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| Survey: | Merseyside FRS Census 2024 |
| Dashboard: | Merseyside FRS Dashboard 2024 |
| Dashboard hierarchy type: | None |
| Hierarchy filter selection: | no selection made |
| Response count: | 422 |
| Panel count: | 1030 |
| Participation: | 41% |
| Partial results: | Excluded |
| Selected question: | All |
| Report produced: | 16/01/2025 13:55 |
| Redactions | 1579, 1622, 1627, 1695, 1719, 1721,1722, 1772, 1769, 1779, 1783, 1793, 1800, 1801, 1803, 1827, 1833, 1854, 1884, 1888, 1895, 1905, 1915, 1926, 1930, 1939, 1971, 1974, 1979, 1993 not redacted but part of the comment has been moved to the next block of responses. |

| Question | Engagement | Category 1 |
|-----------------------------------|------------|--|
| Name one thing which you feel has | | 96% Uncategorized |
| Name one thing which you feel has | | 96% Line manager effectiveness |
| Name one thing which you feel has | | 96% Values and culture |
| Name one thing which you feel has | | 96% Systems and processes |
| Name one thing which you feel has | | 92% Uncategorized |
| Name one thing which you feel has | | 92% Systems and processes |
| Name one thing which you feel has | | 92% Nothing |
| Name one thing which you feel has | | 92% Uncategorized |
| Name one thing which you feel has | | 92% Line manager effectiveness |
| Name one thing which you feel has | | 92% Leadership |
| Name one thing which you feel has | | 92% Nothing |
| Name one thing which you feel has | | 92% Nothing |
| Name one thing which you feel has | | 92% New joiners onboarding and inducti |
| Name one thing which you feel has | | 92% Physical environment |
| Name one thing which you feel has | | 92% Recognition and praise |
| Name one thing which you feel has | | 88% Flexible and hybrid working |
| Name one thing which you feel has | | 88% Equality diversity and inclusion EDI |
| Name one thing which you feel has | | |
| Name one thing which you feel has | | 88% Systems and processes |
| Name one thing which you feel has | | 88% Uncategorized |
| Name one thing which you feel has | | 88% Recruitment |
| Name one thing which you feel has | | 88% Pay and benefits |
| Name one thing which you feel has | | 88% Uncategorized |
| Name one thing which you feel has | | 88% Uncategorized |

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| Name one thing which you feel has | 88% No comment |
| Name one thing which you feel has | 88% Uncategorized |
| Name one thing which you feel has | 84% Values and culture |
| Name one thing which you feel has | 84% Uncategorized |
| Name one thing which you feel has | 84% Job security |
| Name one thing which you feel has | 84% Uncategorized |
| Name one thing which you feel has | 84% Line manager effectiveness |
| Name one thing which you feel has | 84% Nothing |
| Name one thing which you feel has | 80% Line manager effectiveness |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Line manager effectiveness |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Uncategorized |
| Name one thing which you feel has | 80% Learning and development |
| Name one thing which you feel has | 80% Physical environment |
| Name one thing which you feel has | 80% Uncategorized |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Recruitment |
| Name one thing which you feel has | 80% Line manager effectiveness |
| Name one thing which you feel has | 80% Uncategorized |
| Name one thing which you feel has | 80% Pay and benefits |
| Name one thing which you feel has | 80% Line manager effectiveness |
| Name one thing which you feel has | 80% Recruitment |
| Name one thing which you feel has | 80% Values and culture |
| Name one thing which you feel has | 80% Uncategorized |
| Name one thing which you feel has | 80% Uncategorized |
| Name one thing which you feel has | 80% Nothing |
| Name one thing which you feel has | 80% Don't know or unsure |
| Name one thing which you feel has | 80% General communication |
| Name one thing which you feel has | 80% Physical environment |
| Name one thing which you feel has | 80% Environmental social and governance |
| Name one thing which you feel has | 80% Flexible and hybrid working |
| Name one thing which you feel has | 80% Physical environment |
| Name one thing which you feel has | 80% No comment |
| Name one thing which you feel has | 80% Performance management |
| Name one thing which you feel has | 80% Learning and development |
| Name one thing which you feel has | 80% Staffing and workload |
| Name one thing which you feel has | 80% Equality diversity and inclusion EDI |
| Name one thing which you feel has | 80% Nothing |
| Name one thing which you feel has | 80% Nothing |
| Name one thing which you feel has | 80% Nothing |
| Name one thing which you feel has | 80% Nothing |
| Name one thing which you feel has | 76% Learning and development |

Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has

76% Uncategorized
76% Flexible and hybrid working
76% Recruitment

Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has

76% Flexible and hybrid working
76% Nothing
76% Equality diversity and inclusion EDI
72% Flexible and hybrid working
72% Don't know or unsure
72% Uncategorized

Name one thing which you feel has
Name one thing which you feel has
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72% People and teamwork
72% Values and culture
72% Flexible and hybrid working
72% Pay and benefits
72% Line manager effectiveness
72% New joiners onboarding and induction
72% Nothing
72% Nothing
68% Wellbeing and balance
68% Pay and benefits
68% Uncategorized
68% Nothing
64% Nothing
60% Flexible and hybrid working
60% Staffing and workload
60% Nothing

Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has
Name one thing which you feel has

60% Line manager effectiveness
56% Uncategorized
56% Nothing
52% Uncategorized
52% Flexible and hybrid working

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| Name one thing which you feel has | 52% Nothing |
| Name one thing which you feel has | 52% Uncategorized |
| Name one thing which you feel has | 48% Uncategorized |
| Name one thing which you feel has | 44% Uncategorized |
| Name one thing which you feel has | 32% Nothing |
| Name one thing which you feel has | 20% Uncategorized |
| Do you have other comments about | 100% Line manager effectiveness |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% People and teamwork |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Recognition and praise |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Career progression |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Pay and benefits |
| Do you have other comments about | 100% No comment |
| Do you have other comments about | 92% Learning and development |
| Do you have other comments about | 92% Uncategorized |
| Do you have other comments about | 88% Work satisfaction |
| Do you have other comments about | 88% New joiners onboarding and inducti |
| Do you have other comments about | |
| Do you have other comments about | |
| Do you have other comments about | |
| Do you have other comments about | 88% Career progression |
| Do you have other comments about | 88% Uncategorized |
| Do you have other comments about | 84% Values and culture |
| Do you have other comments about | 84% Uncategorized |
| Do you have other comments about | 80% Job security |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Career progression |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Career progression |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Line manager effectiveness |
| Do you have other comments about | 80% Pay and benefits |
| Do you have other comments about | 76% Wellbeing and balance |
| Do you have other comments about | 76% Career progression |
| Do you have other comments about | 76% Equality diversity and inclusion EDI |
| Do you have other comments about | 72% Uncategorized |
| Do you have other comments about | 72% Recognition and praise |

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| Do you have other comments about | 72% Uncategorized |
| Do you have other comments about | 68% Leadership |
| Do you have other comments about | 64% Uncategorized |
| Do you have other comments about | 64% Uncategorized |
| Do you have other comments about | 60% Environmental social and governance |

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| Do you have other comments about | 60% Line manager effectiveness |
| Do you have other comments about | 56% Uncategorized |
| Do you have other comments about | 52% Recognition and praise |
| Do you have other comments about | 52% Uncategorized |

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| Do you have other comments about | 52% Recognition and praise |
| Do you have other comments about | 44% Environmental social and governance |
| Do you have other comments about | 20% Customer service and quality |
| Do you have other comments about | 100% Line manager effectiveness |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Agility and innovation |
| Do you have other comments about | 100% Change management |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Change management |
| Do you have other comments about | 100% Systems and processes |
| Do you have other comments about | 100% Line manager effectiveness |
| Do you have other comments about | 100% Change management |
| Do you have other comments about | 100% Change management |
| Do you have other comments about | 100% Performance management |
| Do you have other comments about | 100% Change management |
| Do you have other comments about | 100% Employee voice |

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| Do you have other comments about | 100% Agility and innovation |
| Do you have other comments about | 100% Values and culture |

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| Do you have other comments about | 96% Change management |
| Do you have other comments about | 96% Change management |
| Do you have other comments about | 92% Learning and development |
| Do you have other comments about | 88% Change management |
| Do you have other comments about | 88% Change management |
| Do you have other comments about | 88% Uncategorized |

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| Do you have other comments about | 84% Change management |
| Do you have other comments about | 84% Line manager effectiveness |
| Do you have other comments about | 80% Agility and innovation |
| Do you have other comments about | 80% Employee voice |

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| Do you have other comments about | 80% Career progression |
| Do you have other comments about | 80% No comment |
| Do you have other comments about | 80% Line manager effectiveness |
| Do you have other comments about | 80% Change management |
| Do you have other comments about | 80% Line manager effectiveness |
| Do you have other comments about | 80% Change management |
| Do you have other comments about | 80% Line manager effectiveness |
| Do you have other comments about | 80% Line manager effectiveness |

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| Do you have other comments about | 80% Leadership |
| Do you have other comments about | 76% Change management |

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| Do you have other comments about | 76% Change management |
| Do you have other comments about | 72% Uncategorized |

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| Do you have other comments about | 72% Agility and innovation |
| Do you have other comments about | 72% Change management |
| Do you have other comments about | 72% Change management |
| Do you have other comments about | 68% Change management |
| Do you have other comments about | 64% Uncategorized |
| Do you have other comments about | 64% Uncategorized |
| Do you have other comments about | 60% Change management |

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| Do you have other comments about your experience? | 52% Wellbeing and balance |
| Do you have other comments about your experience? | 52% Uncategorized |
| Do you have other comments about your experience? | 52% Change management |
| Do you have other comments about your experience? | 44% Change management |
| Do you have other comments about your experience? | 20% Change management |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Staffing and workload |
| Do you have other comments about your experience? | 100% Uncategorized |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 100% Health and safety |
| Do you have other comments about your experience? | 96% Health and safety |
| Do you have other comments about your experience? | 96% Health and safety |
| Do you have other comments about your experience? | 96% Health and safety |
| Do you have other comments about your experience? | 96% Health and safety |
| Do you have other comments about your experience? | 96% New joiners onboarding and induction |
| Do you have other comments about your experience? | 92% People and teamwork |
| Do you have other comments about your experience? | 92% Systems and processes |
| Do you have other comments about your experience? | 92% Health and safety |
| Do you have other comments about your experience? | 88% Uncategorized |
| Do you have other comments about your experience? | 88% Uncategorized |
| Do you have other comments about your experience? | 88% Uncategorized |
| Do you have other comments about your experience? | 88% Wellbeing and balance |
| Do you have other comments about your experience? | 84% Leadership |
| Do you have other comments about your experience? | 84% Equality diversity and inclusion EDI |
| Do you have other comments about your experience? | 84% Health and safety |
| Do you have other comments about your experience? | 84% Health and safety |

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| Do you have other comments about | 84% Systems and processes |
| Do you have other comments about | 80% People and teamwork |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% Wellbeing and balance |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% Customer service and quality |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% Health and safety |
| Do you have other comments about | 80% No comment |
| Do you have other comments about | 80% Flexible and hybrid working |
| Do you have other comments about | 76% Flexible and hybrid working |

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| Do you have other comments about | 76% Customer service and quality |
| Do you have other comments about | 72% Health and safety |
| Do you have other comments about | 72% Work satisfaction |
| Do you have other comments about | 72% Uncategorized |

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| Do you have other comments about | 72% Physical environment |
| Do you have other comments about | 72% Health and safety |
| Do you have other comments about | 68% Uncategorized |
| Do you have other comments about | 68% Health and safety |
| Do you have other comments about | 68% Health and safety |
| Do you have other comments about | 68% Health and safety |
| Do you have other comments about | 64% Uncategorized |
| Do you have other comments about | 64% Line manager effectiveness |

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| Do you have other comments about | 60% Agility and innovation |
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| Do you have other comments about | 56% Values and culture |
| Do you have other comments about | 52% Health and safety |
| Do you have other comments about | 52% Health and safety |
| Do you have other comments about | 52% Systems and processes |
| Do you have other comments about | 52% Health and safety |
| Do you have other comments about | 44% Leadership |
| Do you have other comments about | 20% Values and culture |
| Do you have other comments about | 100% Agility and innovation |
| Do you have other comments about | 100% Uncategorised |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Uncategorised |
| Do you have other comments about | 100% People and teamwork |
| Do you have other comments about | 100% Tools and equipment |
| Do you have other comments about | 100% Physical environment |
| Do you have other comments about | 100% Line manager effectiveness |
| Do you have other comments about | 100% Performance management |
| Do you have other comments about | 100% Performance management |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% People and teamwork |
| Do you have other comments about | 100% New joiners onboarding and inducti |
| Do you have other comments about | |
| Do you have other comments about | 100% Health and safety |
| Do you have other comments about | 100% Meetings |
| Do you have other comments about | 100% Flexible and hybrid working |
| Do you have other comments about | 100% Values and culture |
| Do you have other comments about | |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Career progression |
| Do you have other comments about | 100% Uncategorised |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Performance management |
| Do you have other comments about | 100% Uncategorised |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Performance management |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | |
| Do you have other comments about | 100% Physical environment |
| Do you have other comments about | 100% Tools and equipment |
| Do you have other comments about | 100% Vision and purpose |

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| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 96% Learning and development |
| Do you have other comments about | 96% Learning and development |
| Do you have other comments about | 96% Agility and innovation |
| Do you have other comments about | 92% Performance management |
| Do you have other comments about | 92% Learning and development |
| Do you have other comments about | 92% Tools and equipment |
| Do you have other comments about | 88% Learning and development |
| Do you have other comments about | 88% Learning and development |
| Do you have other comments about | 88% Tools and equipment |
| Do you have other comments about | 88% Learning and development |
| Do you have other comments about | 88% Career progression |
| Do you have other comments about | 88% Uncategorized |
| Do you have other comments about | 88% Uncategorized |
| Do you have other comments about | 88% Learning and development |
| Do you have other comments about | 84% Learning and development |
| Do you have other comments about | 84% Line manager effectiveness |
| Do you have other comments about | 84% Learning and development |
| Do you have other comments about | 84% Uncategorized |
| Do you have other comments about | 84% Systems and processes |
| Do you have other comments about | 84% Tools and equipment |

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| Do you have other comments about | 80% Cross function communication |
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| Do you have other comments about | 80% Performance management |
| Do you have other comments about | 80% Learning and development |
| Do you have other comments about | 80% Line manager effectiveness |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Learning and development |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Performance management |
| Do you have other comments about | 80% Learning and development |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Learning and development |
| Do you have other comments about | 80% Uncategorized |

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| Do you have other comments about | 80% Environmental social and governance |
| Do you have other comments about | 80% Performance management |
| Do you have other comments about | 80% Learning and development |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 80% Agility and innovation |
| Do you have other comments about | 80% Agility and innovation |
| Do you have other comments about | 80% Uncategorized |

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| Do you have other comments about | 80% Agility and innovation |
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| Do you have other comments about | 80% Career progression |
| Do you have other comments about | 80% Career progression |
| Do you have other comments about | 80% Uncategorized |
| Do you have other comments about | 76% Performance management |
| Do you have other comments about | 76% Learning and development |
| Do you have other comments about | 76% Learning and development |

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| Do you have other comments about | 76% Performance management |
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Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

76% Performance management
76% Uncategorized
76% Learning and development
72% Career progression
72% Learning and development
72% Learning and development

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

72% Learning and development
72% Tools and equipment
68% Learning and development
68% Uncategorized
68% Equality diversity and inclusion EDI
68% Career progression
68% Line manager effectiveness

Do you have other comments about
Do you have other comments about
Do you have other comments about

64% Equality diversity and inclusion EDI
64% Systems and processes
64% Uncategorized

Do you have other comments about
Do you have other comments about

60% Tools and equipment
60% Uncategorized

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Please say more about what would

60% Learning and development
56% Learning and development
56% Learning and development
56% New joiners onboarding and induction
52% Learning and development
52% Career progression
48% Career progression
44% Learning and development
20% Learning and development
100% Leadership

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| Please say more about what would | 92% Uncategorized |
| Please say more about what would | 88% Line manager effectiveness |
| Please say more about what would | 84% Values and culture |
| Please say more about what would | 80% Learning and development |
| Please say more about what would | 72% Line manager effectiveness |
| Please say more about what would | 60% Performance management |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Agility and innovation |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Physical environment |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Recognition and praise |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Physical environment |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Career progression |
| Do you have other comments about | 100% Autonomy and empowerment |
| Do you have other comments about | 100% Career progression |
| Do you have other comments about | 100% Line manager effectiveness |
| Do you have other comments about | 100% People and teamwork |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Learning and development |
| Do you have other comments about | 100% Meetings |
| Do you have other comments about | 100% Work satisfaction |
| Do you have other comments about | 100% Agility and innovation |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% No comment |
| Do you have other comments about | 100% Line manager effectiveness |
| Do you have other comments about | 100% Learning and development |

Do you have other comments about
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100% People and teamwork
100% Line manager effectiveness
96% Line manager effectiveness
96% Uncategorized
96% Students and young people
92% Uncategorized
92% Autonomy and empowerment
92% Line manager effectiveness
92% Learning and development
92% Line manager effectiveness
88% Work satisfaction
88% People and teamwork
88% Learning and development

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

88% Line manager effectiveness
88% Health and safety
88% Recruitment
84% Line manager effectiveness
84% Learning and development
84% Tools and equipment
84% Line manager effectiveness
84% Learning and development

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
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84% Career progression
84% Values and culture
80% Physical environment
80% Systems and processes
80% Tools and equipment
80% Staffing and workload
80% Line manager effectiveness
80% Line manager effectiveness
80% Performance management
80% Staffing and workload
80% New joiners onboarding and induction
80% Career progression
80% Systems and processes
80% Learning and development

Do you have other comments about
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Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

80% Learning and development
80% Values and culture
80% Work satisfaction
80% Line manager effectiveness
80% Agility and innovation
80% Learning and development

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

80% Performance management
76% Line manager effectiveness
76% Pay and benefits
76% Line manager effectiveness
76% Health and safety

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

76% Flexible and hybrid working
72% Line manager effectiveness
72% Equality diversity and inclusion EDI
72% Line manager effectiveness
72% Line manager effectiveness

Do you have other comments about
Do you have other comments about
Do you have other comments about

72% Recognition and praise
72% Pay and benefits
72% Line manager effectiveness

Do you have other comments about
Do you have other comments about

72% Line manager effectiveness
72% Work satisfaction

Do you have other comments about

68% Learning and development

Do you have other comments about
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Do you have other comments about

68% Equality diversity and inclusion EDI
68% Work satisfaction
68% Learning and development
68% Career progression
64% Performance management
64% Line manager effectiveness
64% Learning and development
60% Tools and equipment

Do you have other comments about
Do you have other comments about
Do you have other comments about
Do you have other comments about

60% Line manager effectiveness
56% Equality diversity and inclusion EDI
52% Values and culture
52% Leadership

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| Do you have other comments about | 44% Customer service and quality |
| Do you have other comments about | 32% Work satisfaction |
| Do you have other comments about | 20% Staffing and workload |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Uncategorized |
| Do you have other comments about | 100% Leadership |
| Do you have other comments about | 100% People and teamwork |

| Category 2 | Category 3 | Sentiment |
|--------------------|------------|--------------|
| Values and culture | | Neutral |
| | | Neutral |
| | | Positive |
| | | Mixed |
| | | Positive |
| | | Positive |
| | | Mixed |
| | | Not Analysed |
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| | Not Analysed |
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| | Neutral |
| | Mixed |
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| | Neutral |
| | Positive |
| Performance management | Positive |
| | Positive |
| | Positive |
| | Positive |
| | Positive |
| | Positive |
| | Neutral |
| Wellbeing and balance | Neutral |
| | Neutral |
| | Neutral |
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| | Neutral |
| | Positive |
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| | Not Analysed |
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| | Positive |
| | Positive |
| Wellbeing and balance | Mixed |
| | Not Analysed |
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| | Not Analysed |
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| | Not Analysed |
| | Not Analysed |
| | Neutral |
| Wellbeing and balance | Neutral |
| | Mixed |
| | Mixed |
| | Positive |
| | Not Analysed |
| | Mixed |
| Wellbeing and balance | Negative |
| | Neutral |
| | Neutral |
| Work satisfaction | Positive |
| | Neutral |
| | Neutral |
| | Not Analysed |
| | Not Analysed |
| | Neutral |
| | Not Analysed |
| | Neutral |
| | Not Analysed |
| | Negative |
| | Positive |
| | Neutral |
| Performance management | Not Analysed |
| | Mixed |
| | Neutral |
| | Neutral |
| | Not Analysed |
| | Positive |

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| Work satisfaction | | Not Analysed |
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| | | Neutral |
| Systems and processes | Vision and purpose | Neutral |
| | | Neutral |
| | | Negative |
| Work satisfaction | | Positive |
| | | Positive |
| | | Positive |
| | | Positive |
| | | Negative |
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| Line manager effectiveness | Wellbeing and balance | Positive |
| | | Positive |
| | | Positive |
| | | Negative |
| | | Positive |
| | | Mixed |
| Wellbeing and balance | | Mixed |
| | | Neutral |
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| People and teamwork | | Mixed |
| | | Mixed |
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| | | Positive |
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| | | Negative |
| Wellbeing and balance | | Positive |
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| Learning and development | | Neutral |
| Line manager effectiveness | | Mixed |

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| Wellbeing and balance | Wellbeing and balance | Work satisfaction | Neutral |
| | | | Positive |
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| | | | Mixed |
| Line manager effectiveness | Line manager effectiveness | Line manager effectiveness | Mixed |
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| Flexible and hybrid working | Health and safety | Flexible and hybrid working | Neutral |
| | | | Positive |
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| Wellbeing and balance | Wellbeing and balance | People and teamwork | Neutral |
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| Staffing and workload | Staffing and workload | Staffing and workload | Neutral |
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| Health and safety | Line manager effectiveness | Health and safety | Mixed |

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| Wellbeing and balance | | Neutral |
| Line manager effectiveness | | Positive |
| | | Positive |
| | | Positive |
| Line manager effectiveness | People and teamwork | Mixed |
| Systems and processes | | Positive |
| Wellbeing and balance | Work satisfaction | Negative |
| | | Negative |
| | | Negative |
| | | Negative |
| | | Negative |
| | | Positive |
| | | Positive |
| Tools and equipment | | Negative |
| | | Positive |
| | | Negative |
| | | Negative |
| Performance management | | Negative |
| Tools and equipment | | Negative |
| | | Negative |
| | | |
| Learning and development | | Neutral |
| | | Neutral |
| Learning and development | | Neutral |
| Work satisfaction | | Neutral |
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| People and teamwork | Tools and equipment | Mixed |
| | | Positive |
| | | Neutral |
| | | Positive |
| Systems and processes | | Neutral |
| | | Neutral |
| | | Positive |
| Work satisfaction | | Neutral |
| Work satisfaction | | Neutral |
| Line manager effectiveness | | Neutral |
| | | Neutral |
| | | Mixed |
| | | Neutral |
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| Tools and equipment | | Neutral |
| | | Mixed |
| | | Neutral |

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| Autonomy and empowerment | Learning and development | Neutral |
| | | Negative |
| | | Positive |
| | | Neutral |
| | | Negative |
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| | | Positive |
| | | Negative |
| | | Positive |
| Performance management | | Neutral |
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| | | Positive |
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| | | Positive |
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| | | Neutral |
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| Staffing and workload | | Negative |
| | | Negative |
| | | Negative |
| | | Positive |
| | | Positive |
| | | Mixed |
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| Learning and development | People and teamwork | Negative |
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| Systems and processes | | Negative |
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| | | Neutral |

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| Learning and development | New joiners onboarding and induction | Mixed |
| Wellbeing and balance | | Mixed |
| | | Neutral |
| | | Neutral |
| Learning and development | | Neutral |
| Line manager effectiveness | Performance management | Neutral |
| | | Neutral |

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| Leadership | Physical environment | Mixed |
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| Learning and development | Performance management | Neutral |
| Learning and development | | Neutral |
| | | Neutral |
| | | Negative |
| | | Neutral |
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Positive

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| Vision and purpose | | | Neutral |
| | | | Neutral |
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| | | | Negative |
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| Tools and equipment | | | Negative |
| | | | Neutral |
| | | | Negative |
| | | | Negative |
| | | | Neutral |
| Learning and development | Work satisfaction | | Neutral |
| | | | Neutral |
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| Performance management | | | Negative |
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| Performance management | | | |
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| Performance management | Systems and processes | | Negative |
| | | | Neutral |
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| Meetings | Physical environment | | Neutral |
| | | | Mixed |
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| Values and culture | Work satisfaction | | Negative |
| | | | Neutral |

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| Line manager effectiveness | | | Negative |
| | | | Neutral |
| | | | Negative |
| | | | Negative |
| | | | Negative |
| Career progression | Learning and development | | Negative |
| | | | Negative |
| | | | Negative |
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| Learning and development | | | Neutral |
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| Work satisfaction | | | Mixed |
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| Work satisfaction | | | Mixed |
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| Career progression | Equality diversity and inclusion EDI | | Mixed |
| | | | Neutral |
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| | | | Neutral |
| | | | Mixed |

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| Work satisfaction | | Positive |
| People and teamwork | | Neutral |
| | | Negative |
| | | Neutral |
| Work satisfaction | | Neutral |
| | | Negative |
| Employee voice | Values and culture | Negative |
| | | Neutral |
| | | Neutral |
| | | Neutral |
| | | Negative |
| Work satisfaction | | Positive |
| | | Negative |
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| Work satisfaction | | Positive |
| Physical environment | | Negative |
| | | Positive |
| | | Negative |
| Recruitment | | Negative |
| | | Negative |
| | | Negative |
| Work satisfaction | | Neutral |
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| Line manager effectiveness | Performance management | Mixed |
| | | Neutral |
| | | Negative |
| | | Negative |
| | | Negative |
| | | Negative |
| | | Negative |
| Meetings | Recognition and praise | Negative |
| | | Negative |
| | | Positive |
| Work satisfaction | | Negative |
| Line manager effectiveness | | Mixed |
| | | Neutral |
| Systems and processes | | Neutral |

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|------------------------------|---------------------|---------|
| Line manager effectiveness | People and teamwork | Mixed |
| | | Neutral |
| | | Neutral |
| | | Neutral |
| Cross function communication | People and teamwork | Neutral |
| Performance management | | Neutral |

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| Physical environment | Wellbeing and balance | Mixed |
| | | Negative |
| | | Negative |
| Pay and benefits | Values and culture | Negative |
| | | Neutral |

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|--------------------------|----------------------------|----------|
| Learning and development | Line manager effectiveness | Mixed |
| | | Negative |
| Learning and development | | Negative |
| Recognition and praise | | Negative |
| | | Negative |

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|----------------------------|------------------------|----------|
| Vision and purpose | Work satisfaction | Negative |
| | | Neutral |
| | | Neutral |
| | | |
| Values and culture | | Mixed |
| | | Neutral |
| | | |
| | | Negative |
| Leadership | Recognition and praise | Negative |
| Line manager effectiveness | | Positive |
| Staffing and workload | Wellbeing and balance | Neutral |
| | | Neutral |
| Recognition and praise | | Negative |
| Line manager effectiveness | Wellbeing and balance | Mixed |
| | | Neutral |
| | | Negative |
| Pay and benefits | Performance management | |
| | | Neutral |
| | | Negative |
| | | Negative |
| Leadership | Values and culture | Negative |
| | | Negative |
| | | Negative |

Environmental social and governance People and teamwork

Neutral

Values and culture

Wellbeing and balance

Neutral

Negative

Negative

Negative

Positive

Positive

Comment

New contract in fire control

Senior management feel more approachable to me but im not sure whether this is a shared experience or just
More explanation and focus on what positive behaviour looks like.

More recently, the revision of how Operational Assurance officers are allocated and mobilised. The new process
Upgraded technology made the work much quicker and more accurate.

the new my view app

Absolutely nothing unfortunately.

New station

The development roles regarding supervisory management

Have only been with NR since January 24

Nothing

Nothing

N/A I wasn't here

The move to the new TDA has been positive although the ability for TDA staff to influence the proposed working
Certain staff have finally been given an opportunity which was way overdue

Hybrid working has greatly helped with my work / life balance.

emphasis on full inclusion for all has helped me a lot.

Improved working patterns for the Fire Control staff with a retained element to their contract.

Although I was on the 2-2-4 System at the time, the initial working pattern for the retained staff impacted on
all of us in Fire Control.

The introduction of the improved system has given those members of the team a better work life balance
and therefore improved morale which made the environment better for everyone.

New TDA wow

Recruitment and development of staff for the team that has delivered work to a higher standard
lack of staff, and pay

I think the High Potential Programme has been of benefit.

There is an increased recognition that to deliver all which we set out needs additional resources.

No comment.

N/A to me.

The political culture (union, non union) appears to be improving year on year.

n/a, didn't work here then

Move to new TDA.

non come to mind.

i have become a manager so learnt new skills

I cant sorry

This survey has improved as it allows you to input a written answer rather than just tick boxes.

My Line Manager has changed- I now feel firstly that I have a Line Manager who has a good work ethic, but I a

Hybrid working without a doubt

Learnpros have improved, service managers are more approachable and less dismissive of ideas

working from home

Agile and Flexible working policies

The working from home aspect

Work life balance - hybrid working - flexible hours

New TDA opening

More opportunity for development courses.

New modern facilities and work spaces with the opening of the TDA/National Resilience Centre of Excellence.

The organisation listened, eventually, to concerns around the duty system in control and made positive change

Hybrid working - provides a more flexible approach to working

The recruitment process

More opportunity for green book in management roles within the department.

The events that have pulled us together like those held at the BlackE.

Pay review

Having a senior officer from control now overseeing fire control

Further recruitment has brought new people into the organisation

More attention to the importance of creating a good culture.

CONTROL DUTY SHIFT SYSTEM

Moving to a new role has improved my knowledge and skills and challenged me more.

Nothing comes to mind.

i dont know

more communication down from senior officers

My work environment/department

seeing green book development pathway.

Flexible working option

THE CONTROL ROOM HAS BEEN REFURBISHED AND THE SERVICE HAS INVESTED IN US

I wasn't in the service then so cannot comment.

I have not seen the outcome of the last survey.

There has been opportunity to develop my skill set within my directorate

Taking on more staff

Recruitment of staff to alleviate stress at work after COVID working conditions covering for other staff members.

I have attended one training session delivered by a FF who has experienced discrimination in the armed

nothing

nothing

nothing

Unfortunately I am not able to think of anything that has had a positive impacted on me since the last survey.

I have done the Colours training, which was excellent

Agile working

Hybrid working

the amount of recruitment.

Flexible working policy - where it has been applied in the nature it was intended.

I was recently told that it wasn't intended for people to use to improve their work/life balance, it was for when the service needs us to work late so that we can recoup that time on another day.

Honestly can't think of anything that jumps out to me. I feel not much has changed day to day for myself personally.

I strongly believe 'the grey/green divide' within my department is no longer an issue. There has been more green flexible working arrangements.

Unsure!

I wasn't employed with MFRS in 2022 - N/A

Both before 2022 and since 2022 [Redacted] and did die. [Redacted] Pre 2022 I was refused the opportunity to even take annual leave (let alone any form of compassionate or unpaid leave) [Redacted] to travel to visit, care for or be with my relative. I had to cram it into weekends and was frankly exhausted [Redacted] when the end came and I myself became ill immediately afterwards.

Post 2022 the experience could not be more different. From all sides I received support and understanding and was actively encouraged to travel to [Redacted] visit to say goodbye and given time afterwards to attend the funeral and grieve and I received bereavement leave.

Focus on culture and conversations

the introduction of hybrid working.

An increase in my pay scale

POD seem to have more personal interaction on an individual basis. This is just my experience. I do feel as though

I was not here for that last survey.

Nothing

Nothing

Work Life Balance

Pay increase

1 additional green book development post within my department - although it is not permanent

NOTHING

Apologies, can't think of anything different.

Hybrid/Flexible working and more engaging with staff

introduction of more staff networks

Nothing.

Since the last survey in 2022, one noticeable and concerning change has been the increasing bypassing of the chain of command and a lack of respect for Middle Managers. This undermines their role, creates confusion in communication and decision-making processes, and highlights a lack of understanding of roles and responsibilities across the organisation.

Middle Managers are often excluded from important conversations, with decisions being made or communicated directly by higher levels of management to staff and from junior staff to PO's. This disregard for the established chain of command not only devalues the expertise and authority of Middle Managers but also places additional strain on them to resolve conflicts and manage the fallout from unclear or poorly communicated directives.

It's essential that the organisation refocuses on respecting the chain of command and ensuring that roles and responsibilities are clearly defined and adhered to. A consistent and structured approach would not only consistency of SM

Not one thing for me personally.

New TDA

Flexible working arrangements

Nothing

Senior Managers not following the Services' own Core Values.

two years closer to retirement

The long term goal of getting a new station at Bromborough

Sadly I'm stumped

I cannot.

I have recommended a friend to apply for a position within MFRS however I felt embarrassed to hear that she

MFRS is a great place to work

Love working here.

I thoroughly enjoy my work, and this is the best job i have had. I am engaged in my work and always want the

I am proud and happy working in MFRS.

as poreviously mentioned I am happy in my role and my colleagues make me feel like i belong

i am very proud to say i work for MFRS

I have worked for MFRS for 1 year and feel listened to, valued by my line manager and above

although there are some parts that are negative i believe there are a lot more positives and i love my role as a

Applying for a secondment to NR is the best career choice I've ever made, I don't want it to end

Its a great place to work and I hope to be here for a long time to come if I can find ways to develop and broaden

I'm at an age and stage in life where I know that I would be happy spending the rest of my working life with M

I have a lot of time invested within MFRS and am full committed to make us the best we can be.

i love my job, it does not feel like a job to me, but sometimes its very frustrating with regards to development.

I absolutely love working for MFRS, I just worry about how long I can afford to work here. I can't progress up

No further comment

MFRS have gave me the opportunity for a [Redacted] development role, i am grateful of the opportunity and i

As i am not directly employed by MFRS it is difficult to fully answer this section but from my interactions with i

committed to my role and proud to be doing what i do

as previous

Although I have always strived to perform well and work hard therefore I feel, contributing to the successes

of MFRS, there has been only one opportunity for any progression above my current rank which only

occurred 2 years ago, currently there is unlikely to be any change to increase progression opportunities.

There is only one Senior management position for Fire Control staff, whereas operationally, there are many

more opportunities to progress quickly up the command chain even with a relatively short amount of time

having been served.

Whilst I do understand budget constraints and ceilings of opportunity based on available positions, I do feel

that there could be some improvment to progression opportunities for Control staff both within and outside

I'm on secondment for [Redacted], and MFRS is a long distance from my home address. This is why I selected

It is becoming more & more difficult to work here, more demanding and less communitive

I enjoy working for MFRS, but internal politics is a big negative factor (FBU). I'm unsure MFRS will ever be able

ill be retiring in less than 18 months

I could see from the beginning i wanted to be a part of MFRS and i am so happy i found the right role for me.

For progression i would not rule out moving services but i love servicing Merseyside

I have recommended working for MFRS to my frinds and family.

I would like to stay at MFRS but i feel like i probably wont . I feel like i could obtain a better salary and more jo

I would like the option to progress from control rank roles to rank roles on other departments like prevention,

I am hoping that the managerial issues will be resolved to restore my confidence in the service.

I like working here but I do feel the wages are low compared to external companies and the annual leave is ap

Thinking about retirement within that time.

It seems contradictory to say that I would encourage friends and family to join given some of the comments I've

I am unsure if i would recommend MFRS to female firends/family -(Dependant on role)

I have been feeling very undervalued and unmotivated working for MFRS lately so at the moment I don't know

The working conditions we have working for MFRS is very good and I suggest it would be hard to find an bette

Wanting to do the best I can is personal to me within my own values regardless of working for MFRS or otherwise. Put aside the bullying, harassment and discrimination in the workplace from some senior managers and the police. I am at the end of my fire service career and will not be working here in two years time.

Sadly I don't see MFRS as a long term career. It would be great to retire here but realistically I want to make plans. I want to do good work for the community.

I used to feel an immense sense of pride working for MFRS, but over time that has been replaced with feelings of deflation, being overworked, and disappointment—particularly with the behaviours and attitudes in some departments, such as support services. While I still give my best every day, I've come to realise that no matter how hard I work, it doesn't seem to make a difference or be truly appreciated.

If someone had asked me in the past whether I would recommend MFRS to friends or family, I would have wholeheartedly said yes. However, I've seen how the service has treated family members of operational staff during recruitment processes, and it's made me reconsider. Those experiences don't align with the values MFRS claims to uphold, and it's disheartening to see.

I genuinely care about the future of MFRS, and it pains me to be so critical in this survey. But enough is enough—things need to change. For the service to thrive, it needs to value its people, address the underlying issues that are affecting morale and trust, and ensure that the actions of all departments reflect the organisation's values. Engagement can only flourish in an environment where staff feel supported, valued, and listened to.

I hope this feedback is taken in the constructive spirit it's intended. I still believe in the potential of MFRS, but the retirement of CFO Garrigan will be a big loss to the organisation and makes me concerned about the future. Unfortunately, I feel undervalued. This results in demotivation although my professionalism masks that. By and large, everything is fine, until you say or challenge something they don't like. Even when you are right, I worry about the future of MFRS and the safety of frontline crews.

Too busy congratulating ourselves.

I feel that a lot of my feedback throughout this survey appears very negative but I love my job, I genuinely do. I am completely disengaged from this Service- I have delivered a first class Service for years despite being huge. Recent changes have included the response to a water rescue incident. The print out on station should communicate. I feel the split of Stn 10 & Croxteth 19 and the move to Stn 19 Aintree could have been managed better. I don't. Within my Department, often changes to processes are put in place without notifying the whole Department. Very slow to react given the amount of processes needed to go through.

When change is being considered or implemented I feel that communication within my department is poor. It is the poorest area of the service in my opinion. Most specifically around helping staff work in the area or station. As long as it is change for the better, then change is welcomed and needed.

Strong processes are in place to prepare and implement change.

Although I appreciate the importance of this it feels like managers change too often therefore it feels like starting over. I continuously adapt to changes in the CRMP and generally day to day at all times to ensure that we deliver our service. Change is generally a good thing, but not with certain teams or positions. Sometime continuity is key.

When the CRMP is being written budget cost should be allocated in advance. For eg if extra appliance is proposed. Dependant on the change sometimes staff cannot be communicated with in the first instance, but at some point. At times the consultation on change is restricted to specific staff so the announcement comes quickly and the reaction is mixed. There's been a lot of changes in organisational structure recently which needs time to adapt and consider any areas for improvement, so unable to comment more on this.

For operational staff, it might be good for officers to have an overall understanding of the organisation but are the changes too frequent for officers to adapt to their new role and then implement areas for improvement if required? The frequent changes can have an effect on their efficiency and responsibilities which can affect other teams throughout the organisation.

I think in general most people embrace change, me being one of them but sometimes it's people's perception that

Change is always difficult but most of the time this can be made easier with good communication and updates. More forums around change management needed so that all staff have a voice and as many opinions and perspectives as possible. When changes in systems happen you do not get a brief of how to use the systems other than an email. Not true. In my experience, many changes are managed well at MFRS but succession plans for staffing changes, such as when a change is needed.

There are occasions when demands from external departments are made that require short turnaround times. Communication about change from senior management is poor and communications about decisions that are made are done late, leaving individuals anxious and wondering what is happening until after they have happened.

Following that, little explanation is ever given and a lot of the time, information given to individuals leading to confusion. Sometimes Managers do not communicate with all the team just certain members.

Length of time to effect decisions can hamper this process - too many departments with differing work ethics. At times I feel that MFRS doesn't consider staff opinions when making decisions on changes affecting them. My directorate has recently implemented a new working model across protection districts, however the two groups of managers who will ultimately play a large role in facilitating this were temporary and have only just recently as I write taken part in a substantive process.

The chronology is incorrect in my opinion, to give staff a sense of stability in the future decision making, these promotion processes should be resolved first and a new methodology for working implemented.

No other comments.

Station Managers should be left in the functions for at least three- to five years to allow projects to be seen through. Huge change is required, particularly in senior management. We are not excellent!! We have a long way to go. I think there should be some change in management roles. If a person is not good with people they should not be in management. I think we only hear about changes at a higher level - once the change has taken place. Certainly here in this organisation. Changes in uniformed staff within the Team occurs a number of times, every year. There is an expectation from the public. I feel communication and listening skills could be utilised more by senior management when making decisions. We as a team have made changes ourselves, we feel for the better, without the assistance of Senior Officers. 4 team members initially got together to discuss a restructure which would be beneficial to both uniformed and non uniformed employees within the department and forwarded it to the Group Manager and Area Manager for their approval. This restructure was approved at SLT level as we terminated certain posts, regraded others and amalgamated the workload whilst boosting morale of the workforce and saving money. I feel that uniformed managers are not aware of green book conditions which can sometimes be detrimental to colleagues having to cover during staff shortages. For 4 years during and after COVID many staff members were covering for those who needed to shield or were off sick. Usually if a member of staff is going to be off long term sick then a temporary position should be advertised to fill the post (Green Book Conditions of Service). This was not done on many occasions with the officer in charge asking other staff members to cover whilst also trying to carry out their own role.

I feel like some change can be too reactive and leads to issues. I also disagree that change is communicated as 'change' in the fire service generally means 'more for less'.

Change in the fire service is generally dictated to from above without clear instruction or procedure and 'fixed' on station.

Jobs for the boys

Changes at Group and Station Manager level are very mixed - some want to engage about how we can help them, others not so much.

I think some of this is related to the handing over process, again some are good at it, some not so much.

Change impacts people's personal lives. Often change may have been decided and is left until last minute to be often told of a change at short notice. Or personally being told of a change that was due to happen for [Redacted]

Once a decision for change is proposed is it often railroaded out no matter what concerns or opposition is put forward. There is a difference in being told and asked.

Some appointments seem rather odd.

While MFRS does make efforts to involve employees in change management processes through talks and presentations

Whatever changes are decided at senior level, the impact on my mental health, homelife or general wellbeing
Impact on departments and individuals are never considered when change is implemented.

Change for changes sake.

Unwilling to review change that doesn't work if it is part of SLT 'vision'?

Whilst there are mechanisms in place to highlight areas of change, ie the latest change is for a 7 point return, v

Change is inevitable and constant, what is undesirable is when changes are made on a whim and/or at the last

Having used Occupational Health Services this team goes the extra mile, with support from MFRS Management

Excellent and supportive service.

For me - the support package available is excellent

Our Occ Health team go out of their way to help - they are amazing

Not at this time

An excellent Occupational Health Department. Well Done.

I have always been able to access support from Occ Health. I've also felt supported at times of absence and

during my return to work.

The monthly health promotions and info we see on the portal and around SHQ are really good

Having OH is a real asset to MFRS and offering this support to support staff is exceptional.

I think as an organisation we have the best support and early interventions are key. Personally, I have complet

I feel well looked after as a employee of MFRS. They offer a wide range of free services and an annual health c

It is proactive and well managed.

I have accessed support from Occupational Health in the past year and found it to be highly beneficial and sup

OH is brilliant in our organisation. They have provided me with helpful guidance when members of my team h

Would like more support around physically fitness as we have trained PT's already in the service. In light of

I accessed Occupation Health due to a [Redacted] issue (that may have been attributable to the job), OH were

Staff shortages have an impact on my wellbeing

tried to seek help with ongoing [Redacted] problem and never recieved the help i needed. had to pay out of m

After experiencing an injury and being on OD. I had excellent support and regular communication from our He

The monthly health promotions are very informative and provide information on topics which you may ordina

At a standard Occupational Health Review, it was revealed that my BP was quite high and I was referred to

my GP, without this reviewm I may not have recieved the advice and support given by my GP.

The follow up support from OH was also excellent, the staff were friendly and caring.

Our mental health support has never been better. Thank you

I have used Physio apointments nothing else.

No further comments

I bel0eive more needs to be done regarding accessing help towards mental health and supporting it. This coul

Our Occupational Health Team is first class and goes above and beyond as was seen in the support offered to :

I was offered advice and help by Occupational Health to improve my fitness but have so far received nothing (

As capability now sits under OH, im more inclined not to use OH as I feel the service may use this against me a

Health and Wellbeing provision for staff is exceptional.

I am new to MFRS and in the few months I have worked for the company I have needed the occupational heal

The support services that MFRS offer its staff is superb.

The system needs adjusting with regards triggers being hit, in particular when staff return on light duties whils

Health and wellbeing are very important in this role, I think the fitness standard sahould be raised for inital en

fantastic

Whilst the Health and Wellbeing department are excellent, I feel that at times managers can be aware of com

Blood pressure monitoring and flu jab were both well received - cholesterol monitoring would also be worth

Our health and wellbeing provision is exceptional. We often go above and beyond what an employer would be

Senior officers completing diffusions does not work, I am yet to speak to a crew member who states the bene

I dont feel that emotional support offered is equal between male and female in the Service. I feel male emotio

More support should be considered for BA instructors and their welfare. Increaced health screening, cancer sc

Had a personal issue and was impressed with support from occupational Health. However found Senior manag

Something needs to be done in regards to SRT and the amount of needless exposure they have. There is no need for a
Good team doing a good job from what I have witnessed
very supportive service
I feel that the Occupational Health and Wellbeing service provided by MFRS is excellent. I have used the service and
Health and wellbeing team are really supportive and understanding.
I fully appreciate the occupational health support from MFRS.
In my previous role at MFRS it did affect my mental health i know this as now in a new department i feel comfortable
Occupational Health can make things frustrating when outsourcing to external doctors. They have no understanding of
While I have not used the services offered I believe they are good.
I feel that the services available should be advertised to staff more. e.g diet advice and support
i think that health and well being should be advertised better if you miss reading the portal you often miss things
I think the service HAD a really good grasp on health & wellbeing for staff however I'm more inclined to NOT use the service
I believe MFRS did a good job following the Southport incidents relating to access to mental health support.
No other comments.
Sometimes i feel that what is said doesn't actually relate to what's put into practice. For example there was a lot of talk about
For flexible working opportunities to be taken seriously for people wanting to achieve life-work balance. Reduced hours
I believe that uniformed staff (Protection/Prevention) should be allocated some gym time within their
working day if requested. Due to the nature of our roles, an increased level of fitness should be aimed for.
The service i feel should make more effort to look after this.
I believe there should be more mental health first aiders in departments specific to what we do, rather than
one size fits all approach
I was off sick for a long period and felt very supported by my line manager and occ health referred me to counselling
i dont enjoy coming to work like i use to, this is due to the staff issues we are having
I have never accessed the offered services so cannot comment on the quality or effectiveness
Being a desk based person, is there a case for 'standing desks' even on a bookable basis?
While we can get up, move around, etc there are occasions where standing would be beneficial
The importance of looking after mental health not emphasised. Time dedicated to health and wellbeing should be
No follow up and lost in emails trails
Occ Health are brilliant and really supportive.
[Redacted] are diabolical in their ability. Despite benefitting from their [Redacted], their mistakes and incompetence
I think the wellbeing and mental health support of the organisation is one of the most positive aspects of MFRS
As an operational employee it feels like you are a cog in a machine and not a person. It has been described as 'cog
Managers stick rigidly to a SI and not on a case by case procedure. The workload and stress of this is massively
Health and wellbeing are vital areas that should be a genuine priority for the organisation, but it doesn't feel
like the service takes this seriously. Unfortunately, the current approach often comes across as a tick-box
exercise or a vanity project for the lead Area Manager, rather than a meaningful effort to support staff.

Initiatives sometimes feel superficial, focused more on what looks good externally than on addressing the
real needs of employees. For example, there's limited follow-through when individuals raise concerns, and
practical, proactive support often feels lacking. This creates a perception that health and wellbeing are being
used as a branding tool rather than being treated as a core commitment to the workforce.

To truly support health and wellbeing, the service needs to move beyond surface-level gestures and focus on
tangible actions that make a difference. This includes ensuring regular, meaningful check-ins that go beyond
formal processes, providing timely access to mental and physical health resources, and demonstrating
genuine empathy and care for employees' wellbeing.

When staff see real investment in their health and wellbeing, it builds trust, improves morale, and
strengthens the overall culture of the organisation. A shift toward a more genuine, action-focused approach
could make health and wellbeing a cornerstone of what makes MFRS a great place to work.

the work life balance is poor. there is a culture of constantly expecting more from people. some of the lowest Occupational health department within MFRS is outstanding. In comparison to the Management approach. The Occupational Health team are excellent in support, especially the areas of mental health. Good systems but the individual has to search for info and help but when requested assistance and support is given Occupational Health & also HR are a credit to the service. They have been excellent whenever I have needed help. Excellent system that has helped me on more than one occasion. [Redacted] has helped both me and my partner. I feel I am often working in a hostile environment where I am criticised constantly- people will ignore the 200 hours. there is a long delay between submitting IT requests and the things being delivered, such as equipment needed. development within my team is very difficult also next to impossible. Learning and Development are not responsible for the poor equipment from [Redacted]. Vision Mobilising System needs to be upgraded can work quite slowly in spare conditions which can cause additional Support has been provided to me in regards to looking into different departments. I am happy with this equipment is getting better, more thought and discussions with crews is helping this. It can be frustrating and take an unnecessarily long time to source computer equipment that's needed for my Good support from Management. Appraisal process far too complex and onerous. Software on Merseyfire learn for appraisals isn't great and difficult. I requested Word/Excel courses for one of my team to assist them in their work and appraisal objectives but a Very little learning and development opportunities due to course restraints. Appraisals brushed over and not taken. Some equipment, such as ICT/mobile phone provision I feel could be better. Had numerous problems with the I strongly believe the apprenticeship team none operational staff specifically could do more to help new staff attending a training course in January for [Redacted]. Happy with training opportunities, but would love more hours as I am only part-time. I am hoping there is scope for more hours in the future. I have regular 121 meetings and feel supported in my role. I would like more structured training in relation to command in a learning environment rather than an assessment. As my role is very demanding which I am able to deal with this leaves little time for me to be involved in some. The majority of equipment and kit is of a high quality but it is also understood that PPE and specialist equipment is expensive and not easily replaced as this is a public service and there is a limited budget. The apprenticeship programme has been a valuable learning period and the OPAs have helped prepare FFD for their EPA. The staff, across the service, are helpful and knowledgeable and always willing to share their. I am lucky to be part of the high potential programme which has given me confidence and made me feel valued. I [Redacted] was offered the chance to be coached and this has been instrumental in helping me to develop. I feel like I learn something new everyday and am gaining more confidence in role. I am always open to more development. New Appraisal system had to have many levels of acceptance between employee and employer. Make the system more completing a course in January for [Redacted] and a team building day is scheduled. some courses and learning opportunities are not available to myself but are available to other staff at the same time. There are various programmes that can be accessed that add value to personal development. I have had the opportunity. MFRS allows staff to participate in many training and learning opportunities. I personally have been able to take. I have sourced and provided my manager with a significant database of training from other FRS around the country. Learning and development is achieved through continuous professional development, regular training courses, The appraisal process has been improved. However it is still not carried out properly. My appraisal was a good. Although I am confident in my role, there is always more that can be learnt, due to the nature and subject of my. I feel that MFRS could consult more widely when deciding on implementing new equipment, for instance the AV equipment in the Conferencing Rooms and Station Community Rooms/Lecture Rooms should be much easier to cast to, rather than having to search for the dongle to share your screen. Additionally, there are no universal leads to use, considering that the ICT equipment we have works off of different cables. Also transport do not consult with end users when purchasing new vehicles. I feel the new smoke alarms even though they are good, will become a hassle when trying to take them down. Unfortunately, the areas that I would be interested in developing are highly competitive, and have been unable

I struggle with my own personal development due to service needs
I wish to do courses above my level (CMI level 5 for example) to improve my skills and develop, but have been
Would like further training for my role.
I think it would be beneficial for employees who are not management to access learning and training opportunities
I do not see a benefit in the appraisal procedure and believe it to be a tick box.
The opportunity to learn and develop is there on every shift. We constantly are challenging ourselves to improve
The ICT provision isn't great and I tend to use my own as it is better but this has been recognised and work is to
Excellent learning & development opportunities are available. It is important however that individuals take some
its a struggle to learn from the e learning package. i much prefer crew based.
I would welcome an updated means of work equipment, such as adjustable stand up / sit down desks to accommodate
role requires more training across the board
Due to the high and increasing workload in our department and low staffing, opportunities for further training
There are some knowledge gaps across the Service that could be addressed.
I'm on a [Redacted] secondment, to carry out a specific set of tasks, so opportunities are more limited, which
Courses or upskilling only appear to be offered to TDA or SRT staff.
as we are short on my watch my development has been massively hampered by this , i have not had the experience
i feel the appraisal feedback from my manager is a tick box exercise and at times not at all supportive, quite the
learning and development could definitely be improved, I'm unsure what the service offers in terms of CPD.
CPD days have been a good learning development for me
I have good quality equipment to help me do my job - I spend too much time speaking with [Redacted] as up
Equipment is mediocre. Has improved in recent years.
Mobile phones that we use do not work properly. we have asked about 2 years ago for 2 monitor screens to
be able to complete our work properly but got told there was no money in the budget. Most other
departments have them.

We did not have an appraisal last year so feel that I have missed out on opportunity to progress and talk
about further learning opportunities.

I have requested a 6 monthly but never got it.
The appraisal system isn't very good and hasn't really supported my development through unless it is what
the service wanted
learnpro is difficult to learn from as there is too much information to take in
I have received little guidance or training from my department manager so far.
I have held a position where I have not felt competent and I would have benefited from more development but
There is little learning and no development in my role
telephony is a real source of frustration
Although the appraisal system is useful and we do have access to some training, I raised training needs on my
I find the high potential programme a useful resource for finding learning and development opportunities
In my current role i have been given a lot of opportunities for my development which i am happy with.
Learnpros have improved but can still be better. Needs to be more videos of step by step guidance of every RT
More support and development opportunities needed across teams.
I do think there should be opportunities to refresh microsoft office skills or attend more away days to meet people

the roles in Home safety lack a structured training package and support. the current process is based on how good the advocate you are out with shadowing and how relevant the high risk visit is that you attend, if you get out to them before on your own. there is no class room based learning for the basic points, i.e. smoke alarm siting & fitting, fire behaviour, main causes of fire. consequences of fire/oxygen fire. code of conduct, etc.

no check list for theory or application to prove certain key points are met and dealt with adequately, no where to show support is required or follow up. it is a very short window of time before the advocate is out lone working with vulnerable people and full understanding of risk assessing and dynamic risk assesment with the confidence for their own safety first over targets.

could we not utilise our wonderful new TDA to facilitate training for our new staff and to enrich the knowledge of our current staff? staged/filmed (so we could reuse) demonstrations of fires in the home, Lithium ion thermal runaways, already existing packages that cover all personnel and we ensure base line knowledge and records all this. fire safety in the home learn pros etc.

for management to address this it would require time and skills away from the current demanding role, it may require a new role itself or to look at existing training throughout all MFRS and tap into it and then adapt We as a control room do not have much confidence at all in our mobilising/Vision system . This can bring a gre Service commits to quality external training courses.

Please see previous response around courses.

We are asked in each appraisal about learning/development/training opportunities, but this feels like a tickbox. I did not find my last appraisal useful in helping me improve how I do my job. It is 'another' new appraisal system. Due to the amount of people on the high potential programme it is now difficult to attend seminars and events. The high potential programme had good potential and there were some great workshops from external providers [Redacted] that were good for development. I think there should be greater access to things like this to help develop people, especially with leadership values. It would be good if the programme could be reinstated and looked at again.

Also, equipment wise, I find the security systems/ vpn access a hindrance sometimes with staying connected to the network. The surface pros also sometimes have difficulty connecting to the Internet even when on a do not think staff are offered enough access to learning and development opportunities . If it is not linked to your direct job role you dont get a chance to study.

But if staff were allowed to access learning and development in other areas of the business - in other teams for example - they would still be developing there skills and the organisation would be able to identify useful skills that there staff have that they may have overlooked. When vacancies come up in other teams internal staff who have good knowledge could transfer over and apply for jobs but qualifications that appear in essential criteria on job adverts often stops this from happening. I think really useful skill sets are being missed and not utilised. Agency staff are often recruited with less experience of the culture when internal staff would sometimes make better candidates.

Also you have to ask for it at appraisal which only happens once a year. Training and development opportunities should be advertised for all to see and appear all year round. Not everyone is aware of what is I feel there could be more support available for employees to progress in further education. If the course/degree Less issue about equipment and more around the connectivity and VPN- I can be at Headquarters in a meeting I find the appraisal process quite confusing and time consuming ofr little to no positive outcomes for myself On station experts with extra training to conduct training within the crews

I believe the L&D opportunities at teh MRU are limited to say the least. There is no developmental pathway or This is something that I believe has improved a lot and should continue to be a focus - if we want to be the best FRS, people have to be the focus.

The appraisal process feels more like a tick box exercise a lot of the time - I don't know what the fix for this could be. Maybe having a more specific criteria to reference in order to judge performance but I appreciate this is a near impossible task.

Learning and development is very much person led and not necessarily driven by the service. Development plan
Regardless what is written in my appraisal, my role/function will never change
disagree! development is very individual within the organisation. You are either offered it or your not!
CPD is collated through your appraisal and yet it is rarely acted upon - we have a system called Gateway and yet
the team has not been given many opportunities for development courses.
Again, the lack of direct management for this team has resulted in long delays in team members receiving the
Unless you actively seek development or learning the opportunities are not easily presented.
Equipment for training- appliances are very old and equipment is often not fit for purpose
Sometimes the ICT equipment does not perform as it should, however there is a current process to replace / update
It all looks good on the surface but the truth is, its very difficult to access as you cant get the time off to attend
The practical/operational aspect is lacking within MFRS particularly with such an inexperienced work force
There is little development for rank, you need to seek it. Unless you are of a select few that are hand picked by
I have no opportunities to develop my role. In my time here I have had one training session which was the sole
The development opportunities are limited to those who are chosen by senior managers. Access to courses and
I have been badly let down by the service , even when protected under legislation. The appraisal process i
feel isnt reviewed frequently enough , actioned , nor a peer support network in place .
We are expected to learn all ONE WAY , managers have no experience or exposure to neuro diversity. In fact
i go as far as to say its shocking .

The new TDA is excellent however if it is just going to be used purely for assessment then it continues the same
I am coming to the end of my fire service career and feel that, over the years, I have had good opportunities to
Whilst we appear to be improving some equipment (e-draulics, remote control water rescue aid), some
basics have been missed.

The new appliances have had numerous issues with pumping, we don't have a functioning SatNav etc.
fire engines we ride in need a serious update, its the 1st and last impression the public have of us and some re
Learning and development opportunities are essential for maintaining a high-performing team, but there are
clear areas for improvement in how these are delivered and supported for Station Managers.

A recurring concern is that much of the training feels as though it has been designed to meet budget
constraints rather than to genuinely address the needs of staff. There is an overemphasis on coaching and
mentoring, which, while valuable in some contexts, often lacks the depth and expertise needed to equip us
with the technical knowledge and leadership skills our roles demand. The lack of delivery by subject-matter
experts means that training sessions often fall short of providing the robust, actionable insights required to
navigate the complex challenges we face.

To improve, training programmes should incorporate more sessions led by external experts or highly
experienced professionals, offering us the opportunity to gain practical knowledge and new perspectives.
Additionally, there needs to be a balanced approach, blending coaching and mentoring with more expert-led
instruction, ensuring that development opportunities feel relevant, engaging, and genuinely beneficial.

Finally, allocating protected time for learning and development—away from operational pressures—would
demonstrate a true commitment to our growth and reinforce the importance of these programmes within
IT is extremely poor. development is not forthcoming. we meet our statutory obligations for training but we
Development requests have been hampered after numerous requests to develop have been ignored
Where do I start; I came here with [Redacted] years experience. I have asked for a CMI course on every appraisal
Appraisal system is pointless. We just pay lip service to the process. Have requested the same course for several
Promotion opportunities with my department is limited
people are being promoted very very early on in their career with little or no experience
Since joining MFRS I haven't been able to develop myself at all. [Redacted]. [Redacted]. In addition, the facilities
My learning and development has been extremely poor in this organisation. The MFRS Culture and Transformation
No training as a manager or leadership training.

Worried about being accused of bullying or targeting.

i am not a line manger

feeding up behaviours i feel is not always viewed fairly

I have not received any training on this and feel all managers would benefit from this. I have sought out a men

I have been a [Redacted] line manager for [Redacted] in that time there has been a member of staff who is co

Someone in my team has complained previously and i didn feel 100% supported in the processes used to man

I love my job

I do not feel supported in my role as we constantly presented with different equipment or problems to deal w

I believe all staff should be operationally fit and feel like the fitness tests are not a good enough standard.

I feel like the kitchen at TDA could have been designed better and the seating area, also I feel like the kitchen i

I am happy in my role, love being part of my team, and feel I fit in well and Morale is always high. I love coming

Love it and i feel proud to work for mfrs

I enjoy my current role

I feel respected and valued in my role

I am [Redacted] in Protection Department and I am happy of all the support offered from my colleagues.

I think physical working environment of large open plan office spaces is not a good environment and does not

I like my role, enjoy what I am doing daily learning new skills and knowledge.

Operational support is on a high level but training purposes I feel support could be better to push us to the lev

I think its time for refresher training on Conduct and Capability, its been a long time

Currently, I do not find my role challenging and for some time training/new processes has ceased. I will be loo

I thrive on the personal responsibility entrusted to me, enjoying the autonomy to govern, where necessary, in

While my role is a relatively new role, graded based on technical expertise, I believe the role is not yet fully rec

There is a danger my role could become redundant if the LCRCA were to absorb the Authority. I understand

that this isnt in the control of the Authority and actually they have communicated quite openly about that

risk.

That aside, I love my job and I think we genuinely make a difference to the people that live in Merseyside.

I find great satisfaction in my role due to its variety, what it entails and the fresh challenges it brings each

day. Overcoming obstacles, working with colleagues in other teams and being able to assist my colleagues

from and external stakeholders provides me with a sense of accomplishment.

However, I feel that management and POD may not fully understand my role and the breadth of my

i feel i need compensating WMB for the additional resposinbillities with [Redacted].

I feel my role and the abilities that I bring are valued and serve a purpose to support our overall aims.

Apprentices should have a job lined up after there apprenticeship has finished

I would like further training in how to deal with the different hearings we have to carry out.

I understand the expectation of me in my role and always try to do my best everyday.

I really enjoy my role, I am passionate, committed and take pride in doing the role well. The only element of

my role that frustrates me is the fact I am not able to apply for the next level as the post is currently held by

a grey book member of staff. I would like to progress in my own career and have developed the skills and

knowledge to be able to offer this to the service.

Every 12/18 months there is a promotions board at which point we have a new manager/station manager

with little or no experience in our field of work. We have to make changes so they have evidence to take to

their next recruitment process. It is really hard trying to maintain balance as each change can effect up to 30

people and the community. Depending on personalities it can cause tension as they out rank you and the

decions making has been made with little or no experience. We understand there are at times a

requirement for change in order to meet the the needs of our communities or to make things more efficient

The role has an expansive and broad level of responsibility, with significant management responsibility.

No comments or queries about current role

I am not sure that all managers feel comfortable having difficult conversations.

My role is going out into premises inspecting them. I feel vulnerable and unprepared if I experience hosility to

I have experienced harrowing incidents over the last 12-18 months in my role, and I can say I have never felt n
I am a [Redacted] firefighter and have not had a Crew Manager or Watch Manager for approx [redacted] now
I do not feel all managers at my level (my peers on my fire station) work as hard as me or have the same work
I could do more if allowed

Whilst my role is not important it is of value to the service. My youth role is of more importance as we seek to
As a Green Book [Redacted] my remuneration does not reflect the breadth and depth of my knowledge, skills,
I feel that we are sometimes given decisions to make, that when we do make, are often frowned upon by other
I feel that the service has a good amount of support for managers when making decisions or seeking professional
As a junior rank within MFRS I feel it is important to constantly seek further knowledge and guidance.

I am technically a manager but have no line management responsibility with MFRS. As a station manager with
very frustrated with the role,

I love working for MFRS and have great pride in the service, my colleagues and the team

Every year I ask for instructor course qualifications in any of the core subjects to be able to have an on station
Although I have many years experience, I am new to my current role because the position has only recently
been implemented.

I am very happy that I have been given the opportunity to dedicate quality time to carrying out the role on a
permanent basis rather than as and when time allowed.

My new role is something that has been required for a long time and I am happy that Service managers
recognised this as being important and therefore agreed to the creation of the role.

Our working conditions could be a lot better which will make working more comfortably. Our [Redaction] is to
recruitment has been a challenge this year

don't feel supported as a developing manager I have raised this with various people over the last 5/6 months and
Recruitment is very difficult at the moment, my team is very understaffed and morale can be low, the team is
fire fighters are not supplied with the correct equipment to clean their helmets.

The station manager, station/ function role is long overdue its review.

The role is both physically and mentally demanding at times. More support from more instructing staff would
I feel confident, and somewhat supported in my role as a firefighter. however I would not feel supported if
going for promotion, I feel the promotion ladder is more favourable to certain individuals.

there is no criteria, and anybody can apply to be a manager. I feel a grading and report based system would
be appropriate.

I am temperate in role which has influenced my answers.

the station I work in is old, worn and in need of repair

With regards to equipment- the Vision 5 system is very difficult to use due to all the faults and workarounds con
Would appreciate better decon facilities for likes of helmets, BA sets, and uniform worn under PPE.

The one station one function is hard to manage and the work load is immense with no signs of changing. I have
My line manager has provided me with no feedback/direction on what is expected of me in my role with regard
Been in limbo for far too long. Do not feel valued. Line manager does not seem to understand my role or enga
Products of my role and others of similar role are subject to excessive scrutiny which undermines the speed at
More staff needed to support certain workloads with knowledge of the service

When I first started my role it was really difficult coming into a department that, I felt, was very stuck in its way
I did not feel supported throughout the promotion process due to heavy workload. I feel strongly that more ne
I feel I could work more efficiently and effectively with enhanced IT support and provision (data and mobile co
I still feel that there is a two-tier system for fire fighters depending on what location you work. I.e skills to dev

Being new to the management team I feel there should be more standardised courses or resources available which aim new CMD's, such as people management courses and a specific course for the stages in development, assistance with formulating messages, MDT overviews etc. Even a one day structured course would benefit as I have spoken to many ranks who stated they felt a bit blind going in to the role.

Although I have had a lot of help from my SM and other ranks on station, as we are a busy station I have struggled to sit and have meaningful time to discuss what I have needed to go through working around the Working environment is in an open office shared with another directorate- due to the confidential nature of m I am sometimes asked to perform tasks that are beyond my role and responsibility.

For the question - Do I feel supported in my role? I answered Disagree. My immediate line manager is a unifor To be successful within the organisation and externally, our team needs to spend more time developing and p There could be better visual learning materials available to me. The Standard Practices and Safe Person Assess My role is a development role and I enjoy the opportunities it has given to me. Going forward this could be developed and structured to give a clearer purpose and end goal for the development roles overall. A positive change for support staff

Also regarding working environment I struggle with the lighting in locations across the service. They are too bright and give me headaches and although this has been raised and equipment provided to try to alleviate, I often find the office locations uncomfortable I terms of the lighting. They can't be controlled in individual locations and it's difficult to escape them or control certain areas

It is being devalued by the culture of over promoting people who fit a required criteria regardless of lack of ex Remuneration for the amount of work put in is not the best

as an operational watch manager i feel undervalued by the service at times. We are the first port of call from e For firefighter safety to be number one priority.

I feel supported in some aspects of my role, but can sometimes lack support in others. There has been no guidance or development into the role I am currently doing and so it has been more trial and error. Guidance would have made the transition more efficient and given me a better understanding of the expectations and limitations in the role. This is something that I have looked to develop with the work I have been involved in, however I dont know if this is a common issue within other departments.

In my role there is [Redacted]. I feel that I could have conversations with others around performance, good or poor.

I get a sense of personal accomplishment from my work - this is neither agree nor disagree as my mindset is that we are there to help however in my department, and as a result of recent HMICFRS inspections, it seems we are more focussed on enforcement and prosecution than education - we need to listen to NFCC/HMIC however that is one persons view on the role/function (in my experience this can, on occasion, be misguided) - there is the better regulators code and enforcement concordat that essentially tells us to help and that the 'punishments' are a last resort.

Work conditions - I have disagreed. The introduction of the flexible working policy was a breath of fresh air compared to the old mentality of 'if I cant see you you're not working'. However, it is down to the line managers discretion and has been dealt with inconsistently which can cause a feeling of tension and unfairness.

Through my early experience in SHQ, I don't feel secure in my job - I believe I have a good work ethic and Whilst I am not a manager, I do understand the role that management is supposed to play with this departme I have not much training in how to manage and different methods required when dealing with people who are I am now back in my previous role as the role I was told I would be going into [Redacted] was suddenly change Having difficult conversations with people is extremely difficult and often most of us are unequipped to have t

I have seen a major decline within the workshops over the 20 years I have been here whether its to do with pay or resources. I would like a salary increase for the work we are expected to carry out.

Further support going into role of management would be beneficial. There is little guidance or support once you are in the role. As a [Redacted] with the NRAT, I do not fit entirely into the MFRS [Redacted] structure, which although is possibly the right approach as I am not a MFRS employee, it does have its downsides when it comes to the completion of MFRS policies & procedures as I fully understand and agree processes have to take place for records, e.g. Return to work paperwork. It was a duplication of what both the employee and manager had to complete for their host FRS. [Redacted for publication as the writer is potentially identifiable].

I enjoy my role and have thoroughly benefited from the secondment, with being part of another FRS for a period of time.

Regarding sense of personal achievement, I don't feel this as achievements are considered more of a team achievement. No support as a manager. No clear direction on protocols. Just sent a e-learning package and requested to complete it.

I feel very undervalued as a non ops member of staff.

There is a massive divide between uniformed and non uniformed staff - to the point of it being corrupt and discriminative.

I've worked over 30 years in the organisation and the divide has never changed

I feel second class as a non ops member of staff and things aren't getting any better - in fact, if anything, it is going back. It's all about the white shirts, they run the organisation, us non ops staff do not have fairness or respect. The influx of work is too high and short notice for me to complete it to the highest standard and allow me to fit in. My current role is temporary. Myself and my line manager, who is also green book, have a wealth of experience. I feel that the workload can be extremely demanding, to a point where the working day physically does not allow for it. We do not have the time nor the systems to properly review and analyse our performance both individually or as a team. I feel strongly supported by my line managers. However, sometimes I feel my department is often overlooked. Learning how to be a junior manager is mostly being left to your own devices to figure things out. The command structure is not clear. I think after a good couple of years the office chairs should be replaced as we use them everyday and they only last a year. I often feel underappreciated as a manager, especially regarding the recognition of my unique management and leadership style. As a senior officer, I am tasked with driving performance and adhering to organisational standards, yet I find myself caught between the conflicting pressures from both junior and senior levels. Junior staff often expect approaches tailored specifically to their preferences, while the senior or strategic levels tend to focus on accommodating these demands. This situation places a considerable burden on middle management, who are expected to enforce performance standards, often without the autonomy to lead in a way that aligns with our individual strengths.

Additionally, while other operational personnel are compensated with the Grey Book overtime rate, as a Station Manager and Group Manager, I receive a flat rate payment without overtime. This discrepancy can result in a Watch Manager on an overtime shift earning significantly more than a Middle Manager in a similar situation, further contributing to feelings of being undervalued. I believe that fostering an environment where managers are empowered to leverage their unique skills and leadership styles would not only boost team morale but also establish a more balanced and respectful organisational culture, where expectations and accountability are more effectively managed across all levels.

Not enough is done to develop future leaders and expose staff to the level above. The culture created in the organisation is not supportive. I feel underappreciated and undervalued.

No support from senior officers. All chasing their tails to generate data. Function and station roles are not working.

With respect to the working conditions, I am based at Bromborough fire station and we are currently undergoing a refurbishment. I feel that the Service has let the crews down massively with the temporary accommodation and the conditions that we are working in are sub standard for a service that prides itself on allegedly being the best in the country. We have made simple requests from the outset of this refurbishment, such as an additional portacabin that was promised to us, however we have been let down throughout the entire process.

My role appears to be seen as a necessary evil by others. Until it suits they're agenda.

I feel supported in some ways (my manager is supportive) but this does not make for a rewarding career if the as an apprentice firefighter i feel extremely uncomfortable about speaking up about things i don't agree on, i c
Not at this time

I have been so happy and fortunate to have experienced working with MFRS for the last 2 years and have been
I feel comfortable between both sites I work at, my team and management make me feel at ease.

a personal experience of mine.

edure feels more efficient and reduces the frustration of travelling a long distance to an incident at normal roa

ng environment through meaningful staff engagement would have been appreciated. Being told what was hap

Also feel supported, communicated with and that I have someone to go to for advice if/when I need it.

by book introduced within usual green book roles/workplaces which has really broken down barriers.

had not heard anything after the closing date, she rang a number of times to say they should be sending an e-

FRS, as I know I'm well-looked after, I believe in the opportunities I'm given in work, and there's also lots of ot

wards to earn more and the current salary is not competative with similar roles with the local authorities. Eve

proud that I'm part if this team. I hope this can lead to permanent opportunities in the future, as i would like to
MFRS staff I have developed a sort of belonging and admiration for the organisation and hope to see it continu

b development if i moved on but it is the few good friends i have made over the years that probably keep me

paling compared to other local government departments and companies. I think this is why staff leave and it

ve made. I think there is a realism that other places of work suffer the same issues that MFRS do. Overall, the

/ if I do wish to remain here for another two years. I have been proud to work for MFRS in the past however I
r employer better however it could make small changes to improve things for e.g. those working under green

poorly managed promotion processes which include unfairness and appear to be driven by some managers to p

and it is what I always wanted to do since I was a child. I don't however, like working for MFRS and feel that I am
ely under-resourced and dealing with excessive demands and I am still met with criticism, constantly undermin
ent on whether crews drive straight to scene (in Rig2 and RTC jacket or if they remain on station until full water
't feel people were given enough notice as to which station they were moving and the selection process for w

: appears to get fed from senior managers to managers and then communicated out, this shouldn't be a proble
n which suits them and their family best. Transfer requests seem to take an awfully long time for some staff, b

key requirements. I deal with my work and don't have any involvement in any other change management disc
sed then budget provision is given immediately in capital to purchase vehicle and equipment, then revenue ru
est of the service then needs to do their bit to facilitate the changes. Maybe there is more scope for transpar

and personality that stop them from embracing change and I don't know what the organisation could do about

As people learn and understand things differently, we should explore alternative methods of communication

through retirement are neglected. Roles which require training and time to develop in, are often not filled until

before we create a well balanced, welcoming, supportive management. We need people with new ideas and

office, there are changes of management all the time, which is kept secret until the change takes place and many immediate Uniformed Line Managers for the non uniformed staff to provide familiarisation and explanation about teams. Especially when those senior managers haven't got experience working within that team. A close

I believe that communication is two-way - a lot of changes we are told about without any prior consultation.

be communicated. If change was communicated more effectively it would not impact individuals lives as much as [Redacted] before it was suddenly reversed. I had spent [Redacted] working towards a new role for it to be cancelled

entations by Principal Officers (POs), it often feels as though the decisions have already been made long before

which arrived via email, I think these can get swallowed up in the whole email/intranet system. I regularly return to ensure individuals are given the correct support and assistance to 'get back on track'. What a great service

ed management referrals to OH which have been addressed immediately and gave staff access to the support

portive to me. It is reassuring to know that they are there in the wings to provide further support or guidance have struggled. They were also brilliant during my pregnancy and on my return from maternity so I cannot fault the current economic impact if we run fitness classes at the start or end of the day it would be easy to access, keep helpful but informed me that the only times referrals can be made is regarding MSK or mental health reasons

alth & Fitness Officer [Redacted]. He provided an excellent programme that was progressive and got me back

d be in the form of initiatives such as mental health first aiders who offer vital peer support, especially in Ops. staff following the stabbings in Southport. Compared to the other emergency services our support was outstanding

try and then maintained throughout a person's career. This would naturally promote a healthier/fitter service committed staff pushing themselves to cover any shortfalls in staffing and that whilst this is commendable, staff can

fit of a senior officer completing a diffusion. A lot of the time, it appears and comes across as an inconvenience greening and increased understanding of health and wellbeing from the exposure of wearing BA in hot environments

ed for SRT to be mobilised, or exposed to many of the incidents they are. The local crews on frontline appliances

ce on more than one occasion which has been very beneficial to my health and wellbeing whilst experiencing s

anding of roles or work conducted at MFRS and despite having previous notes (I assume) do not know the histo

ngs that are available. Mental health is so important so services such as counselling should be advertised more
se the occy health team now they are capability too. Surely this is a conflict of interest having these teams tog

big campaign over the new flexible working system including working from home along with other options of a

etence have caused me until grief. They are a shambles of a team from the [Redacted] to the admin staff. [Th

paid people in the organisation are expected to volunteer left right and centre. senior officers or those wanting

help or support. Unfortunately some senior managers fall way short of their expertise, knowledge and ability to
instances of hard work and skill that it takes to produce first class work in my area and focus in on one tiny iss

within mfrs feel more comfortable and be spoken to better. the contact from this department to new starters

ment environment. I would be willing to carry this out in my own time if the sessions were available.
of the 'organisation' things that go on in the service. I am really interested in the cultural and community side

think this is something that could work wonders for people with low confidence or who are struggling in their
development opportunities but at the minute I feel like I am pace setting in [Redacted] and tend to ensure the

ce part in activities and volunteering days that I wouldn't have been able to do/or be available to me with a dif
untry. Funding is in place given my role has arisen from a new workstream. My manager has not been proactiv

chat with my line manager however I didn't come away with any new goals or development pathways. Basicall
y role there is not really any training support available, but this does not stop my own personal development.

to replace due to small pin size button to press to release the smoke alarm from the base. This may be a prot

me personal responsibility to seek out learning development, be that through discussions with line managers,

and development are limited. Additional staff would provide much needed resilience and allow staff opportu-

rades to systems prevent me doing my job and accessing the systems I require . I do not think the admin team

em. It was rolled out quickly and couldn't understand how to complete it. We have had many different apprais

ree is not essential in your job role then you are not entitled to support. Therefore unless it is paid for by the e
g room and my SurfacePro wont connect to the Service/says no Service- working from the VPN at home is ofte

· Tech assessment for aspiring leaders. The TDA do not put any packages together to test, ases or develop any

ans for people are not written down or communicated with our future talents. This is a vital part to allow the c

et it rarely open to green book employees???? Also the High Potential pathway is flawed often the people wh

d learning & development opportunities as our department is always busy and we don't have 'cover' should yo

y those in high positions within the service. There is no equality when it comes to development it is based on v
ours training, but I have had no training in my specific role. I would like something more specific to my role th
nd development opportunities are selected based on personal preference of managers and not in a fair way. Th

e issue where you cannot enter a genuine learning environment where making a mistake in a safe place is oka

do not develop staff well enough. the SRT are stretched and have too many skill sets to be good at all of them.

aisal for the last 5 years and I have still not been put on one. People with [Redacted] less experience, who gain

ities on station to conduct worthwhile training are limited at best, especially when working [Redacted]. I do b
ation Programme has been the single worst piece of training I have experienced in a 30 year career - at total w

continuously difficult to manage, I took over management of this person whilst they were on a support plan and I

with and we are not correctly equipped to deal with them due to the fact that training and development is insuf

support achieving work tasks. It's a real challenge if you're neurodiverse or not, and you need quiet space to c

king at internal roles to apply for which are more suited to my skills, and will make me feel more accomplished

cognised in terms of the value of input I can provide to the team. I think it is important this is addressed.

towards me. Some training in conflict management and the option to inspect in pairs would help ease this.

more supported by the organisation and individuals in the organisation, from the very top down and across the . During this time I have been left on my own for my colleagues to support me through my development. It gets a bit frustrating. I feel I do a good job, others do not, but I do not get recognised for working harder (and the others don't).

other departments. For example, hearings for people's sickness. Sometimes it is not appropriate to issue an informal warning.

In [Redacted], I am the lowest rank within the team, but I feel that there would be support from [Redacted] Management.

It is so hot to work in in the warmer months after numerous conversations with [Redaction] we still have to struggle.

feeling the pressure of the work and many departments are under staffed and standards are falling as a result.

control are using. With any influx of calls the system slows down and sometimes freezes making it unusable.

an extremely demanding function, a station, additional responsibilities. This means that never role gets the attention.

and occasionally purpose of what i am trying to achieve. Feel that this creates a system where objectives become

missed. I was made to feel like i was not going to fit in from the very beginning and made to feel like i was not good

enough (coverage). Current contracts offer little flexibility and do not allow teams to respond to Service requirements, but

my teams role, I don't feel an open plan office the correct environment for several of the teams in our department

med Officer. Their role is split between a Function and a Station. There reduced time in the Functional role doing producing work that is creative, targeted and analytical. We are often time low on resource and time, meaning documents are out-dated with just a word document. They need to be supplemented with videos of how to perform

every rank above and below us yet we are at the bottom of the pay scale. More and more responsibility is put

nt and that is sadly lacking at present, not only at my line manager level but going further up the chain. There are neuro diverse. There is not much training to remain competent and improve skills operationally in my role. I was asked after I refused to accept the manager role for less money than the previous manager. Made me feel undermined - I also find on many occasions you make a decision which is often linked to your experience and knowledge

ay/training/apprentices. There does not seem to be a clear future path for this department and being pro activ

ce within our department, both having worked up from front line roles. However, we are managed by an oper
w for it to be completed. The asks can be continuous without break and this needs to be addressed. It means a
or collectively . IPDR isnt being used to its full potential , we are let down by the the compyter systems we have
by senior management, despite it playing an essential role in firefighting operations. This perceived lack of ap
nd courses are useful up to a point but the SOP action cards are very generic and you are often left on your own

grey book officer role along side the lack of diversity has created a ego driven environment. the culture is poor

root problems of a hyper-demanding culture are not addressed. What is the point of being the 'best fire service' if it doesn't mean station issues but as a whole any situations I don't agree with I feel can't be spoken about due to being absolutely adopted by you all coming from another service and made to feel part of the MFRS Team for which

and speed, knowing you can have a positive impact on the incident but on many occasions, not getting there.

opening wasn't the same as being invited to make a constructive contribution - no one was consulted with, or

mail out that week and still hadn't received anything. She has since applied and been appointed at a similar job

everytime I have received a payrise its been less than 2k, this makes very little impact on my current household budget

would be the only reason I would leave if a better role came up with better pay and holiday allocation.

reason for the fire service and the individuals who joined for the service are the same - to help. I think some people

book conditions are not invited to the recruit passout why??? They recently had the recognition awards and y

promote who they want through. The service is a great place to be with firefighters and supervisory managers I

am probably at the lowest point of my career to date. I love coming in to work to work with my watch but the
ned and given little respect - if this is how you are treated when you perform well and deliver everything that is
er kit has been donned. This was communicated via the FBU and not well communicated by MFRS. Furthermo

em but when you have a couple of managers who are resistant to change then unfortunately we only get a neg

ussions outside of the team. I dont attend the extended department meetings but would welcome this as i wil

inning costs are increased like fuel, tyres, repairs, insurance, additional leasing cost of equipment, may need e:

until the previous member of staff has moved on, even when the changes have been identified significantly prior.

different backgrounds. We need people who are different. We need more people who are in it for the team.

managers move on a regular basis (apart from my line manager). It is hard to get to know someone on a higher level on workstreams. This adds to the workload of non uniformed staff but no acknowledgement as part of job evaluation. A look at how the HR teams are merged would be better, having certain teams merged can make staff members

A lot of decisions for change are made by a relatively small group of people - there has to be a balance between

where these discussions take place. These sessions can come across as a way to demonstrate that consultation has

urn to work after 4 days off to an absolute barrage of emails and information, of which there is only so much t

the organisation. I think it takes health and wellbeing really seriously and thats obvious when it comes to debri
ep me mentally and physically well and help me as I have had to cancel my gym membership as I couldn't affo

cies are more than capable of dealing with a high percentage of these incidents. SRT should be used when nee

ory of an employee's health. This means time is taken explaining and going over previous and traumatic issues

gether!!! For the sake of staff members mental health please look into having these as separate teams. When I

agile working. I know this is a bit of a lottery and some departments are able if not encouraged to WFH while c

is has been redacted for publication but the SLT member for the team concerned has been made aware]

ng to be a seior officer are expected not to have a family or personal life and if you have to take time off or ma

o treat personnel appropriately. To they point they actually exacerbated situations due to their lack of ability a
ue. I have felt criticised today by a very senior officer who never misses an opportunity to level some criticism

of the organisaion and feel that i can offer experience and a genuine interest in these elements. Moving forw

ve to make use of the database and the funding as a resource to enable to team to reach competence as quick

blem for glasses wearers or on high ceilings where it might be quite hard to locate the button. The old smoke :

al systems over the years. I have never revisited the appraisal from one year to the next. Familiarisation of the

ne high potential scheme is a waste of time and was brought in as a fast track to get people who senior manag

believe that the new TDA is a fantastic venue but it would appear at the moment that there are not enough sta
waste of time, total nonsense box ticking exercise which felt so out of touch with the reality of the Service it fel

feel that the process has been set up in a way to support the individual but there is no support for line manag

fficient (workshops). I do not feel encouraged, Invested in or considered in terms of professional development

concentrate on your work and not have many distractions. There's a lack of quiet work spaces available with tl

nuinely feels like I'm not cared about or even forgotten at my current stage of development by the service. I d

al notice and if we don't, there are certain people who work for the organisation who disagree and let this be

FRS if I was a line manager. [Redacted for publication because the writer is potentially identifiable but the resp

gle. The only piece of advice from [Redaction] was to get in earlier, when its an all day task I fail to see how the

t of this. As we are not receiving responses to internal emails or acknowledgements then this is increasing our

ne difficult to complete, certainly in a timely fashion. Dependence on other departments can also hinder progr

d enough, i questioned if it was a job for me. I could see how the organisation was as a bigger picture and i kne

es not allow them to get an understanding of the roles of non uniformed personnel that they line manage.
we don't get the chance to create content and campaigns that are evidence-based, targeted and impactful. I b

seems to be a worrying lack of involvement and oversight for senior line managers that have resulted in a poo
valued and its the [Redacted] time I have been given a role that is less money than another person in the same
dge and yet someone further up the chain comes in and white washes you which is totally soul destroying - w

re is something I feel the fire service is not good at, its always just wait and see and be reactive. My role has al

ational GM with no experience within the department. It is extremely frustrating for us that there is no further
at points I feel i am completeing work to an inadequete level just to tick a box rather than to the standard I wo

rn to try and learn by experience. Then also you feel under scrutiny for ops decisions which can make the role

, there is no team work between officers and all we here on stations is officers *** other officer off, *** off SL

ce in the UK' if your staff are stressed, miserable and unhappy? Some teams and areas of the Service are driven

asked to confirm the intention to go for shared changing arrangements. No one was consulted with, or asked to

people can get lost along the way through their own career aspirations and can lose their moral compass at times

yet it was only those in white shirts were invited along (please note this does not include the achievers) to the

leading the way with ethics and morals unfortunately not supported and backed up by some senior leaders

the station at the moment is a very sad looking place (although I am optimistic about the new station refurbishment)
more, recent turn out sheets have not stated the crews priority PPE. Whilst it is only a 3 month trial the comm

negative slant on the change. Senior managers should communicate directly with all staff. Whenever senior man

extra Fitter hours so recruitment needed etc. Or when increase in jobs for eg protection then budget provided f

. This creates issues for managers who then have to effectively train the new staff member whilst still running

on consulting the workforce and getting to a point where change is made. I know that consultation can get in tl

hat can be remembered. The culture at MFRS is that once an email is sent, it absolves the sender of any liability.

ded, and their knowledge and equipment can be invaluable, but there are times when i feel they are mobilised

in order to provide information to the external professional to make the phonecall/visit relevant or context u

others are not. I understand that it is down to managers discretion and obviously it can not be to the detriment

amage your work due to your family this is held against you. you have senior officers driving past each other to

, I am unthanked and unrewarded for my effort and the sacrifices I have made and continue to make in my pe

ard I would welcome some involvement, but i will try to ensure that i put my self forward as required.

new appraisal system was given but as it was not live, we could not be given a demonstration. It would be rea

ers wanted to move up the chain through. I have requested courses and conversations with managers and it h

ff to operate it to its full potential. I would like to be able to organise further BA training or RTC training and h
t like we were being deliberately mocked (I was not the only one to feel this way about this course). Utterly av

gers when dealing with an individual who is difficult. I have not been directly involved with the support plan pr

he computer equipment needed, especially for the increasing number of Teams meetings which often need a

don't understand how there has been no capacity for a CM or WM to be allocated to us and for such a long per

at helps. We just need some ventlation. We have asked [Redaction] for a temperature Monitor which I believ

r workload further. Staff in many admin team are new and not fully trained and dont fully understand their job

ew i wanted to be a part of that so i held out and another opportunity arose which i went for and could not be

believe part of this is the way our team is structured and organised. Another large part is misunderstanding with

r working environment with very little meaningful communication or direction from the department manager.

Also changed a lot over the time to which I put in for a wage review, it was knocked back but all the additional v

r development available to us due to it being a grey book role - even though in any other sector, we would hav
ould usually hold myself too. I feel the support offer is not really there to be asked for and that it can be just lip

n into the ground while others receive promotions, resources, career development and lighter workloads.

ment). I am totally disengaged with any concept of suggesting changes and fell like writing this is probably a co

nagers do communicate directly with teams the change resistant mangers do not attend the meetings and the

their department. This would be alleviated somewhat by increased staffing creating resilience in department

he way and/or delay implementation, and it is impossible to please everyone, however sometimes the way thi

ty as their job is effectively done. There need to be 360 degrees of learning, ensuring that people understand

d, in attendance and utilised for no real reason other than 'use SRT'. A lot of SRT are newer in service, and in the

t of the workings of your dept. but i think that some managers have a mindset of not liking the WFH. This appears

rsonal and professional life, I am mentally exhausted, always running on fumes and always teetering on burno

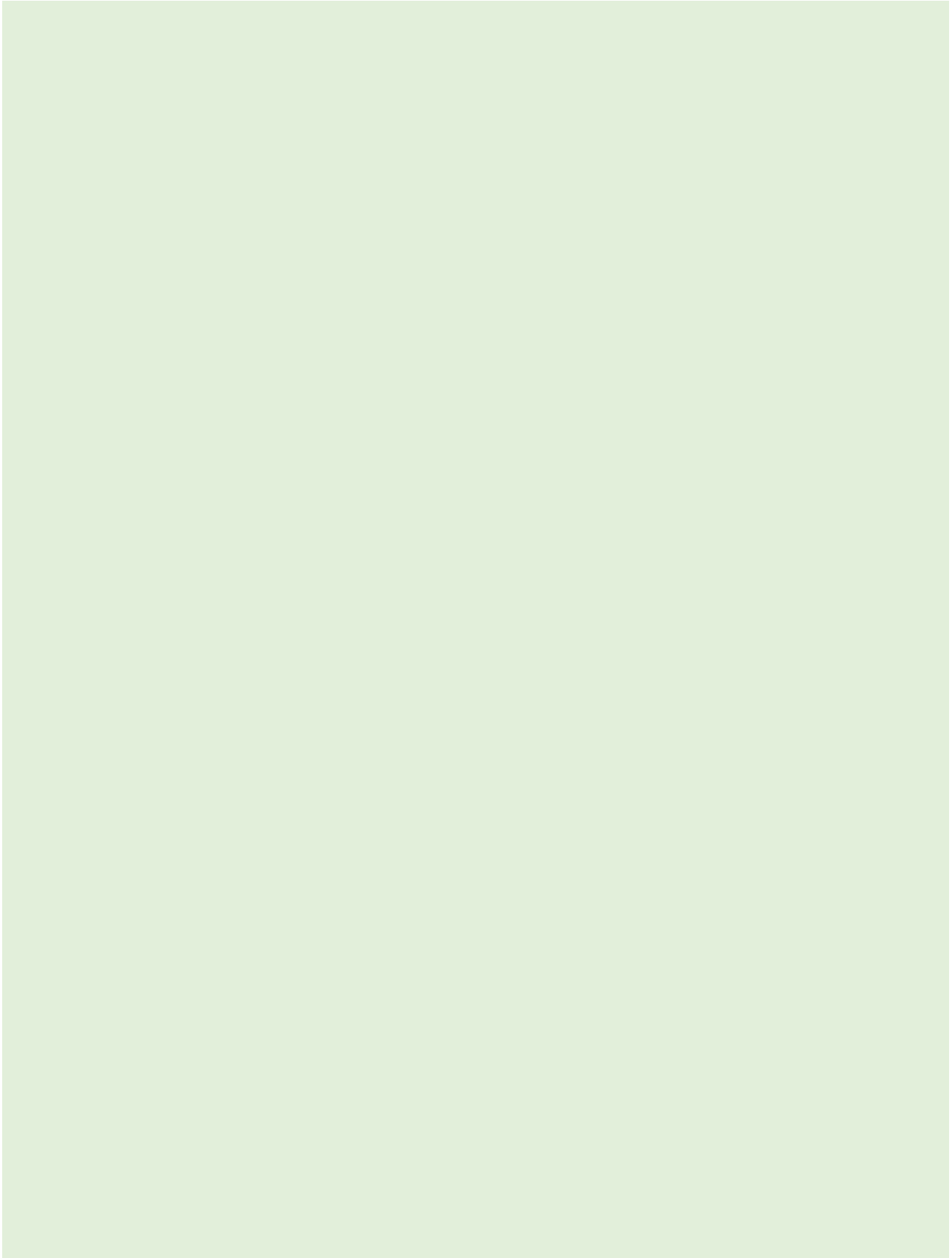
ave requested this in the past, but have had no success. I have also requested additional trauma managemen

e also measures the humidity however I am now being ignored when I ask about getting one. [**This has been**

happier. It just makes me upset that people are allowed to do this and after voicing my concerns knowing i w

thin the wider organisation of the work we do and our expertise, the constant need for work requests are just

work i do was put on my 'new' job role which i think is incorrect. this have made me feel down and under value



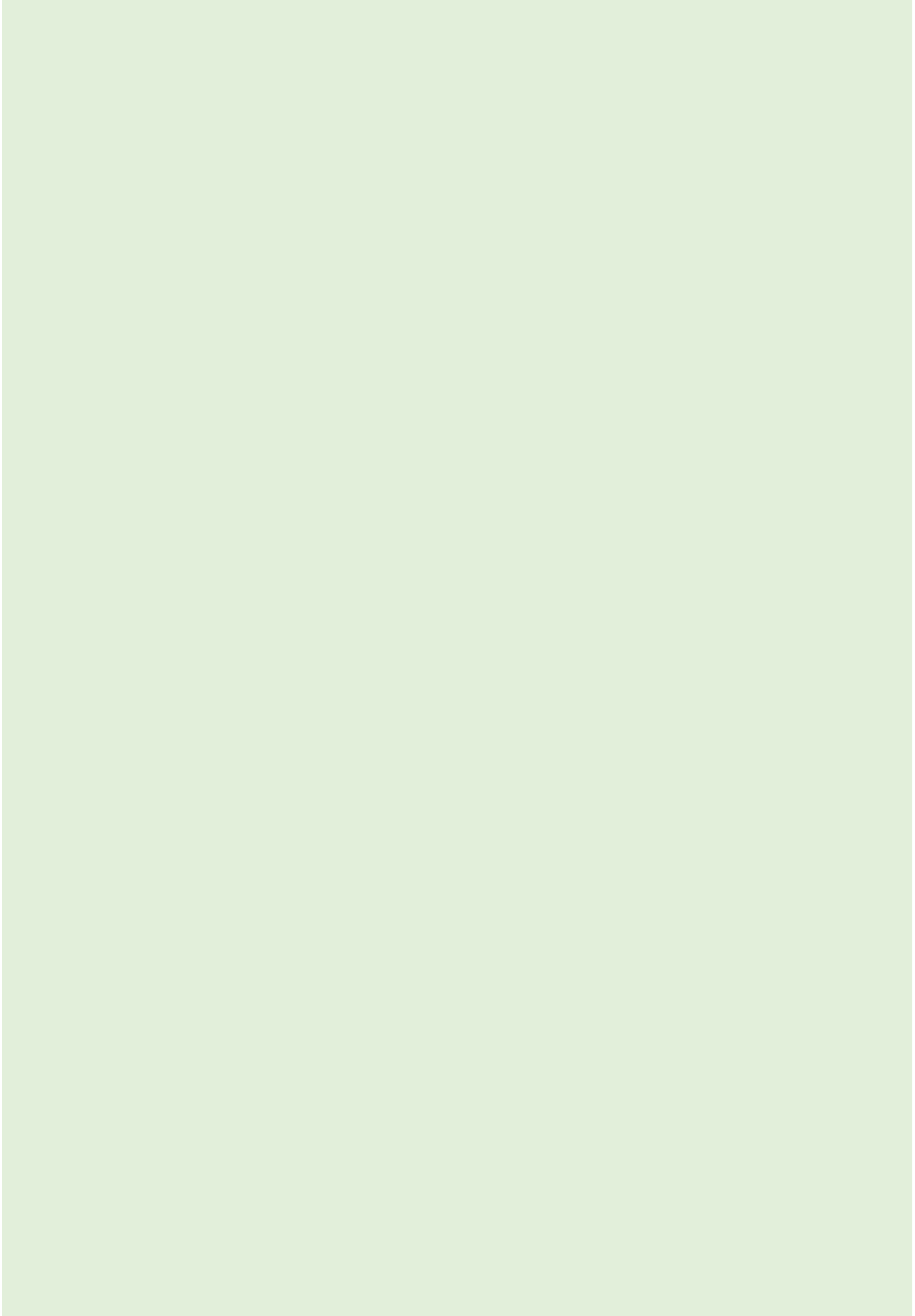
mplete waste of time because my experience over the last 7 years is that people do not even recognise or ack

s, or alternatively, embedding the new staff members with sufficient time to allow for any training requirements,

ings are changed don't necessarily make sense or could have been achieved in a different way and this is where

what is expected of them and how the change will be implemented. Also there needs to be a readiness to ac

his day and age of 'limiting exposure', i really do think its unfair to bascially force exposure on the crews within



out or going off sick with stress, the only reason I do not is that this would cause problems for my team and I d

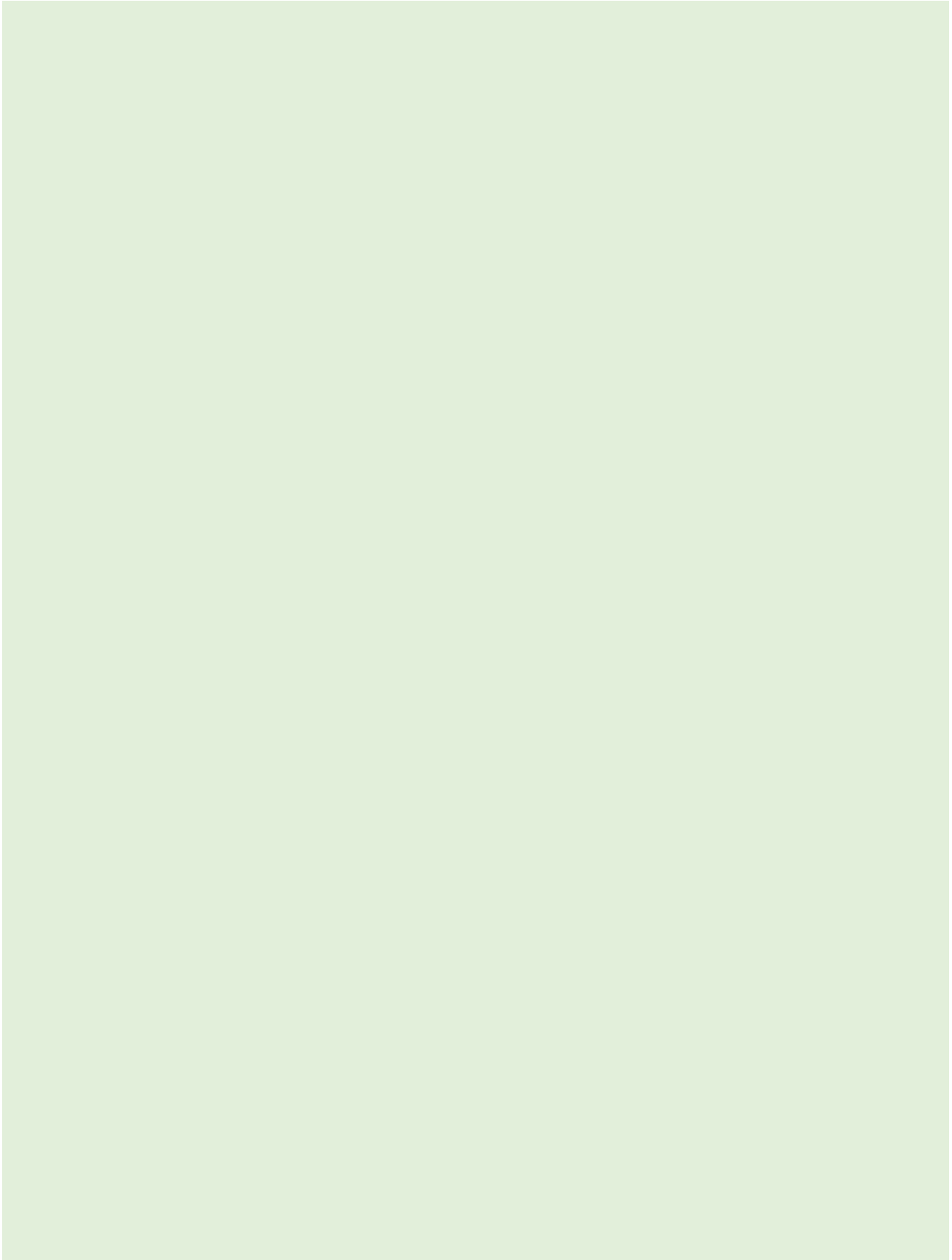
t training for my crew as I believe this is a fundamental part of the role, but again I did not receive a response.

redacted for publication, but the SLT members responsible for the areas concerned have been made aware.

as not listened to and the same department is still able to make people feel a certain way. I am lucky that i wa

to tick a box, and the refusal to utilise best practice even when presented with knowledge, evidence and experience

ed to be honest and as a department other members of staff in the same situation and feel the same. I use to c



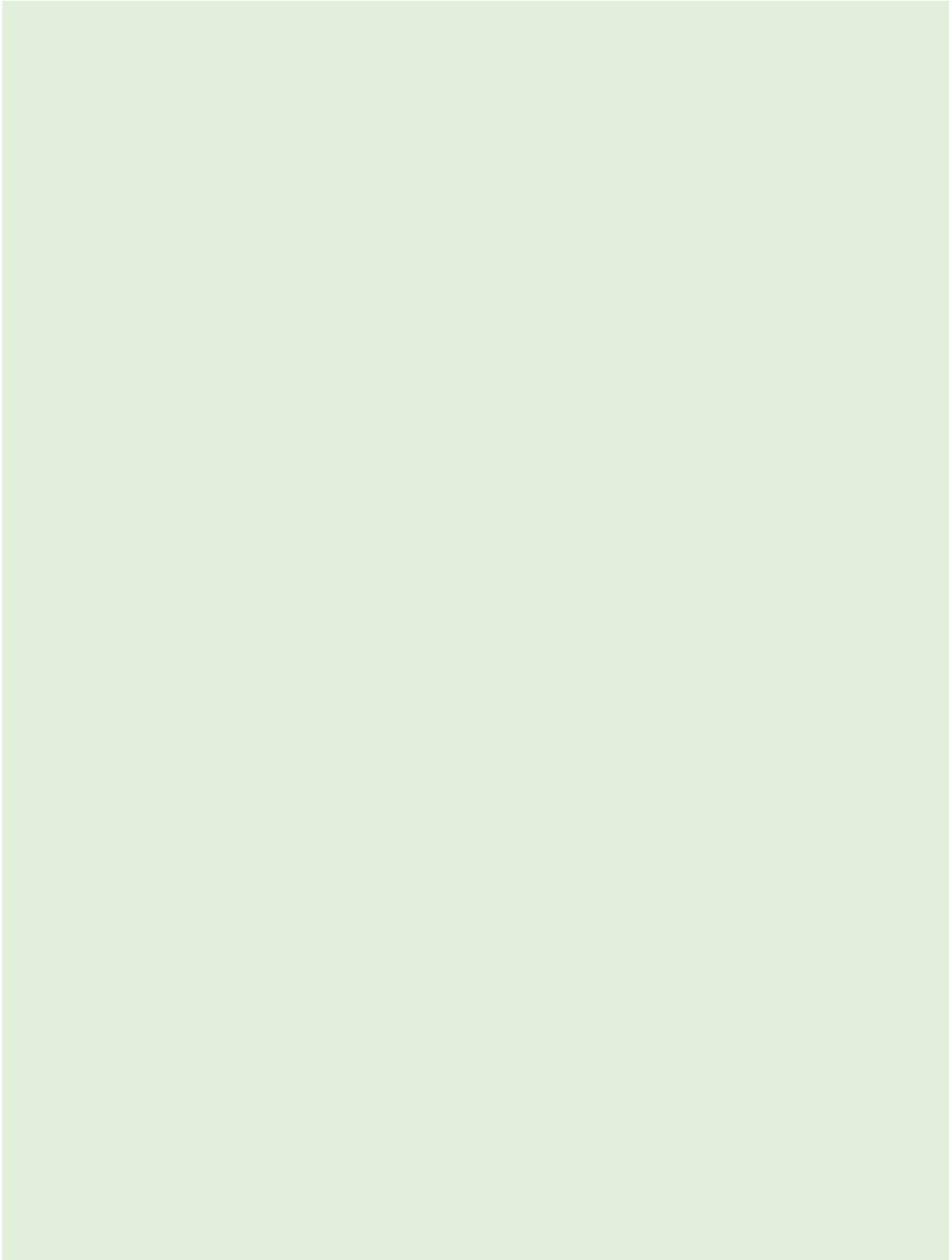
knowledge when suggestions have been made for improvements. My time is greatly spent on station chasing t

There is value in consulting those who are the 'feet on the ground'. The short term pain of consultation and

do not want stress on my sick record when I apply for jobs elsewhere. My work and efforts are taken for granted

[Redacted for publication as the writer could potentially be identified. The SLT member/s for these areas o

enjoy coming to work and feel a sense of joy completing my job but its been difficult the last few years with la



targets that, as previously mentioned, are just arbitrary numbers that do not allow me to operate as a manager

long waits to achieve an outcome invariably lead to a long term gain of a happy, motivated workforce. It is oka

ed. I frequently feel sick, dizzy have chest pains and dread going to work as the environment I work in is so awf

Real-time engagement with the community and which larger events by day. We have been able to create a part as it stops in the down

ay to have an idea and it not be done within that financial year, in order to ensure that it is appropriately planned

remits itself to the NBS may improve our oper

