

Redactions 331

[illegible]

What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Flexible and hybrid working
What is the best thing about working	100% Career progression
What is the best thing about working	100% Learning and development
What is the best thing about working	100% Job security
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Recognition and praise
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Work satisfaction
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Systems and processes
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Work satisfaction
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Vision and purpose
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Leadership
What is the best thing about working	100% Work satisfaction
What is the best thing about working	100% Uncategorised
What is the best thing about working	100% Line manager effectiveness
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Flexible and hybrid working

What is the best thing about working	100% Job security
What is the best thing about working	100% Line manager effectiveness
What is the best thing about working	100% Uncategorized
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Work satisfaction
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Wellbeing and balance
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Wellbeing and balance
What is the best thing about working	100% Values and culture
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Agility and innovation
What is the best thing about working	100% Values and culture
What is the best thing about working	100% Job security
What is the best thing about working	100% Work satisfaction
What is the best thing about working	100% Vision and purpose
What is the best thing about working	100% Values and culture
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
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What is the best thing about working	100% Job security
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Work satisfaction
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Values and culture
What is the best thing about working	
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% People and teamwork
What is the best thing about working	100% Career progression
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Uncategorized
What is the best thing about working	100% People and teamwork
What is the best thing about working	
What is the best thing about working	100% Environmental social and governance
What is the best thing about working	100% Physical environment
What is the best thing about working	100% Learning and development
What is the best thing about working	100% Vision and purpose

What is the best thing about workin	100% Work satisfaction
What is the best thing about workin	100% People and teamwork
What is the best thing about workin	100% Health and safety
What is the best thing about workin	100% Job security
What is the best thing about workin	100% Environmental social and governanc
What is the best thing about workin	100% Work satisfaction
What is the best thing about workin	96% Uncategorised
What is the best thing about workin	96% People and teamwork
What is the best thing about workin	96% Flexible and hybrid working
What is the best thing about workin	96% Job security
What is the best thing about workin	96% Tools and equipment
What is the best thing about workin	96% People and teamwork
What is the best thing about workin	96% Uncategorised
What is the best thing about workin	96% People and teamwork
What is the best thing about workin	96% Environmental social and governanc
What is the best thing about workin	96% People and teamwork
What is the best thing about workin	96% Environmental social and governanc
What is the best thing about workin	96% People and teamwork
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What is the best thing about workin	96% Environmental social and governanc
What is the best thing about workin	96% Environmental social and governanc
What is the best thing about workin	96% Uncategorised
What is the best thing about workin	96% Work satisfaction
What is the best thing about workin	96% People and teamwork
What is the best thing about workin	96% Uncategorised
What is the best thing about workin	96% Pay and benefits
What is the best thing about workin	96% People and teamwork
What is the best thing about workin	96% Environmental social and governanc
What is the best thing about workin	96% Environmental social and governanc
What is the best thing about workin	96% Work satisfaction
What is the best thing about workin	92% People and teamwork
What is the best thing about workin	92% People and teamwork
What is the best thing about workin	92% Uncategorised
What is the best thing about workin	92% Flexible and hybrid working
What is the best thing about workin	92% Values and culture
What is the best thing about workin	92% Recognition and praise
What is the best thing about workin	92% Vision and purpose
What is the best thing about workin	92% Flexible and hybrid working
What is the best thing about workin	92% People and teamwork
What is the best thing about workin	92% Work satisfaction
What is the best thing about workin	92% People and teamwork
What is the best thing about workin	92% Cross function communication

What is the best thing about working	92% Job security
What is the best thing about working	92% Environmental social and governance
What is the best thing about working	92% People and teamwork
What is the best thing about working	92% People and teamwork
What is the best thing about working	92% Values and culture
What is the best thing about working	92% People and teamwork
What is the best thing about working	92% People and teamwork
What is the best thing about working	88% Environmental social and governance
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% Uncategorised
What is the best thing about working	88% Values and culture
What is the best thing about working	88% Job security
What is the best thing about working	88% Uncategorised
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% Uncategorised
What is the best thing about working	88% Recognition and praise
What is the best thing about working	88% Uncategorised
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% Uncategorised
What is the best thing about working	88% Uncategorised
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% People and teamwork
What is the best thing about working	88% Leadership
What is the best thing about working	88% People and teamwork
What is the best thing about working	84% Learning and development
What is the best thing about working	84% People and teamwork
What is the best thing about working	84% Work satisfaction
What is the best thing about working	84% Uncategorised
What is the best thing about working	84% Flexible and hybrid working
What is the best thing about working	84% Vision and purpose
What is the best thing about working	84% Uncategorised
What is the best thing about working	84% Environmental social and governance
What is the best thing about working	84% Environmental social and governance
What is the best thing about working	84% Environmental social and governance
What is the best thing about working	84% Wellbeing and balance
What is the best thing about working	84% Vision and purpose
What is the best thing about working	84% Systems and processes

What is the best thing about working in a team?	84% Uncategorized
What is the best thing about working in a team?	84% People and teamwork
What is the best thing about working in a team?	84% Environmental social and governance
What is the best thing about working in a team?	80% Uncategorized
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Work satisfaction
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Flexible and hybrid working
What is the best thing about working in a team?	80% Line manager effectiveness
What is the best thing about working in a team?	80% Work satisfaction
What is the best thing about working in a team?	80% Line manager effectiveness
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Environmental social and governance
What is the best thing about working in a team?	80% Uncategorized
What is the best thing about working in a team?	80% Work satisfaction
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Values and culture
What is the best thing about working in a team?	80% Values and culture
What is the best thing about working in a team?	80% Environmental social and governance
What is the best thing about working in a team?	80% Environmental social and governance
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Job security
What is the best thing about working in a team?	80% Health and safety
What is the best thing about working in a team?	80% Uncategorized
What is the best thing about working in a team?	80% Uncategorized
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Health and safety
What is the best thing about working in a team?	80% People and teamwork
What is the best thing about working in a team?	80% Flexible and hybrid working
What is the best thing about working in a team?	80% Work satisfaction
What is the best thing about working in a team?	80% Environmental social and governance

What is the best thing about working here?	80% Environmental social and governance
What is the best thing about working here?	80% Wellbeing and balance
What is the best thing about working here?	80% Wellbeing and balance
What is the best thing about working here?	80% Physical environment
What is the best thing about working here?	80% Flexible and hybrid working
What is the best thing about working here?	80% Flexible and hybrid working
What is the best thing about working here?	80% Learning and development
What is the best thing about working here?	80% Flexible and hybrid working
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% Learning and development
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% Uncategorised
What is the best thing about working here?	80% Autonomy and empowerment
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% Work satisfaction
What is the best thing about working here?	80% Learning and development
What is the best thing about working here?	80% Uncategorised
What is the best thing about working here?	80% Uncategorised
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% Uncategorised
What is the best thing about working here?	80% Uncategorised
What is the best thing about working here?	80% People and teamwork
What is the best thing about working here?	80% Pay and benefits
What is the best thing about working here?	80% Uncategorised
What is the best thing about working here?	76% Flexible and hybrid working
What is the best thing about working here?	76% People and teamwork
What is the best thing about working here?	76% People and teamwork
What is the best thing about working here?	76% Work satisfaction
What is the best thing about working here?	76% Job security
What is the best thing about working here?	76% Uncategorised
What is the best thing about working here?	76% Work satisfaction
What is the best thing about working here?	76% Environmental social and governance
What is the best thing about working here?	76% People and teamwork

What is the best thing about workin	76% Pay and benefits
What is the best thing about workin	72% Work satisfaction
What is the best thing about workin	72% Work satisfaction
What is the best thing about workin	72% Uncategorised
What is the best thing about workin	72% People and teamwork
What is the best thing about workin	72% Vision and purpose
What is the best thing about workin	72% Flexible and hybrid working
What is the best thing about workin	72% Flexible and hybrid working
What is the best thing about workin	72% Wellbeing and balance
What is the best thing about workin	72% Line manager effectiveness
What is the best thing about workin	72% Flexible and hybrid working
What is the best thing about workin	
What is the best thing about workin	72% Flexible and hybrid working
What is the best thing about workin	72% People and teamwork
What is the best thing about workin	72% People and teamwork
What is the best thing about workin	72% People and teamwork
What is the best thing about workin	72% Pay and benefits
What is the best thing about workin	68% Values and culture
What is the best thing about workin	
What is the best thing about workin	68% Uncategorised
What is the best thing about workin	68% Environmental social and governanc
What is the best thing about workin	
What is the best thing about workin	68% Health and safety
What is the best thing about workin	68% Learning and development
What is the best thing about workin	68% Uncategorised
What is the best thing about workin	
What is the best thing about workin	68% Uncategorised
What is the best thing about workin	64% People and teamwork
What is the best thing about workin	64% People and teamwork
What is the best thing about workin	64% People and teamwork
What is the best thing about workin	60% Uncategorised
What is the best thing about workin	60% Flexible and hybrid working
What is the best thing about workin	60% Flexible and hybrid working
What is the best thing about workin	60% Environmental social and governanc

What is the best thing about working
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What is the best thing about working

60% Environmental social and governance
60% People and teamwork
56% Leadership
56% Uncategorised
52% People and teamwork

What is the best thing about working
What is the best thing about working
What is the best thing about working
What is the best thing about working
What is the best thing about working
What is the best thing about working
If within your power, what one thing
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52% Job security
52% Job security
52% People and teamwork
48% Pay and benefits
44% People and teamwork
32% Work satisfaction
20% Flexible and hybrid working
100% Work satisfaction
100% Uncategorised
100% Uncategorised
100% Meetings
100% Tools and equipment
100% General communication
100% Systems and processes
100% Uncategorised
100% Learning and development
100% Values and culture
100% Cross function communication
100% Physical environment
100% People and teamwork
100% Tools and equipment
100% Flexible and hybrid working
100% Physical environment

If within your power, what one thing would you like to see change?	100% Uncategorized
If within your power, what one thing would you like to see change?	100% Leadership
If within your power, what one thing would you like to see change?	100% Environmental social and governance
If within your power, what one thing would you like to see change?	100% Equality diversity and inclusion EDI
If within your power, what one thing would you like to see change?	100% People and teamwork
If within your power, what one thing would you like to see change?	100% Equality diversity and inclusion EDI
If within your power, what one thing would you like to see change?	100% Wellbeing and balance
If within your power, what one thing would you like to see change?	100% Line manager effectiveness
If within your power, what one thing would you like to see change?	100% Uncategorized
If within your power, what one thing would you like to see change?	100% Systems and processes
If within your power, what one thing would you like to see change?	100% Line manager effectiveness
If within your power, what one thing would you like to see change?	100% Wellbeing and balance
If within your power, what one thing would you like to see change?	100% Tools and equipment
If within your power, what one thing would you like to see change?	100% Pay and benefits
If within your power, what one thing would you like to see change?	100% Flexible and hybrid working
If within your power, what one thing would you like to see change?	100% Uncategorized
If within your power, what one thing would you like to see change?	100% Line manager effectiveness
If within your power, what one thing would you like to see change?	100% Recognition and praise
If within your power, what one thing would you like to see change?	100% Autonomy and empowerment
If within your power, what one thing would you like to see change?	100% Flexible and hybrid working
If within your power, what one thing would you like to see change?	100% Values and culture
If within your power, what one thing would you like to see change?	100% Learning and development
If within your power, what one thing would you like to see change?	100% Uncategorized
If within your power, what one thing would you like to see change?	100% Equality diversity and inclusion EDI
If within your power, what one thing would you like to see change?	100% People and teamwork
If within your power, what one thing would you like to see change?	100% Career progression
If within your power, what one thing would you like to see change?	100% Uncategorized
If within your power, what one thing would you like to see change?	100% Line manager effectiveness
If within your power, what one thing would you like to see change?	100% Uncategorized
If within your power, what one thing would you like to see change?	100% Performance management
If within your power, what one thing would you like to see change?	100% Flexible and hybrid working
If within your power, what one thing would you like to see change?	100% Flexible and hybrid working
If within your power, what one thing would you like to see change?	100% People and teamwork

If within your power, what one thing	100% Environmental social and governance
If within your power, what one thing	100% Pay and benefits
If within your power, what one thing	100% Pay and benefits
If within your power, what one thing	100% Pay and benefits
If within your power, what one thing	100% Meetings
If within your power, what one thing	100% Uncategorized
If within your power, what one thing	100% Learning and development
If within your power, what one thing	100% Vision and purpose
If within your power, what one thing	100% Career progression
If within your power, what one thing	100% Uncategorized
If within your power, what one thing	100% Flexible and hybrid working
If within your power, what one thing	100% Employee voice
If within your power, what one thing	100% Uncategorized
If within your power, what one thing	100% Flexible and hybrid working
If within your power, what one thing	100% Uncategorized
If within your power, what one thing	100% Line manager effectiveness
If within your power, what one thing	100% Physical environment
If within your power, what one thing	100% Line manager effectiveness
If within your power, what one thing	100% Equality diversity and inclusion EDI
If within your power, what one thing	100% Line manager effectiveness
If within your power, what one thing	100% Pay and benefits
If within your power, what one thing	100% Uncategorized
If within your power, what one thing	100% Nothing
If within your power, what one thing	100% Career progression
If within your power, what one thing	100% New joiners onboarding and induction
If within your power, what one thing	100% Line manager effectiveness
If within your power, what one thing	100% Pay and benefits
If within your power, what one thing	100% Cross function communication
If within your power, what one thing	100% Nothing
If within your power, what one thing	100% Uncategorized
If within your power, what one thing	100% People and teamwork

If within your power, what one thing	100% Environmental social and governance
If within your power, what one thing	100% Nothing
If within your power, what one thing	100% Don't know or unsure
If within your power, what one thing	100% Employee voice
If within your power, what one thing	100% Performance management

If within your power, what one thing	100% Agility and innovation
If within your power, what one thing	100% Flexible and hybrid working
If within your power, what one thing	100% Values and culture

If within your power, what one thing	100% New joiners onboarding and induction
If within your power, what one thing	100% Nothing
If within your power, what one thing	100% Nothing
If within your power, what one thing	100% Equality diversity and inclusion EDI
If within your power, what one thing	96% Pay and benefits
If within your power, what one thing	96% Wellbeing and balance
If within your power, what one thing	96% Uncategorized
If within your power, what one thing	96% Nothing
If within your power, what one thing	96% Leadership
If within your power, what one thing	96% Agility and innovation
If within your power, what one thing	96% Uncategorized
If within your power, what one thing	96% Leadership

If within your power, what one thing	96% Autonomy and empowerment
If within your power, what one thing	96% People and teamwork
If within your power, what one thing	96% Pay and benefits
If within your power, what one thing	96% Pay and benefits
If within your power, what one thing	96% Pay and benefits
If within your power, what one thing	96% Values and culture
If within your power, what one thing	96% Agility and innovation
If within your power, what one thing	96% Staffing and workload
If within your power, what one thing	96% Wellbeing and balance
If within your power, what one thing	96% Pay and benefits
If within your power, what one thing	96% Customer service and quality

If within your power, what one thing would you change?	92% Employee voice
If within your power, what one thing would you change?	92% Systems and processes
If within your power, what one thing would you change?	92% Environmental social and governance
If within your power, what one thing would you change?	92% Pay and benefits
If within your power, what one thing would you change?	92% Recruitment
If within your power, what one thing would you change?	92% Flexible and hybrid working
If within your power, what one thing would you change?	92% Flexible and hybrid working
If within your power, what one thing would you change?	92% Career progression
If within your power, what one thing would you change?	92% Line manager effectiveness
If within your power, what one thing would you change?	92% New joiners onboarding and induction
If within your power, what one thing would you change?	92% Uncategorized
If within your power, what one thing would you change?	92% Uncategorized
If within your power, what one thing would you change?	92% Tools and equipment
If within your power, what one thing would you change?	92% Pay and benefits
If within your power, what one thing would you change?	92% Learning and development
If within your power, what one thing would you change?	92% Uncategorized
If within your power, what one thing would you change?	92% Change management
If within your power, what one thing would you change?	88% Line manager effectiveness
If within your power, what one thing would you change?	88% Meetings
If within your power, what one thing would you change?	88% Tools and equipment
If within your power, what one thing would you change?	88% Uncategorized
If within your power, what one thing would you change?	88% Staffing and workload
If within your power, what one thing would you change?	88% Autonomy and empowerment
If within your power, what one thing would you change?	88% Uncategorized
If within your power, what one thing would you change?	88% General communication
If within your power, what one thing would you change?	88% Learning and development
If within your power, what one thing would you change?	88% Uncategorized
If within your power, what one thing would you change?	88% Pay and benefits
If within your power, what one thing would you change?	88% Uncategorized
If within your power, what one thing would you change?	88% Job security
If within your power, what one thing would you change?	88% Flexible and hybrid working
If within your power, what one thing would you change?	88% Performance management
If within your power, what one thing would you change?	88% Learning and development
If within your power, what one thing would you change?	88% Nothing
If within your power, what one thing would you change?	84% Uncategorized
If within your power, what one thing would you change?	84% Values and culture
If within your power, what one thing would you change?	84% Wellbeing and balance

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

84% Equality diversity and inclusion EDI
84% Health and safety
84% Health and safety
84% Systems and processes
80% People and teamwork
80% Uncategorized
80% 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
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

80% Health and safety
80% Health and safety
80% Wellbeing and balance
80% Health and safety
80% Customer service and quality
80% Uncategorized
80% Health and safety
80% Health and safety
80% Health and safety
80% No comment
80% Flexible and hybrid working
76% Flexible and hybrid working

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% Customer service and quality
72% Health and safety
72% Work satisfaction
72% 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

72% Physical environment
72% Health and safety
68% Uncategorized
68% Health and safety
68% Health and safety
68% Health and safety
64% Uncategorized
64% Line manager effectiveness

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

60% Agility and innovation
56% Values and culture
52% Health and safety
52% Health and safety
52% Systems and processes

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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Do you have other comments about
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52% Health and safety
44% Leadership
20% Values and culture
100% Agility and innovation
100% Uncategorized
100% Learning and development
100% Uncategorized
100% People and teamwork
100% Tools and equipment
100% Physical environment
100% Line manager effectiveness
100% Performance management
100% Performance management
100% Learning and development
100% People and teamwork
100% 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

100% Health and safety
100% Meetings
100% Flexible and hybrid working
100% Values and culture

Do you have other comments about
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100% Learning and development
100% Career progression
100% Uncategorized
100% Learning and development
100% Performance management
100% Uncategorized
100% Learning and development
100% Learning and development
100% Learning and development
100% Learning and development
100% Learning and development
100% Performance management
100% 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

100% Physical environment
100% Tools and equipment
100% Vision and purpose
100% Learning and development
96% Learning and development
96% Learning and development
96% Agility and innovation

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

92% Performance management
92% Learning and development
92% Tools and equipment
88% Learning and development
88% Learning and development
88% Tools and equipment
88% Learning and development
88% Career progression
88% Uncategorized
88% Uncategorized
88% Learning and development
84% Learning and development
84% Line manager effectiveness
84% Learning and development
84% Uncategorized
84% Systems and processes
84% Tools and equipment

Do you have other comments about

80% Cross function communication

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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Do you have other comments about

80% Performance management
80% Learning and development
80% Line manager effectiveness
80% Uncategorized
80% Learning and development
80% Uncategorized
80% Performance management
80% Learning and development
80% Uncategorized
80% Uncategorized
80% Learning and development
80% 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

80% Environmental social and governanc
80% Performance management
80% Learning and development
80% Uncategorized
80% Agility and innovation
80% Agility and innovation
80% Uncategorized

Do you have other comments about

80% Agility and innovation

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

80% Career progression
80% Career progression
80% Uncategorized
76% Performance management
76% Learning and development
76% Learning and development

Do you have other comments about
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76% Performance management
76% Performance management
76% Uncategorized
76% Learning and development
72% Career progression
72% Learning and development
72% Learning and development

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

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

60% Tools and equipment
60% Uncategorized

60% Learning and development
56% Learning and development
56% Learning and development
56% New joiners onboarding and inducti
52% 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
Please say more about what would
Please say more about what would
Please say more about what would
Please say more about what would
Please say more about what would
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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

52% Career progression
48% Career progression
44% Learning and development
20% Learning and development
100% Leadership
92% Uncategorized
88% Line manager effectiveness
84% Values and culture
80% Learning and development
72% Line manager effectiveness
60% Performance management
100% Work satisfaction
100% Agility and innovation
100% Uncategorized
100% Physical environment
100% Work satisfaction
100% Work satisfaction
100% Work satisfaction
100% Recognition and praise
100% Learning and development
100% Physical environment
100% Work satisfaction
100% Uncategorized
100% Learning and development
100% Career progression
100% Autonomy and empowerment
100% Career progression

Do you have other comments about

100% Line manager effectiveness

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

100% People and teamwork
100% Uncategorized
100% Uncategorized
100% Learning and development
100% Meetings
100% Work satisfaction

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

100% Agility and innovation
100% Uncategorized
100% No comment
100% Line manager effectiveness
100% Learning and development
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

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

84% Career progression
84% Values and culture
80% Physical environment
80% Systems and processes
80% 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
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% Staffing and workload
80% Line manager effectiveness
80% Line manager effectiveness
80% Performance management
80% Staffing and workload
80% New joiners onboarding and inducti
80% Career progression
80% Systems and processes
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
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
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
72% Recognition and praise
72% Pay and benefits
72% Line manager effectiveness

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

Do you have other comments about

72% Line manager effectiveness
72% Work satisfaction

68% 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

68% Equality diversity and inclusion EDI
68% Work satisfaction
68% Learning and development
68% Career progression

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

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

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

44% Customer service and quality
32% Work satisfaction
20% Staffing and workload
100% Uncategorized
100% Uncategorized
100% Leadership
100% People and teamwork
100% Line manager effectiveness
100% Equality diversity and inclusion EDI
100% People and teamwork
100% New joiners onboarding and induction
100% Uncategorized
100% Uncategorized
100% Uncategorized

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

100% Leadership
100% No comment
96% 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
Do you have other comments about
Do you have other comments about

96% Agility and innovation
92% Recognition and praise
92% Leadership
88% Uncategorized
84% Line manager effectiveness
84% Wellbeing and balance

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

80% Flexible and hybrid working
80% Line manager effectiveness
80% People and teamwork
80% People and teamwork
80% Environmental social and governanc
80% New joiners onboarding and inducti
80% Line manager effectiveness
80% No comment
80% Line manager effectiveness

Do you have other comments about

80% 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

80% New joiners onboarding and inducti
76% Uncategorized
76% Career progression
76% Uncategorized

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

76% Employee voice
72% Uncategorized

Do you have other comments about

72% Line manager effectiveness

Do you have other comments about
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

72% New joiners onboarding and inducti
72% Line manager effectiveness
72% Line manager effectiveness
72% Autonomy and empowerment
68% Career progression
68% Line manager effectiveness
68% 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

68% Leadership
64% Line manager effectiveness
64% Uncategorized
60% Agility and innovation

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
56% Uncategorized
52% Employee voice

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

52% Employee voice
52% Line manager effectiveness
44% Employee voice
20% Uncategorized
100% Uncategorized
100% Uncategorized
100% Line manager effectiveness
100% Line manager effectiveness
100% Line manager effectiveness
100% General communication

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

100% Leadership
100% Uncategorized
100% Uncategorized
100% Cross function communication
100% Agility and innovation
100% Line manager effectiveness

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

100% Line manager effectiveness
100% Health and safety
100% Uncategorized

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

96% Employee voice
92% Uncategorized
92% Line manager effectiveness
92% Agility and innovation
88% Values and culture
88% Uncategorized
84% Uncategorized
84% Staffing and workload
80% Meetings
80% Equality diversity and inclusion EDI
80% Equality diversity and inclusion EDI
80% Line manager effectiveness
80% Line manager effectiveness
80% No comment
80% Line manager effectiveness

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

80% Leadership
80% Employee voice
80% Line manager effectiveness
80% Line manager effectiveness
76% Line manager effectiveness
76% Line manager effectiveness

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

76% Leadership
72% People and teamwork
72% Staffing and workload
72% Line manager effectiveness
72% Employee voice
72% Line manager effectiveness
72% Uncategorized
68% Uncategorized
68% Line manager effectiveness
68% Line manager effectiveness
68% General communication
68% Uncategorized
68% Employee voice
64% Uncategorized
64% Performance management
60% Uncategorized
60% Employee voice

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

60% Leadership
56% Uncategorized
52% Employee voice
52% Agility and innovation
52% Line manager effectiveness
52% Leadership
44% 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

32% Performance management
20% Line manager effectiveness
100% Uncategorized
100% Equality diversity and inclusion EDI
100% Uncategorized
100% Values and culture
100% Uncategorized
100% Values and culture
100% Uncategorized
100% Values and culture

Do you have other comments about
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

100% Equality diversity and inclusion EDI
100% Values and culture
100% Values and culture
100% Uncategorized
100% No comment
100% Equality diversity and inclusion EDI
100% Uncategorized
100% Flexible and hybrid working
100% Uncategorized
96% Equality diversity and inclusion EDI

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

96% Values and culture
96% Career progression

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

92% Career progression
92% Line manager effectiveness

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

92% Agility and innovation
92% Values and culture
88% No comment

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

88% Uncategorized
88% Values and culture
88% Values and culture
88% Agility and innovation
84% Equality diversity and inclusion EDI
84% Career progression
84% Values and culture
80% Line manager effectiveness
80% Equality diversity and inclusion EDI
80% Uncategorized
80% Employee voice
80% Values and culture
80% Equality diversity and inclusion EDI
80% Line manager effectiveness
80% No comment
80% Equality diversity and inclusion EDI
76% Uncategorized
76% New joiners onboarding and inducti
76% Equality diversity and inclusion EDI

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

76% Equality diversity and inclusion EDI
72% Agility and innovation
72% Recognition and praise

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

72% Flexible and hybrid working
68% Values and culture

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

68% Career progression
68% Equality diversity and inclusion EDI

Do you have other comments about

68% Employee voice

Do you have other comments about

68% Line manager effectiveness

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

68% Agility and innovation
64% Values and culture
60% Uncategorized

Do you have other comments about

60% Autonomy and empowerment

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

56% Values and culture
56% People and teamwork
52% Line manager effectiveness

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

52% Career progression
52% Equality diversity and inclusion EDI
44% Cross function communication
32% Values and culture
20% Equality diversity and inclusion EDI

Category 2	Category 3	Sentiment
People and teamwork People and teamwork		Positive
		Positive
		Positive
		Positive
		Positive
		Positive
		Positive
		Positive
		Positive
		Positive
People and teamwork	Work satisfaction	Positive
Work satisfaction		Positive
Values and culture		Positive
		Positive
		Positive
		Positive
		Not Analysed
People and teamwork	Work satisfaction	Positive
People and teamwork	Recognition and praise	Positive
		Positive
		Positive
		Not Analysed
		Positive
		Positive
		Positive
Vision and purpose	Work satisfaction	Positive
		Positive
		Positive
		Positive
		Positive

		Positive
		Positive
Flexible and hybrid working	People and teamwork	Mixed
Recognition and praise	Work satisfaction	Positive
		Not Analysed
Leadership		Positive
		Positive
		Positive
		Positive
		Positive
Work satisfaction		Positive
		Positive
Recognition and praise		Positive
Values and culture	Work satisfaction	Positive
		Positive
		Positive
		Positive
		Neutral
People and teamwork		Neutral
		Positive
		Neutral
		Neutral
		Positive
		Positive
		Neutral
		Neutral
		Positive
		Positive
Values and culture		Neutral
People and teamwork	Vision and purpose	Positive
Work satisfaction		Neutral

People and teamwork	Work satisfaction	Neutral
People and teamwork		Neutral
		Positive
Health and safety	People and teamwork	Neutral
		Neutral
		Positive
		Positive
		Neutral
Vision and purpose		Neutral
		Neutral
Work satisfaction		Positive
Work satisfaction		Neutral
		Positive
Autonomy and empowerment		Positive
		Not Analysed
People and teamwork		Neutral
		Neutral
		Positive
		Neutral
		Positive
		Positive
People and teamwork		Neutral
Wellbeing and balance		Neutral
Health and safety		Neutral
		Positive
		Neutral
		Positive
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Not Analysed
Vision and purpose		Neutral
		Positive
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral

Work satisfaction	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Not Analysed
	Positive
	Positive
Work satisfaction	Positive
	Positive
Values and culture	Positive
	Positive
	Positive
	Positive
	Positive
	Positive
	Positive
	Positive
	Positive
	Positive
	Neutral
	Not Analysed
	Neutral
	Not Analysed
	Neutral
Wellbeing and balance	Neutral
	Neutral
	Neutral
	Neutral
	Positive
	Positive
	Positive
Physical environment	Not Analysed
	Not Analysed
Values and culture	Positive
	Positive
	Positive
	Positive

[illegible]

People and teamwork	Neutral
	Neutral
	Neutral
	Positive
	Neutral
	Positive
	Neutral
	Neutral
	Positive
Line manager effectiveness	Neutral
Vision and purpose	Neutral
	Neutral
	Positive
	Not Analysed
	Positive
	Neutral
	Not Analysed
	Positive
	Neutral
	Not Analysed
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Not Analysed
	Positive
	Positive
	Neutral
	Neutral
	Positive
	Positive
Physical environment	Positive
	Positive
	Not Analysed
	Positive
	Positive
	Neutral
	Neutral

Values and culture	Neutral
	Positive
	Positive
	Positive
	Positive
	Positive
	Neutral
	Not Analysed
	Positive
	Mixed
People and teamwork	Neutral
Wellbeing and balance	
	Mixed
	Neutral
	Neutral
	Not Analysed
	Neutral
People and teamwork	Positive
	Positive
	Positive
	Neutral
Work satisfaction	Positive
	Neutral
	Positive
	Neutral
	Positive
	Positive
	Not Analysed
	Positive

Equality diversity and inclusion EDI People and teamwork

People and teamwork

Work satisfaction

Mixed
Neutral
Mixed
Neutral
Positive

People and teamwork

Wellbeing and balance

Neutral
Not Analysed
Neutral
Not Analysed
Positive
Not Analysed

People and teamwork

Staffing and workload

Negative
Positive
Negative
Negative
Negative
Negative

Wellbeing and balance

Negative
Negative
Negative

Wellbeing and balance

Negative
Negative

People and teamwork

Negative
Negative
Negative
Positive
Positive
Positive

[illegible]

Wellbeing and balance		Neutral
		Neutral
		Not Analysed
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
Line manager effectiveness		Neutral
		Neutral
Pay and benefits	Systems and processes	Neutral
		Neutral
Pay and benefits		Neutral
		Neutral

		Neutral
Wellbeing and balance		Neutral

Values and culture		Negative
		Negative
		Negative
		Neutral
		Neutral
Wellbeing and balance		Neutral
		Neutral
		Not Analysed
Values and culture		Neutral
People and teamwork	Tools and equipment	Mixed
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
New joiners onboarding and inducti		Neutral
Values and culture		Negative
Staffing and workload	Wellbeing and balance	Negative
		Positive
		Not Analysed
		Not Analysed
		Neutral
		Neutral
		Not Analysed
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
Tools and equipment		Neutral
		Not Analysed
		Negative
		Negative
		Negative

Physical environment	Negative
	Positive
Tools and equipment	Positive
	Neutral
Values and culture	Positive
	Neutral
	Not Analysed
	Neutral
	Positive
Systems and processes	Neutral
	Neutral
	Neutral
	Negative
	Negative
Wellbeing and balance	Negative
	Negative
Wellbeing and balance	Negative
New joiners onboarding and inducti	Negative
Line manager effectiveness	Negative
Vision and purpose	Positive
	Positive
	Negative
	Positive
	Positive
	Positive
	Positive
	Not Analysed
	Positive
	Not Analysed
Recruitment	Positive
	Neutral
	Negative
	Neutral

Learning and development
Line manager effectiveness

Wellbeing and balance

Negative
Neutral
Mixed
Neutral
Positive
Positive
Positive

Wellbeing and balance		Positive
		Positive
Work satisfaction		Positive
		Negative
		Positive
		Positive
		Mixed
		Mixed
		Neutral
		Neutral
Line manager effectiveness		Neutral
		Neutral

Flexible and hybrid working	Health and safety	Neutral
		Positive
		Negative
		Negative
Wellbeing and balance		Neutral
		Neutral
		Negative
		Positive
People and teamwork		Negative
		Positive
		Neutral
Staffing and workload		Neutral

Health and safety	Line manager effectiveness	Mixed
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
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
Tools and equipment		Neutral
		Mixed
		Neutral
		Neutral
		Negative
		Positive
Autonomy and empowerment	Learning and development	Neutral

Performance management	Negative
	Neutral
	Neutral
	Positive
	Negative
	Positive
Staffing and workload	Neutral
	Neutral
	Neutral
	Neutral
	Negative
	Negative
	Negative
	Positive
	Positive
	Mixed

Learning and development	People and teamwork	Negative
--------------------------	---------------------	----------

Systems and processes	Negative
	Negative
	Negative
	Negative
	Negative
	Negative
	Negative
	Positive
	Neutral
	Neutral
	Neutral
	Neutral

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

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

Vision and purpose			Positive
			Neutral
			Neutral
			Neutral
			Negative
			Negative
Tools and equipment			Negative
			Neutral
			Negative
			Negative
			Neutral
Learning and development	Work satisfaction		Neutral
			Neutral
Performance management			Negative
			Neutral
			Neutral
			Negative
			Negative
Performance management			Neutral
			Negative
			Negative
			Neutral
Performance management	Systems and processes		Negative
Performance management			

		Neutral
		Neutral
Meetings	Physical environment	Mixed
Values and culture	Work satisfaction	Negative
		Neutral
		Negative
		Neutral
		Negative
Line manager effectiveness		Negative
		Negative
		Negative
		Positive
Career progression	Learning and development	Negative
		Negative
		Negative
		Positive
		Positive
		Positive
		Positive
		Positive
		Negative
		Positive
		Positive
Learning and development		Neutral
		Neutral
		Neutral
		Neutral
Work satisfaction		Mixed
Work satisfaction		Mixed
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral

Career progression	Equality diversity and inclusion EDI	Mixed
		Neutral
		Neutral
		Neutral
		Mixed
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
Work satisfaction		Positive
Physical environment		Negative
		Positive
		Negative
Recruitment		Negative
		Negative
		Negative
Work satisfaction		Neutral
Line manager effectiveness	Performance management	Mixed
		Neutral
		Negative
		Negative
		Negative

Meetings	Recognition and praise	Negative
		Negative
		Negative
		Negative
		Positive
Work satisfaction		Negative
Line manager effectiveness		Mixed
		Neutral
Systems and processes		Neutral
Line manager effectiveness	People and teamwork	Mixed
		Neutral
		Neutral
		Neutral
Cross function communication	People and teamwork	Neutral
Performance management		Neutral
Physical environment	Wellbeing and balance	Mixed
		Negative
		Negative
Pay and benefits	Values and culture	Negative
		Neutral

Learning and development	Line manager effectiveness	Mixed
		Negative
Learning and development		Negative
Recognition and praise		Negative
		Negative
Vision and purpose	Work satisfaction	Negative
		Neutral
		Neutral
		Mixed
		Neutral
Values and culture		Negative
Leadership	Recognition and praise	Negative
		Positive
Line manager effectiveness		Neutral
Staffing and workload	Wellbeing and balance	Neutral

Recognition and praise		Negative
Line manager effectiveness	Wellbeing and balance	Mixed
		Neutral
		Negative

Pay and benefits	Performance management	Neutral
Leadership	Values and culture	Negative
		Negative
		Negative

Environmental social and governance	People and teamwork	Neutral
		Neutral
Values and culture	Wellbeing and balance	Negative
		Negative
		Negative
		Positive
Work satisfaction		Positive
		Positive
Values and culture		Positive
		Positive
		Positive
		Neutral
		Neutral

Neutral
Neutral
Positive

People and teamwork Values and culture

Values and culture

Neutral
Neutral
Neutral
Neutral
Positive

New joiners onboarding and inducti Nothing

Negative
Negative
Positive
Positive

Leadership Line manager effectiveness

Mixed
Mixed
Neutral
Neutral
Neutral

Values and culture

Mixed

People and teamwork

Neutral
Positive

Leadership Learning and development

Neutral
Neutral

Line manager effectiveness

Neutral
Negative

Negative

Positive

Neutral

Mixed

Neutral

Negative

Positive

Neutral

Neutral

Negative

Neutral

Negative

People and teamwork

Work satisfaction

Performance management
Line manager effectiveness

Recognition and praise
Values and culture

Mixed

Neutral

Negative

Negative

Leadership

Line manager effectiveness

Line manager effectiveness

Neutral

Neutral

Neutral

Negative

Negative

Negative

Positive

Work satisfaction

Positive

Positive

Line manager effectiveness

Mixed

Line manager effectiveness		Neutral
		Neutral
		Neutral
		Neutral
Performance management		Neutral
		Mixed
Line manager effectiveness	Recognition and praise	Neutral
		Neutral
		Neutral
Recognition and praise	Values and culture	Mixed
		Negative
		Positive
Line manager effectiveness	People and teamwork	Neutral
		Positive
		Neutral
		Negative
		Neutral
Performance management		Negative
Line manager effectiveness		Negative
		Negative
		Positive
		Mixed
		Neutral
		Neutral
Line manager effectiveness	Vision and purpose	Mixed
		Neutral
Neutral		
Neutral		
Negative		
		Neutral

Line manager effectiveness	Neutral
Recruitment	Negative
	Negative
	Negative
Leadership	Mixed
	Neutral
	Neutral
	Negative
	Negative
Work satisfaction	Negative
Line manager effectiveness	Negative
	Neutral
	Neutral
	Negative
	Neutral
	Neutral
Line manager effectiveness	Mixed

Line manager effectiveness	New joiners onboarding and inducti	Neutral
		Negative
		Negative
Career progression	Line manager effectiveness	Negative
		Negative
		Neutral
Line manager effectiveness	Performance management	Mixed

Negative
Mixed
Positive
Negative
Negative
Negative
Negative
Positive
Positive
Positive

People and teamwork	Values and culture	Mixed
		Neutral
		Neutral
		Neutral
		Neutral
Line manager effectiveness	Values and culture	Mixed
		Neutral
Pay and benefits	Wellbeing and balance	Neutral
		Neutral
		Negative
Equality diversity and inclusion EDI		Neutral
		Neutral
Values and culture		Neutral
		Neutral
Recognition and praise		Mixed
		Neutral
		Not Analysed

Values and culture	Negative
	Positive
	Positive
	Mixed
	Negative
	Neutral
	Neutral
	Negative
	Negative
	Negative
	Negative
	Positive
	Negative
	Negative
Wellbeing and balance	Neutral
Values and culture	Neutral
	Negative
	Negative
	Negative

Values and culture	Mixed
Values and culture	Negative
	Neutral

People and teamwork	Values and culture	Neutral
		Negative

Line manager effectiveness	Negative
	Neutral

Values and culture	Neutral
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Performance management

Neutral

Values and culture

Neutral
Neutral
Negative

Career progression

Equality diversity and inclusion EDI

Mixed

Values and culture
Values and culture

Negative
Mixed
Mixed

Leadership

Values and culture

Neutral
Neutral

Customer service and quality

Line manager effectiveness

Mixed
Neutral

Values and culture

Neutral

Comment

Great Service provider of much more than putting out fires and cutting people out of cars. It is respected and valued. The people, the support by managers, being listened to and valued. It is a brilliant place to work.

I feel happy, valued and confident doing my role

Great benefits and great working flexibility arrangements

great community spirit, feel proud to work for such a great service.

Everyone I have met along the way have been welcoming and helpful to me as a new member of staff.

I think the best thing about working for MFRS is the strong sense of community. Everyone here is so inclusive and

I feel proud to tell anybody that I work for MFRS. It's a fantastic place to work with such professionals in all departments.

It is a great service to work for and I feel proud to be a part of the team. I am fortunate to work on a shift pattern.

Being part of the best Fire Service in the UK

The best thing about working in Catering dept of MFRS is definitely my team and my colleagues.

I do like coming to work everyday.

It makes me feel proud and accomplished

The staff, the sense of pride in the job!

I genuinely enjoy being here and feel like I have developed in so many positive ways since becoming a firefighter.

The culture and values. As it's like working with family and we all look after each other and celebrate each other's achievements.

I enjoy the flexible working of MFRS which suits my family life. This was a contributing factor when applying for the job.

It's an excellent organisation. Simple. I have never looked for another job or applied for one in the years I have been here.

Flexible working

Colleagues. Enjoy coming to work every day. Also enjoy the feeling of contributing to something larger & working for a good cause.

The people.

Job Satisfaction.

Flexible working.

Feeling valued.

sense of making a positive impact on the local communities

I feel proud to be part of MFRS I think the excellent service we offer is something our communities deserve and

Job Satisfaction

Best thing about working for NR is the impact we have nationally and internationally

work life balance for myself while caring for my elderly mum

The people, friendly, approachable and like my family

One of the best aspects of working for this organisation is the variety of work we engage in, and the part I'm involved in.

I like most of all that we are not perfect in everything but overall there is a desire from all parties to try to improve.

- Feeling proud in the work we do and the impact we have on the community of Merseyside

Being part of a fantastic organisation.

The best thing about working for MFRS is my team and my colleagues and everyday is a happy day.

The truly supportive and caring nature of many different people I've got to know.
Job satisfaction, feeling proud to work for the fire service. The hours suit my lifestyle
Knowing the work you do makes a difference in someones life.

I really enjoy the type of work that I do. I look forward to coming to work.

The people, everyone cares. Its a fun and lovely place to work.

Flexible working/working environment, gyms onsite, free parking, employee assistance.

Proud to say I work for the fire service.

For me- Job satisfaction, educating and helping people. Opportunities available to better myself and expand on learning and knowledge.

Feeling valued.

Job stability

Huge feeling of pride whenever i put the unifrom and speak to our communities.

they recognise we are a trusted organisation and are happ to engage with us whenever they get the chance.

Feeling valued by all.

Working within a team that gets on well and are dedicated to being the best they can be.

meeting new people and being at a busy station and service that will aid in my development for future progress

the opportunities it brings and the people i get to work with nationally and internationally

There are so many positives to working for MFRS but the sense of purpose and community impact and having supporting the community

supporting ops response

flexi system

good pension

caring employer

MFRS's vision is very clear and is shared with all employees.

I feel valued and respected which makes me want to work harder to achieve our goals.

I work with a great team who support each other.

Ive worked in other local authorities but this is the only one were I feel like we are making a difference to people

Serving my local community and being proud of being a part of MFRS.

The people, the job and the fact I enjoy going to work every day. I know people who dread going to work every day

The sense of pride everyone seems to have working for the Service, it makes it much easier to get up in the morning

The people that I work with on a daily basis. My team are exceptional and only want what is best for the community

The staff. I believe the staff care about our region and are friendly and approachable to all.

The people

The community

Job satisfaction

The best thing about working for MFRS is the people we all work with. Knowing that you play a part in supporting the community

Being part of an organisation that helps people.

Personal growth in knowing my community and my ability to support that.

Helping the community

The people, support of management and flexibility in the way you can deliver your role.

I'm not in an operational role but I feel that I play a valued part of MFRS and I'm proud that I contribute.

I feel that I have a sense of belonging which makes me want to come to work each day

MFRS offers a very positive working environment to work in and the tasks can be different every day due to the nature of the job

The pride of being a firefighter and working within the community. MFRS is always striving to make changes and improve the service

Working as part of a team. Helping our communities in whatever way that we can. Making a difference

The shift pattern and being part of a watch. Doing a job that I know makes a real difference.

Feeling part of a team and feeling supported. Job security.

No 2 days are the same, every day is a new challenge

I work in a good team and we help each other when needed. My Manager allows me to do my job with guidance

The feeling that they care and that I belong here

The work we do for our community. We are always looking for ways to keep our communities safer whether it

Being able to serve the public of Merseyside to the best of my abilities in their time of need and hopefully make

The welcoming attitude of colleagues, we look after each other.

Work life balance

its people and work we do to make a difference in our communities. MFRS staff always go above and beyond. I

Serving the Community. Making a difference.

Work life balance

I feel that everyone is proud to work for MFRS and its history. The way we always step up in a crisis and are the

The people who work here. Everyone seems so passionate about what they do and are always eager to help you

Ability to give back to the community and pay it forward both in service and to the public

Belonging to an organisation where you know you can make a difference and you will be cared for yourself.

The culture

The people. Job security

The feeling of helping members of the community in a time of need and doing something productive that is ap

Its purpose and people

Sense of Family.

The sense of community - everyone is friendly and welcoming no matter what department they're in or what i

The variety in the jobs we attend and the people we help.

Job security.

In some areas of work I am able to make suggestions to shape future ways of working.

The teams I work directly with are positive and we work collectively towards the same goals.

MFRS focuses on teamwork that encourages sharing ideas and support to everyone around. It is also a support

I feel that I am making the community safer through **our** Prevention Work and promoting the good work of M

Ability to help those who need it most within our community.

The people within the service

The best thing about working for MFRS is the supportive, no-blame culture that values every opinion, fosters p

The people, the job, the purpose.

Being a part of a team/organisation who supports one another and work together to achieve the goals.

The being part of a professional, successful, friendly and supportive team.

Being part of a Team.

The feeling I am giving something back to the community.

The difference we make and the people that make up the workforce.

The positive impact our work has upon people's lives

the people

Knowing that my contribution is helping to meet our Vision, Purpose, and Aims. Having the privilege of working

Opportunity for personal progression

The feeling of working hard for the people and community of Merseyside.

Public organisation service for community and lot of roles available to allocate the personal skills and preferences

The people you get to meet within the service and knowing you have made a difference in the community.

- Seeing the impact of the work we do in all areas of the community.

- Being a role model to the younger generations

- Scope for progression

- Opportunities

Colleagues, conditions and facilities ie, parking, gym and OH.

The opportunity for personal development, whether that is going for promotion, or learning extra skills.

The job role and the appreciation the public gives us as a service.

every day is different

The people within the organisation - not just colleagues, but friends.

Security

Working conditions

job security

Variety of role

development opportunities

Operational elements

Working as part of a team on a daily basis. The number of incidents that we respond to ensures that days are not

It's the career I have always wanted since a child and it's literally a second family. I never often feel like I don't

Being part of a team, supporting communities and it's a very rewarding and meaningful career

The people - I enjoy working with my team and the wider team. Everyone supports one another and makes time

The people who work here, job security, working conditions and non financial benefits of the job eg. flexible work

Stability of employment

The resources we have and equipment available

Working with my firefighters day to day, they are (on the whole) keen and enthusiastic and willing to learn and

Making a difference and instilling MFRS Values into new apprentices

It's an ambitious organisation that constantly looks to improve its service to the public. Its people are welcoming

One of the greatest advantages of working for the fire service is the sense of purpose that comes from knowing

Friends

Being able to look after my own community

The people I work with and the work I do supporting bereaved families.

Working with young people

Being able to make a difference in the community and knowing people's lives are affected positively by the work

Making a positive difference to the communities - some of the most vulnerable people in the north west.

Simply put, working for MFRS

The opportunities it affords to do much more than your role if you want to get involved.

My colleagues on station

The People, colleagues, environment, ethics, has aims, objectives and goals

The people and employee benefits (Flexi, WFH, OH)

The people I work with.

The People and serving the Communities local, national and internationally

Feeling that you are doing something that benefits the community.

That most days are different and offer different challenges

Very interesting job and a close and very friendly team. It is apparent that the work we do in this department

Feeling truly supported by everyone I've met so far, genuinely caring colleagues.

MFRS is representative of much of what is good about the FRS, its history, its commitment to serving others, its

Have flexible hours and hybrid working is a great way to have the work/life balance.

Having a friendly open office environment is also an important part of why I've enjoyed my team at MFRS.

Having good kitchen facilities, Canteen and areas to sit during lunch that is away from my desk is a positive
that has made MFRS stand out from other places I've worked.

My team also play a big part in what I like about MFRS

the pride and family feeling in station

It used to be feeling valued, recognised & rewarded for continual good conduct & best practice. This no longer

The best thing for me is that the job is constantly live. We are always ready to go.

Flexibility, staff members

Every day has a different challenge, no two days are the same. Everyone respects everyone.

Helping people and seeing the rewards of my actions.

The staff

Collaboration between functions and other F&RS's

Job security and doing a job that actually helps people rather than just being profit orientated.
 The feeling that I am contributing to the community as a whole.
 The people and the differing incidents. Some days are challenging others not so challenging and that makes it .
 The people, variety of jobs in the role and making a difference to people.
 The overall culture that seems to run through the organisation.
 The people
 Team feeling and overarching sense of belonging.
 how nice everyone is, happy enviroment
 MFRS just keeps on improving, with many years service behind me, this is the best it has ever been for numerous reasons.

The best part for me is simply being part of the team and the sense of achievement when we have helped or made a difference to someone when they need assistance.
 This applies to all occasions, even when the help may have only been minor, looking after the community and each other as we strive to do so, will always make me proud.
 feeling that i make a differencehelping to keep merseyside a safer place
 Pride in work
 Job satisfaction. The people and kind nature of distant colleagues. Job security and flexi time along with hybrid
 The service is kind, considerate and compassionate towards its staff
 my team and helping the public
 Change, variety and seeing how things are done within a effective and well functioning FRS.
 MFRS are a community focused service who do make staff feel valued.
 The friendliness, support and interaction with colleagues and managers on a daily basis makes coming to work
 Working with good people, in an organisation that looks after everyone which aims to make members of the c
 The staff
 The team work, and the people.
 Variety
 the fact that i can say i work here
 The people and the management
 My team
 People
 Leaders
 Opportunity
 Service
 The people
 It makes me feel proud serving the public and that I am loked upon as a role model. I like developing younger/
 Support and welbing
 helping the community when they really need you
 The lack of commercial pressure when it comes to work, work gets done simply because it needs to be done f
 Working on days, I have the opertunity of flexi time. This is important as it gives me freedom for family time.
 Opportunity to help the public.
 Responding operationally, knowing I've helped a vulnerable member of the community.
 Work environment conditions
 Being part of a team who want to do the best for their community
 Supporting the community serving them and being there on there worst day to protect them.
 Also while out in the community on hfsc educating and engaging with the people we serve to learn more about there cultures and backgrounds.
 home life balance
 People's different perspectives and experiences. Making a difference.
 I think MFRS has driven change over past couple of decades and this has resulted in MFRS being recognised as

Security

Flexibility

Colleagues

Colleagues being there for one another

Working in the community, with the people and businesses.

MFRS is a nice happy friendly place to work

overall a nice environment

people of all levels who work there are friendly and kind

offers flexible working

Good sense of job satisfaction from helping/supporting staff

Great city to work in with a large range of risks.

Close to family

I ENJOY MY JOB, I ALWAYS HAVE DONE.

I ENJOY HELPING OTHERS.

The sense of belonging and camaraderie within the service is incredible.

The best part working for MFRS is the flexibility, and the role is reliable.

I enjoy coming into work. My colleagues are amazing people who do their best. They are there for me when I

Taking pride in being good at my role, having very good job satisfaction, working with great people every day

Great colleagues, sense of belonging, feel supported, approachable managers.

I think the company is very supportive of staff and is a friendly company to work for. You are supported in yo

Sense of worth to our community

Pride in helping to keep the public and fellow colleagues safe

helping others

Team staff support each other and immediate line managers work hard to ensure things progress well and goals are achieved.

I feel supported by my team and by my line manager.

Everyone who works here makes you feel welcome and the office environment is a good place to work.

There is generally a good atmosphere and providing you engage, there is plenty of opportunity to get involved

A large and multi-disciplined employer which is valued and respected by most of the public we serve

helping my community and seeing my friends/colleagues grow

being a member of a team - helping community

working with my team members

I feel I have good job security and I am proud to say I work for MFRS

Security in a job and good overall place to work.

My team, flexible working, kind and caring manager, work/life balance, low stress levels

Making places in our community safer

My team

The fact no two days are the same

The support from my line manager

Opportunities for development

Helping people

Teamwork

My colleagues are supportive and kind.

Making the general public safer. Variety within my role.

The people I work with and the general working conditions such as flexi time, annual leave etc.

MFRS has a good reputation for everybody being helpful and friendly which I believe is true.

The culture of the organisation where employees feel supported and respected.

The flexibility of hours and the flexi days.

Helping and supporting the community in which I live. Especially when people need your help most in their time

Helping the community

Keeping communities safe and serving the public.

The work life balance

Work life balance.

Location, free parking, free gym facilities and wellbeing support

shift system, variety of work, working in a team

The team I work in. The flexibility home/work life balance

Opportunity to move into different roles and learn new skills

the flexibility working from home and the people

part of a team

Exposure to new challenges and the opportunity to use and develop my skills.

I have a manager who cares, listens and supports not just me but the whole department.

working as a team, job satisfaction and job security. The fire service is a life career.

Helping the community

Working with like minded people

Flexibility of the work/life balance of my shift system

I have the ability to manage my own work loads and I am supported when required.

My colleagues

Doing a quality and rewarding job in resolving operational incident - why I joined - seeing the relief and gratitude

The opportunities given.

COLLEAGUES

Doing work that helps the community

Being part of a large organisation and the comradeship from that

Flexibility (eg flexi time, WFH)

Variety of work

The crews on station that I work alongside

The Staff

Being able to help our communities and most vulnerable.

The people who in the main want the best for the public and their colleagues.

the people i work alongside

The majority of people who work here

Working with a diverse range of people.

The people.

having the opportunity to help people as part of my daily work.

You feel part of a community, not just a work place

The People who work for MFRS

Shift systems, Pay and Pension, Holidays.

The people

It is innovative in its thinking and takes risk on new things

Flexible working arrangements suit a good work/life balance

the people you work with

the job satisfaction

the fact that we are able to help people when they need it

working with the team, supporting the public.

Its just a nice place to work.

being able to help when all hope is lost

Job Security

comradeship, team work, excitement, security, public perception.

The ability to change someone life for the better by the actions i have taken.

The overall impact that we have on the community and the friends made along the way.

The people that work here

The reward after a good incident. Thhta feeling of making a life saving difference or getting back on station after
Knowing the work I do will help someone in their time of need
Its been a job for most of my life
I know if I need support MFRS will help me and that is never in doubt - helping people is MFRS biggest asset.
The crew I work alongside and having the opportunity to really make a difference
Making a difference
Hybrid working and flexi leave
Flexi-time
The work life balance and flexi time is a massive help having a new family
As already mentioned, I enjoy working with my immediate team. Our problems stem from lack of management
the time off
That we are now allowed to work from home on occasion. You get so much more done at home especially
work of a complicated nature where you need to focus in a disturbance free and quiet environment.
Working from home enables you to work during the hours you would have spent travelling so you not only
get more done in the same hours but also MFRS gains 'travel hours'.
You are far far less stressed and tired at the end of the day if you work from home and can actually do
something for yourself that matters to you in your own time later in the evening instead of being just tired
beyond anything - so you are less tired and yet you achieved more for MFRS.
Working relationship with colleagues.
generally the people
The people
The working conditions and the options of flexitime and hybrid working.
The company has a whole has a great ethos and makes working fit in perfectly with life outside of work.
Flexible working
helping communities
Serving the community and coming in and making a real difference. Our work we do with lots of different groups
Health and well being support
2-2-4 shift pattern
work within my local community
Occasionally you can positively effect someones live which gives a sense of achievement.
The opportunity to develop people and bring fresh projects to life
I am proud to say that I work for MFRS because of their reputation.
Being provided a uniform
Working flexi hours
Reputation of organisation
The people I work with, pride in serving the community and doing a job that is worthwhile and rewarding. Help
Team work with the watch and close team members
The colleagues i work with .
i enjoy working at the station i do
Hybrid/flexible working and being able to have a better work life balance
Flexi time
Helping the community

The best thing about working for MFRS is the sense of purpose and pride that comes from serving the community. Knowing that the work we do directly protects lives and supports people in their most vulnerable moments is incredibly fulfilling and makes the challenges of the job meaningful.

Another highlight is the camaraderie and teamwork among colleagues, especially operational staff. There's a shared understanding of the pressures we all face, and the mutual support within teams can be a real lifeline. This sense of unity and shared commitment is something that stands out and is a major strength of MFRS.

However, while these positives exist, it's important to acknowledge that they're being overshadowed by some of the issues I've mentioned previously. The disconnect between different levels of the organisation, the lack of meaningful recognition, and the feeling of being undervalued are all eroding the pride that once made MFRS a truly great place to work.

For the service to fully embrace its potential and allow the positives to shine, there needs to be a genuine effort to address these cultural and organisational challenges. A strong foundation of purpose and teamwork is there, but without addressing the concerns around fairness, wellbeing, and proper engagement, it's difficult to sustain the enthusiasm and dedication that make MFRS a special place to be.

With the right focus on improving culture, valuing contributions at all levels, and fostering true inclusivity, MFRS has the potential to once again be an organisation we can all feel immensely proud of.

The people I work with

the genuine people who care. the ones involved in the stff networks for the right reasons. those working at th
The time off.

The job is varied, interesting and exciting at times. There are a lot of decent, moral and honest personnel
Job security.

The close, immediate team I work with are very supportive.

Able to manage myh own timer effectively.

Work/life balance but only because I have the ability to switch off and am jnior enough not to be harassed by
Secure employment.

People I work with.

days off

My immediate team

Helping others

There are still some good people here who do respect me, my team and the work we do, but they are often al
Currently happy with everything to do with my job and role

Nothing really, very happy

Stop unions constantly threatening strike action and upsetting the workforce

I would reduce most of the pointless work for Board /Authority Meetings which is frequently duplicated.

Sometimes, technologies don't work in the best way, i.e. internet, programs etc.

The transparancy over station closures and moves. It felt like at the time management knew who was moving
Reduce number of duty shift systems on stations as it is too complicated to manage

Hybrid working has brought in difficulties particularly inconsistency between teams and Departments.

To have time set aside in the week to attend the gym - as it is often difficult to achieve this based on operation

I would introduce a rank equivalent for green book that was visible as Grey Book staff can be and have been d

I would like to see operational and non operational side working with each other even more than they already

I would change the design of the kitchen as its not functional , It would have been a great idea if a Chef was in

Having more events and days for eveyones family on station as family deal with the hardships from the job als

Having uniform that is totally comfortable to wear

I would love to work more hours or maybe do another part-time role within the [Redacted]

A more structured approach to working from home so that rooms can be utilised more efficiently with less off

- Feedback given when going for interviews and the support given afterwards (More detail needed and more help). We are an extremely busy team, so additional resources is the obvious request. However, financial pressures are appreciated and understood. I personally believe we do not 'sell' the numerous benefits of working at MFRS well enough (especially compared to other Local Authorities). Salary is important, but so are the numerous other benefits including access to an excellent pension scheme, free secure parking, access to staff canteen, access to free gym, flexible/hybrid working (if applicable), opportunity for flexi time (if appropriate), access to a blue light card which provides financial discounts.

Communications from Senior managers is excellent. I feel SLT members are both friendly and approachable. HOT news and all MFRS emails provide excellent service updates. In my section, we have regular team meetings which are valuable to gauge team pressures and enable staff to work through problems together in an open and transparent manner.

More awareness between green and grey book to enhance understanding and mutual respect.

fairness with regards to promotion. promote the people that work hard and are good at their job.

have all operational crews work within another functional area for a small period of time so they can understand

I would like to see more diversity within the control room

More visible support for Mental Health

Attitude and people skills of certain senior managers

I would really like my position in NR to be substantive

From being previously station base to working in SHQ, there would be value in rotating operational members to

Make recruitment processes and sickness policies and procedures easier to manage. As when you are short staffed due to sickness the welfare calls/support forms take up valuable time when managers are covering staff.

I feel like the recruitment process could be made easier and quicker this seems to be a very long process.

However I do understand DBS and medicals take time but the process does seem long and drawn out,

Improve work / life balance.

Corporate uniform for ALL support staff

Everyone in the offices is going to say the pay because it doesn't compare to other local authorities. It's the only thing that makes me look at other opportunities.

If I could also pick up SHQ and move it somewhere a bit nicer that would be great!

Continue the flexible working/working from home policy.

More flexibility across green book roles and more opportunity pathways for green book staff to progress

Communication from Senior Managers, this should help prevent negativity from growing.

That staff who have strong work ethic and do over and above in their role are recognised.

Although this doesn't affect me directly at the minute, I would minimise the time that people spend in temporary

Adopt consistency with hybrid working amongst all functions

More recognition of staff's opinion and thoughts in a non judgemental or argumentative environment.

Advance our efforts in training on a technical level, have the capability to respond with the right equipment and funding for the Service to be increased

Giving everyone the same opportunities

Some of the political issues and influences which bring negative feelings towards the job from some of the senior
Promotion processes

Ability of change funding to allow for more longer term planning.

The attitude of some (small pockets) uniformed staff managers towards support staff.

The Operational Firefighter Apprenticeship and the support of FFDs going through the process.

Concentrate on doing things well, we try and achieve too much with no acknowledgement for the work involved

I would like to see more departments adopt a more accepting and flexible approach to working from home for

If I could change one thing about working for MFRS, I would introduce more flexibility for remote work, allowing

I would change the divide between operational fire crews and control. I would have training sessions where both

Ensuring all staff understand the importance of their role and what they are representing within the community

Increase the pay of advocates

Salary

Green book and red book pay

The amount of meetings. Sometimes it's back to back and you have to complete your day to day work once you're done with the meetings. Drivers paid more for the extra responsibility.

WM paid more if taking on extra roll on roll map.

If I could change one thing about working for MFRS, it would be to enhance resources for continuous training and to update vision systems.

Clearer development plans so you can see when clearer opportunities for progression

Blue peak should be removed from the apprenticeship scheme.

More part time or job share employment should be made available in HQ roles.

People's opinions on other people's political views

Segregation of a particular part of the service.

The start and finish times of shifts on the 224 system

Getting answers to simple suggestions from senior management. Sometimes I feel that 'I will look into this for you' but I would change my line manager.

The size of the kitchen at TDA and maybe more equipment.

Pressure placed on middle managers (SM/GM) at times.

I would like to employ more people who are from diverse backgrounds.

Senior managers should understand the jobs of the people they manage, before making changes to how they work.

Pay is a little on the low side for most roles

As previously discussed the new smoke alarms.

I cannot identify anything that I would change.

The development of management. There is an element of operational promotion for pride rather than readiness. The development pathway is flawed and people are not necessarily ready for an operational management role and it is harmful.

Having a structure to learn every aspect of being a manager and not just commanding incidents.

I have only been here since June and so far, have nothing to note

JE system - it is very focused on People management. Need a system that recognises technical skills more and also the risk critical nature of supporting ops response. During Covid certain staff were deemed critical and had to come into work like TDA, Workshops Ops Planning etc - the JE system should recognise this risk critical status.

Support Staff Uniform - bring back as a benefit as the support staff pay is low to market value and this would be a wage increase is needed to help retain experienced staff and prevent them from leaving the service.

Staff should be paid fairly for the contribution they make to society. Communication between departments needs to be improved. I wouldn't have anything to change

With resources available it would be beneficial for operational staff to have some work experience in SHQ so they can gain a greater understanding where their part in the Service fits in and how it can affect the service we provide. Similarly with SHQ staff to familiarise themselves with the operational side and the roles within. Operational staff need to be in their roles longer before moving on to enable them to understand, contribute and make a difference where relevant. Again resources are limited but Senior Officers don't seem to have a choice where they are based and able to make use of their strengths. This could possibly affect their wellbeing. Sincerely I would like to see the working shift times change 8 30 -8.30 is not conducive to mental health and wellbeing and affects those with children very adversely if we could revert to 0800 -1800 this would give 2 evenings a week back to personnel and their families, at the moment personnel literally go home to sleep to return again.

A twenty four hour duty system would also be desirable.

and I would like to see Crosby and Kensington become fully crewed 24 hours a day to take the pressure off

Try harder to break down the grey book/green book barriers. Remove rank markings from staff when working
I wouldn't change anything
Not known at this time
I would prevent the FBU from enhancing negative attitudes amongst firefighters by providing more training and
To be less target driven
If the roles do not require operational then convert them to green book roles, it stops the constant change of management/managing change. Provides greenbook with a career pathway and will enable to service to retain green book staff.

There are roles that are specially grey book due to the operational element which are not understandably not available to green book, there is a big drive on operational development. Green book are often overlooked in favour of grey book development.

This has changed slightly in the last 12 months, however, it's a very slow process.

Grey and green book work really well together, I enjoy sharing our knowledge and skills for grey book development it's just frustrating when I cannot progress when someone with little or no experience is brought in to manage a directorate due to their operational rank.

Shift systems. There are too many and are micro managed by a department.

Having to tolerate prejudices/attitudes as I am not in the FBU.

I would bring in new equipment. New kit is starting to come through now which is a good start.

However the yellow fire gloves are not good enough, the older style black gloves offered much better dexterity.

The trucks are also starting to show their age, the spare appliances in particular look awful and I doubt they

Nothing

Nothing

The way in which FFs, CMs, and WMs have to speak and approach senior officers feels militaristic and outdated
Better pay as we are losing experienced personnel who bring valuable knowledge and skills to the service.

Nothing I am proud to work for MFRS

More control over things that affect my fire station - for example, an actual say in station estate improvement

Nothing - it's boss. Great people, great job, no two days are ever the same.

Learning and development opportunities improved and more input from employees not only management/ senior

I would streamline the governance structure and delegate decision making to the appropriate levels. This would

The support staff had a leader in line with the CFO or similar

To see more females in leadership roles

Give anyone stepping into a managerial role a certified course on management and leadership that takes place over several days to ensure it's thorough and that managers are able to deal better with uncomfortable conversations/conflict within the workplace.

And I would see individuals remain competent within a role for a set period of time before enabling them to be promoted.

The culture of organisation. I would like to see a workplace where we can all work together harmoniously.

Salary

Make sure that the benefits from all the work we do match the effort and resources used to do it.

Pay parity with similar roles not only within the private sector, but in some cases other FRS's

The 'Click' culture and rumour mill.

I know it is difficult as there is only a small number of positions per team but it would be good to have more diversity

If the budget permitted employing more people

Smoke Alarm Target.

Abatement

Quality of fire appliances. A better replacement system should be in place, there are some awful appliances or

Persons opinions being taken on board and not used against them later on down the line as they have spoken
 Cut bureaucracy and form filling.
 I feel that some jobs should be green book rather than grey book as the nature of the grey book system mean:
 I would reward hard work, best endeavours & not promote people beyond their capability at the expense of tl
 Make the recruitment process fairer
 Shift timings and hours.

 Shorter day hours and longer nights, I think it would promote a better work life balance when on days.
 Being able to work from home more frequently
 Career progression
 The Service might benefit from reviewing its established way of doing things and communicating with subordi
 I would give the office chairs an update as we sit on them all day. and they could use better back support.
 the dress code for the office seems to be different for every team, I would make it fair for everyone and have
 the same dress code for non-uniformed staff. A dress down Friday was a system that worked in other
 organisations I've worked at, within the office environment. This could make it fair for everyone, as currently
 some teams are casually dressed daily.
 Some teams are also allowed to were earphones and others aren't. I feel sometimes I want to focus and get
 on with data entry work without hearing office noise. I feel i should be able to occasionally put my earphones
 in, as other teams are allowed to have them in and it should be fair for the whole office.
 Move away from Telent as the IT provider.
 I think 24hr working should be looked at for 224 crews.
 Some of the current uniform.
 We are aware that the pay scale in other F & RS is a lot higher for doing the same job.
 The ability to release people for training or build it in to their working week.
 How favouritism affords people opportunitites they do not deserve and have not worked hard for.
 The induction when you start your employment as mine was abysmal!
 The way change is implememented
 the way your spoken to by certain staff (attitude or rude)
 For many staff in SHQ, the workload expectations are unsustainable. Added to this is the balance between me
 better working equipment for me to do my job bettew.
 favouritism
 increased resources
 Allow people to be free and not to double down on their personality to suit particular departments. I believe e
 Flood Rescue NAR to achieve a greater level of funding to work towards improving professionalism and resilien
 Communication
 More opportunity to experience and gain an understanding of other roles.
 For example, as there is a very direct connection between Fire Control and the Operational role, ride along
 days for Control staff on a Fire appliance would give a better understanding of the Firefighter role. Fire
 Control staff could then use the opportunity to share information and build awareness about Fire Control
 Less reliance on third party application development companies for internal software
 To bring support staff salaries inline with similar job roles at other local authorities and fire services.
 If in a temporary role for 18 months or longer currently , substantiate the individuals to permanent role as rec
 I would transfer into MFRS permanently from my service
 24 hr self rostering shift system
 I think the application process for promotional roles would benefit from being more holistic. The present syste
 More ops training and to a higher level. The cheap day boots that are issued.
 Nothing
 More oppertunities for staff to develop and change roles in the service and recieve feedback when unsuccessf
 Uniform as I feel this is outdated and unconfatable ie shirts
 SM to be in charge of station or function not both. Poor work life balance and conflicting demands from GM's

I'd add a key card reader on the exit barrier of the staff car park, so I don't need to dismount from my motorbike when leaving to open the barrier.

On a serious note however I would remove colour training, I believe it is not helpful at all for communicating with other people, and if anything could be harmful, by categorising people into groups needlessly where there was no grouping before. Even if it is not the intent, categorising people in this way creates in and out groups, and also adds ways for people to be pre judged on how they are as a person rather than just how they might respond to messages. I experience first hand during the colour training day how breaking people out into groups subtly altered peoples behavior and attitudes towards one another, and I think this is antithetical to the values and direction that MFRS wants to head in.

A pensions department that is more accessible and easier to contact for information.

Back line appliances to be kept up to date and used more efficiently. E.g. welfare unit to be on the PDA for any that everybody was treated fairly

A better approach with trade unions. I think unions get undermined but I recognise that there has been an improvement. I would have a culture of consistency within teams, as teams have different standards, talking, mobile phone use. Free lunch.

Provide more qualified instructors to the TDA and incentivise the positions.

more time and resources given for training on shift, to maintain and improve competencies.

The female / male equality.

the pay.

'I would change the way the service conducts promotion processes. I feel we haven't moved forward as a service. Change can be very slow at times due to politics and bureaucracy

The service is big on equality but I feel age (old serving colleagues) can miss out on opportunities or are not of anything at the minute

More staff so that people aren't overworked leading to dissatisfaction, burnout and poor mental health make it less political, all staff treated as equals regardless of location you work.

knee jerk reactions to negative comments, I would rather see development opportunities and a clear path for Pay scales and holiday allocation. These are very dated and need to be looked at again with regards to life/work

I would change the way of training new members of staff (Green book). I found it difficult at times when I first Working from home as had a detrimental effect on teamwork. More people seem to work in silo and use work Senior managers more approachable and listen to crews better

Listen more to the staff who are responding to incidents about their concerns and what they think will help manage

There needs to be more flexibility with ITC services. There is a risk from using one single supplier for Data and Better communication between different teams

Maybe an increase in pay to put us in line with other partner agencies. A lot of experienced and valued staff see the politics of the job

Better training.

Openness and ability to talk to senior managers and people in white shirts

Promotion opportunities

More opportunities for progression

Culturally, I believe there is work to do in order to make the organisation truly inclusive

Increase salaries. I feel there are far too many people who are on the very bottom grades and shouldn't be. There

Better e-learning. Educational visual learning material of SPAs, Standard Practices and RTC extrications

Improve vision system & speed of NR reporting tool

I would have a more diverse leadership team

I don't feel that emotional support offered is equal between male and female in the Service. I feel male emotional support should be considered for BA instructors and their welfare. Increased health screening, cancer screening, etc. Had a personal issue and was impressed with support from occupational Health. However found Senior management 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

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 comp Occupational Health can make things frustrating when outsourcing to external doctors. They have no understa 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 thir

I think the service HAD a really good grasp on health & wellbeing for staff however I'm more inclined to NOT u

I belive 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 l

For flexible working opportunities to be taken seriously for people wanting to achieve life-work balance. Redu

I believe that unifomred 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, ratehr 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 coun

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 were standing would beneficial

The importance of looking after mental health not emphasised. Time dedicated to health and wellbeing shoul

No follow up and lost in emails trails

Occ Health are brilliant and really supportive.

Occy health are diabolical in their ability. Despite benefitting from their referrals, their mistakes and incompet

I think the wellbeing and mental health support of the organisation is one of the most positive aspects of MFR

As an operational employee it feels like you are a cog in a machine and not a person. It has been described as '

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 invidiual has to search for info and help but when requested assistance and support is g

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. Kelly Patterson has helped both me and my team. 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 for development within my team is very difficult also next to impossible.

Learning and Development are not responsible for the poor equipment from Telent.

Vision Mobilising System needs to be upgraded can work quite slowly in spite of conditions which can cause additional delays. 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 team. 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 seriously. Some equipment, such as ICT/mobile phone provision I feel could be better. Had numerous problems with the equipment. I strongly believe the apprenticeship team none operational staff specifically could do more to help new staff by attending a training course in January for food safety. 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 of the training. 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 knowledge.

I am lucky to be part of the high potential programme which has given me confidence and made me feel valued.

I struggled with aspects of my role last year and was offered the chance to be coached and this has been instrumental.

I feel like I learn something new everyday and am gaining more confidence in my 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 user friendly. Completing a course in January for food safety 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 advantage.

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, and conferences.

The appraisal process has been improved. However it is still not carried out properly. My appraisal was a good experience.

Although I am confident in my role, there is always more that can be learnt, due to the nature and subject of my role.

I feel that MFRS could consult more widely when deciding on implementing new equipment, for instance the equipment.

AV equipment in the Conferencing Rooms and Station Community Rooms/Lecture Rooms should be much easier to use, 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 to progress.

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 unable to.

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 better. Excellent learning & development opportunities are available. It is important however that individuals take so it is 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 the role requires more training across the board

Due to the high and increasing workload in our department and low staffing, opportunities for further training are limited. There are some knowledge gaps across the Service that could be addressed.

I'm on a 9 month secondment, to carry out a specific set of tasks, so opportunities are more limited, which is why 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 thin. 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 Telent as upgrade: 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. 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 appraisal. 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 R1. 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 (Andy Whitehead) 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 re instated 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 station. They also lose battery quite quickly too

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 / u 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 particualy with such an inxpierance 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 delvelop my role. In my time here I have had one training session which was the sol

The development opportunities are limited to those who are chosen by senior managers. Access to courses an

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 sam 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. deveopment is not forth coming. 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 10 years experience. I have asked for a CMI course on every appraisal for t Appraisal system is pointless. We just pay lip service to the process. Have requested the same course for sever

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. I transferred in from a service that was very good
 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 manager
 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 mentor
 I have been a temporary line manager for the previous 12 months in that time there has been a member of staff
 Someone in my team has complained previously and I didn't feel 100% supported in the processes used to manage
 I love my job
 I do not feel supported in my role as we are constantly presented with different equipment or problems to deal with
 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 is
 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 on Development Stage 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 level
 I think it's time for refresher training on Conduct and Capability, it's been a long time
 Currently, I do not find my role challenging and for some time training/new processes has ceased. I will be looking
 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 recognised
 There is a danger my role could become redundant if the LCRCA were to absorb the Authority. I understand
 that this isn't 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 responsibilities with the HVP.
 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 their 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 an apprentice Firefighter and have not had a Crew Manager or Watch Manager for approx 6 months 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 Incident Command trainer my remuneration does not reflect the breadth and depth of my kn I feel that we are sometimes given decisions to make, that when we do make, are often frowned upon by othe I feel that the service has a good amount of support for managers when making decisions or seeking professio As a junior rank within MFRS I feel it is imprtant to constantly seek further knowledge and guidance.

I am technically a manager but have no line management responsibility with MFRS. As a station manager withi very frustated 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 warehouse is to recruitment has been a challenge this year

don't feel supported as a developing manager i hae raisd this wth various peope pver 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 fight 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 temperary 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 all the faults and workarounds cont 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 engage
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
I feel I could work more efficiently and effectively with enhanced IT support and provision (data and mobile com
I still feel that there is a two-tier system for fire fighters depending on what location you work. I.e skills to develop
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 my
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 uniform
To be successful within the organisation and externally, our team needs to spend more time developing and pro
There could be better visual learning materials available to me. The Standard Practices and Safe Person Assessment
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 in 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 experience
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 the
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 don't know if this is a common issue within other departments.

In my role there is no direct line management responsibilities. 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 person's 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 can't 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 output however there have been occasions where I have been questioned on admin related things that have. Whilst I am not a manager, I do understand the role that management is supposed to play with this department. 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 for the last 12 months was sudden. Having difficult conversations with people is extremely difficult and often most of us are unequipped to have them. I have seen a major decline within the workshops over the 20 years I have been here whether it's to do with pay. 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. As a manager with the NRAT, I do not fit entirely into the MFRS management 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.

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

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 often unclear. 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 fire service often makes staff feel underappreciated and undervalued. No support from senior officers. All chasing their tails to generate data. Function and station roles are not well defined. 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.

With respect to the Service values fitting in to my day to day activities, I have always maintained since joining MFRS that the emphasis on a target based system that solely looks to achieving an arbitrary numerical figure has led to crews becoming disengaged with the purpose behind preventative work and the quality of this work suffers. I have advocated for some time a need to move away from an HFSC target that prioritises quantity over quality and give crews some autonomy in engaging with the local community to the benefit of everybody. I previously worked in a Service that used a risk based score for HFSCs, whereby the crews were encouraged to seek out those in greater need of assistance, so that more time could be spent helping them, rather than merely attempting to chase a numerical target that seems to be far greater than any other. My role appears to be seen as a necessary evil by others. Until it suits their agenda. I feel supported in some ways (my manager is supportive) but this does not make for a rewarding career if the service is seen as an apprentice firefighter. I feel extremely uncomfortable about speaking up about things I don't agree on, I can't do that at this time. I have been so happy and fortunate to have experienced working with MFRS for the last 2 years and have been very comfortable between both sites I work at, my team and management make me feel at ease. I thoroughly enjoy my work at MFRS. Even though the work is extremely challenging at times, I am fully supported. A welcoming and inclusive organisation that considers the needs of those colleagues outside of MFRS. I really feel part of the MFRS family and love my job and I do feel like I really belong. I think there is a good sense of belonging in the Authority and it comes across as very genuine when the Chief says so. I have always been and continue to be proud to work within MFRS. I really feel that I belong here. I feel like a sense of belonging working for MFRS.

Being able to approach SLT depends on your own confidence and if you've had chance to get to know them. TI
No further comment

I joined MFRS in June of this year, my first two weeks/induction course was excellent, the facilities at the new
In an occupation with a hierarchical structure I think belonging is difficult due to 'old school' ways of working
and others perceptions on how rank should be used in conjunction with interaction with others. I believe
there are a lot of great people in our organisation who are a credit to how we want to do things. I do think
there are still some elements of the 'old school' mentality of do as you are told and don't challenge.

Whilst I believe orders have their place, I don't believe they have a place within the workspace when
individuals are speaking about issues and have a right to express their opinions, when done so in the correct
manner and in line with our values, behaviours and ground rules.

I feel valued in my role and would try to make everyone else feel the same.

My sense of belonging has much more to do with my strong emotional bond to the Fire Service and personal c
I feel that I can identify with the Service.

Variable questions. Some senior managers listen and are open and approachable. Others are not.

As everyone is so busy there is less time to discuss with staff their well being

I don't think it feels as good as it used to here. New staff are not introduced to all teams like they used to so it
often feels now like you don't know who anyone is.

Working from home whilst it is a good option to offer and it needed to happen to keep up with what other
businesses were offering staff can have a disadvantage as it can often make the office feel empty, quiet and
Some senior managers seem focused on macro decisions and appear to lack understanding or compassion wh
Some senior officers are more approachable than others and I feel more comfortable with certain members of
More staff team building days needed to bring everyone together to do something fun and boost morale

Our staff should represent our communities.... then why are all the managers white men? I have a sense of be
I did not feel I belonged when I first started. Now I genuinely feel much better and that I belong in my new role
At the moment I feel comfortable to speak up to constructively challenge more Senior Managers but not with
No other comments.

Sometimes senior managers are easier to talk to than my department manager.

I HAVE BEEN IN THE SERVICE LONGER THAN MOST - 32 YEARS - SO I REFERRED TO WHEN I JOINED
THE CULTURE WAS A LOT DIFFERENT THEN, HOWEVER I WAS THE SAME, SOME MADE ME FEEL WELCOME
OTHERS THOUGHT IT WAS THEIR JOB TO MAKE ME FEEL UNCOMFORTABLE, WHICH BECAUSE OF THE
PERSON I AM, I IGNORED, HOWEVER NOT ALL WOULD DO THIS. THIS IS NOT ACCEPTABLE.
I HOPE WHEN NEW PEOPLE HAVE JOINED OUR TEAM THEY ARE MADE TO FEEL WELCOME AND I FEEL
MYSELF AND THE TEAM DO THIS

when I first started at MFRS I had a very brief induction but was not shown simple things like where the toilet
was or where the staff canteen was. On my lunch break on my first day I was just told I could go for lunch. I
spent my first lunchtime wandering round by myself looking for canteen.

I just felt that a better induction process could have been put into place

'I' feel comfortable to speak up I know many don't!

I think all who work at the MRU feel a bit distant and out of the normal service. Part of that I believe is historic
I believe sometimes protection/prevention are labelled as non-uniformed which sometimes muddies waters. I
I sometimes feel comfortable speaking up, and sometimes I take into consideration how it will affect me if I
do speak up, and decide against it. This ties into some of the comments on ego's and potentially upsetting a
manager and how that can then affect my work life.

Some of the neither agree or disagree answers are due to believing that there are some very good managers
who are open and willing to listen, and some who are not so open or willing to listen - at all levels.

As mentioned earlier there is still a fear of speaking up especially talking about your concerns or even lack of u

after asking my station manager a couple of questions,

one was taken out of context which was hard to do as the question was straight forward.

a group manager called me and on the phone called me a liar and told me not to ask questions!

originally joined in mid 1980s which was more challenging than welcoming.

great improvements since for new starters though

Senior managers listen but only take on boards points they agree with.

Within my immediate work team, I have no issues. However I do not have faith or confidence in my line manager.

I feel like some senior management members are more open for an open and transparent conversation than others.

I feel as though my career will be short here and even more hurdles put in front of me

I feel some senior staff are more approachable and helpful than others. Newer members of the senior team seem to be more so.

If you speak up, your cards are marked

Some Senior leaders (Group and Area managers) are unapproachable.

Firefighters are seen as the ones on the pile. Look at the TDA opening when some were told we could not eat the safe food as others because we are firefighters.

I feel comfortable speaking to managers and challenging things, but at the same time understand that my opinion is not always heard.

There is no belonging to a greater team, this only works in small silo work teams. I know more about senior officers than I do about my own team.

You can not challenge any member of senior management, most are very unapproachable and snarl at you on a daily basis.

I feel very mixed about my sense of belonging within the service—about 50/50, to be honest. On one hand,

the Area Manager of Protection and Response and the CFO are approachable, and that's appreciated.

However, beyond that, it often feels like nobody genuinely cares about the people who keep the service running.

There's a lack of connection and support at many levels, and the overall culture doesn't foster a true sense of value or belonging. Instead, it feels like we're just expected to get on with things, regardless of how it affects us. This lack of care and recognition makes it hard to feel committed or valued.

If I'm honest, if I had the opportunity to leave the service, I would strongly consider it. This isn't because I don't care about the work I do or the people I serve, but because the lack of empathy and genuine care from the organisation makes it difficult to feel like this is somewhere I truly belong.

The service needs to do much more to create an environment where people feel valued and supported, not just in words but in actions. Belonging comes from knowing that your contributions matter and that the culture in the senior managers is more about fitting in than being yourself. Terms such as 'fireman', 'he/him' etc. Due to previous experiences, I do not feel comfortable to constructively challenge certain senior officers due to the culture. It becomes pointless to air opinions, concerns or challenge as they are continually disregarded and never acted upon. Senior leaders too obsessed with pursuing accolades and 'results'. They pay lip service to listening only if it suits their own ends. Senior managers too busy pursuing further promotion and undermining competitors. To me now it's just a job that pays the bills. Would leave tomorrow if I could.

In relation to senior managers, it's not all in my experience when it comes to being listened to or them acting on feedback. Again this reverts to the feeling that feedback is often ignored. I do have an excellent working relationship with some senior managers. I feel completely alienated from this Service and feel no sense of belonging at all, I am undermined constantly. I am unsure about the knowledge/skill set of the Authority.

Not at this time

A positive management style that brings out the best in teams.

I enjoy discussing my work with senior managers. I enjoy being responsible for my work and being listened to.

The effectiveness of management throughout the service is strong especially at principal officer level.

Management do try very hard to communicate effectively but there is always room for improvement. Communication is key.

If you've been involved in a staff network you will probably have more confidence to speak with senior managers and leaders, especially the senior sponsors as they need to be committed to being open to engaging with staff. If you've not had direct contact with senior management, then a lot of people would probably not speak with them.

I've also seen it where people have been strongly told not to directly communicate with senior management, Management have their own agenda and concentrate on delivering in their function. Operational staff are or With regard to the future, we are currently in a position of limbo, awaiting the appointment of a new CFO who Authority members do visit stations, but not all of them and they vary rarely engage with departments in SHQ. There are varying management approaches within the organisation that might pose challenges for other team Senior staff are in a difficult position and receive negativity from FFs if/when a situation changes. This is part of Within MFRS Higher Managers above the senior (SM) level can at times put pressure on senior managers to attend last minute appointments affecting their work schedule. A more effective management method could be achieved by minimising this pressure.

(This does not occur within the department I work within)

Managers need to be more effective with people skills. Having more of an understanding about people rather While I am very proud to work for MFRS and I think we do an excellent job for our communities, I am struggling I believe the organisation has a lot to do moving forward to change the culture that has existed previously. This can only happen if everybody's voice is heard and the cultural change has input from all. If not we will not successfully change our culture.

Employees should feel valued and able to speak without fear of reprisal.

However, I have seen a lot of really positive change in this area also. It is a much better place to work than it was previously. We must build on the work completed but be mindful of not leaving people behind when aiming for a better culture.

I have never had experience of the fire authority so it is hard to provide an opinion either way.

I've had more support and engagement with my line manager and senior managers in the last four weeks of st Individually, managers are good, competent people but the culture of the organisation seems overly rooted in We have the right culture and strategic managers are approachable and supportive we require more fitter, electricals, body and people that want to do the job and not just get through the day Not as effective since SM managing Function and Station

I am quite concerned about how some teams are under-staffed and unable to carry out their job role as effectively We do not have regular team meetings, we do not have an appraisal and do not get asked simple things such as Think that there should be more women in senior management roles as it is not a fair representation We have some huge gaps in management. Massive lack of diversity and many who believe there aren't any in Management are supportive and effective

My line manager is excellent. My department manager is not.

No other comments.

In my Directorate there is a high number of turnaround of managers due to them being operational within an Employees at my level are able to communicate their concerns to senior and strategic management (only when they are not in development)

We don't really see the authority members

The future, I don't believe that the high potential scheme works or is the correct way forward. It is also making long serving staff feel undervalued.

At times there is no consistency between different managers. Some are open to input from team members, others MFRS is its people, at times they are treated poorly by a small minority of managers

All these answers are based on my current role. My previous role at MFRS with my line manager was the complete although I have no problem at all with discussing issues with management I know for a fact that many do have Although communication with senior management works, it depends who is present in the room (I.E in front of

From my own interactions, I have found that communication with management can be difficult as, depending on the person, it can be taken personally or ego can get in the way of a conversation. I don't fully understand what it is the fire authority do, and although I have never had a bad interaction with them, I don't believe that they are particularly present in the service or make themselves available to listen to members of staff. I also believe that, in their positions on local councils, they could offer more. In my department, we deal a lot with issues that are housings responsibility however no council has a 24/7 response to housing concerns, and it is near impossible to contact them even though we are a partner agency - all contact is through generic phone numbers/email addresses. Surely the authority could influence this!

I dont understand the need for the number of fire authority members either - 18 people seems excessive, all of whom are being paid a wage from the budget and I believe there are also 2 paid PA's. It would be good to am really unsure the direction the workshops is going, recruitment and retention is a big issues which is gettin Workloads has a heavy toll on mangement effectiveness - time is rarely available to meet with staff and comm My line manager does everything in her power to support the team however senior managers have made deci Senior management not very present on station. Feedback whether it be positive or negative is not given ther In my section there are 34 members of the team, however there are 11 supervisory/management roles. If I ha With regard to members of the Fire Authority, other than an Area Manager holding a quarterly meeting with s I feel the focus on CRMP simply looking at what we already do and improving this is refrreshing rather than ad Senior managers do not listen to feedback. If feedback is given it is used against you in the future. It has come I feel like anything you say to managers about issues at work is often brushed off and no actions are actually ta My Line Manager is very busy, so often will not have time for me. She is aware of this and tries to give me time Lip service for non ops staff

The authority couldn't give a monkeys what the working people at mfrs think. They listen to the senior bods al Some appointments seem rather strange.

Management effectiveness , isnt people led , its all about processes and performance indicators . But if you dr I've never encountered a member of the MFRA since starting in my role.

I'm happy with my managers and have no issues, the only thing I would suggest is managers overall throughou Management effectiveness is a real concern, particularly in terms of how middle managers are supported and valued. One of the biggest issues is the lack of personal interaction with our managers and senior leaders. Because we're all so busy trying to meet demanding workloads and expectations, the simple but important act of checking in on how we're doing or offering genuine support often gets forgotten.

The basics of spending personal time with someone, showing empathy, and genuinely caring about their wellbeing seem to have been replaced with a process-driven approach. Checking in feels more like a tick-box exercise than a meaningful interaction. This lack of authentic connection can leave middle managers feeling isolated, especially when we're already under pressure to deliver without the right support.

For management to be truly effective, there needs to be a shift back to the human side of leadership. Senior managers need to make time for personal, empathetic conversations and prioritise building real relationships with their teams. A simple, genuine 'How are you doing?' or a meaningful conversation can make a huge difference to morale and trust.

By creating space for these interactions and valuing the wellbeing of middle managers as much as operational outcomes, the organisation could foster a more supportive and effective culture where everyone poor managment behaviours are not challenged, i fact the complete opposite has been known to happen. Concerns or opinions are rarely listened to or actioned very often.

We rarely see senior managers unless there is a problem. We lack direction from senior managers. Structure is There is a disconnect between some senior managers and junior ranks to the point that crew & watch manage The Service has core Values that the senior management don't even follow.

I have confidence that MFRS will continue to operate in the same manner moving forward, regardless of any c

Cronyism and nepotism run riot. Poor and incompetent performance is covered up.

My manager has their own pressures which means that one to ones are short. She does try to give me time and
Compared to other FRS we are very good.

age discrimination is not being addressed.

I have a clear understanding of staff behaviour expectations but I don't think this is the case with everybody.

I believe that MFRS are committed to a workplace in line with the culture and values, however I think there are
Not at this time

there has been a big focus on improving the culture and values which you can see and feel through the author
MFRS is an open and safe workplace where all are made to feel equally valued.

A positive, no-blame culture that encourages accountability and growth.

As a service we've made a lot of progress in last 2 years, and are changing for the better. I can see the
influence and benefits of more focus on improving culture. I think a lot of this has come from bringing Mo
Jogi to work with us. We've still got a long way to go, because it will take several more years to improve the
legacy of being a very white, heterosexual, male dominated service, especially at management level.

I now have a lot more meaningful and open conversations with different colleagues about what the right
culture should be like. So I think more people are now generally more open and getting more confident to
speak up. But we need to remember that some people might still be a long way from this.

One thing I want to raise is the question of whether the service knows and records the level of freemasonry
membership?

Nazir Afzal has spoken on this topic, and I strongly feel that this is one area that is never acknowledged as
being part of maintaining a culture of secrecy and protection for its chosen members within top public
organisations. The nature of such member organisations that actively exclude women, and do not appear
actively welcome people who may be LGBT+ or from non-white western heritage, I feel this seriously needs
to be spoken about as an organisation if we truly want to commit to fostering an open, transparent and
inclusive culture, that does not accept misogyny, racism, homophobia and any other type of discrimination.

I write from a position of privilege, but I can say that the organisation as a whole reflects its stated values, and
My personal values align with MFRS values, which makes me want to work here more than anywhere else.

While I am aware of what to do in these situations, it is not a clear case of reporting - people are concerned of
No further comment

There is more we can do. Small micro aggressions that impact culture and smaller groups such as policy change
Trade union (FBU) attitudes towards non members have gotten better, however I don't feel this still needs work
Work life balance is difficult when working on a hybrid/self managed rota system. Two thirds of shifts are day
As we do not have transparency in relation to outcomes of bullying or harassment concerns how do staff know
Whilst MFRS as a service disagrees with bullying etc including due to people's differences/protected characteristics
I believe the culture is changing and this change is for the better.

I believe that regular team meetings and staff meetings around culture and values and our shared
experiences will assist us to keep up to date real time with our culture and assist us to improve it together.

I feel that the promotion processes are a bit cloak and dagger, particularly when it comes to TCAs - it is down to
I believe there to be a culture of 'if your face fits'

Opportunities are often not allocated on merit or ability but more who you know, who likes you or who you
manage to establish a working relationship with.

I feel that certain teams have stricter rules on talking than others, this results in certain team members feeling
After 22 years in service I have always felt that the service has been as good now as it was when I joined at
dealing with problems of bullying, harassment. Over time we have learnt as we have progressed through the
years to not make the same mistakes.

Still a proud employee of the service.

People will always find a reason to be offended and it's ok to be offended as it will make us stronger!

It's not just words on a wall here, it's in the way you are treated coming to work.

no comment

Colours training was reductive and loosely based on Carl Jung whose psychological instruments have been con

MFRS's culture is good and supportive

Improving daily and open culture challenge is available

The organisational has clear expectations surrounding culture, values and behaviours as detailed in the leader:

Discrimination 'not being tolerated' is true superficially, as it is declared as such in policy. This does not necess

They are very much promoted

I was not aware of 'Safecall'

Management have been made aware of issues and taken no steps to resolve these

Only 2 females in Senior officer roles, non above SM level. I feel limited within my role

I am aware of the Safecall but only recently and still am unsure how I would access this if needed

Speaking up does not work and makes you feel more intimidated and vulnerable.

I enjoy the cultural diversity in MFRS.

I feel like MFRS would take strong action on bullying and harrassment. However, I have seen and/or experienc

I feel that the Professional Standards Team should have been more competent whilst carrying out their duties

No other comments.

Overall I do believe that the organisation does try to promote equality and fairness. I feel however that persor

I think the action taken by teh service when incidents of bullying have been reported has room for improvem

the question 'is MFRS a better place to work than 3 years ago?'. Hard one to answer as we have different issue

I feel my experience of poor culture in MFRS has been worse since i started in a forward facing (uniformed) rol

This is a difficult subject. I firmly believe that everyone is an individual and has a right to be treated with

dignity and respect. I do also believe that people build relationships based on trust and humour etc which

can be misinterpreted by others outside of the relationship. There is a culture of offence and a 'cancel

culture' in society nowadays where people can be offended on the behalf of others which can then be taken

down the bullying/harrassment route. This creates a culture where there is anxiety in having an opinion on a

subject or saying the 'wrong thing' through fear of offending someone and being disciplined for it. People can

lose their own identity through being concerned about offending and I believe that this is the wrong culture

to have and is something that needs to be worked *** to ensure MFRS don't end up going down that route -

people should be allowed to have ideas and opinions that could be considered controversial (as long as they

are not extreme and come from a good place) as this can lead to more open conversation, and ultimately a

better understanding of different difficult topics. It ties into diversity of perspective which is important to

ensure that the best outcomes can be achieved elsewhere.

There needs to be a drive to allow for people to be human, and potentially make mistakes and learn from

I thought a few years ago we were making strives moving forward however I do think we have gone backward

I still feel that MFRS has work to do regarding their values, I still feel at times at a female employee I have to fi

I feel some individuals have issues with their colleagues working at home. Tongue in cheek comments about

having a sleep or taking the *** have become a bit insulting now. I shouldn't feel almost guilty when letting

colleagues know of days I will be working at home.

Also comments made when having a early dart, particularly from those who arrive after 930. I am at my desk

at 7am every day I am in the office

Culture is not a quick fix, this is a long term plan and dvelopment of the right people in to the right roads ove

I have reported a line manager for bullying and been dismissed by the people who were supposed to support

me. They ignored my evidence and only care about maintaining the status quo rather than supporting

people.

In addition people are being promoted based on popularity rather than ability. Some appointments are

I belive those of ethnic background, gender (including transgender), religion, sexual orientation actually have a

A culture is being built of Anti-white male.

Unable to voice relevant or if you do well in your role it is disregarded.

There is and has been bullying and harassment of individuals in the work place by senior leaders. I have experienced it and have witnessed it. I got told 'to think wisely before being part of a grievance as it could affect any career aspirations'

When professional standards are overriding decisions made a grievances by managers you know there is no fairness in this. Other senior managers are friendly with hearing officers which affects fairness.

I think we have all of the 'networks' in place and look like we are doing the right thing - but in practice it is very different.

Our culture is very discriminative against non ops staff

The service promote values that are in line with my own personal values.

Some of the staff network portals don't work on the website. It feels like they are there for show.

Culture and values are the foundation of any successful organisation, and it's crucial to have a strong focus on inclusivity, fairness, and respect. However, there are growing concerns that the way these values are being applied is leading to unintended consequences, creating a poor culture in some areas.

One significant issue is the tendency to give opportunities to individuals who haven't necessarily earned them through hard work, experience, or competence. This has resulted in capable and dedicated employees—both men and women—being bypassed, including some outstanding women fire officers whose contributions and potential are being overlooked. This imbalance is not only unfair but also undermines morale across the board.

Additionally, the rise of overconfidence in some very junior personnel is creating real risks. While ambition and development are important, promoting individuals without the necessary qualifications or experience is leading to uncertainty and, in some cases, dangerous situations. This isn't just about perceptions of fairness; it's about ensuring that operational decisions are made by people who are genuinely ready to take on those responsibilities.

To truly uphold its culture and values, the organisation must strike a balance. It's essential to create opportunities for growth and development while ensuring that those opportunities are earned and based on merit. A culture that focuses on fairness and competency—while celebrating diversity and inclusivity—will not only benefit individuals but also strengthen the organisation as a whole.

By recognising genuine contributions and avoiding shortcuts, we can foster an environment where

Industrial relations between MFRS and the FBU is the absolute worst.

It is disgustingly clear that to get ahead you should leave the FBU. That is an awful, toxic culture.

staff networks are a key strength of the organisation however they are only successful due to the genuine people

It's fair to say that bullying and harassment is not tolerated. But, there has been several situations when senior cultures and values not demonstrated by senior managers.

Still seem reluctant to promote FBU members.

Rapid promotion appears based on connections and characteristics

MFRS personnel are not all treated the same. Preferential treatment is given to underrepresented groups to

I find it very difficult to talk about the culture at MFRS as there are a number of different dynamics at play in the

While there is a legacy of outdated culture still present, it is widely non toxic and rapidly receding. Certain individuals

I have never worked in a more hypocritical workplace. The concept of us being 'One Team' is completely outside

akes a real difference to the people it serves.

and welcoming, making it easy to feel comfortable and connected with one another. Whether it's a friendly "h
partments. I feel confident that if there was any issues , they are quickly dealt with by management . **I work w**
ern that suits my homelife.

er. Knowing that I am helping the community of Merseyside every day is the greatest motivation.
ers success and also support each other when any of the team may need that extra support. It is a lovely place
r my role.
been here. As i beleive this is a great organisation, i enjoy my job and I have alot to offer to the organisation n
thwhile

d something they do appreciate. I feel proud to be part of this.

involved in, which keeps each day interesting and fulfilling. I enjoy the diverse challenges and opportunities and
rove and make things better,

the opportunity to make a real difference in the lives of the communities we service have to be the best thing

oples lives. People here really genuinely care about keeping the community safe and they are the first people to

nd improve the service, however long it might take. The Chief is open and approachable and addresses things

t be HFSC's, SSRI's, SOFSA's right through to interoperability and working with other partner agencies carrying

never the same. Regular training ensures that knowledge is underpinned and there are always opportunities to

ing you're making a meaningful impact on the local community. Additionally, the working conditions and the op

ts commitment to protecting life and property and generally doing good stuff; MFRS is better than many, perh

or the public good, which makes for a more relaxed environment and a feeling of pride in what I do

need encouragement and guidance, which I appreciate a lot. I felt accepted as part of the team from the moment I joined.

My role is clear and there is no constant 'micro-managing' to cause stress in the workplace. You are trusted and valued for your role.

There are opportunities for personal development with things, including community activity, volunteering and development provided it is relevant to ones role.

it from our line managers, their lack of understanding of the department structure, the various roles within the

the TDA who keep the place running despite some of the worst T&Cs for any training team across the country

so exploited to the point of exhaustion. The benefits of flexitime and a 35 hour week are good on paper but if

stations and time scales but they were not sharing this with the team which led to unnecessary stress.

nal activity/ training / staffing levels. It is a huge part of mental wellbeing and to feel confined for 12 hours is so dismissive and rude to Green Book staff as (some) do not understand where a Green Book member of staff may

and appreciate all the work that goes on behind the scenes to keep the trucks responding to incidents.

for even a short period into SHQ so they fully understand all the systems that are operating to support their m

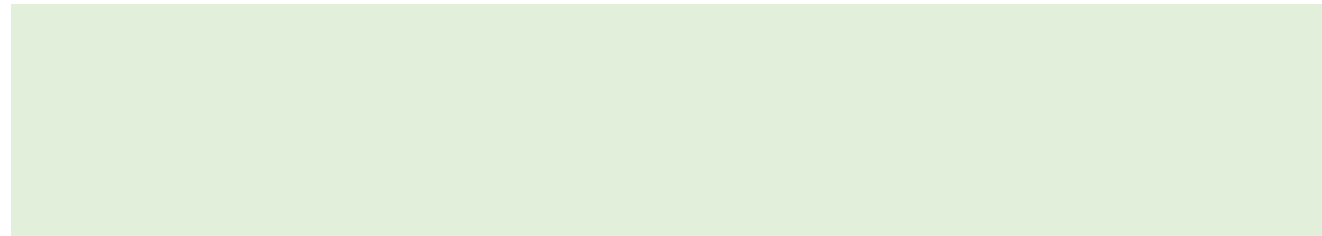
ary roles. I believe you get the best out of people when they feel secure and are more likely to make the role t

vice. If some people took the job at face value for what it is and held a positive attitude as a result the service

r full-time roles. I understand that some departments currently do not offer this option or may be resistant to
ng staff to work from home when possible. I've seen colleagues struggle to maintain a healthy work-life balance
ch departments could train together to build confidence in each other and work more as one team when on st



work. Senior managers come and go as a result of selection processes and it's common for managers who don't



in HQ - use name badges instead (**Eg Bill Hughes - Station Manager**) on name badge. Rank is good for fireground

and education on political issues so that firefighters can make informed judgements. I would also promote the idea

in my opinion. On occasions the way in which senior officers approach FFs, CMs and WMs goes against the v

s (rather than a token consultation), an actual input in new equipment (rather than the **head of Ops Equipment**

ould improve the pace at which we work and improve, and would increase morale by giving more responsibility

development pathways. Some grades seem hard to get to with no grade in the middle as a stepping stone. Wou

s people are sometimes moved around too frequently which is detrimental to the service of that department.

nates in terms of - of directing v enabling, informing v consulting, and being more willing, not just at the corpo

etings and providing sufficient time to work on/complete tasks is totally imbalanced. The result is we continua

each department should embrace each individual and play to their strengths, which will, in turn, result in great

em of the initial sift being based solely on an application form might mean that potentially suitable candidates

/ multi pump prolonged job as opposed to ICs discretion as a lot of the time (not through individual fault), it's :
usage, dress code, time keeping, expectations. A standard within MFRS rather than team or department. Mor

started as there did not appear to be any structure to how I would learn my new role. I shadowed a lot of insp
ing from home for their own advantage. There are varying degrees of acceptances by managers on this and th

is is very demoralising, compared to other depts. where the balance is tipped too far the other way. This caus

reening and increased understanding of health and wellbeing from the exposure of wearing BA in hot environn
ed for SRT to be mobilised, or exposed to many of the incidents they are. The local crews on frontline applian
ce on more than one occasion which has been very beneficial to my health and wellbeing whilst experiencing s

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

ings 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

ence have caused me until grief. They are a shambles of a team from the doctors and nurses to the admin staff

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 provide the level of support needed. I have seen many instances of hard work and skill that it takes to produce first class work in my area and focus in on one tiny issue.

Within my fire service I feel more comfortable and be spoken to better. The contact from this department to new starters is good.

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

I think this is something that could work wonders for people with low confidence in helping me to develop. I am pace setting in Fire Control and tend to ensure the development opportunities but at the minute I feel like I am.

I have taken part in activities and volunteering days that I wouldn't have been able to do/or be available to me with a different funding is in place given my role has arisen from a new workstream. My manager has not been proactive in this area.

I didn't come away with any new goals or development pathways. Basically 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 problem.

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 opportur

s to systems prevent me doing my job and accessing the systems I require . I do not think the admin teams un

am. 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, assess 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
id 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.

he last 5 years and I have still not been put on one. People with 10 years less experience, who gained compet

ative in allowing crews to develop their skills and knowledge in a whole variety of ways; firefighters were encouraged to develop their skills in a whole variety of ways; the Firefighter's Education Programme has been the single worst piece of training I have experienced in a 30 year career - at total waste of time and money.

staff who is continuously difficult to manage, I took over management of this person whilst they were on a support role.

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

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

looking at internal roles to apply for which are more suited to my skills, and will make me feel more accomplished and valued. 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. I am more supported by the organisation and individuals in the organisation, from the very top down and across the board. During this time I have been left on my own for my colleagues to support me through my development. It gets lonely. I feel I do a good job, others do not, but I do not get recognised for working harder (and the others don't).

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

In NR (also my permanent rank in my employing service), I am the lowest rank within the team, but I feel that I am not being supported.

It is so hot to work in in the warmer months after numerous conversations with health & safety we still have to struggle.

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

The control room 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 att

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

ys. 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

average). Current contracts offer little flexibility and do not allow teams to respond to Service requirements, b

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

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

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 :
neuro diverse. There is not much training to remain competent and improve skills operationally in my role.
only changed after I refused to accept the manager role for less money than the previous manager. Made me
them - I also find on many occasions you make a decision which is often linked to your experience and knowle
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 probems of a hyper-demanding culture are not addressed. What is the point of being the 'best fire service
don't mean station issues but as a whole any sitautions i dont agree with i feel cant be spoken about due to be

an absolutely adopted by you all coming from another service and made to feel part of the MFRS Team for which
orted by my line manager who has been both understanding and supportive. I enjoy working for and being part

talks about culture and belonging. I haven't been here particularly long compared to others but I can't imagine

his has usually come from chatting with them at external events, e.g. Pride, Older Person Day, AFSA, or from staff. The TDA were excellent and I felt welcomed and looked after by all. The TDA staff were excellent and it was great to

desire to do my best for the team, the organisation, the community, and 'the job'. My sense of belonging has a

en talking directly to individuals about this and how the individual feels when told about these decisions or rec

: and not necessarily to blame current senior leaders. a lot of factors come into that. location, isolation, t&cs, and I believe we should be labelled as uniformed non operational for continuity. to differentiate us from office base

when referring to role are still used. there are still facilities on station that are not fit for all genders. not enough

with my current and previous station managers but feel that there is a level of discord from them to more senior staff from all sides, am afforded no professional respect and this is very different to the way I felt in my earlier years

o may or may not influence what I as an individual feel about the future security and performance of the service

of being a senior manager but these messages should be delivered with more positivity (a small minority) and

than just attending incidents. There needs to be more of an emphasis on people and making people feel valued
ing with my immediate line manager. These issues have been communicated to senior management, yet the issues

starting this job, than I have in the entire 4 years at my previous job. My line manager is very supportive and all
its established way of doing things. I refer to the manner in which the structure seems unable to do much else

g dragged out for years now. the people we are attracting are of a poor standard compared to years ag when '

isions for the team recently that I feel have not been beneficial for the team, hopefully that is about to change
efore if development points were needed often feel like it is talked about behind peoples back as opposed to c
ve a serious problem I will go direct to the manager at the top of the food chain rather than than through all th
selected members of the Fire Authority or bumping into one in the corridor, Green book staff have very little to

to a point now where I don't ask or feedback as I have emailed certain senior managers with questions and ha
aken to improve the situation. Some aspects of my work are feeling hopeless as no change is ever made.
e, but due to the demands on her, it isn't always possible. My Line Manager is in a temporary development rol

it the serivce treating staff equally. In each department the rules are different based on the departments man:

ers opinions and advice is ignored and disregarded. There is a clear and obvious trend of senior managers, inclu
omments that I make in this survey. The service is very effective at celebrating its successes and is constantly

and I understand this is not always possible. I do have regular conversations with my line manager outside of on

there are still pockets of behaviour that are unacceptable and some staff and senior managers are uncomfortable to c

es. Policy changes to make aspects more inclusive and easier to access take far too long and creates a poor cult

s (8:30am - 8:30pm) meaning that more time is spent away from family in comparison to a 24/7 shift pattern.

to the discretion of the person assessing (which changes all the time). This should be done by an external pers

like they are being targeted for chatting, knowing well that it is not affecting their work. But other teams can s

considered pseudoscience, overall felt like it was more divisive by putting each of us into boxes and rejecting individuals.

ship message, ground rules, code of conduct alongside various policies and SL's. Employees have easy access to all of these things, but they rarely mean that these things are not tolerated in practice, as there seems to be a disconnect between MFRS policies and practice.

ed microaggressions related to misogyny, racism, transphobia in the short time I have worked for MFRS. I have also experienced a member of staff behaving in a threatening manner, swearing at colleagues and manipulating the situation.

val opinion can blur the line of professionalism at times and can influence decisions or attitudes of others if not managed properly.

le. While I was in HQ as admin I felt valued and had never had experience of feeling my sex/age was an issue. I have also experienced a member of staff behaving in a threatening manner, swearing at colleagues and manipulating the situation.

s somewhat - we are still a hierarchical organisation and this approach still continues today and whilst that is the case, I do feel that my voice is being heard. Recent examples of a male colleague being emailed a thanks for work they completed.

a greater opportunity to progress faster and go higher than other white males in the job. This is so MFRS can better serve the community.

ple involved who want to make it work. too many align themselves with staff networks, WFS, AFSA etc to make
r managers have been the perpetrator and it has been dealt with more leniently than someone who wears a b

arms of relationships between staff members. The closeness of my crew is excellent at station, however, I kno
de of reality, some people are favoured more than others, some people are given access to career opportunit

ello” in the hallway, a simple “good morning,” or a thoughtful gesture like holding the door open, these small

d working through them with my colleagues and liaising with those from other teams. I hope that where possib

roll up their sleeves and get stuck in. Its an authority that is working really hard to be inclusive and to be the b

out exercises so that if/when the real thing happens we are prepared to respond and keep our communities safe.

you can't take any leave or leave early because your workload is so heavy and demands off the scale, then the

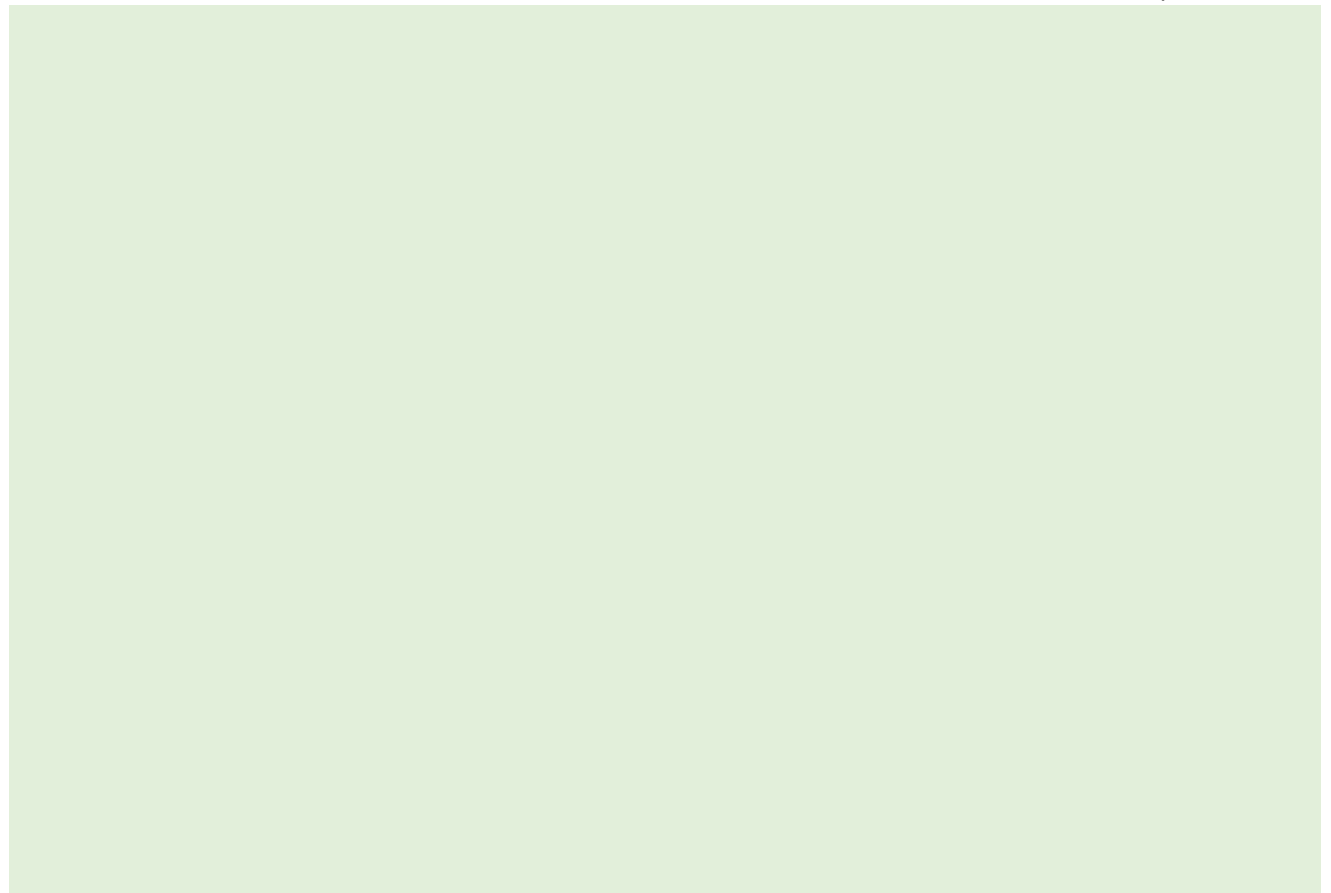
something that I do find difficult, especially during winter and the wetter months when I may not be able to walk
/ sit within the structure - however, this also goes back to the culture question where everyone should be treated

ain focus of their watch, station and station area. this would lead to greater understanding and support to req

it, believing that if they cannot work remotely, others should not have the opportunity either. However, I belie
ce, and I believe that offering this option would help staff better manage their personal and professional comm



values of MFRS and lower level members of staff would never be able to and/or should want to speak to other



They go into the role without the level of experience required and are then moved on when they have gained

rate level, but at the level of individual managers, to explain the rationale behind certain systems, processes and

ally operate and deliver on the back of discretionary effort. This is both detrimental to the wellbeing of staff, but

are overlooked through unfamiliarity with completing these forms despite displaying the required characteristics

ectors and gained valuable experience but I think I should have studied the basic knowledge in the TDA and th

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

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 m

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;

re 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 i

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

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

uraged to become instructors or specialists in one or more of the core firefighting functions, ie RTC, BA or trauma
waste of time, total nonsense box ticking exercise which felt so out of touch with the reality of the Service it fel

rt plan and I feel that the process has been set up in a way to support the individual but there is no support fo

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

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

uggle. The only piece of advice from Estates was to get in earlier, when its an all day task I fail to see how that I

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

re difficult to complete, certainly in a timely fashion. Dependence on other departments can also hinder progress. I had enough, I questioned if it was a job for me. I could see how the organisation was as a bigger picture and I knew

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 k

seems to be a worrying lack of involvement and oversight for senior line managers that have resulted in a poo

feel undervalued and its the second time I have been given a role that is less money than another person in the
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 completing work to an inadequate level just to tick a box rather than to the standard I wo

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

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

staff network involvement and activities. Through this I think they're approachable will will always stop to chat

always been to 'the job', not so much the cap badge, or the leadership of any of the four services i have served

rs at this Service, where yes, the job was challenging, but I felt like I was part of sometghing that really meant :

understanding of the environment in which FFs are working. All managers have been FFs in their past and it is

ed and supported. Majority evident in operational staff who don't necessarily respect mental health and emoti

e other than abide by an, at times rigid, top-down approach. In conversations i have had with colleagues, even

le (and I am covering her permanent role). It is shocking that the role she is doing is new, yet between us we all

ager/head. For example some departments can listen to earphones and wear casual wear but within our depa

ading green book, not following, ignoring or manipulating service policy and procedure. I see it as deliberate by
reminding of us that we are the best in the country, despite this only taking into consideration the parameter:

e to ones which are relevant and useful. There have been some instances recently where I have disagreed quite

ure and feeling of under value. It is like they are put to the bottom of the pile because it only effects a small group

In addition to this, the retained element can be difficult to make plans in the 12 hours preceding of proceeding

on for fairness. The service favours promotion of people with certain genders or other protected characteristics

viduality, wasted a good working day at a time of high work load and the money used to get a space in aintree

their clock cards. The 'victims' were not asked to give any further evidence or interviewed about the incident. 1

Since being on district i have experienced comments surrounding age/sex which when raised have been ignored

deleted yet I wasn't despite doing the same work. Being left out of emails that I need to be included on to comp

be seen to have broader representation of all the above throughout the brigade, this doesn't always mean that

be a name for themselves and be the face of the fire service without contributing to any outcomes. green book
blue shirt. Some indiscretions have actually been ignored and not even reported despite senior managers being

now that this is not the same across the board. I do think stations should be encouraged to work more closely with

as and development while others are left to languish. The focus is mainly on race/gender inequality etc. because

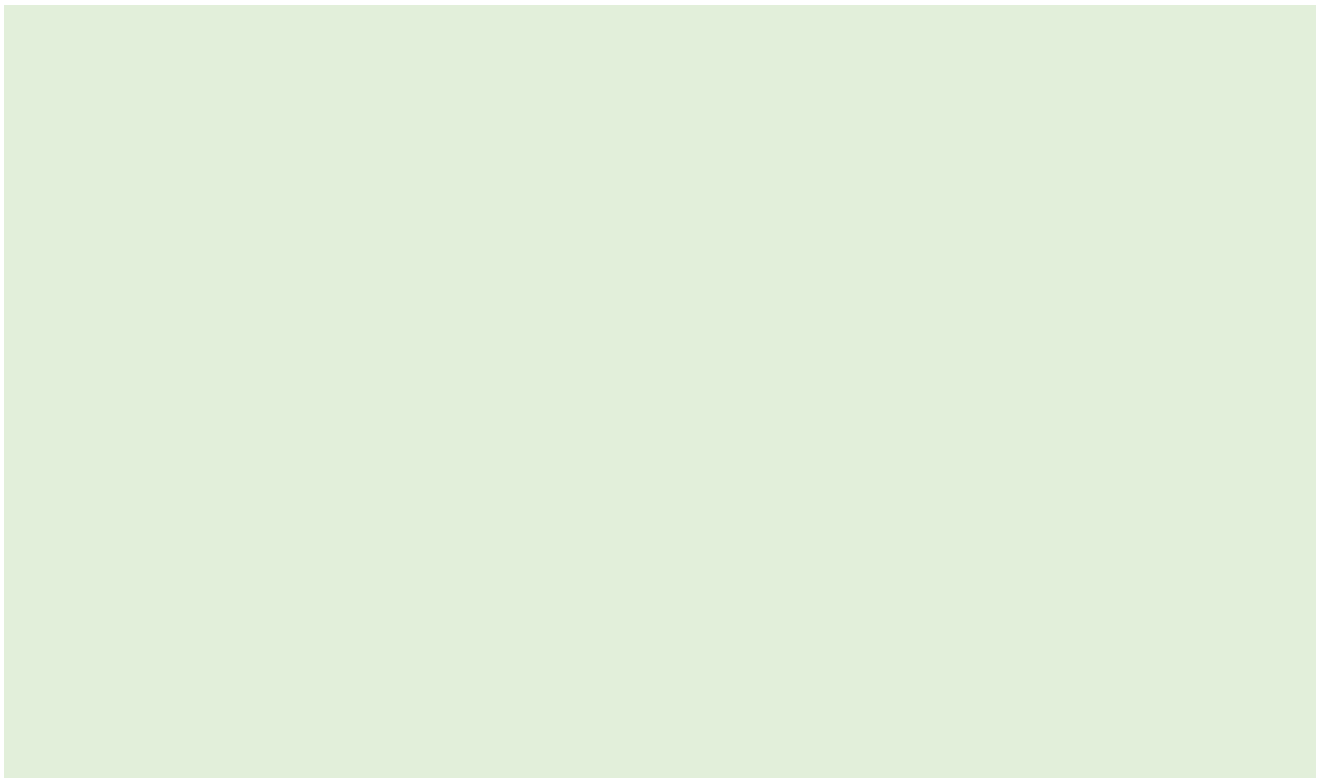
acts make a big difference. It's rewarding to be part of a close-knit community that feels like a family, where v

est it can for the benefit of the people of Merseyside. I hope it never loses that honesty or passion.

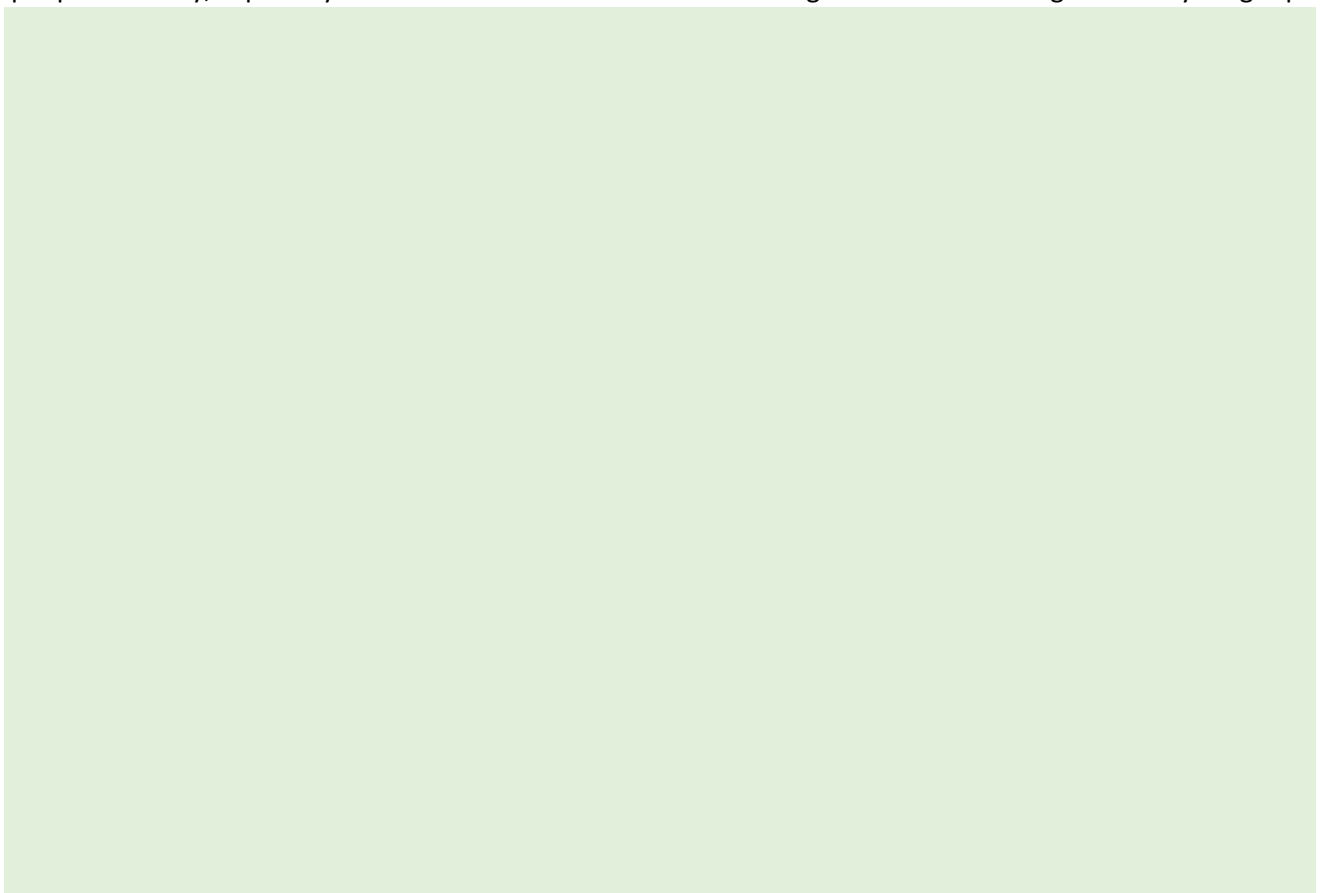
afe. Myself and my family are part of the community and this motivates me to be the best that I can be for the

ose benefits are not benefits, expecially if you are so mentally drained you cannoy switch off. Equally the hybr

even it is important to make this option available to everyone, as personal circumstances can change within fan



people that way, especially senior officers. I also believe at times age is discriminated against and younger pe



d decisions. The culture of explaining things by saying, 'that's just how it gets done', or, 'it's already been decid

ut also means that we do not deliver work to as high a standard as would be possible if we were able to focus

stics in their role. Perhaps the way in which it is assessed that the criteria are met could be reviewed to include

hen been assigned a tutor Inspector who could work through the process with me and critique my performanc

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

ima. Development opportunities such as shadowing medical staff in the burns unit of the hospital, or gaining I
t like we were being deliberately mocked (I was not the only one to feel this way about this course). Utterly av

r line managers when dealing with an individual who is difficult. I have not been directly involved with the sup

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

helps. We just need some ventilation. We have asked H&S for a temperature Monitor which I believe also me

workload further. Staff in many admin team are new and not fully trained and don't fully understand their job

ow 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 wit

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

lso 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.

something- now it just seems to be about looking good and beating other fire services in the obsession to be t

| those at SM and GM level, there are frustations as to how things get decided upon and then communicated. !

re busier than ever. The role is essential to the department, and has provided a much better communication s

rtment this isn't allowed which is okay but when other departments are able to do these things it is unfair.

s that it chooses to judge ourselves upon (HMIC report). I think we need to start to look at processes where in

te strongly with some things my line manager has said but we generally have a good relationship and she is on

group within the organisation. More staff need to actually address micro aggression rather than ignoring them coming a shift. The monetary compensation is good but I don't think it is a reflection of the commitment that it requires

ics when it comes to promotion, sometimes ignoring their capability to do the job or how well they are performing

The perpetrator however, received the full support of Occupational Health, counselling sessions, stress risk ass

I and when formally raised there hasnt been much outcome to prevent re-occurrence. I have almost been label

: staff involved in co ordinating culture and values work streams do not assist they are blockers and drains

with neighbouring stations more often though and to engage with other departments more frequently. I would
se it looks good externally and supposedly shows we are dealing with issues levelled at the Fire & Rescue Serv

ve all look out for each other and share a genuine sense of belonging, which makes me feel proud to be a part

em and the public of Merseyside. I also strive to bring the best out of my colleagues. Seeing them achieve things



id working that I don't do so members of my team are able to and there is 'office cover' while other teams dov

...e after each audit. I feel I would have been better prepared for the Level 4 course, which I found a bit difficult

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

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

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

better IT skills, were readily available and support staff were allowed to ride on the appliance in a bid to impro

upport plan process as it began before I took over but from the sidelines I have seen how it has unfolded.

iod of time. This accounts to approx 1/4 of my apprenticeship and a vital part of my development stage.

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

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

Subordinates are often unsure as to the rationale for some decisions being made. In my experience this relates

ystem for the department and scope for improving the department, but she is doing things way above the gra

nprovements need to be made as well; for example, technologically, we are lagging behind other services, whi

assessments, service doctors, meetings with managers etc. Victims had to ask for support and stress risk assessr

lled a trouble maker for raising my hand against innapropriate behaviour. I strongly believe my challenging this

d like to be able to see what other departments do more frequently, and allow them to work alongside us so t
ice nationally but the number one cultural problem with this service is a hyper-demanding and hyper-critical c

gs and become better at their role is extremely satisfying. I have been lucky to recieve excellent mentorship in

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

ve working relations and learn one another's roles in greater detail. In addition, the facilities on station to cor

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 expe

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

s to the established way of forecasting and planning command training and assessments. Operations are our n

o have been using Satnavs on front line appliances for over a decade now. We have looked to implement pre-

nents and were told not to 'rock the boat' as they could be seen as the instigator! The Professional Standards (

that we have better working relationships and staff can appreciate one another better. I am aware of the zero
culture which creates such high stress levels that it makes people miserable, ill, damages their personal and pr

the past and with the values of the service being at the forefront of everything I do I can continue mentoring

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

duct worthwhile training are limited at best, especially when working on the Wirral. I do believe that the new

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

most risk critical activity and incident command at any level is a highly risk critical skill set. More could be done

·alerts, years after other services have decided against them and Fire control have repeatedly reported that th

employee carrying out the investigation did not ask for copies of manipulated clock cards even though this is c

0 tolerance policy towards any kind of harassment or bullying and feel that senior managers' 'mannerisms' in tl

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

/ TDA is a fantastic venue but it would appear at the moment that there are not enough staff to operate it to it

i feel to ensure that only the most suitable candidates are progressed through processes where an appropriat

ey are using archaic systems of notifying senior officers of incidents. This service appears to promote like min

leemed a sackable offence and didn't believe that the perpetrator was in fact a narcissist who had behaved in

re past few years have improved dramatically with some of the promotions that have taken place. But since t

ts full potential. I would like to be able to organise further BA training or RTC training and have requested this

te level of command competence is necessary. Importantly, when those candidates are identified, our systems

ded individuals who don't seem to challenge the way things are run and we continue to operate using outdate

this manner for the previous 20 years and would lie and blame anyone and everyone to avoid any further acti

his scored as 'adequate' on the services' choice of standard to be judged upon (HMIC report), it is evident ther

; and processes should ensure that all candi

