

**Appendix 1 - Internal consultation feedback received in relation to People Strategy 2020-2025  
issued for consultation between 22 July to 19 August 2020**

| ID no | Section  | Feedback  | Response to feedback  |
|-------|--|---|---|
|       |  | <ul style="list-style-type: none"> <li>• Initial consultation with key stakeholders 23 June – 22 July 2020</li> <li>• Published on intranet for wider feedback 22 July – 19 August 2020</li> <li>• Presented to Business Transformation Board 10 September 2020</li> <li>• Presented to Senior Management Board 22 September 2020</li> <li>• Presented to Joint Consultation Forum 8 October 2020</li> <li>• Presented to Fire Authority 14 October 2020</li> </ul> |   |
| 1.    | <p><b>Key area three - Organisational Development and Resourcing</b></p> | <p>There needs to be an acknowledgement that the development processes are different for support staff and operational staff i.e. lack of development centres for support staff.</p>  | <p>Noted - Development is available for all staff in a variety of formats, however it doesn't necessarily mean that it will result in promotion as there may not be the roles immediately available, particularly for support staff. The organisation invests a lot of money in training its staff and support staff are invited to attend development centres as well as submit training requirements as part of the Training Needs Analysis process. The development centres for support staff provide an opportunity to be assessed on a range of skills and identify areas for development which would then form part of their personal development plan and their career discussion during their appraisal. Development for all staff needs to be individual driven, starting with the conversation on career aspirations and development needs with their line manager.</p> |
| 2.    | <p><b>Key area three - Organisational Development and Resourcing</b></p> | <p>There also needs to be consistency in how we recruit people. I.e. people are told they must advertise internally and externally and others only internally.</p>  | <p>Noted - This is very much dependent on the role being advertised. Under normal circumstance roles will be advertised both internally and externally, however on occasion roles are advertised internally only when they form part of the organisation's succession planning process. If there appears not to be internal staff with the</p>  |

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|       |   |  | required skills and experience to fulfil the role, then the role will be advertised internally and externally. The CFO pledged, where possible, opportunities will be given internally first.  |
| 3.    | <b>Key area four – Training, Learning and Development</b> | What does the training for support staff look like in the future?  | Noted - Training for all staff will continue to be role-focused and requests for training should be submitted via the annual appraisal process and to the Training Needs Analysis for the Training Strategy Group to review against the budget for the year.   |
| 4.    | <b>Key area four – Training, Learning and Development</b> | Are we looking to reinvigorate our own incident command training?  | Noted - All training, learning and development within the Service will be aligned to the principles as detailed within our own Policy, the Fire and Rescue National Framework for England 2018, NFCC Leadership Framework and Core Learning Pathways. The Service currently uses the Fire Service College (FSC) for all of its Incident Command acquisition training and maintenance. This is enhanced and quality assured in Service as detailed in the Training, Learning and Development Strategy. A review of our partnership with the FSC is due in 2022. |
| 5.    | <b>Key area one - Equality Diversity and Inclusion</b>    | Our operational workforce is currently underrepresented by women. (6% WT and 7% on-call) How can we engage with women to ensure they see the FRS as a viable career choice. How can we develop the females currently in the service and encourage them to go for career progression? There is now a big opportunity to focus on attracting and developing females into the job and to progress their careers over the next 10 years and we could capture this now with a stronger message. | Action – The document has been updated to reflect the feedback. The Service is committed to increasing the representation of currently under-represented groups at all levels. We are working with a range of partners to better understand how to reach under-represented groups. We have expanded the role, and refreshed the objectives, of the Equality, Diversity and Inclusion group to support us in these endeavours. We regularly   |

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|       |  |  | review or recruitment activity and performance to ensure we continually improve in this area.   |
| 6.    | <b>Key area one - Equality Diversity and Inclusion</b> | Is there going to be a focus on attracting and developing people with protected characteristics who are underrepresented in the service at all levels.   | Action – Response as above.   |
| 7.    | <b>General</b>   | The Strategy should be concise, focused, achievable, inclusive, and flexible and have scope to build upon into the future.   | Action – The strategy has been developed with achievable objectives and focus on five key areas. The strategy is intended to be flexible in order to address how we can most effectively respond to our current and future needs. Performance against the five areas will be regularly reviewed.  |
| 8.    | <b>General</b>   | The strategy needs more visuals, such as infographics and pictures that draw the eye, and focus people to certain areas.   | Noted – The current draft has been developed as a written strategy. Following approval by the Fire Authority, the People Strategy will succeed the 2016 – 2020 strategy and be published on the Service’s Intranet with an externally facing version published on the external website. Development of the external website continues and will complement the new strategy as it evolves. |
| 9.    | <b>General</b>   | Focus should remain centred around the five key areas, however these could be simplified or made easier to understand, more aligned to the wording of our values. Consider, Equality, Diversity and Inclusion, Employee Engagement, Organisational Development and Resourcing, Training Learning and Development, and Health and Wellbeing, this would line up with our core value statements. | Action – This will be included in the revision of the strategy.   |

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| 10.   | <b>Challenges</b>                                       | <p>How will the People Strategy consider the medium term impacts of Covid-19 on our staff. It seems likely that we will be living with the Coronavirus threat for some considerable time to come and it therefore also seems likely that it will lead to permanent changes to the structure of our economy, the provision of public services and the how people work within these.</p> <p>These changes will obviously present us with risks and threats but also potential opportunities.</p> | <p>Action – The global Covid-19 pandemic is already affecting the way public services are delivered; and, the way in which our staff work. The Service is sensitive to the impacts this may have on staff and their families. Their safety, health and wellbeing remain our priority. The Service continue to follow Government guidance and announcements on new infection prevention and control measures. Employees are briefed regularly on the Service’s position for alternative working arrangements.</p> <p>As yet, the longer-term effects this will have on the Service are not fully understood, however are kept under regular review. The Service will continue to adapt in order to ensure the safety, wellbeing and productivity of our employees, as well as the safety and wellbeing of the public that we serve remains a priority. The document has been updated to reflect this information.</p> |
| 11.   | <b>Key area one – Equality, Diversity and Inclusion</b> | <p>The Service has just signed the national Armed Forces Covenant and promise to actively support the armed forces community, has this been included / showcased in the People Strategy revision.</p>  | <p>Action – The document has been updated with the addition of the national Armed Forces Covenant.</p>   |