

If within your power, what one thing would you change about working for MFRA?

Comment
Ensure staffing levels are adequate to allow days off to be granted when required
Access to more external IT training.
The politics between operational fire stations and SRT, should be the same rules throughout the organisation and people should have the option to learn new advanced skills not just certain stations. Shift systems should be on offer to all, again not to certain stations.
More flexible remote working
The salary.
green book grey book divide
The amount of red tape and bureaucracy that gets in the way of getting the job done.
Internal development opportunities for Firefighter recruitment.
Accountability of what happens to vulnerable people met at jobs, HFSCs and other community interactions. I feel like once we're out the door I have no idea if that person is actually any safer or if they will get the help they need.
More appliances and firefighters to ensure the safety of the communities we serve even further
More on station training to enhance my personal development - access to vehicles for RTC training
I would like to see all WM posts standardised as B positions and each watch to have dedicated CM as part of the management structure
More stability for teams - managers given defined career paths and more ability to succession plan
I would like to see more females that are within the ranks and more done to help females become senior officers.
The operational uniform looks very nice but is not practical for operational Fire Fighters i.e The shirts with the epaulets get caught and come loose. The boots are not practical for wearing all day and can cause blisters and make your feet ache. The trousers are not flexible so when you have your fire kit on over the trousers it is very hard to move your legs especially if they get wet when stepping up ladders, climbing stairs etc.
The shift system. I would reintroduce the 24 hour shifts. this would bring sickness down. and also enable the appliance to be staffed fully on each shift.
More localised training on station (RTC, FirstAid, etc) without having to travel all the way to TDA.
More recognition to support staff.
Try to remove the rank orientated autocratic styles of management shown by a small group of higher ranking officers (Not PO level)
a better development program, identifying and developign individuals based on their potential and individual talents rather than a generic set of goals
a more open process around development and the gateway process.
Uniform. The epilates don't work well with putting fire kit on. The boots are great in the winter but are terrible in the summer.
Job security, further opportunities within.
7am start 7pm finish

Having witnessed many grey book Senior Managers attempting to make changes or introduce "initiatives" within the organisation that are not necessarily for the improvement of the service but primarily to raise the individuals profile therefore I would exchange the culture of grey book managers prioritising their career progression over the needs of the organisation.
Communication within my team and the ability to affect change through feedback
Its only external influences I would change. Government budget restraints etc
The general consensus/attitude towards 'newer' fire fighters being, I believe, unable to voice an opinion, in a polite and respectful manner in some situations, and said 'newer' fire fighters being somewhat unable to offer advice on something they have prior knowledge/experience with in a greater depth.
The ability to continue home working in some capacity
difficult to say.
One thing I would change is the availability of certain pieces of kit that SRT have and other crews have, as some kit is exclusive to the station but could be useful across the whole service.
Stability in the job and not have to worry
Pay to match the private sector and uniform for support staff
I would like FireControl to be included in Operational Response as I feel sometimes we can be overlooked or seen as an admin function. I understand why we are included in Operational Preparedness but I feel this is only a small part of our role and we are the first line of response.
The quality of training for control room staff. / Learn pro modules are useful as a reference guide but interactive, quality training outside of the control room when you are not limited by time or on a pager is essential to good quality training. / / /
Nothing I can think of at present
Although I think that a lot has been done to support staff during the pandemic, I do think that there are additional pressures on staff who have children due the need to take unpaid leave if their child has to isolate due to contact at school. This can happen more than once and can leave parents facing additional financial worries in what is already a very worrying time.
Reduce political influence from trade unions with a political motive to control members of the workforce.
Senior management listened to the ideas of those doing the job.
I know its old hat now and I fully appreciate the reasoning behind it but the start finish times do impact family life. On the 224 system 6 weekends from 8 are impacted by work and to return to my family at 9.00pm after a day shift also pretty much writes off that evening too.
To have all vehicles used by the Authority sourced from locally based vehicle manufacturers - made on Merseyside
Improve the training facilities for the future of firefighting in Merseyside.
How information is relayed from top to bottom within the organisation. The need to gather feedback on important decisions needs to include, and ideally focus, on the operational staff who, ultimately, have to work with the changes. As an example, the introduction of 'Blue Peaks' without any prior discussions (or if this happened, it was very limited) to operational firefighters, including those on the apprenticeship, can have a massive impact on the way a situation plays out on the fire ground.
Listening to staff more in regards to new ideas, a lot of good ideas are brought up from crews and other staff on things that could be changed to make work life better, easier or safer. These ideas sometimes appear to go unheard or not looked into
Nothing
I don't have anything that I would change.

The inclusion of the SRT throughout the service so that the skills that they learn on there station can be distributed between more fire fighters so the emphasis isn't solely on one station of people having these skills alone. Making it safer across the service to provide a better response to the public across all of Merseyside and not just coming from one location.
Keep the 224 system
I would like my pension to remain the same pension I signed up to when I joined MFRS instead of complicated tapering schemes and being transferred to another scheme.
1. Return the rank nomclenture as LFB have done, this would enable clearer lines of responsibility at WM level and above. / 2. have everybody carry their own kit when going on overtime and detached.
There is still a disconnect between Op's Staff and Senior Management. This was highlighted recently by the announcement of "no-notice" inspections. / During the pandemic sickness levels were running well below average levels and staff offered to move leave where required by the service to help the staffing. We have continued to come into work as normal and many worked additionally to cover shortfalls. The reward for this is "no-notice" inspections and its had a dramatic effect on staff morale. /
I believe MRFA senior managers don't listen to suggestions, unless its them making the suggestion, then it seems to be a different story.
Get rid of Les Skarratts.
I would like to see workshops for development officers to prepare them for TCA's.
I would change the culture of the Authority being so against working from home. Its been shown through the pandemic that people can adapt to working from home at very short notice. There's a feeling that the Authority is reluctant to consider such arrangements, unless forced to do so. Greater flexibility around remote working can only increase staff morale, assist those with families and may even save money.
More interaction between all personnel. I appreciate that this is difficult to achieve given the nature of the organisation, but feel there would be better understanding and mutual respect of each others roles if there was more interaction.
Find a way to cut some of the bureacracy we have to go through to get a decision. Clearly there is a process to go through but sometimes it seems to take an age.
work hours I have found that often I am left with nothing to do but do not want to use flexi as it is not my fault I have nothing to do after visits and forms are completed.
Maybe address shift times.
Allow gym usage for Control Staff during periods of Lockdown: This is to protect/maintain a healthy work life balance and well being. Control room staff work 12 hour shifts in 2 different locations during Lockdown periods and many feel being able to exercise regularly is vital for their mental health and wellbeing and effective in their roles.
More organised and available learning resources. / More targeted training exercises and core training practice for example RTC and BA.
I would like to feel more job security, as I am on an apprenticeship its concerns me if there where to be job cuts, my job would not be available come the end of my training.
increased confidence in recruits ability to work well within the team.
More opportunities to progress for the Prevention Team.
Being able to help make a change for the better for the organisation no matter your role more easily.
Temporary appointments,
negativity of some members and for them to take pride in the job they do

Not only being listened to more by decision-makers, especially at a departmental level, but also actually seeing that suggestions from staff are then acknowledged and implemented to improve our ways of working.
The fairness in processes.
Not one thing at this time.
Working conditions at my particular station.
the start and finish time of shifts. I feel 20:30 finish times is very unsociable and taking into consideration the 12 hour shift times + commute during rush hour periods, this could be and should be addressed and I feel majority of the service would agree.
n/a
Address the abatement rule for re engaged staff. The rule effects the wrong people it was aimed at .
The implementation of one pump hybrid stations
appliances no older than 5 years old
I would improve the unity amongst all departments/stations/watches. Uniting people for a common purpose and encouraging interaction between all departments (obviously more difficult with covid but still possible) It does feel like a few separate organisations at times.
Change of shift. Move away from 12 hour shifts they are the most family unfriendly work pattern
I'd make changes to how the apprenticeship on programme assessments are ran so they are more beneficial to apprentice firefighters.
Communication at times where it is strongly needed.
Maybe it would be something around staffing of the workplaces, I see watches that are short staffed in need of skilled personnel for example drivers. A big issue is for personnel embarking on promotion being held back on gaining the experience they require because they are the only driver on a watch and cannot gain experience of taking charge of different watches.
Nothing in my working environment. It is excellent. Better parity regarding salary grading.
'- Slower process into initial management (CM)
I would move all employees up a of pay scale or two in an ideal world as the whole team do work their sock off to make our community a safer place.
To attract colleagues from the Wirral to work within other districts & SHQ, assistance in paying tunnel charges could be introduced. This would also help when colleagues choose to travel to Wirral.
I am not sure at this moment in time
That all members of staff are actively encouraged to display and promote the values at all times.
More emphasis on community based work throughout the year from a fire fighter perspective, having a direct impact on children and young people across the year and not just at specific times of the year.
More managers within the department, and more staff with a varied knowledge. / I'd like to see reward for different skill sets, at the moment within my role there is the set basic pay, however some inspectors do different roles such as petrol, explosives, building regs ect. /
Learning and Training methods for operational staff (both development and competent/experienced). / / -Utilise more group learning based modules which include clearer questions, as those being asked on L-pro often seem unclear due to being interpreted differently by each user. / -Also, opportunities for regular on station drilling/training of RTC's (scrap cars) as well as on station/drilling facilities to practice MOE techniques and power tool handling.
I would abolish the FBU.

I do not think that MFRA needs drastic improvements and I would say that the service is in a good position at the moment apart from the pandemic going on.
Nothing to change but ensuring that communication with employees remains paramount.
Improved staffing levels within the TDA so as to relieve pressure from staff working there at present.
To try and allow more engagement from the communities we serve. Speaking from experience a lot of residents of the community feel they can't talk to us, but I'd love them to be assured we can be there to help anyway possible. And by carrying out leafleting this is allowing crews to see the communities they serve and potentially help. By doing this we will hopefully help someone from being injured from an incident relating to fire, or even help them seek support they require.
The gap between middle management and those below. Also improve the ability for people to speak out, in an acceptable way, without the fear of recriminations.
Old politics
pay drivers more.
I would remove financial restraints forcing people to retire, whilst they are still young enough to work.
Nothing, it's a brilliant employer!
Replacement of clock card machine to automated system
I would expand the training facilities on station rather than have crews have to travel to TDA
24 hour shift patterns to improve work life balance.
I would like to change the mind set of some employees who feel aggrieved or unhappy with their situation because I believe that although not perfect MFRS are a million times better than some of the places I have worked.
the Apprenticeship
A One pump hybrid station. Utilising a second appliance (As the retained appliance) and having 24Hr cover.
At this stage of my career I have not identified any issues working for MFRA. In the future I would like to see MFRA introducing a Fast Track promotion scheme that would identify those demonstrating leadership qualities or recognising those with previous management experiences prior to joining the service in order to develop them in to senior managers within the organisation
I would strengthen our place based leadership model in order to maximise our relevance and improve outcomes for the communities we serve.
Nothing at this moment in time
Eliminate the toxicity that some negative members of the work force spread amongst those that are enthused and positive.
I would create more senior management opportunities for Green Book staff, allowing certain functions to be able to release Senior Officers to a more operational roles.
A more efficient use of all data collected to provide a better service to the communities of Merseyside
Increase senior manager numbers to ease workload.
I would change the mentality within senior officers who act like they are better than firefighters, to me everybody working for the service is just a person. Nobody is more special or important than anybody else. / / Quotes have been passed of "show the white shirt more respect", but some of those with a white shirt don't even acknowledge a firefighters presence.

MFRA are not very good at planning for change or implementing change. Change is either very slow or last minute and rushed. We always seem to muddle through because the people are good at adapting and being flexible.
The shift times, 2030 is far to late to finish work and bring 0 work life balance.
In some circumstances there is a lack of people/management skills in some line managers and until the new change of process this has not been assessed before gaining promotion.
I would like to see senior management get more involved with the departments they manage so if or when other managers colleagues speak to them they have a better understanding. It also means they can get to know their staff more. Senior managers often move around different departments within the service so should take the opportunity to learn as not many other people have the opportunity to do this. I would also like to see Fire Control moved into Ops Response as I believe this is better suited.
I wouldnt change anything
I don't think I would change anything at this point in time.
Communication - raise more awareness of the great work the service has accomplished.
For the level of flexibility around home-working that has been introduced as part of the COVID-19 response to continue going forward. Having the option to work from home helps to ensure the home & work-life balance is maintained and can often lead to more productivity as there are few interruptions at home.
Go back to 9/15 or 12/12 hour contracts for everyone, giving a much greater flexibility to deal with training, staffing and attendance/reliefs at incidents. Also it will allow newer fire-fighters to mix more freely and learn from the older crews experiences and lessen the risk of these fire-fighters being put at risk at incidents due to their lack of experience on the fire ground.
If possible, I would reduce the negative effect that a certain representative body has on the attitude and morale of its members.
Nothing
I'd like more robust IT systems. We rely on them almost exclusively to do our work and they are not as reliable as I would like them to be.
Develop ways of working to allow for less time in the office and more time with the community, ie the use of technology to allow prevention teams and operational staff to work seamlessly off site, therefore maximising our effective efficiency within our communities.
addition of shorts and long sleeve t shirts to the service uniform
Improve equipment, modernise the facilities
I would provide more support financially so we can make further improvements to MFRS and future proof it for future generations.
nothing really I've always loved this job
Some styles of the uniform
That we are paid what is within our contracts. / I.e. Time and a half for overtime when it is on our shift/ working day. / At day crewing stations we are paid flat rate if we work past 20:30 hours, but at any other station (even if Firefighters are on the same contract) are paid time and a half.
developing staff, promoting hardworking ones that who are committed given them a chance and not making them feel they are un valued. Listening to the one who their voices are not the loudest, who just come to work do their job well, go the extra mile. Senior managers should have one to one with staff and found out how they feel. Also using staff skills/Knowledge/experience as there are lots of staff with different skill set who can contribute to MFRA.
Fire safety information to vulnerable people over the phone by FF's on stations. Contact vulnerable lonely people via phone just to speak to them during this hard time.

The pay we receive is not equal to the knowledge and skill and level of responsibility that goes with the job I undertake. It is way below all other areas around the country. This is not a grab for more money it is what should be paid in line with works done.
Few cuts and more staff.
Pre-Planning when it comes to staff appointments and making sure we build a buffer into the system.
I would like to see less bureaucracy and red tape when trying to achieve change so that all directorates can work together and make positive changes more efficiently. However, I believe that this is only achievable with improved communication channels and IT systems/processes to enable effective change.
I still believe some middle/senior management are unapproachable, and the way in which they deal with persons within the job can patronising. / Also I think we should have issued our own fire kit as opposed to using pool stock.
Even more engagement with staff. It has improved, but therer's room for more.
Make working from home a permanent part of peoples contracts.
Better opportunities and support for internal staff to develop and change roles within MFRS and to progress. Often feels like staff are overlooked against external candidates.
Consider using external providers for some assessments within the workplace this would show transparency
To have the full recognition that is deserved as sometimes can feel as though Fire Control get left out.
Reduce some bureaucracy to enable more innovation.
My experience of the Fire service is that their are high levels of bureaucracy, hierarchal structure etc. Although necessary I believe this structure can stifle innovation. I have spoke to Apprentices and a number of FFs who have ideas however, either do not know how to raise them or have had no reply previously so are now not motivated to do so. I would therefore look at the communication strategy and implement a system that closes the loop to embed a culture that drives positive change. / /
Initial promotion of managers should be done solely on merit. Once this has been done, they should be supported to not only improve and develop their operational and managerial competencies throughout their career, but also their emotional intelligence as well.
To have a bit more security in the longer-term/for my contract to be aligned to other Green Book Staff (without disadvantage/risk in transfer). To be recognised and treated as other Green Book Staff (e.g. I have never had an aligned % pay rise & I don't have a desk). To be valued for the work I do (because I actually work really hard) but I don't think it's really known or understood.
I would like to feel that my department is genuinely respected and appreciated, quite often it feels like we are an afterthought. Sometimes it feels like it is not recognised that the way we work together as a team and manage whatever comes our way contributes greatly towards the success of the service.
Shift pattern
Bias on job roles and who gets promoted
The communication skills of middle managers. There is a serious disconnect between middle management and fire-fighters and watch managers. From my personal experience there is a lack of basic communication and personable skills which then results in negative working relationships.
There are missed opportunities for improvement. I feel the experience of some people can sometimes be ignored. / I also feel that HR have too much influence in the recruitment of personnel to departments they have limited knowledge and no experience of.

update computers and working environment
The promotion process as it is still not level playing field.
too big a question to ask really as its such a diverse organisation, and don't know enough about every depts roles ,and hopefully any changes that get made going forward impact a lot more people positively than negatively
The start and finish times for operational shift patterns
I am disappointed with the opportunity to complete my development to a competent role. I joined MFRA in June 2019, I started the NVQ process in Dec 2019, after the shielding period I was informed that I will now have to complete the apprenticeship framework instead but without the apprenticeship qualification at the end of it. The apprenticeship framework has only been accessible to me from Nov 2020 meaning I have been in post for 17 months & unable to proceed with my development for that time.
n/a
A change back to 24 hour shifts would very much improve my work/life balance..
The pay
On occasion apprentices can find out information or changes in teams or work before we do, which can be very frustrating.
I would like to see better training facilities for operational crews as I feel we are behind other services in that department
N/A
The development and promotion would be totally transparent and fair. Feedback should be given in a timely manner so people know when they are doing things right and areas that they may need to change/improve
Making the step from WM to SM a more transparent process and the opportunity to progress into the SM role at a temporary level for exposure more readily available.
Awareness Training
I would allow fire fighters to audit the conduct of senior officers. Maybe then their behaviour might change for the better.
Pay. Working hours, i.e. 10 - 14hr day /night shift.
communication with senior management who are making all the decisions but not asking if its working or if there is any other ideas that staff members who are doing the job think would be more beneficial.
Operational crews would feel more valued by management. I acknowledge there has been improvement in this area but the COVID pandemic has seen a great effort by staff to come in to work and carry out their roles when others are safely isolating. The continuation of audits and inspections as well as the expectation to achieve targets during this time which could not be considered essential has really disappointed me at these worrying times.
I would make more opportunities available to Fire Control to bring it in line with others of the Service.
I feel the work we do does not reflect the current pay rates. Yes engage people with new skill sets but ensure we reward them
1)The divide between SRT and other crews. / 2)Temporary WM roles still being temporary 2-3 years down the line, then having to re interview for the job they've been doing in that time. effecting pensions etc. / 3) Introducing one pump hybrids, no need for 2 day pumps at city centre.
To be kept updated on changes affecting the staff, in good time and not at short notice.

Merseyside Fire & Rescue Census 2020

report Survey closed: 14 December 2020

Development opportunities for Personnel should be followed through by the service, not left for a lengthy period of time. / Career development needs to be given when persons identified for particular roles.
Recruitment, and option for people to have a say if they feel they want to be a driver or not.
The shifts, day shifts on 2-2-4 are too far too long. They don't comply with the go9d work/life balance.
You should not be overlooked simply because you are not the loudest voice in the room. Everyone that does a good job should be made to feel appreciated and sometimes this is missing within the service.
Shift Start and finish times on the 224 system. An opportunity to work 24's.
N/A
Shorter day shifts
More opportunities for career progression.
Make promotion fairer for everyone. Political beliefs do not need to be compromised to make you a better manager.
day shifts finish time is too late
The tension and political aspect. Can still feel the effects across the service, even if it hasn't directly affected me. I feel more can be done.
I would not change anything.
More emphasis on the continued development of staff, and that training is considered more important in some roles than it seems to be, so that it completed within a timely manner and staff can be more confident in their role.
More communication from senior staff surrounding what's happening. Shouldn't have to hear information threw the grape vine.
Improve some of the station gyms so that facilities are more standardised and allow a full range of training variation. (ie not all gyms have the same range/weights of dumbbells, so certain individuals are disadvantaged)
Mixing the younger/newer recruits with more experienced fire fighters. It would benefit both parties, as the newer ones would learn from their experience, and some watches are old and could do with some new blood. Learning goes both ways.
Hq to city centre where it would be at the heart of Merseyside ; but then that's personal!
Red tape between Departments and sometimes Departments ensuring that if you aren't of a Senior Level, then assistance will still be given in a timely manner.
people who make decisions, must get to know the people below them and how their decisions will affect them and how that will affect their working environment, and moral.
More funding to be able to provide communities with a better service - i.e. more appliances, more staff, improvements/developments on station buildings, more training and development opportunities etc
Politics and wages, / / Take politics out of everything we do and just let us do our jobs the best way for the communities we protect / / Improve fire service wages as we all do a great job more recently during COVID. But as soon as the Govt make cuts we are the 1st to get hit no matter how hard we work. Its a constant kick in the teeth for all front line workers.
I have seen a disconnect of late between Fire Control and Senior Management Team, this may or may not be as a result of COVID period. A member of Fire Control should now be given the role of Fire Control Manager as I feel they would be more invested in the role. And for a day related post to be created to support Control Manager and oversee Training/ business continuity etc /

overtime payment
The horrendous un family friendly 12 hour shifts and in particular the start times. you cant get your child to school on days or nights as the start time is right in the middle of most school run times so you cant drop your child off then get to work in time or get home from work in time to take them either. also would allow new recruits to go onto 224 stations and remain their instead of locking them away in their own bubbles to learn off one another with no real experience guiding them.
Job evaluate all the roles; job roles/expectations and pay do not seem consistent across the Service.
One of the things would be the fact that new apprentices are frequently told their job isn't secure. A lot of people give up secure positions and travel far and wide to join the service and to have a potential career taken away from them after all of their efforts seems massively disheartening. I myself don't like the unnecessary pressure of knowing that one day after everything I've worked hard for could potentially be taken away.
The way that people still communicate with one another. I still believe there is a way to go to get the culture and respect in the right place.
More flexibility around start and finish times
12 hour shifts
I will likely retire early 2021. MFRS is not in my future its just a great 45 year working memory.
Bring back the clock machine.
I would stop all the griping it should not be a Green and Grey book competition, Some Green book staff seem to have a problem regarding Grey book and constantly attempted to make conditions worse for their colleges, there have always been opportunity for everyone to become a Firefighter. We all need to grow up and have respect for each other's roles / grades and support each other by protecting the communities that we live in as much as possible.
Greater options for Agile working, it worked really well during the first lockdown. Feels like senior management don't trust staff to work from home. This is now standard across many public sector organisations. The way that we work is archaic
i would like to see more emphasis on a "fit to rescue" mentality. mostly through the improvement of training facilities/gyms on stations, and also a regular fitness test (annual basis) that is relevant to the specific role.
Specialist skills and equipment such as RTC, Swift water, Rope rescue would be spread out throughout the service in more strategically locations and not relying on 1 station to attend all of the mentioned. This is especially pertinent when the service has multiple demand for different incidents. E.g. RTC in St. Helens and a water rescue is called upon in the River Mersey at the same. City Centre and other stations close to water have a very short response time to the docks and the River Mersey.
After much thought, probably nothing, I am happy with the way things are.
Some mind-sets about the role and purpose of being a FF.
Increase the team's scale of pay to reflect the teams performance.
Change the start and finish times of shifts. We currently start a 12 hour shift at 08:30, leaving home at 07:30, not getting home until after 21:00 hours. / An earlier start/finish time, would strike a better work life balance. / This would be more beneficial, to employees with younger families. / A start/finish time of 07:00, would, I see be more appropriate.

The relationship between uniformed and non uniformed staff - especially at HQ!!!! / / Uniformed staff look after each other - so time after time, uniformed staff come into HQ and are given non uniformed jobs!!! (this has gone on for years and is very corrupt) / / The apprenticeships are given to uniformed staff family members - son's, daughters, nieces, nephews - year after year (so corrupt!!)
More opportunities to work in other departments.
Fairness and equal opportunities to gain promotion. However, I do believe things have improved but its still there and the same pressures are still being applied!
reduce the number of senior managers service is top heavy. can turn up to a job and there will be 1 manager for every 2 firefighters
I would allow managers more control whilst working at a local level as generally they know their stations best and the day to day requirements of the watch.
keep shifts as 224! Don` t want to be pushed onto another shift system which doesn't suit me
Senior Managers (within horizontal levels in different departments) should communicate better
increased pay.
To recognise that that it is important to concentrate on the areas of expertise and skills we are currently involved in. Some other roles would be better suited to other agencies such as MTFA. We should consider the number of different roles that are required as these have to be maintained and skills kept up to date.
All working on the same contracts - all working to the same working practices. All training courses available to all stations. All FF's trained to the same level.
for higher managers to understand more about the role of green book employees, as most if not ALL higher managers have never worked in this area (except as manager); in many cases they don't have an understanding of the roles and jobs of the people below them.
More diversity in key decision making positions, Female and BAME staff members have not progressed up the ranks as much as i believe it should or could be.
The removal of the application by MF&RS of the abatement rules for those taking up post since 2013. Abatement may lead to retired individuals with a great deal of experience and knowledge deciding not to rejoin the organisation. For those of us currently working part time post-retirement, there will come a time where it is impossible for us to continue in our roles without suffering financial penalties.
Reintroduction of 24 hour shifts. Promotes work life balance.
The segregation of new recruits joining the service
Better Work/life balance. Work load is 3 or 4 times higher than equivalent role 10 -15 years ago. / Also implement an IT that does not fail, crash or have issues so often
Improve salaries.
A lot of people own dogs and these dogs can be like their children not just a pet to them. I think we could look to support our workers in bringing their pets to work, especially through 12 hour shifts.
n/a
more input to changes within department.
Greater freedom to work flexibly in terms of hours and location.
As a member of Support Staff, I often feel like we are the poor relation of Operational Staff, with Ops being favoured during complaints/grievances, health & wellbeing . Although valued within our own departments, I feel less valued by the rest of the organisation and I am aware a number of persons within my department (if not by all support staff) share this feeling. The one thing I would change about working for MFRA would be making all staff feel equally valued.

<p>Id make sure that every member of our staff knows that it is not compulsory to join or to follow the often outdated rules of the FBU.</p>
<p>Change to be like GMFRS and have all WMs WMb. We have watch managers on stations working hard creating relationships, learning risks, learning the streets, Learning the demographics of their areas working with community groups and tackling localised issues. They are penalized for this because due to not working new shift system or want to stay within the area they have worked hard to nurture. They are working along side WMbs on the same station doing the same job. Blatant Inequality.</p>
<p>to give less senior managers the confidence they need to make decisions and be supported for that decision rather than the usual negative involvement of senior managers, no one can be right all the time and everyone has the potential to make mistakes. Learning from them is the most important part.</p>
<p>The selection of chocolates in our tuck shop. I've been asking for Bounty for ages and all we get is Maltesers fun size bags ha.</p>
<p>i would like to see a review of the shifts worked and maybe look at engaging staff to complete this. also i would like to see us make decisions more quickly at senior officer level so improvements can be implemented sooner.ould w</p>
<p>Trying to arrange a more social aspect for outside work, involving more people rather than specific areas such as firefighters, finance, control, and have more of an inclusive social aspect for everyone which in turn helps everyone to bond even more, both as an organisation as well as socially, rather than a "them and us" situation.</p>
<p>It would be a breath of fresh air if MFRA became more modern and treated employees as adults, showing trust in them. Eg. part-time firefighter jobs might attract more females to the role. Eg. remote working to let people work at home (if role permits) when needed for a work-life balance. Eg. more casual dress to reflect individuality. These changes would attract more employees to roles and help retain staff. Other employers are changing in these ways & MFRA seems behind the curve on this.</p>
<p>No observations come to mind at this time</p>
<p>For everyone to be treated fairly</p>
<p>I would get rid of different contracts within the same role. There is no need for it and it feels like a divisive thing for the Service to do.</p>
<p>keep 2-2-4 system</p>
<p>Its difference's between uniform and non uniform and whilst it is obvious there are variances non uniform are still seen as less important and often are "pushed away".</p>
<p>Building stronger bridges between the old and new employees of the service operationally regardless of time serviced or posting.</p>
<p>HR and specifically there equality and diversity outlook. There is no doubt that attitudes have changes for the better with race and gender equality, and this is a good thing that we should try to maintain. However, I find when taking part in equality presentations they have an awful view of white male, some of the remarks are actually racist and offensive. Furthermore, when challenged I find some of the staff take feedback personally and fail to recognise how offensive they come across.</p>
<p>Providing MFRA with better funding to prevent further cutbacks which impact on our communities</p>
<p>More opportunities for young people who use our services to join MFRS.</p>
<p>the way in which recruitment and promotions are handled. HR seems to hold all the cards in all matters and this sometimes has a detrimental impact on the process.</p>

Some middle management seem to lack people skills - hasn't affected me personally but have seen it so would look to improve that.
More support for travelling to work for example people who live in Liverpool and work in the Wirral, vice versa
Ensuring that consultations of changes to work ie spreadsheets, forms are taken with the end users.
I would give everybody in the service a 30% pay rise for the way we have dealt with the pandemic.
funding for work vehicles / the cars provided on our station are extremely old and almost unreliable - the standard of them certainly reduces the professionalism of fire service personnel arriving at fire safety inspection
Utilisation of all operational day staff for the purposes of MTA and EMR as a primary response not appliance crew back up. The new Skoda Octavia fleet could be easily and quickly retro fitted to the same level as NWAS. The Skoda Octavia is the primary fast response car used by NWAS so is suitable for the task. / Using operational day staff for a primary response ensures that appliance crews can be made available for redirection for there FSA 2004 primary fire response which is a legal requirement
Better support for staff to avoid negative impacts on their health and mental health.
I don't believe the senior management are open and transparent with their decisions or the thought process that goes into it. I don't believe that they communicate fairly and don't like their decisions to be challenged. / / The project I have spent my time here working on was dropped with barely any warning. We are told that no jobs are threatened and our team is valued but then we haven't been assigned a new project. The attempts to communicate with people higher up was stone walled.
Less micro managing.
Being allowed to be a member of a trade union and progress past the glass ceiling that is currently place. /
more access to relevant training facilities rather than occasional visits to TDA. cars for RTC training needed more frequently on station and access to fire houses for up to date constant BA exposure. Methods of entry training rigs would also be helpful on stations especially with a lot of new recruits.
People being taken to task about their ability to carry out their job and not avoiding the issue because of that persons gender, race, age sexuality etc.
A more inclusive culture within stations and departments. At my workplace we can feel isolated and at times not 'part' of the overall service. / Better development avenues.
the payment of overtime across the different shift patterns, people are paid at different rates and do the same job. its unfair. it has been raised numerous times and the message that comes back does not answer the question. it needs clarifying or fixing
224 working times . Family friendly 9 - 6 days then 6 - 9 nights
Move more away from what feels like a centralised mid level micro management style and allow flexibility for, and devolve responsibility to, lower level management in the knowledge that we are all striving to achieve the same goal regardless of which path we use to get there. In my experience when increased trust is placed in people it breeds motivation
Remove abatement as it places a 40% restriction on my productivity and earning potential
Shift patterns
Unable to answer this? as I have only been with MFRS for 12 Months
Bring pay grades across the board in-line with other authorities.

More staff in the department that I work in as I do sometimes feel like a lot is expected from us due to low staffing
the focus has moved from practicality to tertiary which is causing poor performance of the entire service at fires
Newer equipment / / For my team to remain working at our current location permanently / / Have a clear development plan for everyone to move up a rank with key goals and targets
Shift start and finish times
N/a
BA comms on every set. For years this has been said. I think it is important that No.2 BA has the ability to communicate clearly with No.1 without both having to shout through a mask in muffled tone. The way technology has developed this would be easily achievable and worth the investment. / It is important that No.2 BA is understanding of any information passed to the team leader or tasks required from ECO or the Inc commander especially in GTS. / /
I want to be able to express myself without having negative consequences
I would change the process for how opportunities are given within the service to make them absolutely transparent as I feel that whilst there are procedures in place on paper to make sure these processes are run fairly I often feel they are not and it very often feels like a (who you know) not (what you know) that gets you where you want to be in this service.
To streamline the non operational services. It can be confusing knowing which department deals with what.
More career development opportunities
Better appreciation of associate tutors and commercial staff
End the constant re-engagement of ex-operational employees who caused nothing but problems during their first period of employment. Stop job roles from being created with people specific in mind, leading to unfair and biased recruitment processes.
openness by middle and senior management, more transparency, better communication
I would change how a lot of training is delivered and assessed. Personally I would Focus more on creating 'learning states' so that information can be absorbed more effectively to enhance skills, abilities and knowledge. It is my opinion that focussing on online training packages that are not customised and relevant to different roles only disengages the learner from learning.
Experienced and more than capable ranks to be given more responsibility in Firecontrol, including making general decisions and involvement in recruitment process, as they know more than anyone who would be the best candidate for the role(s). / OICs in control to be given SM role. / More support and respect in firecontrol from management , especially to ranks. /
rep body ill feeling and mistrust
A permanent switch to flexible working
Better IT
Us and Them mentality of uniformed staff towards support staff. / Firefighters retiring with a nice lump sum and annual pension only to return weeks later in a support staff role, give someone else an opportunity!
I would change the amount of pressure that is put on stations to reach targets and focus more on core training
24 hour shifts available to all, not just a select few.
I still believe that there could be greater improvement in communication as a 2 way stream and that higher management could do far more listening to operational staff and give greater feedback on the issues raised. If I had the power, this would be the change that I would implement.

Better opportunities for non operational personnel e.g. promotion internally within departments, job opportunities rather than giving them to Retired Uniform officers who want to return to MFRS on a part time basis (as this affects their pension)
Allow more autonomy in allowing home working or working from alternate MFRA locations.
I would work to people's strengths. Stop moving people around for the sake of moving them and allocate roles and positions according to skill set. If you don't have suitable skills, seek them within the MFRA population. Stop putting people in roles they are not capable of executing properly.
Try not to worry about things I cant change
jobs for the boys, open and honest selections foe jobs that are advertised all to often you see jobs going to people who have been lined up for them. two many double dippers
Within this service there are some excellent, intelligent people who would genuinely improve the service and its functioning. Unfortunately, due to a corrupt promotion process which appears to favour politics over ability, these people will never be able to get to a level that will enable them to influence the service in this way - or like others before them, will be forced to move to a different county.
Negative attitude from both a few senior officers and a few operational firefighters
I feel there is a lot of work to do around the culture within the organisation. Whilst strategically there is a desire for us to work differently, I do not feel that it translates well in practice for employees. I sometimes think that as an organisation we think we are more 'forward thinking' than we actually are. I think the temporary nature of senior staff affects their management style, it can at times feels very autocratic and oppressive.
Home working seriously needs to be considered
no stability in organisation senior officers move around too much and therefore no consistency each officer needs to be retrained and has different ideas. complete shambles
There can be a tendency to look for blame when things go wrong. People make mistakes, at all levels, and finger pointing doesn't serve anyone well.
That employees ideas are taken on board and not dismissed without looking whether they can be advantageous to MFRA.
Overtime distributed fairly throughout every level.
12 hour day shifts..... soul destroying , feel physically exhausted after day shifts and they also destroy family time 8.30 to 8.30 is ridiculous
Better pay.
My only concern about the future is the amount of male and female firefighters joining the service who through my own experience, may struggle physically with the demands of the job. this is by no means a criticism of anyone individual or group , but i worry sometimes at incidents when i know, again through experience, that height and weight will eventually cause an accident.
Training for senior managers who insist on ignoring and treating people badly . I.e working patterns and crew mixing during Covid 19 pandemic , Crews standing in at different locations ,mixed messages, non of which was altered .
The training facilities are poor. Need far better facilities to improve things; staff haven't got the opportunity to carry out worthwhile, meaningful training for different topic areas, eg BA and RTC without going to the TDA, which isn't always possible

Introduce more flexible working options. There appears to be a resistance to embracing options such as working from home and flexible hours. The pandemic showed that this was able to be achieved and the resistance to taking this forward has felt like a complete lack of trust from senior management. Staff should be measured on their output and if this is not in line with what is required, it needs to be dealt with through the relevant channels.
Communication between sub-teams (and departments) about how an activity (or series of activities) have an impact across the Service.
Invest in the older stations.
The Equality and Diversity Team were more prominent and in the open. I know they are there, but compared to other FRS's and Emergency services, I don't see them in the spotlight promoting the work the service does. I am M-F Trans, and I have never seen anything to support me or encourage me to be open about my gender identity. We attend Pride once per year and that's it. We may fly a rainbow flag 1 day per year but what about a Trans/Lesbian/Pan/Bi flags? LGBTQ+ needs to be more prominent.
Senior Officers who have an interest in and respect for Fire Control
Certain senior managers need to treat their staff with respect and dignity .
Make it about the people as much as possible by: improve training facilities throughout the service; up skill staff; spreading out the training capabilities onto the stations (BAi, RTCi, Protection quals all on stations to allow the spread of knowledge on stations); aim to improve the terms and conditions for staff; push for pay rises, medical/dental benefits, childcare, anything to help to narrow the real terms pay cut that has happened.
Reduction is grey book managers, particularly Crew and Watch Managers of operational competence who are put into roles within functions that could be made up of green book managers. These Crew and Watch Manager posts are taking away green book opportunities and there is huge pay disparity in relation to grey and green book managers in functions.
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I think that during this pandemic period the personnel on station have coped very well and have done their best to stay at work and keep the service running showing great commitment. All have done exceptionally well in the audits carried out rather unnecessarily during this period. Yet certain senior managers seem to think announcing unannounced weekend audits a boost to morale? This is not conducive to getting the best from your workforce. Education about management skills required.
Too much anti union feeling among senior management.
I'd change the way a small number of senior managers seem to speak down and treat operational crews. We're all adults sharing a working environment but some seem to take it upon themselves to try and belittle the roles that watch managers, crew managers and fire fighters play. I wouldn't say it's a school yard bully tactic but more of a 'You don't know what you're talking about, I'm better than you' mentality.
,anagers would be promoted on merit and not be forced to drop out of the union to gain promotion
I would get rid of the shirts with the epaulettes, they are too militaristic and too hard to spell.
(continued) new shift systems with the most experienced only having a few years experience has Health & Safety implications due to the lack of 'firemanship' on these stations. It is not the FFs' fault, it is MFRA's fault for allowing this to happen and no amount of training at the school or text book reading will make up for practical firemanship; it is a 'life skill' that is essential for all firefighters and it is being lost with every retirement.

<p>More scenario and incident type training to develop the skills as we focus too much on standard practise. / When you go on training courses, we seem to keep doing the same course, to affirm a skill rather than develop and improve it.</p>
<p>Would tackle the anti trade union bias of senior mgt team.</p>
<p>trust staff more, allow managers to manage in a more pragmatic way and to feel support enough to challenge poor performance in a more realistic way and also the ability to recognise and reward good performance and when a member of staff has gone above and beyond their job role.</p>
<p>Management would care about our concerns and not ignore them, or make empty promises about resolving them and then not even follow up. / /</p>
<p>I would change the culture. No matter what anybody does within the organisation, we are all in it because we don't want anyone to die in a house fire. Whether that's negligence, vulnerability or arson. Every person who works for the organisation has the same common goal, we just go about it in a different way. I feel like the divide between ops/non ops is starting to grow again.</p>
<p>Challenge the long working hours culture with an increased value placed on people's time.</p>
<p>I would change the start and finish time of the 12 hour shifts to allow for a better work life balance. Finishing at 20.30 effectively means we work 2 days and 4 nights. The question of work life balance should also be considered for new recruits doing a 12 hour shift , transporting their own kit home (no cycling ,walking, run to work) then on cover until back into work, they can never switch off which can only lead to eventual burn out ,depression or leaving. This seems a shortsighted policy.</p>
<p>Clear, consistent and transparent promotion system affording all equal access and clear pathways to follow. / it can appear at times that the promotion process is skewed to favour certain individuals. / There is still, obviously, a reluctance to promote FBU members to senior roles.</p>
<p>oooo</p>
<p>Culture! MFRS should promote people who demonstrate the organisational values. Don't write people off as 'difficult' for constructively challenging. Snr mgrs. should consult with colleagues involved before making decisions on service delivery. Distribute work fairly around the org.- staff who worked hardest through lockdown shouldn't be punished for working hard and showing flexibility! Value the staff and the work we do! Need green book development opportunities.</p>
<p>Include staff more in decisions that are being made about the service and the employees. There should be an area on the portal where everyone can see what changes are being considered and afford a time for everyone, if they have an interest, to contribute to the subject. All SR's and Policies would also be shared with employees prior to going out to consultation and being published as a done deal.</p>
<p>The way Some of middle management, not all approach things. It's never a positives Approach. When delivering a debrief they pick up on the negative. In my eyes, a debrief is about gaining an overall picture of the incident not just your role at the job, everyone's role. Learn from the good and the Bad. / Have a professional approach teat everyone with Respect. Help And guide everyone and not just people they like. / Keep personal information confidential don't use as gossip.</p>
<p>The lack of career progression opportunities for green book staff, especially within Prevention. / The lack of senior management understanding of the benefits of part time workers, and how they can support them and staff with childcare needs, instead of making them feel undervalued and a problem. / Prevention staff being taken away from their duties which made them "essential/critical workers" at the start of the pandemic, to man post boxes, and make phone calls instead of using non-essential staff.</p>

The short term management goals that appear to be very reactionary and outcomes orientated rather than the long term quality or effectiveness of the service. In my opinion for people to be promoted they have to compete with other prospective managers to "hit" targets in order to move up the "ranking chart". This style of short term outcome orientated motivation only serves to remove any joy of helping others through the activities that make up the target as the primary focus is hitting numbers
.
Give non-operational civilian support staff the chance of promotion / Give non-operational civilian support staff an increase in pay to the national average / Give non-operational civilian support staff a voice and equality comparable to that of fire fighters / Carry out the recommendations regarding treatment of non-operational civilian support staff as described in the Annual Assessment of Fire and Rescue Services in England 2019 by Her Majesty's Chief Inspector of Fire and Rescue Services, see p116
I would ensure managers of technical departments understood in detail the work of their staff
I would introduce consequences for staff who choose to ignore, intimidate and not offer help or assistance to fellow colleagues. This would also be enforced with the full support of all Managers.
Remove corruption in the selection process with regards to senior officers, and anti union feeling amongst those based above station level.
To be appreciated more by our senior and principle officers and governmental powers. The Prime minister clapping essential workers for the cameras means nothing to me.
12 hour day shifts are too long , start finish times are not family friendly.
More flexible work shift patterns and/or alternative start times.
Have senior management be more open and honest even if you are not going to like what they say, its better than being kept in the dark.
everyone on same shifts
Stop corruption, stop jobs for the boys. Corruption is still rife within MFRS with discrimination against white heterosexual males. Promotion is often given to friends of senior officers regardless of ability
Culture of senior officers thinking people on stations are there to be told what to do still exists with no consideration. promotion process still unfair.
To feel safe from Covid and I do not feel safe
To stop the bullying and harassment from management.
I would immediately end the recruitment into the current shift patterns which I can only refer to as SLAVE CONTRACTS. We should all benefit from the same working conditions and not discriminated against simply because we are new to the job.
I would try to eliminate the toxic, autocratic governance implemented by the senior managers. Management who are too incompetent to do their jobs should be removed. Decisions will then be made that are for the good of the organisation, not to protect the positions/empires of the aforementioned useless and malevolent managers
I would make MFRA allow home working when people want it, virus or no virus. I felt angry this year that MFRA was so quick to make people return to work in August, after the 1st lockdown, using an off-the-cuff comment by Boris Johnson to justify the decision. But when it came to working from home again the second time, MFRA fought tooth and nail to stop it, even after Boris had recommended it. Shamefull behaviour by MFRA. How can MFRA not even have a WFH policy?
My boss

Merseyside Fire & Rescue Census 2020

report Survey closed: 14 December 2020

HR SECTION SHOULD BE INDEPENDENT OF SENIOR MANAGERS AND SHOULD BE THERE FOR ALL EMPLOYEES OF THE FIRE SERVICE

My opinion on this is irrelevant because no matter what i say it will not be listened to
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