management Board, Strategic Leadership Team, People Committee and the SFRS Board. These governance arrangements will provide oversight, challenge and assurance, ensuring that progress is monitored, risks are managed, and intended benefits are realised.

PEOPLE PLAN ON A PAGE

AMBITION AND VISION:

Our people feel valued, empowered, and supported to thrive and deliver for a safer Scotland.

PEOPLE COMMITMENTS:

The SFRS People Plan sets out three overarching commitments for our People which will help us to deliver our vision.



ATTRACT, DEVELOP & RETAIN TALENT

Attracting great people from diverse backgrounds, supporting development, and recognising contribution throughout every career journey.



CULTURE & LEADERSHIP

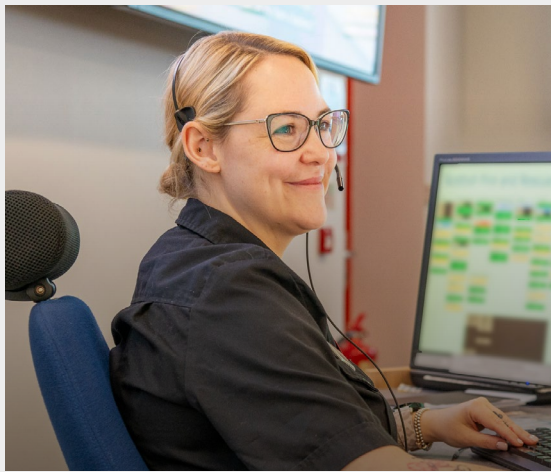
Building an inclusive culture where everyone feels heard, supported and empowered by trusted leadership.



WELLBEING & INCLUSION

Putting wellbeing, inclusion and belonging at the heart of SFRS so everyone can thrive and achieve their full potential.

Safety | Teamwork | Respect | Innovation



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