

Redactions

2010, 2100, 2124, 2154, 2159

Do you have other comments about	100% People and teamwork
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Equality diversity and inclusion EDI
Do you have other comments about	100% People and teamwork
Do you have other comments about	100% New joiners onboarding and induction
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Leadership
Do you have other comments about	100% No comment
Do you have other comments about	96% New joiners onboarding and induction
Do you have other comments about	
Do you have other comments about	
Do you have other comments about	96% Agility and innovation
Do you have other comments about	92% Recognition and praise
Do you have other comments about	92% Leadership
Do you have other comments about	88% Uncategorized
Do you have other comments about	84% Line manager effectiveness
Do you have other comments about	84% Wellbeing and balance
Do you have other comments about	
Do you have other comments about	
Do you have other comments about	80% Flexible and hybrid working
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	80% People and teamwork
Do you have other comments about	80% People and teamwork
Do you have other comments about	80% Environmental social and governance
Do you have other comments about	80% New joiners onboarding and induction
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	80% No comment
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	
Do you have other comments about	
Do you have other comments about	80% New joiners onboarding and induction
Do you have other comments about	
Do you have other comments about	80% New joiners onboarding and induction
Do you have other comments about	76% Uncategorized
Do you have other comments about	76% Career progression
Do you have other comments about	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
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% New joiners onboarding and induction
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

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

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
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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

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

80% Leadership
80% Employee voice

Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	76% Line manager effectiveness
Do you have other comments about	76% Line manager effectiveness

Do you have other comments about	76% Leadership
Do you have other comments about	72% People and teamwork
Do you have other comments about	72% Staffing and workload
Do you have other comments about	72% Line manager effectiveness
Do you have other comments about	72% Employee voice
Do you have other comments about	72% Line manager effectiveness
Do you have other comments about	72% Uncategorised
Do you have other comments about	68% Uncategorised
Do you have other comments about	68% Line manager effectiveness
Do you have other comments about	68% Line manager effectiveness
Do you have other comments about	68% General communication
Do you have other comments about	68% Uncategorised
Do you have other comments about	68% Employee voice
Do you have other comments about	64% Uncategorised
Do you have other comments about	64% Performance management
Do you have other comments about	60% Uncategorised
Do you have other comments about	60% Employee voice

Do you have other comments about	60% Leadership
Do you have other comments about	56% Uncategorised
Do you have other comments about	52% Employee voice

Do you have other comments about	52% Agility and innovation
Do you have other comments about	52% Line manager effectiveness
Do you have other comments about	52% Leadership
Do you have other comments about	44% Learning and development
Do you have other comments about	32% Performance management
Do you have other comments about	20% Line manager effectiveness
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Equality diversity and inclusion EDI
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Values and culture
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Values and culture
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Values and culture

Do you have other comments about	100% Equality diversity and inclusion EDI
Do you have other comments about	100% Values and culture
Do you have other comments about	100% Values and culture
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% No comment
Do you have other comments about	100% Equality diversity and inclusion EDI
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Flexible and hybrid working
Do you have other comments about	100% Uncategorized
Do you have other comments about	96% Equality diversity and inclusion EDI

Do you have other comments about	96% Values and culture
Do you have other comments about	96% Career progression

Do you have other comments about	92% Career progression
Do you have other comments about	92% Line manager effectiveness

Do you have other comments about	92% Agility and innovation
Do you have other comments about	92% Values and culture
Do you have other comments about	88% No comment
Do you have other comments about	88% Uncategorized
Do you have other comments about	88% Values and culture
Do you have other comments about	88% Values and culture
Do you have other comments about	88% Agility and innovation
Do you have other comments about	84% Equality diversity and inclusion EDI
Do you have other comments about	84% Career progression
Do you have other comments about	84% Values and culture
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	80% Equality diversity and inclusion EDI
Do you have other comments about	80% Uncategorized
Do you have other comments about	80% Employee voice
Do you have other comments about	80% Values and culture
Do you have other comments about	80% Equality diversity and inclusion EDI
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	80% No comment
Do you have other comments about	80% Equality diversity and inclusion EDI
Do you have other comments about	76% Uncategorized
Do you have other comments about	76% New joiners onboarding and inducti
Do you have other comments about	76% Equality diversity and inclusion EDI

Do you have other comments about	76% Equality diversity and inclusion EDI
Do you have other comments about	72% Agility and innovation
Do you have other comments about	72% Recognition and praise

Do you have other comments about	72% Flexible and hybrid working
Do you have other comments about	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% Uncategorised

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

52% Career progression
52% Equality diversity and inclusion EDI

Do you have other comments about	44% Cross function communication
Do you have other comments about	32% Values and culture
Do you have other comments about	20% Equality diversity and inclusion EDI

Work satisfaction			Positive
			Positive
			Positive
			Positive
			Positive
Values and culture			Positive
			Positive
			Neutral
			Neutral
			Neutral
People and teamwork	Values and culture		Neutral
			Neutral
			Neutral
			Neutral
			Positive
Values and culture			Neutral
			Neutral
			Neutral
			Neutral
			Positive
New joiners onboarding and induction	Nothing		Negative
			Negative
			Positive
			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
People and teamwork		Positive
		Neutral
		Mixed
		Neutral
Work satisfaction		Negative
		Positive
		Neutral
		Neutral
		Negative
		Neutral
		Negative
Performance management	Recognition and praise	Mixed
Line manager effectiveness	Values and culture	Neutral
		Negative
		Negative
Leadership	Line manager effectiveness	Neutral
		Neutral
Line manager effectiveness		Neutral
		Negative
		Negative

Work satisfaction			Negative
			Positive
			Positive
			Positive
Line manager effectiveness			Positive
			Positive
			Mixed
Line manager effectiveness			Neutral
			Neutral
			Neutral
			Neutral
Performance management			Neutral
			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
Performance management			Neutral
			Negative
			Negative
			Negative
Line manager effectiveness			Negative
			Positive
			Mixed
			Neutral
			Neutral
Line manager effectiveness	Vision and purpose		Mixed
			Neutral

[illegible]

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
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
Negative
Positive
Positive

Values and culture

Mixed
Negative
Neutral
Neutral
Negative
Negative
Negative
Negative
Positive

Wellbeing and balance

Negative
Negative
Neutral
Neutral
Negative
Negative

Values and culture

Negative

Values and culture

Mixed
Negative
Neutral

Values and culture

People and teamwork

Values and culture

Neutral
Negative

Line manager effectiveness		Negative Neutral
Values and culture		Neutral
Performance management		Neutral
Values and culture		Neutral Neutral Negative
Career progression	Equality diversity and inclusion EDI	Mixed
Values and culture		Negative
Values and culture		Mixed
Values and culture		Mixed
Leadership	Values and culture	Neutral Neutral

Customer service and quality	Line manager effectiveness	Mixed
		Neutral
Values and culture		Neutral

I feel 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 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
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. TL
No further comment
I joined MFRS [Redacted], my first two weeks/induction course was excellent, the facilities at the new TDA were
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 connection
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 when
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 being
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 open.

If you speak up, your cards are marked

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

Firefighters are seen as the of 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 valued.

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 fire man, he/him Due to previous experiences, I do not feel comfortable to constructively challenge certain senior officers due to their attitude. 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 some 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 and 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. Commu

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 there own agenda and concentrate on delivering in there 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 effici

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 is

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 under valued.

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 comp 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 infront 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 getting Workloads has a heavy toll on mangement effectiveness - time is rarely available to meet with staff and commr 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. [Redacted] is aware of this and tries to give 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 and 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 throughout 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 an 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 ar 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 [Redacted] to work with us. We've still go 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 converstations 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 memebership?

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 spoken about as an organisaiton if we truly want to commit to fostering an open, transparent and 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 value, 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 chang Trade union (FBU) attitudes towards non members have gotten better, however I dont feel this still needs wor Work life balance is difficult when working on a hybrid/self managed rota system. Two thrids of shifts are day As we do not have transparancy in relation to outcomes of bullying or harressment concerns how do staff kno Whilst MFRS as a service disagrees with bullying etc including due to peoples differences/protected characteri I believe the culture is changing and this change is for the better.

I believe that regular teams 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 t 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 member 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, harrasment. Over time we have learnt as we have progressed through the years to not make the same mistakes.

Still a proud employee of the servive.

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

Its not just words on a wall here, its 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 harrasment. However, I have seen and/or experienc

[This comment referred to a specific case. References to cases that could identify other individuals have been removed]

No other comments.

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

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

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) ro

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/harrasment 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 [Redacted] 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 believe those of ethnic background, gender (including transgender), religion, sexual orientation actually have 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 grievance 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 the

I find it very difficult to talk about the culture at MFRS as there are a number of different dynamics at play in the team. While there is a legacy of outdated culture still present, it is widely non toxic and rapidly receding. Certain individuals have never worked in a more hypocritical workplace. The concept of us being 'One Team' is completely outside of reality.

ported by my line manager who has been both understanding and supportive. I enjoy working for and being par

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

this has usually come from chatting with them at external events, e.g. Pride, Older Person Day, AFSA, or from st

re excellant and I felt welcomed and looked after by all. The TDA staff were excellant and it was great that the

desire to do my best for the team, the organistaion, 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, a
I believe we should be labelled as uniformed non operational for continuity. to diferenciate 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
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
g with my immediate line manager. These issues have been communicated to senior management, yet the iss

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
ve a serious problem I will go direct to the manager at the top of the food chain rather than than through all the
elected 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.
me time, but due to the demands on [Redacted], it isn't always possible. My Line Manager is in a temporary [

it the service 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, including comments 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 the 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 culture (8:30am - 8:30pm) meaning that more time is spent away from family in comparison to a 224 shift pattern.

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

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 rejected indiv

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

ed microaggressions related to misogyny, racism, transphobia in the short time I have worked for MFRS.

nal opinion can blur the line of professionalism at times and can influence decisions or attitudes of others if op

le. While i was in [Redacted] as [Redacted] i felt valued and had never had experience of feeling my sex/age w

s somewhat - we are still a hierarchical organsiation and this approach still contunues today and whilst that is
ght to have my voice heard. Recent examples of a male colleague being emailed a thanks for work they comp

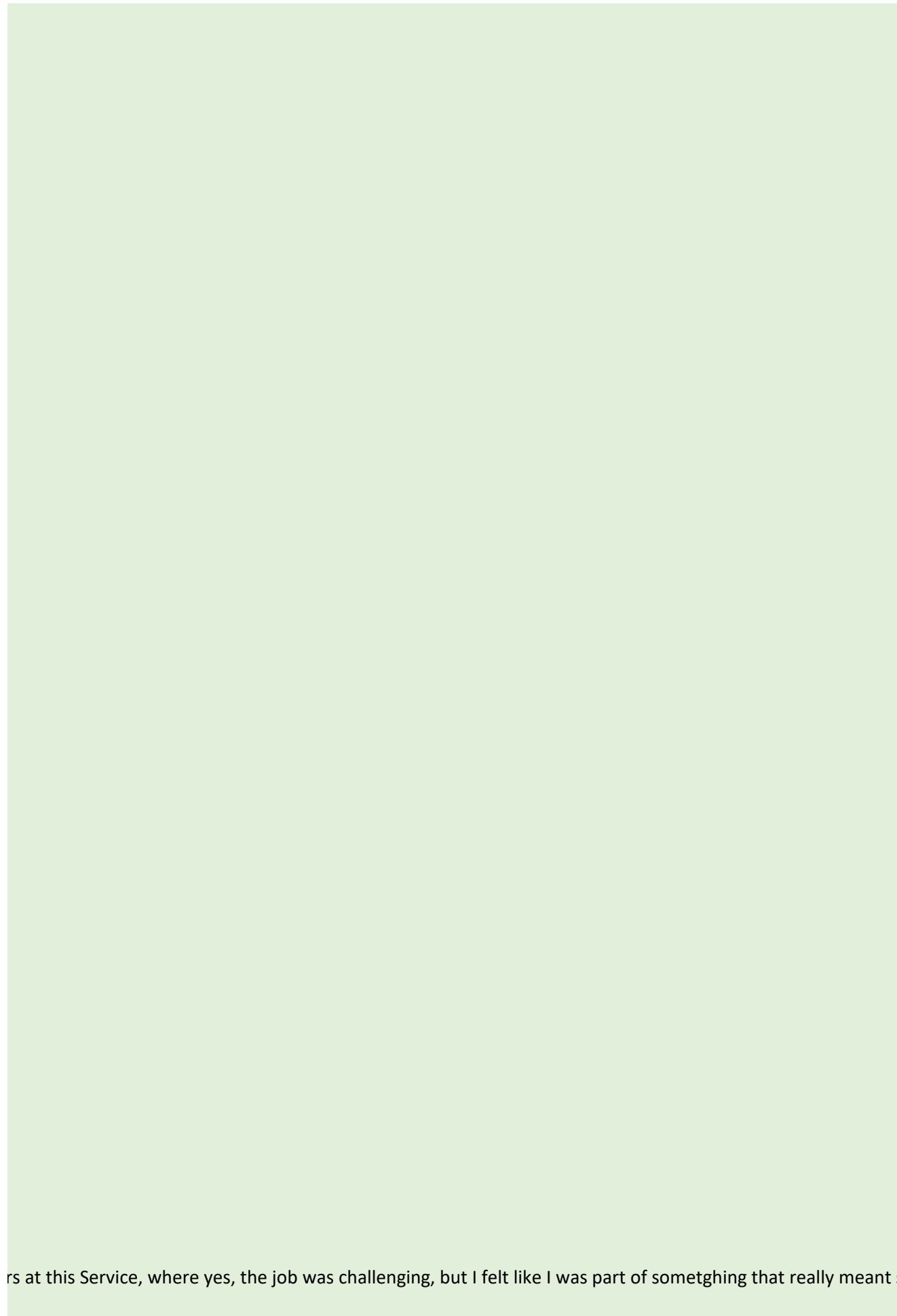
a greater opportunity to progress faster and go higher than other white males in the job. This is so MFRS can b

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 know of reality, some people are favoured more than others, some people are given access to career opportunities

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 [Redacted] services i have



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

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

Redacted role (and I am covering **Redacted** permanent role). It is shocking that the role **Redacted** is new, ,

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 parameters 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

was an issue. Since being on district i have experienced comments surrounding age/sex which when raised have

leted 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 doesnt always mean that

be a name for themselves and be the face of the fire service with out contributing to any outcomes. green book
blue shirt. Some indiscretions have actually been ignored and not even reported despite senior managers being

ow that this is not the same across the board. I do think stations should be encouraged to work more closely v
es and development while others are left to languish. The focus is mainly on race/gender inequality etc. becau

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. I

yet between us we are busier than ever. The role is essential to the department, and has provided a much bet

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 c
ing a shift. The monetary compensation is good but I don't think it is a reflection of the commitment that it req

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

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

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

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

ter communication system for the department and scope for improving the department, but **[Redacted]** is do

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

ost been labelled a trouble maker for raising my hand against innapropriate behaviour. I strongly believe my ch

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

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

ing things way above the grade the role is on and it has made everyone question what the **[Redacted]** role abo

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

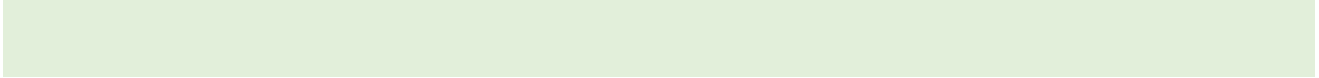
that we have better working relationships and staff can appreciate one another better. I am aware of the zero
culture which creates such high stress levels that it makes people miserable, ill, damages their personal and pr

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

ove it is doing? **[This has been redacted for publication because there is potential to identify individuals. the**

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

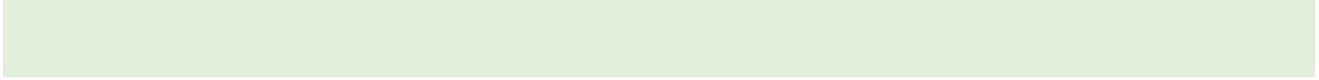
o tolerance policy towards any kind of harassment or bullying and feel that senior managers' 'mannerisms' in th



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

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

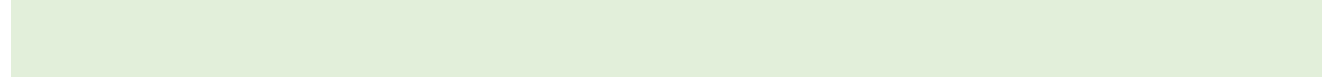
re past few years have improved dramatically with some of the promotions that have taken place. But since t



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

defined), duals which do not challenge the underlying things at all but apply the logic in place to solve the

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



evolve systems, which was operated as a service. We do not appear to look to learn from mistakes and poor performance.

ance in training or at incidents, whilst highlighted in Ops Assurance notes, is not drilled in to people well enough

1. Elearning is also something that I feel to be very ineffective as a learning tool and the packages are repetitiv

e and unengaging, especially when done as individuals.

