









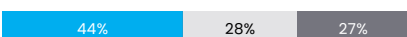


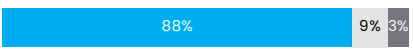











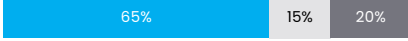









## Scorecard

| Impact | Question  | Theme                    | Response favourability   | Survey Overall | Merseyside Fire & Rescue Census 2020 |
|--------|---|--------------------------|--|----------------|--------------------------------------|
| 🎯      | I get a sense of personal accomplishment from my work   | My Job                   |    | 0              | -2                                   |
| 🎯      | I have confidence in the future of MFRA   | Management Effectiveness |    | 0              | -8                                   |
| 🎯      | I understand how the Service Values fit into my day-to-day activities   | My Job                   |    | 0              | n/a                                  |
| 🎯      | MFRA is a better place to work than it was 3 years ago (If you have not worked at MFRA for 3 years, please skip this question)                                | Culture & Values         |    | 0              | 0                                    |
| 🎯      | I have a good understanding of MFRA values  | Culture & Values         |  | 0              | +2                                   |
| 🎯      | I feel MFRA treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age | Culture & Values         |  | 0              | -1                                   |
| 🎯      | Generally we resolve any differences of opinion amicably  | Culture & Values         |  | 0              | -2                                   |
| 🎯      | I am able to use my own initiative at work to do my job   | Employee Involvement     |  | 0              | +4                                   |
| 🎯      | Change here is well managed overall   | Change Management        |  | 0              | -8                                   |
| 🎯      | MFRA promotes a culture of openness and transparency  | Culture & Values         |  | 0              | -4                                   |
| 🎯      | I feel that MFRA consider the impact on me and other people when making decisions   | Change Management        |  | 0              | 0                                    |

|  |                          |  |   |     |
|--|--------------------------|--|---|-----|
| <p>Senior managers do what they say they are going to do</p>   | Management Effectiveness |  | 0 | +1  |
| <p>I am able to access learning and development opportunities</p>  | Learning & Development   |  | 0 | -2  |
| <p>I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities</p> | Change Management        |  | 0 | +11 |
| <p>Bullying, harassment and discrimination are not tolerated at MFRA</p>   | Culture & Values         |  | 0 | -2  |
| <p>I feel supported in my role</p>   | My Job                   |  | 0 | 0   |
| <p>Senior Managers provide a clear vision of the overall direction of MFRA</p>   | Goal Clarity             |  | 0 | 0   |
| <p>A lot is done to help staff prepare for and cope with change</p>  | Change Management        |  | 0 | +1  |
| <p>MFRA supports a positive work-life balance</p>  | Health and Wellbeing     |  | 0 | -9  |
| <p>I am encouraged to suggest new ideas for improvements</p>   | Employee Involvement     |  | 0 | 0   |
| <p>I feel valued and recognised for the work that I do by senior managers</p>  | Recognition & Reward     |  | 0 | +7  |
| <p>I am clear about what I am expected to achieve in my job</p>  | Goal Clarity             |  | 0 | -2  |
| <p>I am comfortable to speak up and constructively challenge how things are done</p>   | Employee Involvement     |  | 0 | -2  |
| <p>I feel able to make decisions without fear of being blamed if things go wrong</p>   | Culture & Values         |  | 0 | +3  |

|  |                          |  |   |     |
|--|--------------------------|--|---|-----|
| <p>My job makes the best use of the skills and abilities that I have</p>   | My Job                   |    | 0 | -6  |
| <p>I understand how the work I do helps MFRA to achieve its Purpose – Here to serve, here to protect, here to keep you safe.</p>   | Goal Clarity             |    | 0 | +3  |
| <p>I understand the new leadership message (Vision, Our Purpose, Our Aims and Our Values)</p>  | Goal Clarity             |    | 0 | -5  |
| <p>We are good at sharing ideas to make things work better</p>   | Teamwork                 |    | 0 | -13 |
| <p>My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well (If you have not had an appraisal, please skip this question)</p> | Learning & Development   |   | 0 | +4  |
| <p>Employees at my level are able to communicate their concerns to higher management</p>   | Management Effectiveness |  | 0 | +1  |
| <p>Different parts of the Service work well together</p>   | Teamwork                 |  | 0 | 0   |
| <p>I am communicated with about change that affects me in good time</p>  | Change Management        |  | 0 | -2  |
| <p>I would say that my mental health is good</p>   | Health and Wellbeing     |  | 0 | n/a |
| <p>Morale in my immediate team/watch/section is generally high</p>   | Teamwork                 |  | 0 | -11 |
| <p>I have a sense of good job security</p>   | My Job                   |  | 0 | -1  |
| <p>People communicate openly here regardless of position or level</p>  | Employee Involvement     |  | 0 | -5  |

|  |                          |  |   |     |
|--|--------------------------|--|---|-----|
| <p>I am satisfied with my physical working conditions (i.e. working environment, space, equipment etc.)</p>  | My Job                   |    | 0 | -2  |
| <p>MFRA provides me with information that promotes a healthier lifestyle</p>   | Health and Wellbeing     |    | 0 | -20 |
| <p>I have good quality equipment to help me do my job</p>  | Learning & Development   |    | 0 | -5  |
| <p>The "Colours" training has helped me in my interactions with different people. (If you have not completed this training, please skip this question)</p> | Culture & Values         |    | 0 | n/a |
| <p>In the last week, I have received thanks or praise for doing good work</p>  | Recognition & Reward     |    | 0 | +2  |
| <p>Members of the Fire and Rescue Authority engage well with staff at MFRS</p>   | Management Effectiveness |  | 0 | -6  |
| <p>I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place.</p>                            | Culture & Values         |  | 0 | n/a |
| <p>Change within my team is well managed</p>   | Change Management        |  | 0 | -3  |
| <p>I know about our staff networks and how to access them</p>  | Culture & Values         |  | 0 | n/a |
| <p>I consider that I benefited from the support I received through the Occupational Health Team</p>  | Health and Wellbeing     |  | 0 | -4  |
| <p>My manager listens to me</p>  | Management Effectiveness |  | 0 | n/a |

|  |                          |  |   |     |
|--|--------------------------|--|---|-----|
| <p>① The "Colours" training and profile provided to me by MFRS have given me a better understanding of myself and those I work with (if you have not completed this training, please skip the question.)</p> | Teamwork                 |    | 0 | n/a |
| <p>② I have the knowledge and skills I need to do my job well</p>  | Learning & Development   |    | 0 | -3  |
| <p>③ I am able to strike the right balance between my work and home life</p>   | Culture & Values         |    | 0 | -11 |
| <p>④ I feel valued and recognised for the work that I do by other team members</p>   | Recognition & Reward     |    | 0 | 0   |
| <p>⑤ My manager gives me regular feedback on how I am doing</p>  | Management Effectiveness |   | 0 | 0   |
| <p>⑥ My manager makes time for me</p>  | Management Effectiveness |  | 0 | -2  |
| <p>⑦ My manager treats me fairly and with respect</p>  | Management Effectiveness |  | 0 | 0   |
| <p>⑧ I feel valued and recognised for the work that I do by my line manager</p>  | Recognition & Reward     |  | 0 | +5  |
| <p>⑨ My manager communicates regularly about issues that affect my work</p>  | Management Effectiveness |  | 0 | -4  |
| <p>⑩ I would say my physical health is good</p>  | Health and Wellbeing     |  | 0 | n/a |
| <p>⑪ I am aware of the Health and Wellbeing support services available through the Occupational Health Team</p>  | Health and Wellbeing     |  | 0 | +3  |
| <p>⑫ I have used the services available through the Occupational Health Team</p>   | Health and Wellbeing     |  | 0 | +1  |

|   |   |               |  |   |     |
|---|---|---------------|--|---|-----|
| ⑤ | The cost of living  | Other factors |  | 0 | n/a |
| ⑤ | Flexibility of work   | Other factors |  | 0 | n/a |
| ⑤ | Hours of work   | Other factors |  | 0 | n/a |
| ⑤ | Other factor(s) (If any, please state on following page, otherwise please select 'Not at all')          | Other factors |  | 0 | n/a |
| ⑤ | Salary  | Other factors |  | 0 | n/a |
| ⑤ | National pay negotiations   | Other factors |  | 0 | n/a |
| ⑤ | Other external factor(s) (If any, please state on following page, otherwise please select 'Not at all') | Other factors |  | 0 | n/a |
|   | I am proud to say I work for MFRA   | Engagement    |  | 0 | -3  |
|   | If asked, I would recommend to friends and family that MFRA is a good place to work                     | Engagement    |  | 0 | -6  |
|   | Working here makes me want to do the best I can   | Engagement    |  | 0 | 0   |
|   | I would still like to be working at MFRA in two years' time   | Engagement    |  | 0 | +1  |
|   | I care about the future of MFRA   | Engagement    |  | 0 | 0   |

## Appendix

|                           |                      |
|---------------------------|----------------------|
| Dashboard:                | MFRS Census 2022     |
| Dashboard hierarchy type: | none                 |
| Response count:           | 317                  |
| Panel count:              | 999                  |
| Participation:            | 32%                  |
| Partial results:          | Excluded             |
| Comparison:               | Multiple comparators |
| Report produced:          | 30 March 2023        |