Survey:	Merseyside FRS Census 2024
Dashboard:	Merseyside FRS Dashboard 2024
Dashboard hierarchy type:	None
Hierarchy filter selection:	no selection made
Response count:	422
Panel count:	1030
Participation:	41%
Partial results:	Excluded
Selected question:	All
Report produced:	16/01/2025 13:55
	1207, 1224, 1233, 1268, 1308
Redactions	1324

What more could we do to further i	72%	Values and culture
What more could we do to further i	72%	Uncategorised
What more could we do to further i	72%	Equality diversity and inclusion EDI
What more could we do to further i	72%	Values and culture
What more could we do to further i	72%	Values and culture
What more could we do to further i	72%	Uncategorised
What more could we do to further i	72%	Equality diversity and inclusion EDI
What more could we do to further i	72%	Equality diversity and inclusion EDI
What more could we do to further i	72%	Employee voice
What more could we do to further i	72%	Uncategorised
What more could we do to further i	72%	Values and culture
What more could we do to further i	72%	Don't know or unsure
What more could we do to further i	72%	Learning and development
What more could we do to further i	72%	Performance management
What more could we do to further i	68%	Learning and development
What more could we do to further i	68%	Employee voice
What more could we do to further i	68%	Uncategorised
What more could we do to further i	68%	Equality diversity and inclusion EDI
What more could we do to further i	68%	Autonomy and empowerment
What more could we do to further i	68%	Leadership
What more could we do to further i	64%	Values and culture
What more could we do to further i	64%	General communication
What more could we do to further i	64%	Line manager effectiveness
What more could we do to further i	60%	Health and safety
What more could we do to further i	60%	People and teamwork
What more could we do to further i	60%	Employee voice

What more could we do to further i	60%	Cross function communication
What more could we do to further i	60%	Line manager effectiveness
What more could we do to further i	56%	Equality diversity and inclusion EDI
What more could we do to further i	56%	Values and culture
What more could we do to further i	56%	Career progression
What more could we do to further i	52%	Equality diversity and inclusion EDI
What more could we do to further i	52%	Employee voice
What more could we do to further i	52%	Line manager effectiveness
What more could we do to further i	52%	Line manager effectiveness
What more could we do to further i	48%	Leadership
What more could we do to further i	44%	Equality diversity and inclusion EDI
What more could we do to further i	44%	People and teamwork
What more could we do to further i	32%	Uncategorised
What more could we do to further i	20%	Uncategorised
What more could we do to create a	100%	People and teamwork
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Equality diversity and inclusion EDI
What more could we do to create a	100%	Performance management
What more could we do to create a	100%	Vision and purpose
What more could we do to create a	100%	Performance management
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Environmental social and governanc
What more could we do to create a	100%	Meetings
What more could we do to create a	100%	Values and culture

What more could we do to create a	100%	Learning and development
What more could we do to create a	100%	Environmental social and governanc
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Vision and purpose
What more could we do to create a	100%	Equality diversity and inclusion EDI
What more could we do to create a	100%	Autonomy and empowerment
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	General communication
What more could we do to create a	100%	Learning and development
What more could we do to create a	100%	Line manager effectiveness
What more could we do to create a	100%	Pay and benefits
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Nothing
What more could we do to create a	100%	Agility and innovation
What more could we do to create a	100%	Employee voice
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Cross function communication
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	People and teamwork
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Wellbeing and balance
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Meetings
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Physical environment
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Employee voice
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Values and culture
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Uncategorised
What more could we do to create a	100%	Line manager effectiveness
What more could we do to create a	100%	Employee voice
What more could we do to create a	100%	Employee voice
What more could we do to create a	100%	Line manager effectiveness
What more could we do to create a	100%	Physical environment
What more could we do to create a	96%	Uncategorised
What more could we do to create a	96%	Employee voice

What more could we do to create a	96%	Agility and innovation
What more could we do to create a	96%	Uncategorised
What more could we do to create a	96%	Work satisfaction
What more could we do to create a	96%	Employee voice
What more could we do to create a	96%	Uncategorised
What more could we do to create a	96%	Line manager effectiveness
What more could we do to create a	96%	Don't know or unsure
What more could we do to create a	92%	Uncategorised
What more could we do to create a	92%	Uncategorised
What more could we do to create a	92%	Uncategorised
What more could we do to create a	92%	People and teamwork
What more could we do to create a	92%	Uncategorised
What more could we do to create a	92%	Uncategorised
What more could we do to create a	92%	Don't know or unsure
What more could we do to create a	92%	Employee voice
What more could we do to create a	92%	Don't know or unsure
What more could we do to create a	92%	Uncategorised
What more could we do to create a	88%	Values and culture
What more could we do to create a	88%	Employee voice
What more could we do to create a	88%	Uncategorised
What more could we do to create a	88%	Line manager effectiveness
What more could we do to create a	88%	Equality diversity and inclusion EDI
What more could we do to create a	88%	People and teamwork
What more could we do to create a	88%	New joiners onboarding and inducti
What more could we do to create a	88%	Meetings
What more could we do to create a	84%	Values and culture
What more could we do to create a	84%	Uncategorised
What more could we do to create a	84%	Uncategorised
What more could we do to create a	84%	Uncategorised
What more could we do to create a	84%	Employee voice
What more could we do to create a	84%	Line manager effectiveness
What more could we do to create a	84%	Uncategorised
What more could we do to create a	84%	Equality diversity and inclusion EDI
What more could we do to create a	84%	Line manager effectiveness
What more could we do to create a	84%	Uncategorised
What more could we do to create a	80%	Leadership
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Learning and development

What more could we do to create a	80%	Recognition and praise
What more could we do to create a	80%	Line manager effectiveness
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Employee voice
What more could we do to create a	80%	Employee voice
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Line manager effectiveness
What more could we do to create a	80%	Equality diversity and inclusion EDI
What more could we do to create a	80%	Autonomy and empowerment
What more could we do to create a	80%	Customer service and quality
What more could we do to create a	80%	Values and culture
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Employee voice
What more could we do to create a	80%	Autonomy and empowerment
What more could we do to create a	80%	Agility and innovation
What more could we do to create a	80%	Meetings
What more could we do to create a	80%	Line manager effectiveness
What more could we do to create a	80%	Cross function communication
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Wellbeing and balance
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Recognition and praise
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Don't know or unsure
What more could we do to create a	80%	Employee voice
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Employee voice
What more could we do to create a	80%	Don't know or unsure
What more could we do to create a	80%	People and teamwork
What more could we do to create a	80%	Uncategorised
What more could we do to create a	80%	Uncategorised
What more could we do to create a	76%	Line manager effectiveness
What more could we do to create a	76%	Equality diversity and inclusion EDI
What more could we do to create a	76%	Equality diversity and inclusion EDI
What more could we do to create a	76%	Line manager effectiveness
What more could we do to create a	76%	Line manager effectiveness
What more could we do to create a	72%	Don't know or unsure
What more could we do to create a	72%	Employee voice
What more could we do to create a	72%	Agility and innovation
What more could we do to create a	72%	Career progression

Question	%	Category
What more could we do to create a	72%	Uncategorised
What more could we do to create a	72%	General communication
What more could we do to create a	72%	Nothing
What more could we do to create a	72%	Don't know or unsure
What more could we do to create a	72%	Agility and innovation
What more could we do to create a	72%	Don't know or unsure
What more could we do to create a	68%	Values and culture
What more could we do to create a	68%	Equality diversity and inclusion EDI
What more could we do to create a	68%	Agility and innovation
What more could we do to create a	64%	Leadership
What more could we do to create a	64%	Values and culture
What more could we do to create a	60%	Uncategorised
What more could we do to create a	60%	People and teamwork
What more could we do to create a	60%	Employee voice
What more could we do to create a	60%	Uncategorised
What more could we do to create a	56%	Equality diversity and inclusion EDI
What more could we do to create a	56%	Employee voice
What more could we do to create a	52%	Uncategorised
What more could we do to create a	52%	New joiners onboarding and inducti
What more could we do to create a	52%	Employee voice
What more could we do to create a	52%	Equality diversity and inclusion EDI
What more could we do to create a	48%	Uncategorised
What more could we do to create a	44%	Uncategorised
What more could we do to create a	44%	Performance management
What more could we do to create a	32%	Uncategorised
What more could we do to create a	20%	Uncategorised
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Performance management

Do you have other comments about	100%	Work satisfaction
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	Recognition and praise
Do you have other comments about	100%	Employee voice
Do you have other comments about	100%	Learning and development
Do you have other comments about	100%	Work satisfaction
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Change management
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	General communication
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	General communication
Do you have other comments about	100%	Employee voice
Do you have other comments about	96%	Work satisfaction
Do you have other comments about	96%	Recognition and praise
Do you have other comments about	96%	Performance management
Do you have other comments about	92%	Employee voice
Do you have other comments about	92%	Employee voice
Do you have other comments about	92%	Employee voice
Do you have other comments about	92%	Employee voice
Do you have other comments about	88%	Staffing and workload
Do you have other comments about	88%	Agility and innovation
Do you have other comments about	88%	Uncategorised
Do you have other comments about	88%	Cross function communication
Do you have other comments about	88%	Leadership
Do you have other comments about	88%	Equality diversity and inclusion EDI
Do you have other comments about	84%	Employee voice
Do you have other comments about	84%	Learning and development
Do you have other comments about	84%	Uncategorised
Do you have other comments about	84%	Line manager effectiveness
Do you have other comments about	80%	Values and culture
Do you have other comments about	80%	Career progression
Do you have other comments about	80%	Uncategorised
Do you have other comments about	80%	Line manager effectiveness
Do you have other comments about	80%	Uncategorised
Do you have other comments about	80%	Change management
Do you have other comments about	80%	Learning and development
Do you have other comments about	80%	Uncategorised
Do you have other comments about	80%	No comment

Do you have other comments about	80%	Employee voice
Do you have other comments about	80%	Agility and innovation
Do you have other comments about	80%	Uncategorised
Do you have other comments about	76%	Nothing
Do you have other comments about	76%	Cross function communication
Do you have other comments about	76%	Uncategorised
Do you have other comments about	76%	Employee voice

Do you have other comments about	76%	Leadership
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%	Meetings
Do you have other comments about	72%	Systems and processes
Do you have other comments about	68%	Uncategorised
Do you have other comments about	68%	Employee voice
Do you have other comments about	68%	Uncategorised
Do you have other comments about	68%	Meetings
Do you have other comments about	68%	Uncategorised
Do you have other comments about	68%	Career progression
Do you have other comments about	64%	Uncategorised
Do you have other comments about	64%	Line manager effectiveness
Do you have other comments about	60%	Employee voice

Do you have other comments about	60%	Employee voice
Do you have other comments about	60%	People and teamwork

Do you have other comments about	60%	Agility and innovation
Do you have other comments about	56%	Uncategorised
Do you have other comments about	56%	Line manager effectiveness
Do you have other comments about	56%	No comment
Do you have other comments about	52%	Customer service and quality
Do you have other comments about	52%	Line manager effectiveness
Do you have other comments about	44%	Meetings
Do you have other comments about	32%	Pay and benefits
Do you have other comments about	32%	Uncategorised
Do you have other comments about	20%	Work satisfaction
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	Staffing and workload
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	Recruitment
Do you have other comments about	100%	Physical environment
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	Work satisfaction
Do you have other comments about	100%	Learning and development
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Cross function communication
Do you have other comments about	100%	Environmental social and governanc
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	Learning and development
Do you have other comments about	100%	General communication
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Cross function communication
Do you have other comments about	100%	Systems and processes
Do you have other comments about	100%	Employee voice
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	People and teamwork
Do you have other comments about	100%	Cross function communication
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	100%	Uncategorised
Do you have other comments about	96%	Agility and innovation

Do you have other comments about	96% People and teamwork
Do you have other comments about	92% Staffing and workload
Do you have other comments about	92% People and teamwork
Do you have other comments about	92% People and teamwork
Do you have other comments about	92% Career progression
Do you have other comments about	92% Equality diversity and inclusion EDI
Do you have other comments about	92% Performance management
Do you have other comments about	92% People and teamwork
Do you have other comments about	88% People and teamwork
Do you have other comments about	88% Staffing and workload
Do you have other comments about	88% Values and culture
Do you have other comments about	88% Uncategorised
Do you have other comments about	84% Cross function communication
Do you have other comments about	84% Systems and processes
Do you have other comments about	84% Leadership
Do you have other comments about	84% Uncategorised
Do you have other comments about	84% People and teamwork
Do you have other comments about	80% People and teamwork
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% Uncategorised
Do you have other comments about	80% Values and culture
Do you have other comments about	80% Cross function communication
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% People and teamwork
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% Cross function communication
Do you have other comments about	80% Recruitment
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% People and teamwork
Do you have other comments about	80% No comment
Do you have other comments about	80% Uncategorised
Do you have other comments about	80% Meetings
Do you have other comments about	80% Uncategorised
Do you have other comments about	76% Line manager effectiveness
Do you have other comments about	76% Cross function communication
Do you have other comments about	76% Environmental social and governance
Do you have other comments about	76% Cross function communication
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%	Cross function communication
Do you have other comments about	72%	Meetings
Do you have other comments about	72%	Vision and purpose
Do you have other comments about	68%	People and teamwork
Do you have other comments about	68%	People and teamwork
Do you have other comments about	68%	General communication
Do you have other comments about	68%	General communication
Do you have other comments about	68%	Values and culture
Do you have other comments about	64%	No comment
Do you have other comments about	64%	Customer service and quality
Do you have other comments about	60%	Cross function communication
Do you have other comments about	60%	Cross function communication
Do you have other comments about	60%	Cross function communication
Do you have other comments about	56%	Line manager effectiveness
Do you have other comments about	52%	People and teamwork
Do you have other comments about	52%	Cross function communication
Do you have other comments about	52%	Uncategorised
Do you have other comments about	44%	Environmental social and governanc
Do you have other comments about	32%	People and teamwork
Do you have other comments about	20%	People and teamwork
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Leadership
Do you have other comments about	100%	People and teamwork

Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Vision and purpose
Do you have other comments about	100%	Systems and processes
Do you have other comments about	100%	General communication
Do you have other comments about	100%	Leadership
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	General communication
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Uncategorised
Do you have other comments about	100%	Performance management
Do you have other comments about	100%	Line manager effectiveness
Do you have other comments about	96%	Uncategorised
Do you have other comments about	96%	Vision and purpose
Do you have other comments about	92%	Uncategorised
Do you have other comments about	92%	Performance management
Do you have other comments about	92%	Work satisfaction
Do you have other comments about	88%	Values and culture
Do you have other comments about	88%	Learning and development
Do you have other comments about	84%	Performance management
Do you have other comments about	84%	Uncategorised
Do you have other comments about	84%	Employee voice
Do you have other comments about	84%	Uncategorised
Do you have other comments about	84%	Leadership
Do you have other comments about	84%	Agility and innovation
Do you have other comments about	80%	Performance management
Do you have other comments about	80%	Performance management
Do you have other comments about	80%	Learning and development

Do you have other comments about	80%	Performance management
Do you have other comments about	80%	No comment
Do you have other comments about	76%	Performance management
Do you have other comments about	76%	General communication
Do you have other comments about	76%	Employee voice
Do you have other comments about	76%	Performance management
Do you have other comments about	72%	Learning and development
Do you have other comments about	72%	Values and culture
Do you have other comments about	72%	Meetings
Do you have other comments about	68%	Environmental social and governanc
Do you have other comments about	68%	Performance management
Do you have other comments about	64%	Performance management
Do you have other comments about	64%	Line manager effectiveness
Do you have other comments about	60%	Cross function communication
Do you have other comments about	60%	Performance management
Do you have other comments about	56%	Line manager effectiveness
Do you have other comments about	52%	Uncategorised
Do you have other comments about	52%	Leadership
Do you have other comments about	32%	Performance management
Do you have other comments about	20%	Staffing and workload
Name one thing which you feel has	100%	General communication

Name one thing which you feel has	100%	Physical environment
Name one thing which you feel has	100%	Staffing and workload
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Leadership
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	General communication
Name one thing which you feel has	100%	Line manager effectiveness
Name one thing which you feel has	100%	Values and culture
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Physical environment
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Career progression
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	People and teamwork
Name one thing which you feel has	100%	Performance management
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Career progression
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Values and culture
Name one thing which you feel has	100%	Pay and benefits
Name one thing which you feel has	100%	People and teamwork
Name one thing which you feel has	100%	Change management
Name one thing which you feel has	100%	Environmental social and governance
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Career progression
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Environmental social and governance
Name one thing which you feel has	100%	Values and culture
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Physical environment

Name one thing which you feel has	100%	Line manager effectiveness
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Learning and development
Name one thing which you feel has	100%	Values and culture
Name one thing which you feel has	100%	Values and culture
Name one thing which you feel has	100%	Agility and innovation
Name one thing which you feel has	100%	Career progression
Name one thing which you feel has	100%	Agility and innovation
Name one thing which you feel has	100%	Line manager effectiveness
Name one thing which you feel has	100%	Flexible and hybrid working
Name one thing which you feel has	100%	Nothing
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Health and safety
Name one thing which you feel has	100%	Uncategorised
Name one thing which you feel has	100%	Values and culture
Name one thing which you feel has	100%	Don't know or unsure
Name one thing which you feel has	96%	Learning and development
Name one thing which you feel has	96%	People and teamwork
Name one thing which you feel has	96%	Equality diversity and inclusion EDI
Name one thing which you feel has	96%	Wellbeing and balance
Name one thing which you feel has	96%	Learning and development

		Positive
		Neutral
		Positive
		Positive
		Neutral
		Neutral
Line manager effectiveness		Neutral
Performance management	Wellbeing and balance	Neutral
		Neutral
		Neutral
		Neutral
		Not Analysed
Values and culture		Neutral
		Neutral
Values and culture		Negative
		Positive
		Positive
		Neutral
Career progression	Equality diversity and inclusion EDI	Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Negative
		Positive
		Neutral

Equality diversity and inclusion EDI Leadership	Mixed
Recruitment	Neutral
	Negative
	Positive
Equality diversity and inclusion EDI	Mixed
	Neutral
Equality diversity and inclusion EDI	Neutral
	Neutral
	Neutral
	Positive
Values and culture	Mixed
Values and culture	Neutral
	Neutral
	Neutral
	Negative
	Negative
	Not Analysed
	Negative
	Negative
	Negative
	Negative
	Negative
	Negative
	Positive
	Positive
	Positive

Line manager effectiveness	New joiners onboarding and inducti	Positive
		Positive
		Positive
Performance management	Work satisfaction	Neutral
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
Physical environment		Neutral
Health and safety		Neutral
Physical environment		Neutral
		Neutral
		Neutral
		Positive
Learning and development		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Not Analysed
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
Performance management		Neutral
		Neutral
		Neutral
		Positive
		Negative

Values and culture		Positive
		Positive
		Positive
		Neutral
		Neutral
		Neutral
		Not Analysed
		Negative
		Positive
		Positive
Values and culture		Positive
		Neutral
		Positive
		Not Analysed
New joiners onboarding and inducti		Neutral
		Neutral
		Neutral
		Negative
		Negative
		Positive
		Neutral
		Neutral
		Neutral
		Not Analysed
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
Learning and development	People and teamwork	Positive
		Positive
		Positive

Values and culture	Positive
	Positive
	Mixed
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
Learning and development	Positive
Nothing	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Positive
	Neutral
	Neutral
	Positive
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Positive
	Neutral
General communication	Mixed
	Not Analysed
	Neutral
	Neutral
	Positive
	Negative
	Neutral
	Positive
	Neutral
	Neutral
	Not Analysed
	Negative
	Neutral
	Neutral

	Neutral
	Neutral
	Not Analysed
	Neutral
Line manager effectiveness	Neutral
	Not Analysed
	Neutral
	Neutral
Vision and purpose	Neutral
	Negative
	Neutral
	Negative
	Neutral
Equality diversity and inclusion EDI Line manager effectiveness	Mixed
	Neutral
	Negative
	Positive
	Negative
Wellbeing and balance	Neutral
People and teamwork	Neutral
	Positive
	Negative
	Not Analysed
	Neutral
	Neutral
	Neutral
	Negative
	Positive
	Negative

		Positive
		Negative
		Negative
		Positive
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Mixed
		Neutral
Meetings		Neutral
		Neutral
		Neutral
People and teamwork	Performance management	Mixed
General communication		Neutral
		Negative
Vision and purpose	Work satisfaction	Positive
		Neutral
		Negative
		Neutral
Leadership	Line manager effectiveness	Neutral
		Neutral
		Negative
Values and culture		Negative
		Negative
Recruitment		Negative
		Positive
Learning and development	Values and culture	Neutral
		Negative
Recruitment	Staffing and workload	Negative
		Neutral
		Neutral
		Negative
Recruitment		Negative
		Negative
		Negative
		Negative
Line manager effectiveness		Negative
		Neutral
		Neutral
		Neutral

Work satisfaction		Neutral
		Neutral
		Neutral
Values and culture		Negative
Line manager effectiveness		Mixed
		Mixed
		Neutral
Performance management	Values and culture	Mixed
		Negative
		Negative
		Negative
		Neutral
		Negative
Values and culture		Negative
		Negative
		Neutral
		Neutral
Employee voice	Line manager effectiveness	Neutral
		Negative
		Neutral
		Negative
Environmental social and governance	Vision and purpose	Negative
		Positive

General communication	Line manager effectiveness	Neutral
		Negative
Performance management		Negative
		Negative
No comment	Performance management	Negative
People and teamwork		Mixed
		Negative
		Negative
		Neutral
		Negative
		Positive
		Negative
		Positive
		Positive
		Negative
Staffing and workload		Positive
		Positive
		Neutral
People and teamwork	Performance management	Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
		Mixed
Nothing		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
Wellbeing and balance		Neutral
		Neutral
		Neutral
Cross function communication	People and teamwork	Neutral

Vision and purpose		Neutral
		Negative
		Negative
		Positive
Line manager effectiveness	Systems and processes	Negative
		Positive
		Positive
		Neutral
		Negative
		Positive
		Neutral
		Neutral
People and teamwork		Negative
		Mixed
Values and culture		Neutral
		Neutral
		Neutral
		Negative
		Negative
		Negative
		Negative
		Negative
		Negative
		Positive
		Positive
		Neutral
		Positive
		Mixed
People and teamwork		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
People and teamwork	Values and culture	Neutral
		Neutral
People and teamwork		Negative
People and teamwork		Neutral
		Neutral
Health and safety		Neutral
		Negative

Values and culture		Negative
People and teamwork		Negative
People and teamwork		Neutral
		Neutral
Wellbeing and balance		Negative
		Positive
Line manager effectiveness	People and teamwork	Negative
People and teamwork		Negative
Wellbeing and balance		Mixed
		Neutral
Leadership	People and teamwork	Neutral
General communication	Leadership	Negative
		Neutral
Performance management		Mixed
		Negative
		Negative
Employee voice	No comment	Negative
		Neutral
Nothing	People and teamwork	Mixed
		Neutral
Systems and processes		Negative
		Positive
		Positive
		Positive

		Positive
		Positive
		Positive
		Positive
		Positive
Line manager effectiveness	Performance management	Positive
		Positive
		Positive
		Neutral
		Positive
		Mixed
		Positive
		Neutral
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Positive
		Negative
Staffing and workload		Negative
		Neutral
		Positive
		Neutral
		Negative
		Negative
Performance management		Neutral
		Neutral
Performance management		Neutral
People and teamwork	Vision and purpose	Neutral
		Negative
		Negative
		Positive

Values and culture		Neutral
		Neutral
		Negative
Performance management		Mixed

Health and safety	Performance management	Mixed
		Neutral
Pay and benefits	Recruitment	Negative
		Neutral
Vision and purpose		Neutral
		Neutral
		Neutral
		Negative
Performance management		Negative

Performance management	Values and culture	Mixed
		Neutral
Performance management	Values and culture	Mixed
		Negative
Performance management		Negative
		Negative
Work satisfaction		Negative
Performance management		Positive

Line manager effectiveness	Recognition and praise	Positive
		Positive
		Positive
		Positive
		Positive
Work satisfaction		Positive
		Positive
		Positive
		Positive
		Positive
		Not Analysed
		Positive
		Positive
		Positive
		Mixed
		Neutral
		Neutral
		Neutral
		Mixed
		Mixed
		Mixed
		Neutral
		Neutral
Physical environment		Neutral
		Neutral
		Neutral
		Mixed
		Neutral
Vision and purpose		Neutral
Line manager effectiveness	Staffing and workload	Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Not Analysed
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
Line manager effectiveness		Neutral
		Neutral
		Positive
		Neutral
		Neutral

Leadership	Not Analysed
	Neutral
	Neutral
	Positive
	Positive
	Neutral
	Neutral
	Positive
	Neutral
	Positive
	Positive
	Neutral
	Neutral
	Positive
	Neutral
	Not Analysed
	Not Analysed
	Positive
	Positive
	Neutral
	Neutral
	Neutral

still need to work to improve culture I want to feel more valued as a female employee

Have a more open nature towards peoples lives and how it can impact them within the role.

To work inclusively and to accept people more readily

be more open

promote the right people and not pick favourites who may not be suitable for the job

Ask yourself when the last time was that you sat down with someone from an underrepresented group and ha

Everyone matters and having the best person for the job which is based on their knowledge etc and not on the

Create more equality. There is a different culture for managers and sometimes it appears they abide by differe

Be proactive and inclusive ensuring everything we do aligns to our core values. More outcome focused as opp

Listen to suggestions and implement them where possible.

Reduce the amount of movement in roles, reducing the constant need to re-train.

Improving the culture of an organisation is not just about publishing policies, you have to get everyone from th

Dont know

think the culture within the workshops would be sorted if we was fully staff and trained to a high standard. We

Difficult to do when you promote people based on favoritism and relationships over performance and adherer

To value the non ops staff - I've worked in the organisation for 30years and the engagement and view of non
ops staff has NOT improved.

Ops staff 'steal' our development opportunities - development is only ever for uniformed staff

Open and honest converstaions with external mediators that will allow real challenge

More 'this is me stories' - hearing employees personal stories and experiences really helps others to understan

Ensure all those are being treated fairly. Allow direct access to POs to report any unfairness in the workplace.

Employ the right people for the role based on ability and not ethnic background, gender, religion, sexual
orientation.

When promoting people take into concideration their experince, ability to practically apply knowledge and
manage a team and not soley base it on an interview.

Bring back stability to crews to ensure pumps, stations, training and apperiance are to a high standard. Its

I think higher management should have more of a present in their team.

Speak to and involve operational staff in the long term culture and vision plan, ops staff are last to find out and

Communication is key. Re-emphasising the values, and expectations of staff, through the various media availal

The only person i would say has really listened to concerns is the CFO .

Stop trying to be the best at everything at the cost of employees mental and physical health.

work together and listen to firefighters and not just pay a lip service

Listen to people and value their opinions.

To further improve the culture at MFRS, there needs to be a genuine focus on rebuilding trust, respect, and fairness across all levels of the organisation. This starts with ensuring that all employees feel valued, heard, and supported, regardless of their role or level of seniority.

One area for improvement is in fostering a culture of genuine collaboration. Too often, decisions are made at senior levels without meaningful consultation or consideration of their impact on the wider workforce. Respecting the established chain of command and engaging with Station Managers and Group Managers more effectively would create a sense of shared responsibility and improve morale.

Additionally, the organisation should address the growing perception that opportunities are being given to individuals without merit, which undermines the efforts of those who have worked hard and proven their capabilities. Fairness and transparency in how promotions and opportunities are handled are critical for building trust and maintaining morale.

Another key area is prioritising personal interactions and empathy in leadership. Senior leaders need to spend more time genuinely connecting with staff, showing they care about their wellbeing and challenges, rather than relying on processes and policies alone. A little empathy and genuine engagement go a long way in creating a positive culture.

Finally, there needs to be a commitment to simplifying management structures and ensuring that roles and responsibilities are clear. The current complexity and overlapping layers can lead to confusion and inefficiency, which directly impact the working environment. By streamlining processes and empowering managers with the tools and authority to lead effectively, the organisation can create a culture of mutual respect and accountability.

Hire managers based on merit, not years in the service.
Stop with the nepotism.
If celebrating different cultures etc celebrate them all
stop promoting and pushing peple due to gender, colour of skin or sexualtiy. support people who are ready an
Ensure fairness, equality and transparency at all levels in all situations
Equality for all not just under represented groups. Listen to and respect all.
Promote people who actually know how to manage people to get their best out of them.
Senior managers to demonstrate a positive culture and not just talk a good game.
a totally new senior management team and overcome the divisions within the service
Stop targetting certain genders or ethnic origins, and treat everyone the same, without caring about statistics.
Encourage staff to work closer with others in different departments and provide effective training on conflict r
Prioritise the role instead of ticking boxes
Refer to my previous answers.
Nothing more in my team
Talk more with staff on a more informal basis about their fears etc
No ideas
Further social groups, as green book I'm not too familair with sports clubs that the organisation has to offer, it
have a platform where people could make suggestions to improve the service witout fear of repraisal.
I think this will always be difficult as people feel spekaing out will be detrimental to there career, whether that
I cannot identify any further improvement.
Can't answer this
stop looking for faults
We now have the best and biggest Training School i think holding bigger events where everyone from the fire
Get Functions meeting more often making it less formal and more relaxed
showing people they are appreciated, saying thanks, showing people they are appreciated, that while am idea

I thought the firefighter have-a-go training day was brilliant, especially as a new staff member to MFRS (who did not want to become a firefighter but just gain some perspective). More of these days or similar should be available throughout the year. It's a great way to meet other employees from the service that you may not cross paths with or directly speak to day to day.

I want to ask for a 'drive an applicance' day - because who has never thought about driving a fire truck for

senior managers do back to work days, a certain amount of days on an appliance per year should be done agai

Encourage open discussions and honest talks with staff at all levels of management.

Provide clear direction on the work which we are contributing too. To many activities outside of CRMP, Functional and Station plans added into workstreams.

Doing things well with correct resoursing allows people an oppotunity to contribute.

There are opportunities for everyone to contribute, but it involves considering various factors. Each person is

Allow all staff members to feel comfortable about reaching out about a concern or requiring a situation to be ensure responsibility and decsion making are at the appropriate levels

More informative chats

Provide training of different perspectives and which teaches skills for communication, and offer resources that

By developing positive and encouraging managers across the service who can highlight individuals positives an

Continue to recognise and reward contributions: Consistently acknowledging contributions, big or small, reinfo

Continue to offer support especailly for peole with backgrounds where they may not have worked for such as

I think you have done that.

Nothing. Current environment is fine.

Physcological safety is important to allow others to contribute ideas and share concerns. I think as as Service v

To create an environment where everyone feels able to contribute, we could set up physical feedback hubs or make it from the start is the norm and everyone will feel they can conrtibute.

We already have this environment

I feel different views are openly welcomed and so, again, I wouldn't do anything different.

To create an environment where everyone feels able to contribute, we could establish regular brainstorming s

More pulse surveys

I feel that we are able to contribute.

Group activities/ teamwork building excercies

Maintain openness and forums so that people have the opportunity (regardless whether they choose to use it

More department days

Ask them to contribute, dont pick the same people for the nice things. Bit tongue and cheek this, but it is impo

Involve key people at key meetings - all the information I provide is filtered via my manager.

See previous

Back to floor shawoding

There could be an open forum or Town Hall event where people could discuss their own issues.

Perhaps bring back the suggestion scheme?

i already feel I work in an enviroment where we are all heard.

Virtual suggestion box where ideas can be submitted anonymously

People feel like certain things are a tick box exercise and there contribution isn't valued rather than used. Taki

Unsure as I think everyone feels quite safe to be able to contribute but maybe request 2 people to volunteer/

Personally, just keep doing what we are doing.

More informal (in work) engagement between managers and teams - not perfoemace focus but understandin

If operational staff were to feel less judged and under the spotlight by senior officers for speaking up then peo

Make sure management are actively promoting, encouraging and supporting open and respectful discussion. N

Its been difficult for Stations Manager presence in Function departments as they have to balance against Stati

I believe there needs to be more focus on department/workplace bonding. At the moment, there is no suppor

so far so good in the department I work in

Actually listen to concerns of staff on the frontline

Less autocratic in places that do not require it.

Staff to feel safe and able to speak their minds without fear of reprisal or being treated differently.

Make sure any complaints etc are kept confidential by all involved so people are comfortable raising difficult is

Continue to engage with our staff

Allow more opinions and ideas from employees who have ideas regardarding their department

I've always found that people feel more comfortable contributing in smaller groups and involving their peers.

Training of individuals in managerial roles.

Unsure

send out annoyomus forums for people to fill in about a certain topic as they may not feel comfortable speaki

I think we are in a good place

Apply integrity, transparency & fairness to all aspects of Mfrs, people will feel more valued as a result.

I feel that to help people feel like they can contribute to the team, team building days could really help people

I think we do.

senior officers should integrate better with staff

NBot sure

Meaningfully listen in order to act upon what is being said. 'You said, we did,' is a start. Or, at least be prepare

Not sure at this time

Where there are no punishments (be it being held back from promotion) for speaking out

dont be so dismissive which convinces me that my input is like banging my head against a wall

Be more open to suggestions through a 'suggestion box'. Things seem to get fobbed off because it'd generate

keep doing what you do. its all good

Ensure/ promote all managers to encourage positive challenge.

Treat every employee the same regardless of rank.

Comms and people

As above.

have regular one to one meetings

Open, honest, impartial and consistent

Forums with easy links to contribute and seek information.

More anonymous feedback. Give people a chance to express honest opinions without fear of repercussions.

have suggestion boxes (if there are any then they are not well publicised), that people can feed in to and are n

Listen to everyone's opinion and not dismiss it.

Feel that more recignation of work done and engagment from senior managers above station managers level.

A previous question mentioned people learning and/or doing things differently. This is the same with this ques

Value diversity of opinion over arbitrary categories of identity.

Heads of departments to talk with all the department members rather than just the team managers and askin

not dismiss ideas or concerns when they are raised at any level

More opportunities to meet/work with people from outside our team/directorate. The colours training was good for that.

Stronger focus on ED&I training but in a more engaging way, eg more like workshops rather than sit and stare at Powerpoint.

Higher level of encouragement from POs and SLT to join staff networks and encouraging AUTHENTIC activity from the networks.

More organisation between POD/ED&I/staff networks/Positive Action to coordinate very similar

I feel this is already in place

have more staff engagment days

making sure that staff are aware of all training opportunities available for them

providing a safer space to speak freely or raise concerns without risk of fallout from line management

Staff should be given the opportunity to learn sign language as there are deaf staff working in the organisation

improve communication and approachability of managers from station manger up

MORE ENGAGEMENT.

I HAVE MISSED PO BRIEFINGS OVER THE LAST FEW YEARS, AND THERE HAS NEVER BEEN A MOP UP.

MAYBE OTHER STAFF MAY WOULD BENEFIT

Be more open to listening to peoples opinions and thoughts and be open to suggestions.

Everyone to be more comfortable in speaking out and not be afraid of any repercussions. Everyone is entitled

Having the same working conditions within the same team.

Vet middle managers more carefully.

Continue promoting the importance of inclusion

Enable and empower staff

Build trust and engagement with staff

Involve staff in any development plans

Keep staff informed

I don't know how this can be improved as I feel I am able to communicate and contribute my opinions to my t

More focus on improving the culture.

Listen to the problems and respond quicker. Set resolution times for critical issues, some things seem to take a

Maybe have a staff newsletter which highlights a team each week, introducing who they are and what they do

Be listened to. When we do contribute, have it acknowledged/actioned.

I feel i'm able to contirbute, however other roles should possibly be given more autonomy.

Involve staff at different levels in decision making processes.

more time for group discussions / events

Ideas for improvement forum, the best ideas are discussed face-to-face with senior managers

More focus group sessions to allow people to discuss things with colleagues from other departments as well a

create designated time and space to discuss and review

Make the workplace more relaxed and surroundings comfortable so employees feel like they 'want' to contrib

Allow two way conversation to take place.

Demonstrate that when we do contribute, it has been acted on and not payed lip service too

Publicize the Portal Ideas Sharing Forum ' What do you think people ' more so that people can share ideas abo

Visaby recognise the work all departments do, as so many aren't.

Perhaps much shorter, regular anonymous staff surveys on different subjects so everyone has the chance to c

i dont know

Listening to employees

Open forums without management or senior management

Really listen. Stop pretending everything is fine. Stop promoting people with no people skills because those

people create the barriers to communication.

We have so many excellent people, lets recognise them and put them where they belong.

not sure

Stop putting people in to groups. We are all one no matter what yet we seem to have to identify what we are.

I dont thin this is an issue for MFRS

EMPOWER IDEAS WHICH HAVE COME FROM AREAS OTHER THAN SENIOR MNANGEMENT AND PROMOTE THIS

Senior managers listening to staff , sometimes suggestions are made and not listened to as they dont fit in wit

Equal voice regardlesss of rank

Allow staff members not on only Grey book contracts to feel valued and equal

Involve people in the decision making process and be transparent with why decisions are being made. Listen n

Have management who are actively trying to improve the way things are done. Sometimes the race for rank is

Unsure!

Listen to people's suggestions and if they are not feasible explain why not.

be more open to ideas from firefighters, not just from those who have a rank

Create better opportunities for progression within the service that rely on ability rather than politics, and do n

A suggestion box maybe

ensuring that relevant people are included on communications, paying female employees the same as male er

Not much.

I am not so sure this is doable

Subsidiarity being genuinely applied and not just spoken about. Too many decisions have to find their way in t

Unsure

Bring back a watch/family culture where people take ownership of their watch, responsiabilities and role.

I think there needs to be a more diverse environment.

It will never change - as the white shirts are responsible for peoples careers. I see so much corruption. White s

Have members of the senior team whom care about employees and go out of there way to treat them as peo

Regular feedback sessions . open and honest

Actions speak louder than words.

More inter-working across departments so we understand each others roles within MFRS.

To create an environment where everyone feels able to contribute, the organisation needs to focus on fostering a culture of openness, respect, and inclusivity. This starts with ensuring that every employee, regardless of their role, feels that their input is genuinely valued and has the potential to shape decisions.

One way to achieve this is by actively seeking feedback from all levels of the organisation before decisions are made, rather than after. Too often, consultation feels like a formality, with decisions already finalised, leaving employees feeling excluded from meaningful discussions. Providing opportunities for open dialogue, where contributions are not only heard but acted upon, would help build trust and empower employees to speak up.

The organisation should also ensure that contributions are respected equally across all levels. Currently, there's a perception that some voices are prioritised over others, leading to frustration and disengagement. A more balanced approach, where everyone's perspectives are weighed fairly, would encourage a broader range of ideas and input.

Additionally, it's important to address any barriers to contribution, such as overly complex management structures. Simplifying these layers and clarifying roles would reduce confusion and ensure that feedback flows more effectively throughout the organisation. Empowering managers at all levels to facilitate and encourage contributions from their teams would also help foster a sense of inclusion and ownership.

Finally, the organisation should focus on creating a psychologically safe environment where employees feel comfortable sharing ideas and raising concerns without fear of judgment or repercussions. Encouraging a

I don't think it is the environment within MFRS I think it's some of the people and their ways that make other p

challenge poor managment behaviours (bullying) challenge discrimination robustly

Build confidence in staff that they won't be punsihed for speaking up/constructively challenging

Don't ignore personnel when they highlight issues

It needs to start at the very top. Then hopefully it would trickle down.

Listen to people and don't disregard their opinions because they are of a lower rank. Work together.

OPen, fair and transparent promotion system, not one based on favouritism and tokenism.

Not punish, transfer or deny promotion to someone who questions problems within service

Acknowledge feedback

Genuine contributions would be more forthcoming if people didnt have fear of reprisals if it didnt suit a senior

Change the top table

Give people time to think and be creative rather than flogging them into the ground.

i am strongly encouraged to give ideas , but i feel they fall on deaf ears.

good involvement from all departments in the overall CRMP planning process, station plans etc

I feel we are slightly hamstrung by the need to meet high targets, which tend towards the delivery of quantity

happy in my role and satisfied with my employer

[Redacted] managers are not interested in new ideas and employee involvement. They think new ideas from s

It can be observed within the service at times that middle managers (SM and GM) can at times have their diaries/work/courses completely disrupted by last minute decisions and expectations of much higher ranking officers. This affects the staff , the colleagues and the instructors that these middle managers are meant to be working with at that time, as they too are then displaced and negatively affected. The middle managers are unable to say no to such last minute timetable changing pressures put upon them for fear of it influencing their future progression. It would be better if senior officers appreciated this and provided more warning and perhaps remembered what it was like for them when they were middle managers when making these decisions

I feel hugely valued in my role and have felt this from the first day.

The Service works really hard to listen and act on the views of the people who work here

There are areas I feel the service needed to address to ensure we are able to continue at the highest level for

My role allowd to controbutes functional plan of my department

Personal attributes and personalities affect how people communicate, but I see no barriers to stop people spe

I am involved in all aspects of planning for the future, including CRMP, FDP and station plans. I ensure Fire Con

I am included in all aspects of change management regarding process and policy.

We have really good open communication in my small team and we are supported to share our opinions and s

No comments to be made about involvment

Given I am in a technical role, relevant to a new work stream, I do not feel my involvement or input is valued b

The FBU have too much say in matters

On occasions I have been spoke to in a way that doesn't align by MFRS values and behaviours by senior manag

Communication from FF level to WM level is regular, efficient and positive. I have experienced poor communi

Employees are encouraged to speak openly but their views or opinions are not necessarily heared. People are

I feel I am asked to contribute at times but then my contributions are ignored.

Some of my work **[Redacted]** fits into a Functional Plan whilst my **[Redacted]** work does not but is none the le

I believe station targets can sometimes be prioritised over meaningful work that could be completed in the co

People communicate in so much as they air their views but the extent to which they are listened to and acted

I feel it is a very open enviroment to work in, regardless of rank everyone has a voice and all ideas are heard.

I've not worked anywhere that you can have a direct conversation with the Governing Body of the Organisatio

Please see previous comments regarding working within NR and not contributing directly to local plans.

Not having a full complement of staff has caused some strain within my team

as there is a heirarchy, inevitably you dont say things which could be taken in the wrong way and cause offenc

to much of a click

Communication is awful between departmaents which puts us as a small team under alot of pressure and extr

Yes I feel we involve all and encourage open and honest interaction, I feel empowers and enabled.

Colleagues are discouraged from talking too much and I believe that everyone is an individual and has differen

I do not feel people's ideas or suggestions are listened to or taken seriously enough

Further to previous comment as recruitment is very difficult at the moment, my team is very understaffed and

It very much depends on which senior officer you are speaking to when it comes to using your own initiative.

New ideas are looked upon by senior managers as individuals being challenged or as if it's against service histo

When people are in tempary roles they are less lickly to speak up if they are struggling or don't agree with tho

Succession planning is an area of concern for me as processes for recruitment (grey and green book) are convo

I feel there can be a divide sometimes between 'uniformed staff' and office staff. I am very much aware that o

My own opinions and often those of my colleagues are often ignored my our department manager.

Smoke and mirrors, no real open communication for fear of kickback.

Was not asked my opionion about recent proposed changes, none of the team were consulted before decions

The skills people bring into the job with them from previous work experience needs to be capitalised upon mo

While new ideas and opportunities for insight are encouraged, I would say many people I have worked with w

No other comments.

There is not always an environment to speak openly about ideas to (senior) management.

My previous answers reflect both my previous and current role which couldnt be more different. In my previo

I have brought certain issues to the attention of the service, nothing has ever been done about them. Just get

As an operational officer , my involvement on the day to day planning is a waste of time . I plan events or activ

Communitcation works well within my departments. However when a range of management are present it so

people do not talk openly as a rule due to personal ambitions and the possibility of appearing 'too close' to th

I feel that many times mine and my colleagues opinion on our role is not listened too. Our location and isolatic

I feel like aspirations for promotion can get in the way of open conversations - there can be a tendency for people to withhold information or not be transparent. I think there is an aged idea that being the best as an individual enhances the team and leads to approval and promotion - there needs to be more of a focus on enhancing the support available to people to make everyone better at what they do. I think it boils down to the difference between leadership and management - there is too much of a focus on outputs rather than outcomes. Those who achieve their targets or can show that they are delivering the output can tend to be noticed over those who are focussing more on developing people as well as achieving goals/targets - there has to be an understanding that there may be short term 'failings' in meeting goals and targets for a long term goal of everyone being more well rounded and better at what they do. This ultimately leads to our vision - being the best.

I also believe ego is an issue, linked to the above. Rather than admitting that they don't know the answer, some people will give their opinion or shut down a conversation by pulling rank - this has happened to me numerous times over the years. The danger with this is that people will lose motivation, it will enhance a feeling that opinions/ideas don't matter, and where opinions are given as answers it can lead to

Long standing members with the team are not asked for their thoughts, advice or previous experiences resulti

I feel that our team are often overlooked and sometimes feel that when I give an opinion/idea it is dismissed.

MFRS believes it has a culture of openess however there is still a scare factor of not being able to say respectfu

My role within NR has an impact of the overall statement of assurance that is produced for the Home Office e

Any ideas are lost in a email trail or if used no recognition for it.

I think the non ops staff involvement is a tick box only. The ops staff, especially white shirts don't value non op

Although encouraged to share ideas they regularly go anywhere and the red tape particularly around the Heal

I feel if ideas are put forward the outcomes of meetings concerning these ideas are not passed down.

There is a very noticeable hierarchy within the finance team. If you are not of a certain grade it shows.

Operational Managers (GMs and SMs) who work within predominantly green book departments, and who are

I feel i am stifled in the work we could be doing, and we are not willing to change.

I am highly experienced in my role having worked at **[redacted]** as well as MFRS. However I feel the experienc

we can make good suggestions but generally get ignored by senior management

My work goes towards the plan, but it feels worthless. Its about box-ticking rather than actually helping people and communities.

Staff are asked their opinions but again, I feel it is a worthless task as the opinions/ideas are then ignored.

I'm happy within my team and feel as though I am supported and have oppertunities but I know other people

One challenge I've observed is that, at times, certain levels within the organisation bypass the established chain of command. This can lead to confusion and unintended consequences, as decisions are sometimes made without a full understanding of the context or the facts—insight that not everyone within the organisation has access to.

Bypassing established communication lines can create friction and undermine the efforts of managers who are working to keep operations consistent and aligned with organisational goals. If we could reinforce the importance of the chain of command and ensure that information flows through the proper channels, it would not only strengthen decision-making but also build greater trust across all levels.

A structured approach to employee involvement, one that respects the chain of command, would allow everyone to contribute meaningfully while minimising misunderstandings and miscommunications that can

Too often people don't put forward good ideas as they generally get ignored

there is a real disconect between how grey book managers and green book managers and departments are he

There is no point suggesting improvements. Despite 10 years with different Fire Services before coming to Me

My opinion is not valued. The Service is totally target driven. Quality is never the best option.

As a team we produce valuable info which can have a positive influence on our operational effectiveness. Frus

The strong disagreement with regards to suggesting new ideas for improvement is borne out of several years

no freedom to spwak up without punishment

I've recently been put in a position to carry out a role, while intentionally not being told what that role is.

My work used to make sense now it makes no sense at all to me.

Teamwork here at MFRS is excellent - with vision to become the best FRS at the forefront

Staff shortages within the department and pay are the major factors for the low morale

I love my team and there is never a dull moment, lots of laughter and everyday is a funny day.

I think that our team works well together and to each team members strengths

Further support in regards to staff illness should be considered, as staff have been ill or off in the past which h

The positive relationship between SRT and other stations is beginning to look more positive. These specialist s

I feel like i work for a really good team and morale is always high.

Functions should provide more inforamtion to satff about what they do. I am permanently surprised by the br

Colours training helped me identify how people work differently. Fire Control is a high performing team who v

Teams are trusted to deliver. This is particularly important when the team is not co-located.

Organisationally there are good working relationships with different departments and individuals are always k

As green book staff facilitate grey book staff to do their role it would be good if there was a live feed in POD sc

Being part of the response team we often meet as a department and talk through different pieces of work and

The recent training on understanding people has helped considerably. I feel I am more tolerant as I understan

It involves clear communication, mutual respect, and a willingness to support one another.

New ideas and ways of working are not often considered by my line manager. However, they would be actione

Our team work closely and for each other. We have a strong team bond.

The use of the "colours" workshop day informs us all about how different people like to work and it is somethi

I'm not sure if colleagues in various departments / roles / ranks /stations have a clear understanding of the spe

MFRS as a whole actively encourage team work across departments including operational staff however, there

Peoples views regarding unions can sometimes hamper how teams work together. In my experince the major

I am a big advocate of using peoples experiences and ideas to develop myself as a manager. I am there to lead

One team - one purpose

No teamwork present in workshops, a very individual working environment which stems from management.

There's a strong sense of teamwork in our team based at SHQ. There appears to be not a lot of teamwork acr

It can be difficult when there are team members that are not contributing as much as others, especially in sma

I do not feel I have been allowed to integrate into the team, based on **[Redacted]** reservations about me joini

I can't comment on others moral.

At times there is a 'we've always done it this way' atitude towards change and encouraging new ideas or ways

I work with / coordinate teams of volunteers. Volunteers are more willing to do things to support service aims

Morale on my current team is generally high, however on my previous team morale is low as they are constan

our Team have been short staffed for over 15 Months

The team from NR are firmly included within MFRS and you are made to feel part of the service which is a hug

Systems and processes that are flawed are known by those operating within those systems and process but re

Colours training has given me a better understanding of how people can have differing views and opinions.

Would be good if all departments worked together & understood other departments goals.

Teamwork is vital in our role as firefighters, this is why everyone should feel valued in thier posistion as everor

no team work, to many people just dont care

Having a full staff complement would help with the reducing the burden e.g. not requiring overtime working

Morale would be increased if we practice what we preach and embrace each person as an individual rather tha

skills and/or information arent usually readily offered or shared.

I do not feel that different teams communicate well anymore with each other as they are understaffed and no

the service feels disjointed at tims and slow to adapt. **[Redacted]** should be a 24 hour helpline as we are as a s

Morale from me downwards in the team is good, however upwards is exceptionally low.

input from other departments would be beneficial, and important to understand how my role as a firefighter h

Teamwork is not as effective compared to when SM had a Station or Function, not both

Atmosphere between team can be demoralising

Managers do not always welcome input from other team members.

Our team is very poorly managed.

I have had personal frustration at different departments not communicating and decisions being made at high

There can but a culture that is resistant and not taking on board ideas of newer / junior staff, although some

members of management are trying to improve this

I think there is a lack of understanding between departments of eachotheres roles

departments have their own priorities, when they are asked to work together if a priority from within your ow

I HAVE ALWAYS FOUND GOOD TEAMWORK IN MFRS

i work on a watch that works well together

Having inter-service competitions - E.g. 'Watch Games' Red, Blue, Green, White, LLAR, Self-rostering. Where e

The team I work on has the support of the manager and we are encouraged when suggesting new ideas.

at incidents it is now harder to liaise with other staff as i am not familiar with the crews as there are so many s

I feel there could be better ways to facilitate cross departmental working. For example to have mechanisms ir

Team morale relies upon the leadership within the team itself, feel that green book staff have no or limited m

Teamwork across different departments could be improved by improving awareness and communication.

I feel my current department work well as a team but their could be improvements. Working with other depar

I hink there should be more team days or events to boost morale and encourage good working relationships. v

No other comments

At times it feels like other roles and departments are just trying to off load adding more pressure

I don't think we, as a Team, are good at sharing ideas to make things work better. We want Team meetings fo

Communication within teams could be improved. We receive a lot of emails last minute due to lack of organisa

To say the teamwork on my station can improve is an understatement. You have a minority of good

managers who want to do well, train and listen to the team below them.

The majority are happy to do the least they can and just respond to incidents. Ideas from people below is

rarely encouraged and the roster is managed poorly in my opinion. The ocmmunication around self rostering

and people working together is awful. The bad apples selfish people do not get challenged and get away with

not being a team player

Within the immediate district communiaction is good and works well. There seems to be a stigma about comn

the previous questions were answered about MY specific team. I know others dont have the same work enviro

I think that different teams can tend to work in silos. This can even be the case between teams in a single func

Whilst the immediate team that I work with do work well together, I would refer you to my previous commen

team morale is low at the moment and it is to do with our physical position in the office and how we are viewe
Other departments do not communicate well with stations. Feels very much like separate teams as opposed to
There is still a sense of them and us between grey and green book - we are told its one team and yet you
divide a workforce by the colour of a shirt.
People can request assistance from a directorate e.g. finance and yet someone higher up the chain comes in
and there request is almost always more important than yours - you can book meetings room and on the day
they are taken from you because the Chief needs it!!!!
Although there have been huge improvements within the NRAT, there is still silo working on occasions. It may
Due to some departments working from home, it can be difficult getting in contact with them. They rarely put
Feel the close team are very good working together, Good work ethic and good work with the Station Manage
I don't think everyone in the team pulls their weight equally. There are multiple occasions where me and
other members of the team have picked up work to support certain people. It often means we are working
on 5 - 8 tasks at a time (most of which weren't even ours to begin with) and other people are only doing 1 - 2
things and they still can't get them done ontime. It leaves us feeling overworked and undervalued.

There is also poor communication as every time we bring this issue up it is always promised to be resolved,
but never is. Often people don't communicate that they need help until it is too late and then other
members of the team get dragged down too and end up working a lot of overtime to fix it.
I believe the communication across the functions is extremely poor and that each individula department simpl
No standardisation between stations. No support when trying to improve culture of the service for correct inci
See previous comments
We are all driven by the LPI 's, but at what cost !!   Teams ,are firefighting and silo working, reactionary all the
Communication throughout the service is poor between other departments. There is alot of
miscommunication which causes more issues and problems, rather than being one big team and helping
each other people work against each other and problems don't get solved.
The morale through the service each year seems to becoming worse, everyone I speak to whether this is
someone in my team, over the phone or around the office/building all seem to be fed up and moaning about
their teams or managers or the workloads. It's becoming a regular line in conversations and it's draining to be
around people feeling this fed up in work it does effect everyone. I used to enjoy coming to work and look
forward to my day but I'm starting to dread coming into work now because the atmosphere and
We have little or no interaction with different departments across MFRS.
While support services are meant to facilitate the work of frontline teams, I find that there is often a
disconnect between their efforts and the plans of our department, as well as other departments. This lack of
alignment can lead to inefficiencies, where it sometimes becomes quicker and more effective to develop or
implement systems ourselves rather than rely on support services that may not fully appreciate our
objectives or operational challenges.

If support services had a stronger understanding of how their role directly impacts our work and the work of
other departments, it would enhance collaboration and ultimately strengthen our ability to achieve
organisational goals. A more cohesive, responsive approach from support functions—one that recognises the
staff at lower levels are not listened too or if they are managers steal their ideas and use them as their own to
As asn immediate close knit team/office we work very well together but lack direction from above.
Different parts of the service do not work well together. Concerns and opinions never listened to. Dictated to
Service is spilt from station to Station and Department to department.
With respect to different teams working together, whilst I feel that crews and departments engage well with c
Teamwork stops beyond your immediate environment
One Team' is prepostorous. I am routinely undermined and shown disrespect. There are some very teamwork
They are well embedded in the service and understood by all
Leadership message, values and behaviours are excellent
Happy and Safe community

Happy with MFRS goals

Happy with goals MFRS currently have

The vision is very clear and is ambitious - it helps us acheive more and it means the public are safer as a result

Fully support the CRMP

Clear message throughout the organisation with easy accessible reminders and information signage

CFO always communicates to all staff really well, frequently and in a very meaningful way. He can read 'the pulse' of the organisaiton and his staff, and is quick to comunicate reassurances at the right time. I would also like to see more frequent communications of this nature from other members of SLT, as it helps staff to get to know them better as a leader and a person.

I think the goals, vision, leadership message etc is now communicated in a much clearer language for all to understand. We now need to see middle and lower level management also actively promoting this, making the goals real in our day to day work and making sure all staff work to the ethos for our service.

They are very clear and acheivable

Goals are clear and achievable

engage more with crews on all subjects

Goals are strong and clear

Lots of confusion and tension regarding new proposals in CRMP. Personally, I feel like the service would benef

I am seconded into NR and I would say that the message is clear and I feel fully included in achieving 'goals' ar

I think a lot of work has gone into communicating the Authority's goals and vision to the staff and as such ther

The MFRS goals, and how they will be achieved, are always clearly communicated to us by the CFO and approp

MFRS actively fosters an inclusive and welcoming environment for colleagues from outside the immediate org

I think there are a few too many aims, values, etfc. They could be a little more to the point and memorable

The current values are more relatable.

Goals should be outlined on a departmental level too. Not just MFRS goals.

While I believe SLT provide excellent direction for MFRS, I find that my experience of direct line managers at su

I recently transfered in to MFRS and as part of the application for my current role I found that even as an outsi

I feel that they are clearly aligned to our ambition to be the best fire and rescue service and serve our commu

Personally, i feel we should stop talking about being the best in the country as there's no a league table that sa

My only thought is on operational side of doing HFSC's where there still seems to be a quality v quantity issue,

I haven't particularly studied them as I am seconded in to National Resilience. I feel that some of them are abs

Straight, realistic and deliverable for all engaged.

workshops require massive investerment, staff and training

logistical goals are not always communicated fully

We should move away from pursuing ED&I objectives, which are predicated on false assumptions.

MFRS's goals are clear and easy to find. They are heard regularly by all parts of the organisation.

Ad-hoc additions to functional plans need to be triaged for urgency/importance as this adds additional work to

I am very clear on our goals and the Leadership message but I am unsure if the Leadership team fully understa

Protect, Prevent, Prepare, Respond

We are Bold, We are Professional, We are safe, We are Built to Help, We are Positive, We are Relentless

Here To Serve, Here to Protect, Here to Keep You Safe

Putting our Communities First, Integrity, Dignity and Respect, Leadership, Equality, Diversity and Inclusion

Personal Impact, Outstanding Leadership, Service Delivery, Organisational Effectiveness

Courage, Integrity, Compassion

To be the best fire and rescue service in the country... one team putting its communities first.

It all seems overcomplicated and tick box.

My line manager has given me no input at all to assist me in what I am expected to achieve to assist with MFR:

In my department, I do not see how all of the services goals are being met.

good training around values and goals. lots of information around headquarters about aims and values

I think it would be good for the Service to show how MFRS' goals compare to other FRS' goals. Do any other FRS have the goal of being 'the best in the country'

What are the values and mission statements of other FRS'? - Putting examples of Metropolitan FRS' values and mission statements could be beneficial.

No other comments

although the goals are clear the service can be contradictory at times when trying to achieve them.

Rationale for decisions and more transparency would help staff understand MFRS goals better. I think commu

There are many positives within MFRS definitely.

However, I'd like to see:

A firefighter able to have a voice without it then cascading down from above to 'wind one's neck in'. I have experienced this more than once and it doesn't leave me feeing valued. My voice was less important than someone else's of a greater 'rank'.

The home fire safety targets are too great and overshadow the quality of those done, and time for operational training. This view is held by everyone I speak to, especially the former point. It would be more satisfying to fit do less smoke alarm visits but do these where they are needed (these take longer). The high targets invite quantity not quality.

Firefighter safety the number one goal.

Less shouting about what we do. More humilty. We are a service not a corporate business and this line

We should ensure that as a service we have our main priorities highlighted and deliver on them as a team.

i feel the fire service as a whole achieves the goals set out, its just extremely disappointing the recruitment an

I am not so sure our values are replicated within the organsation - at times I feel it is a sliding door model

We used to get feedback from SLT meetings so we were aware what was going on. Does not happen anymore

I believe that although the Community First approach is effective and correct, the People Working for the serv

I do think the goals are very 'operational' based - they are all geared around operational staff

The goals were never consulted with ops crews, ops crews are often the last to hear about any changes

The goals that MFRS have set for the new TDA are unrealistic with the staff available. And senior managers are

While many of our goals are clearly outlined, I believe there is a tendency to take on too much at once. This can lead to a culture where, rather than focusing on doing a few key things exceptionally well, we spread our efforts across too many areas, ultimately diluting our impact.

At times, this approach can feel like building on sand rather than setting solid, concrete foundations—foundations that would withstand scrutiny and genuinely support our core mission. There is a real risk that stress and high expectations, combined with short time frames and limited support, make it difficult to achieve these goals effectively. In some cases, support functions can even work against each other, adding to these pressures rather than alleviating them.

I believe we could benefit from prioritising fewer, high-impact goals, and ensuring the right level of support and realistic time frames to achieve them. This would allow us to build a stronger, more resilient foundation

We prioritize the wrong things.

the chief fire officer sets clear goals and direction and leads the organisation well. the same can not be said for

Information is not passed down to all personnal.

Again, meaningless tosh. SLT seem to be purely concerned with getting a good score from HMI. Obsessed with

Mfrs goals have been superseded by self serving vanity projects.

I have never worked in a more hypocritical organisation, the stated values just make me angry as I feel they ar

One positive change since the last survey in 2022 has been the improvement in communication across the org

The new TDA and NR building has been a huge success and makes me feel really proud of MSFRS

Lots of positives for Fire Control since 2022 with a lot of investment made. Introduction of demand led staffing

The ease to work remotely if required.

Communication between line managers and staff has greatly improved, and the presence of a Station Manage

Nothing that stands out, however, flexible working and the daily working time change to accomodate this is a

Ability to work from home. It isn't something I do very often but it is certainly a bonus when I am able. I certa

Training development and response has become increasingly better

the launch of the new tda has been a positive example of the investment in our staff

Increased home working has been really helpful. I think giving people more chance to work from home in orde

There are a lot more SMs who embrace station life and enjoy spending time working on station and speaking v

Better management

An improved emphasis on culture

Personally the move to a new station has had a positive impact on me.

Flexibility for green book staff

The new contracts that have been introduced into Fire Control has made a huge difference to my work / life ba

More awareness on staff networks

Promotional process' more than once a year. I have benefited from this.

Involvement in the high potential programme

was not involve in last survey.

Only started March 2023

i wasn't working here then

The 'one team' approach. 'We are Merseyside FRS' - shows ownsership of what we do and proud to do it.

More understanding of the MFRS Values

The new Training and Development Academy has massively enhanced the quality and delivery of training.

Training in high rise procedures, RTC, BA and fire behaviour is now of a much higher standard.

The new Aintree Community Fire Station has further enhanced the specialist abilities of the Search and
Rescue team and created a more comfortable working environment and a better team.

As I have been part of MFRS for less than a year, I don't have a basis for comparison to the time before the 20

Knowing that if we needed to we could work from home on occassions, and for some who need it can work fro

Generally an end to the wholly unnecessary dispute.

The promotion process

Hybrid working. It has been game changing.

We have had changes to our staffing model in fire control which has been a positive change for many people,

Maintained a people centred approach and opportunities to develop in different areas.

the new training school and the investment to give our firefighters the best training possible.

Working from home has had a positive impact, whilst it is my preference to work in the office having the abilit

Culture, the interest to try to support our wishes to develop green book personnel.

Pay rise

My involvement within the senior officer group has given me a real boost in confidence in my ability.

Opportunity for departmental restructure and my role within that.

New senior roles introdcued for green book

Formalisation of hybrid / remote working policies

more job prospects.

Many opportunities are open to all and peple are encouraged to do well.

Training manager within fire control. I feel this role builds my confidence knowing if I needed extra training or

Green Book development and consideration of hybrid posts.

Being welcomed back as a re-engaged Firefighter.

the introduction of hybrid working.

We have moved to a new station.

management attitude

The new Training and Development siteprovides more capacity for training.

I joined the Fire Service in 2023 so cannot say.

Coaching and Mentoring (Was able to understand alot more about me and my way of doing things in MFRS an

A positive culture has occured since the last survey. A greater knowledge and understanding around culture ha

The open acknowledgement the culture could be better. We are improving but the recognition we can be bett

Higher managment are working on ways for imporvements to be made. I understand that this takes time.

Having the opportunity to gain a promoted role in my team / dept.

Industrial dispute resolved without the need for industrial action. This demonstrates a culture of co-operation

- The introduction of middle manager roles which help with the transition from supervisory manager.

Working from home

Nothing particularly stands out.

The decision to not expand SRT into Kirkdale.

Better mental health awareness and support

no impact on me

openness

Unsure

The 'colours' training I found really interesting and I was able to understand myslef and my collegues way of w

Our team is stronger

Diversity of thought, more people willing to contribute in discussion, and providing options, solutions and opir

More awareness of issues regarding the menopause.

Building of the new Training and Development Academy

ad a meaningful conversation withy them. this way we can improve on how we promote our culture in the futu
eir background.
ent rules
osed to outputs and be willing to challenge and accept challenge more. Focus on well-being, growth and affor

he top down fully involved rather than just paying lip service.

e dont get a lot of training on new products or vehicles and are just expected to fixed everything
nce to values.

nd things from their view point

d are told what is changing.
ble to the organisation.

Positively action is apparently aloud but it is still just descrimination no matter what you re phrase it as.

would give us more oppurtunities to meet people from different backgrounds within the fire service

service can be involved and these events our open to the community. These are a good way of everyone being

may not be used putting it forward wasnt a bad idea, as it could be used in future, acknowledging even small

in. i always believe its good to remember were you started as it also gains massive respect from the employee

unique and has their own approach to tasks. We just need to continue being inclusive and mindful of the diver

big organisation. Recognise that people have different levels of confidence and provide opportunities to build

ve should ensure everyone feels supported in their roles. Open communication, collaboration and innovation a
boxes at various MFRS locations, such as stations, HQ, and TDA. These would allow both staff and visitors to p

sessions that encourage open dialogue and idea-sharing within the office. Providing training on effective comm

ng steps to carry out small changes from the ground up when it comes to culture and value. Changing the little

on Management. Engagement for SMs to Support staff has been affected. Consider the roles of H&S audits, H

We have a lot of experience and enthusiasm amongst our teams and we should encourage this type of engage

feel more comfortable within there team. This also relates to having good Culture within the office. i feel that

stion, individual people will have their own preference ie open thorums, surveys, responding to Emails, one to

g them to cascade this to their team. So all department members can discuss their point of view with not just

to their opinion whether you agree with it or not. Office politics will always stay with us but everyone should

eam without fear of ridicule or any form of dismissive attitude. I think this goes for the service too. I've never

? So they feel part of the company and so other areas can understand their part in how we all work together.

I don't feel that i could attend a women in the fire service event even though i believe i could learn alot which

h the personal agenda of the senior manager in charge of the department. They take things personally, as if its

nore, and if a manager doesnt know the answer or doesnt have the power to make it happen, be open about i

o a board, committee or similar. If a manager, leader or team is proven to be effective, the trust should be the

people uncomfortable or not wanting to contribute. This probably isn't something MFRS could help with as it p

staff undermines the work we are doing and take it as a personal attack rather than understanding that we alr

technical rescue. Stronger qualifications and courses would advance us further but we have come on a lot sinc

trol contribute to the station plan and through PO talks, staff are aware of upcoming changes and the way for

suggestions. But many of the more senior management in my department do not openly communicate, and do

by my direct line manager. I rarely hear feedback on the information I have passed to my manager, following n

cation and negativity from a small number of senior staff. Assuring staff that outcomes from incidents will be

upon is doubtful. The new build TDA is a prime example whereby staff were infomed but not truly listened to

on. The chance to attend the Authoriy enagegment event was a chance to see genuine interest and want to en

e. good ideas are often dismissed due to 'money' or relatively inexpensive ideas are often scoffed at and a ridi

a work. For example **[Redacted]** never tell us when a recruit dosent turn up who is on the course etc

t learning and development needs. It feels slightly contradicting to say that the Service welcomes individuality

d morale can be low, the team is feeling the pressure of the work and many departments are under staffed an

were made. Just told what would be happening. We have now had chance to ask questions but it was dissape
re, people can improve a lot of things within the service with a skillset they acquire from other jobs and there
ithin the organisation fall into the 'we've always done it this way so we'll continue to do it this way' category.

us role i was not able to use my own initiative suggest new ideas or contribute in any way to a functional plan.

vities , and come in to find that somebody else has ignored my plans and put us on some campaign , stand in c
metimes feels as though i am jumping chain of command, instead of having an open honest conversation.
e firefighters as if it some how reduces your ability to manage. Also suggested ideas are openly welcome as th

My line manager supports my ideas however feels like senior management team members do not fully under

th and Safety and Legal aspects make it extrememly difficult to make any progress in a good amount of time. T

looking for promotion, regularly take mine and other green book colleagues ideas and present them to senior

e I have gained has often been ignored, and some of my ideas on better ways of working treated with a certair

eld to account. performance for grey book is heavily managed and scrutinised but not so much for green book.
erseyside, my experience is disregarded. My suggestions are always met with 'we've always done it this way'.

tratingly a lot of our output never progresses due to no direct manager to push it. Folders full of potential lyin
of frustration with respect to making suggestions via the online suggestion scheme only to be completely igno

stations work well with FFs and share workload. Negative comments tend to come from the people that have

vork well together to manage incidents/resources. This is proven by performance figures, results of Assurance

o they can be kept up to date on incidents, especialy large ones. This would embed the partnership between gi

ed straight away if the instruction came from a WM, GM or AM. I often feel like I am being micro managed too

ecific functions and responsibilities within each department and how their part fits in with ensuring we provide
e are still barriers put in place by staff for no reason to make working together difficult. Simple procedures in p

l and provide support to my colleagues and I believe everyone should be of the mindset that you strive to lear

aller teams. I think there can be selfishness that disguised as 'protecting your peace' or 'work/life balance' and

of working. Although departments have improved how they work together I believe that there's still plenty o

tly short staffed with a workload that is to much to manage. Most phone calls from colleagues on other teams

e positive. Working remotely and being somewhat isolated from your own service can be challenging at times
peated requests for reviewing flawed custom and practice seems to go unheeded. Even when relatively senior

ervice, if we cannot access the help to fix technlogy probles all the time this can imact how efficient we are as

n department arises then it is the inter departmental working that suffers despite the potential greater impor

ach team compete against each other in RTC extrications, BA etc could improve teamwork and create a culture

shifts. whilst this is not too much of a problem it is good to be familiar with workmates as you learn their stren
place to help recognise where partnership is required and ways to formally go about this. I think teams acros

rtments i sometimes feel there is tension and this could be improved by helping each other instead of just stat

r both uniformed and non uniformed Team members but immediate uniformed line managers have limited tir

nunicating with other districts, as though its not what should be done. It feels at times is not a united team wit

tion. It is something that is slowly getting better in the function I work in, but there is still a lot of things I dont

ed by other teams. We are often overlooked or forgotten about as we sit in the corner. Despite our team bei

be due to not being in the same place, with the team being dotted around the country, however I do believe

let feels there work is priority without any consideration to the impact on others. Everyone is in there own bul

time , not allowing any planned work or anything experimental . The high standards we expect arent being m

one another, there is again an issue of feedback. Certainly where crews invest in the well being of members of

-minded people in the Service who are consistently helpful and respectful towards me and my team but many

upervisory /middle management level are not representing the values and goals of the service. I think it is criti

and whilst I understand that there is a target set I think crews are becoming heavily target focussed.
olutely relateable to my role, but some of it isn't really applicable. That said, it is clearly communicated and re

nication could be improved. Internal consultation (not just between management - as a whole service) on corp

d retention within my department. a lot of this is due to the wages being lower than the private sector so we

ice should sit along side the community. This will allow for us to keep thebest people for the job who will be

r the rest of the strategic team. you have individuals who epitomise the values and others who do not and can

e not applied to me or my team. The line 'For Merseyside Fire and Rescue Service, good enough is never good
anisation. Clearer and more consistent updates have made it easier to stay informed and aligned, which has p

g model, increase in resilience, introduction of new technologies, refurbished Primary Control room and brand

r in Fire Control has had a significant impact on how we operate. Their consistent integrity and dedication to N

er to assist with picking up/dropping off kids would be good but we only do it 1 day a week in my team which c
with us. This really improves relationships and communication which all transfers into how we resolve operatic

alance, therefore having a positive impact on my mental wellbeing and overall health. I feel that this has not o

22 survey. However, in my time here, I've experienced a strong sense of community and open communication

greatly improving the morale in Control. We have also seen the introduction of a training manager resulting in

y to work flexibly from home has enabled me to carry on working through a recent illness where I would have

didn't feel confident in a particular area that I could go to the training officer. After incidents like grenfell and

and mutual understanding in resolving practical difficulties for the benefit of Service employees and the comr

ding reward and recognition to be applied at point in time it occurs without having to make something so simp

provide immediate feedback on the service, including compliments and suggestions for improvement. Positive

&S Investigations, grievances/hearing etc to be passed to a Support staff roleor a SMA role H&S Auditor or Gri

ement, however I think sometimes we lack in providing a suitable platform, IT or otherwise, to support this.

t if there were team building days outside of the office environment it would help people feel more comfortab

feel more comfortable in speaking up without feeling that they may be demoted or forced out because of the

ere to enable decisions to be made that are within the construct of their role without having to seek higher aut

eady do amazing work but there is small tweaks we can make to improve the provision to our service users. **[t**

o not appear to be approachable or open to accepting other opinions. The exception is our area manager who

management meetings. The information/input I am sharing is critical to development of the workstream. Comm

shared and they are not. Reluctance to engage in positive, general communication with station staff (ff-WM).

age with staff at all lelvels of the organisation. Actively listening to the daily challenges and successes with a s

and inclusion but yet it doesn't embrace such diverse personalities. Some people talk more than others but sl

d standards are falling as a result of this which increases our workload further. Staff in many admin team are

This was really frustrating to me. My current role is the complete opposite of that and i feel i am able to cont

or god knows what else on the AMC . Not only is this rude , it also is disenfranchising. Why bother !!!

stand the role of the team I work in and therefore when I raise potential issues with ideas they have I feel like

This means myself and my staff lose interest as it can take far to long to get things off the ground. Although we

leadership team as their own. So although they will listen to our ideas and suggestions, we rarely get credit fo

amount of derision, purely because my experience is not totally MFRS. I have come to terms with this and an

mistakes are made right across the green book functions (TRM, finance etc) and there are no reprocusions

red. I feel like there are several areas within MFRS that when suggestions for improvement are made, there is

n everyday from your colleagues. Just because you are a manager means that people junior to you can't teach

there can be a lack of team effort. The good far outweigh the bad and generally people understand that we ha

f scope for improvement. One way to improve this would be to raise the awareness of individuals and teams

r managers are in agreement with those that are expressing frustration there's a sense that some teams have

e of friendly competition, helping to improve the standard of response to incidents in the real world

s departments do communicate and work well to a level informally but there could be more robust ways to ar

ne available. I don't think they acknowledge that there are non uniformed staff that have been in the Teams fo

know about other functions/areas in the service and so, there are things that could be developed/worked on

ng responsible for ensuring appliance availability we often come across scenarios were staff have been allocat

the community, we never receive outcomes. This is also the case when referrals are made to protection tear

others do not respect our professional skills and some are actively obstructive. Entire systems seem designed

orate plans prior to seeking external consultation from the public would assist in understanding possible issue

don't attract the best/most qualified candidates. i have seen a major decline within the workshops over the 2C

not even represent the organisation in a professional capacity. the culture created at SLT represents 'dog eat

enough' is universally mocked and substituted with 'Nothing is ever good enough' by many staff who are cyni

new Secondary Control room with new TDA have all had a positive impact on me and the team. There is defir

MFRS values are a true reflection of leadership. For the first time, I feel genuinely heard and valued. After more

nly had a positive affect on me, but for everyone in the Fire Control team. Prior to this, Fire Control was not ar

, which have had a positive impact on me. This inclusive atmosphere makes it easy to feel supported and welc

otherwise had to have taken time of at a time whien my role had a number if key deadlines to meet.

manchester I feel this is a really important role to ensure our training is always up to date and implemented a

feedback could be collected for inclusion in an annual report, ensuring that employees' efforts are recognized

evance officer - this gives the SMs more time for anagement in office/station and also gives standardisation to

le with colleagues of different levels. I've had colleagues I'm close to meant that they are uncomfortable in ce
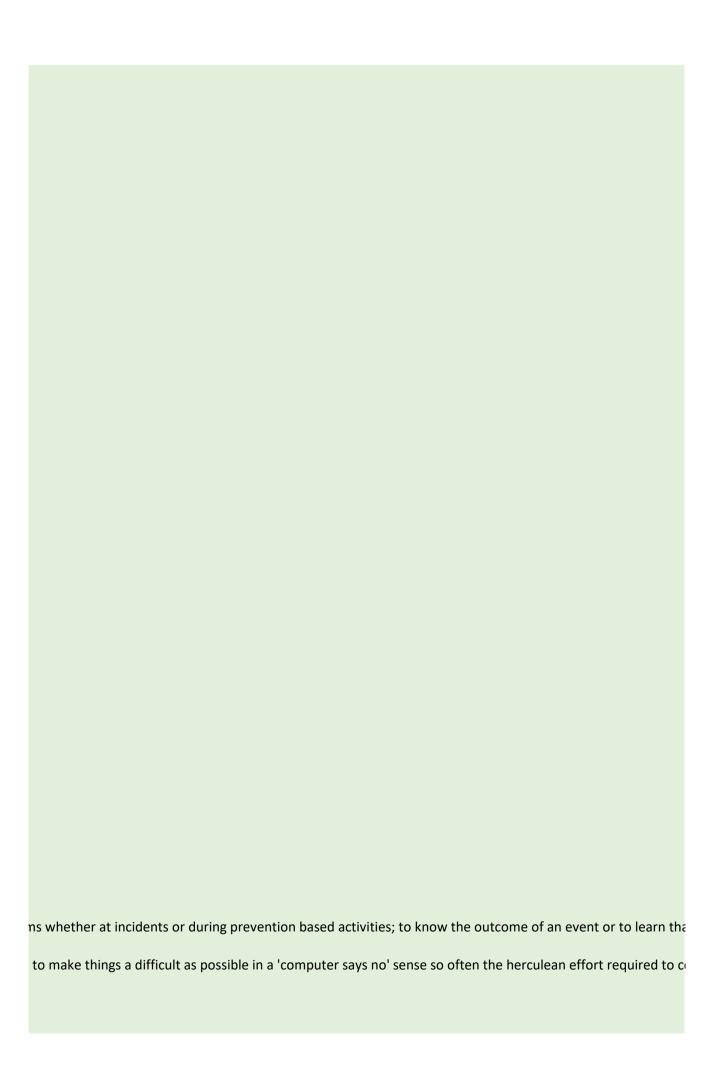
[his has been redacted for publication but the SLT member for the team concerned has been made aware].

nunication lines must improve to benefit from development of the workstream which is in the best interests f

upportive attitude inspires confidence that they are also living the values of the organisation. I have also foun

hould we tell them to stop even if they are continuing to finish their work and this makes them more happy in

[his has been redacted for publication but the SLT member for the team concerned has been made aware].

I am being seen as negative however I am always looking at the bigger picture and have worked for long enou

e are encouraged to bring forward ideas and show initiative, if a wroing decision is made or your artional is not

or them. And they will also often do what looks best for their own career progression rather than what is best

s no engagement and certainly no feedback. I have also been at exercises and provided feedback that I was as

of how other departments work and the interdependencies that we often rely on to move work forward for e

an established way of doing things and because of that others have to simply fall in line. Within my area of wo

or many years and can contribute. There have been times when the uniformed staff have had an idea, made th

between multiple people from different functions that aren't - 'you don't know what you don't know'. An exa

ns whether at incidents or during prevention based activities; to know the outcome of an event or to learn tha

to make things a difficult as possible in a 'computer says no' sense so often the herculean effort required to c

es, and the input between staff and leadership would help to achieve more buy in from staff - there are a lot o

years i have been here whether its to do with pay/training/apprentices. There does not seem to be a clear fu

dog' it is not inclusive or cohesive and everyone is out for their own gain. this is filtered down through your m

cal after years of being under constant pressure while not being given the time or resources to do the job to a

ately a boost in morale and you can feel the difference in Fire Control when you walk in. Thank you!

e than 23 years of service, this is the most positive and rewarding work environment I've experienced.

n enjoyable place to be. The mood and staff morale has improved greatly since the changes have been implem

and valued. Additionally, the option to submit anonymous, handwritten comments would make it more comf

rtain parts of the office with colleagues on higher grades and I could understand why they would feel that way

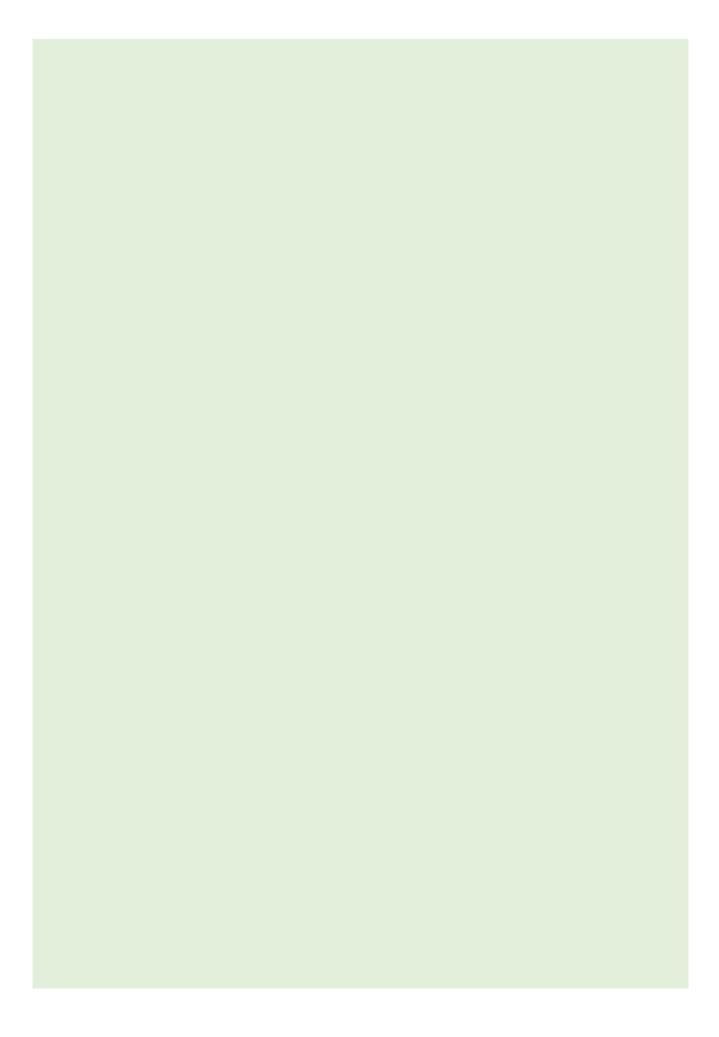sured would be acted upon or an update provided as to questions, but again nothing has come from this. Whi

ork i refer to a lack of effective forecasting when it comes to to identifying those suitable for promotion, and e

ne changes, then moved on. This leaves the non uniformed Team members with a process or procedure that tl

mple being Ops Planning sit on local business resilience forums - fire safety ties into that as a lot of regulatory

at your actions made a difference in some way is both rewarding and keeps crews engaged in the purpose of tl

omplete a simple task makes it easier to give up. I was interviewing someone a while back and the person on t

f good people in the service with a diverse range of perspectives and experience that could help to mould the

ture path for this department and being pro active is something i feel the fire service is not good at, its always

iddle managers, look at the latests processes for SM and GM. over 4 months of officers stabbing each other in

rewarding level - the strain and workload placed upon my team and me personally is unacceptable with ridicu

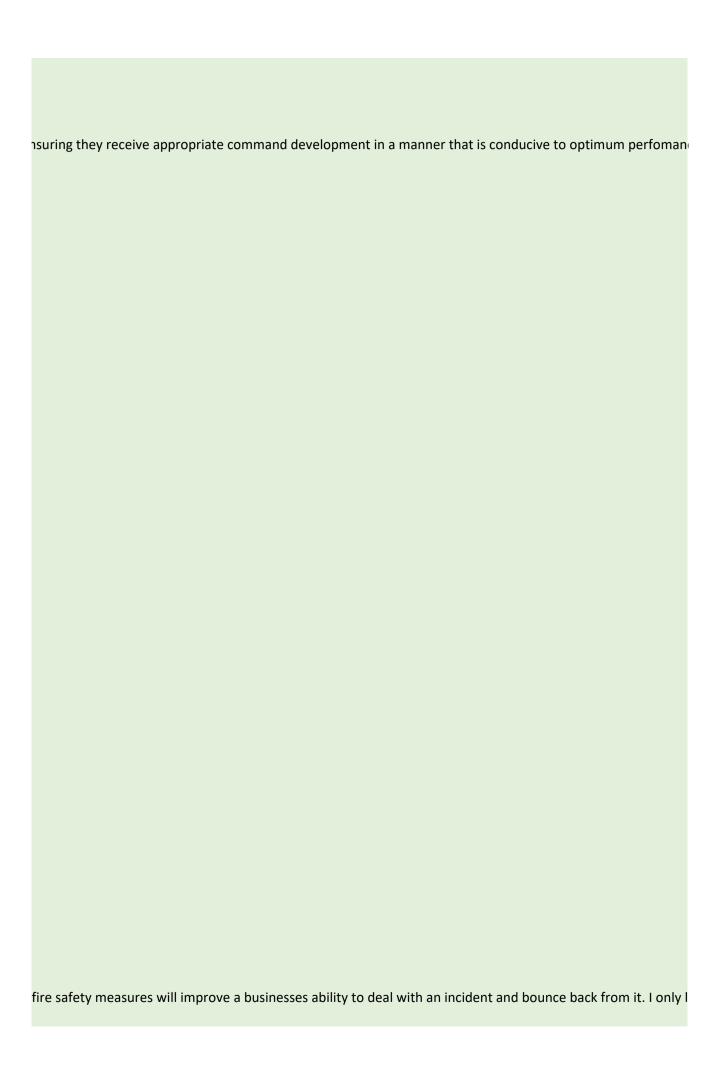mented. Also, the new Fire Control refurbishment - it is a bright, well equipped space to work and makes us fee

fortable for individuals to share honest feedback in a more personal and accessible way, without relying solely

y. A team day would really help people to feel more part of the team and feel like they can contribute without

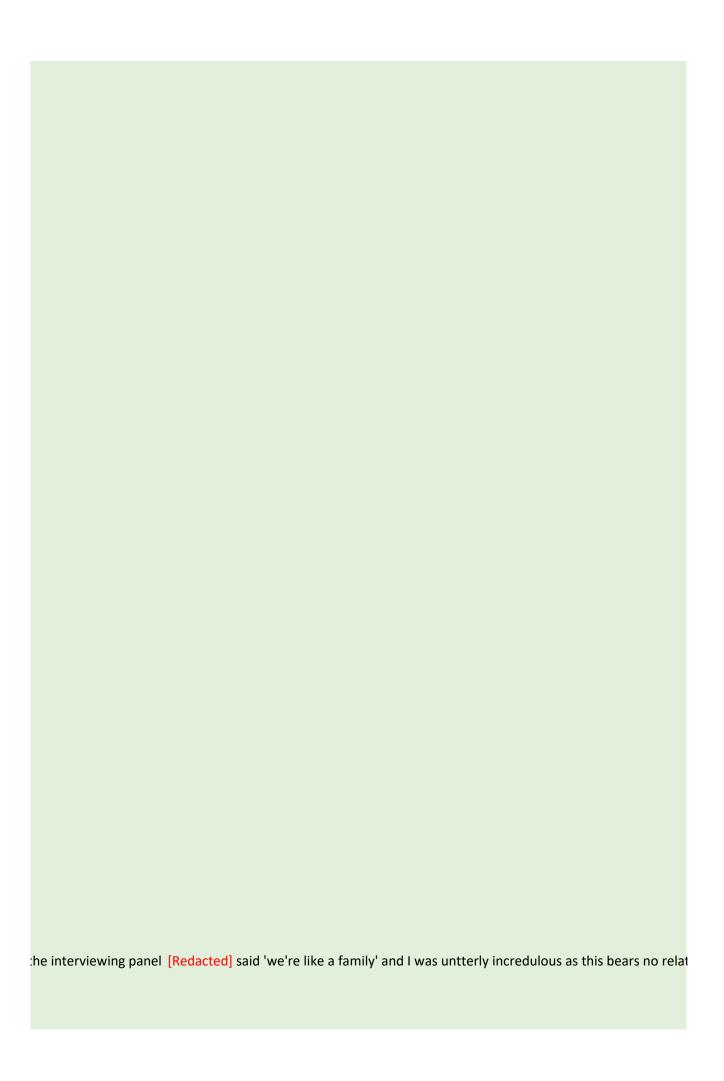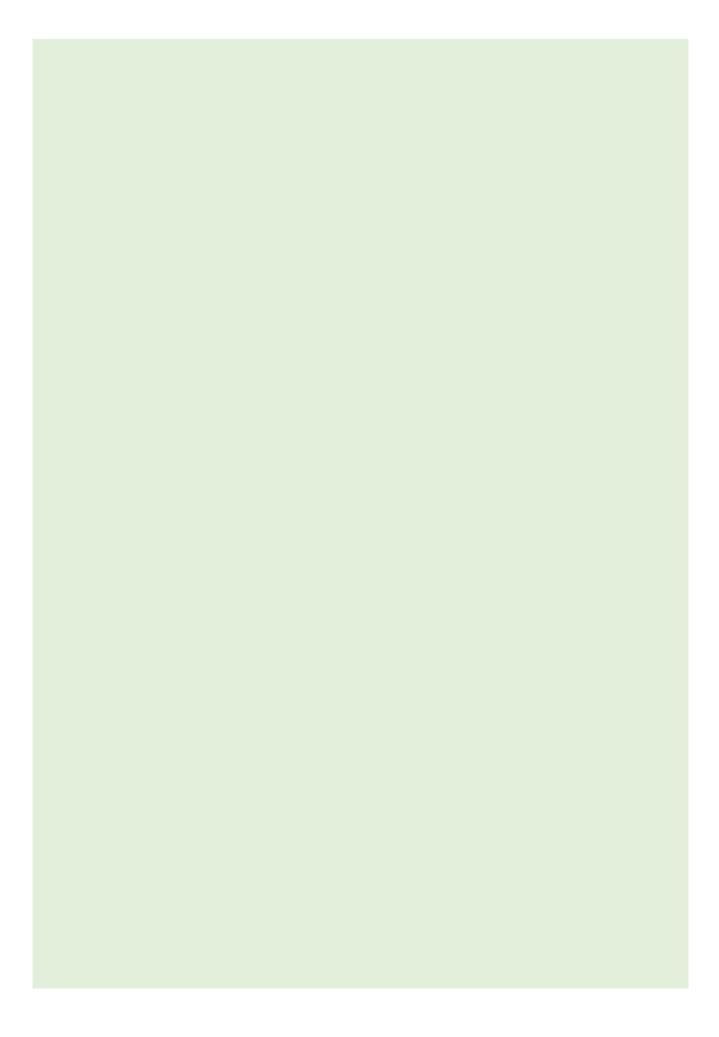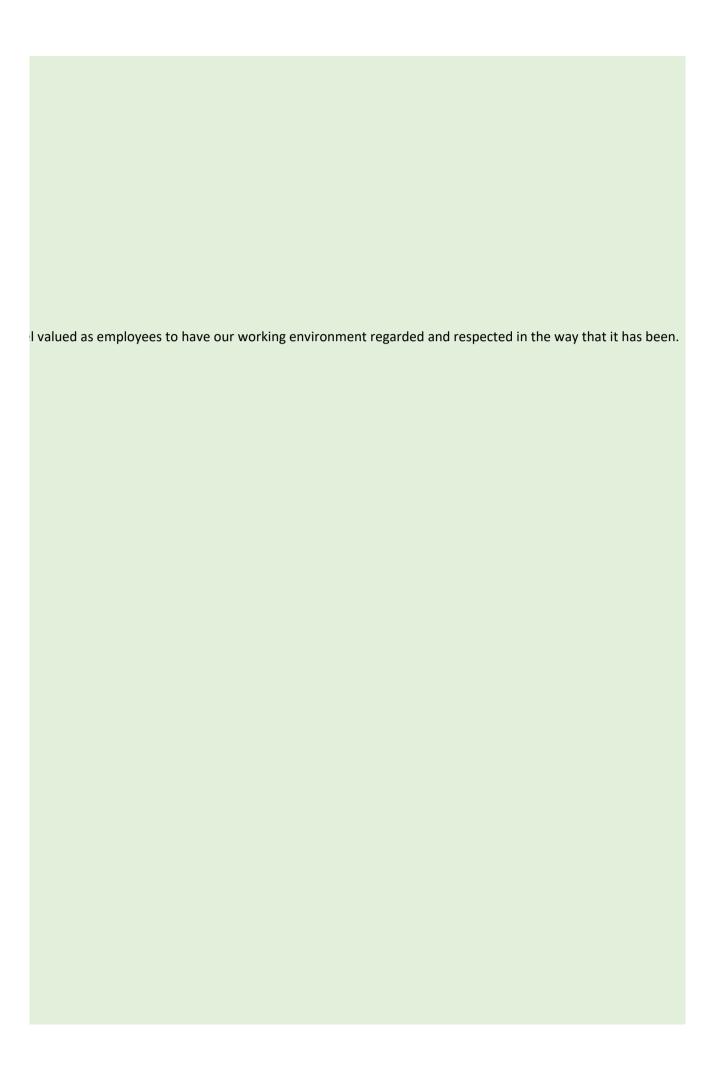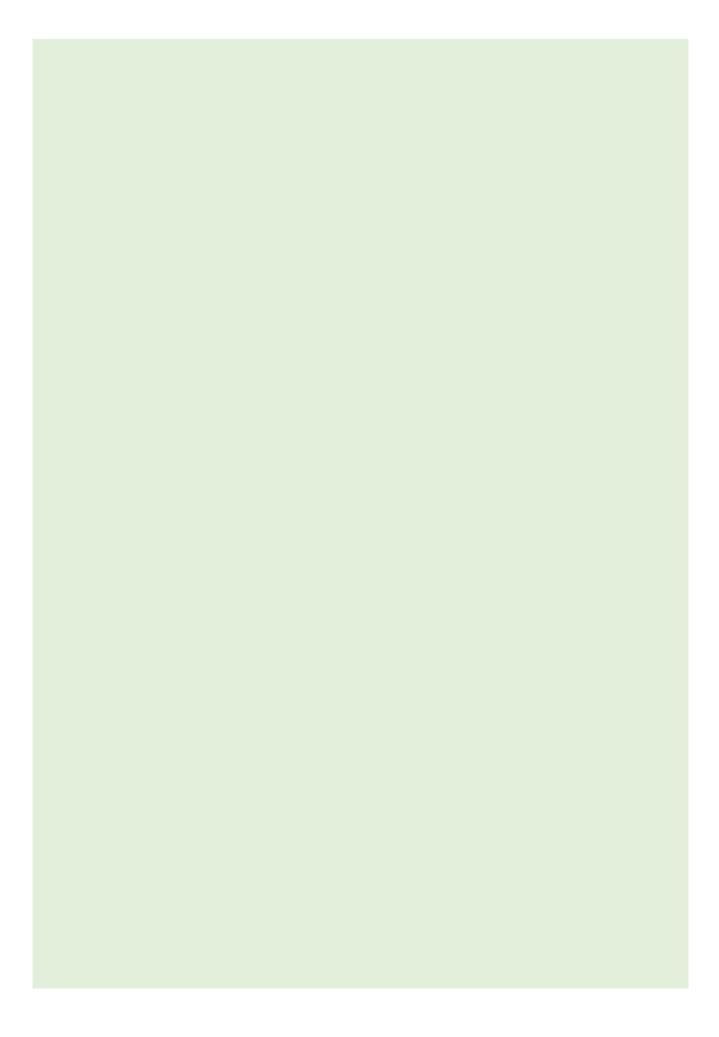ilst I understand that there are numerous ways that feedback is provided, by way of incident debriefs, staff su

nsuring they receive appropriate command development in a manner that is conducive to optimum perfoman

fire safety measures will improve a businesses ability to deal with an incident and bounce back from it. I only l

the interviewing panel [Redacted] said 'we're like a family' and I was untterly incredulous as this bears no relat

the back to try point score and promote their own self worth. aligning themsleves to individuals who shuldnt

lous expectations, ridiculous workloads, little recognition and constant criticism, a lack of respect and constan

valued as employees to have our working environment regarded and respected in the way that it has been.

ggestions, etc and that these are also discussed at OA meetings but I do believe that without providing crews v

ce under assessment. Command training and TCAs seem to repeatedly run on a last minute.com basis with car
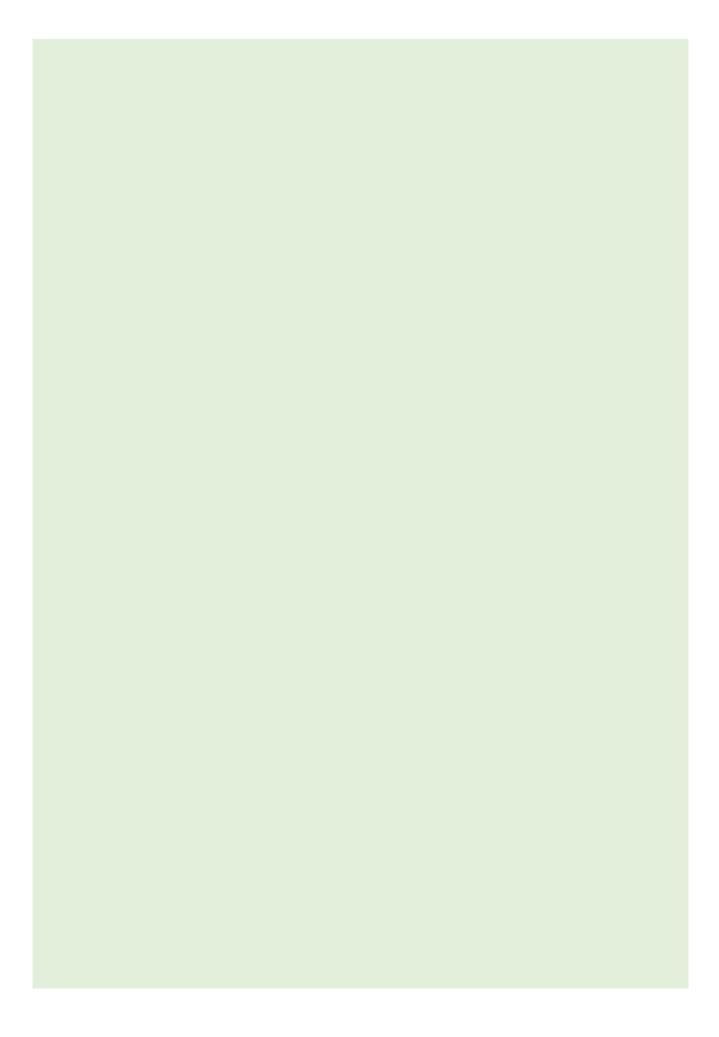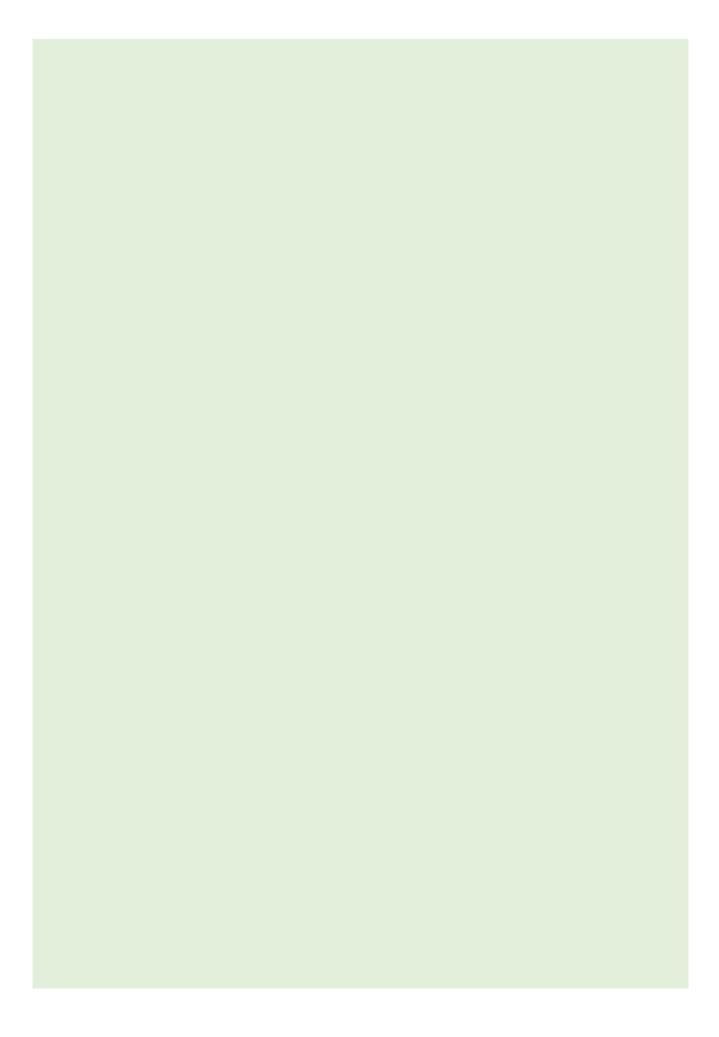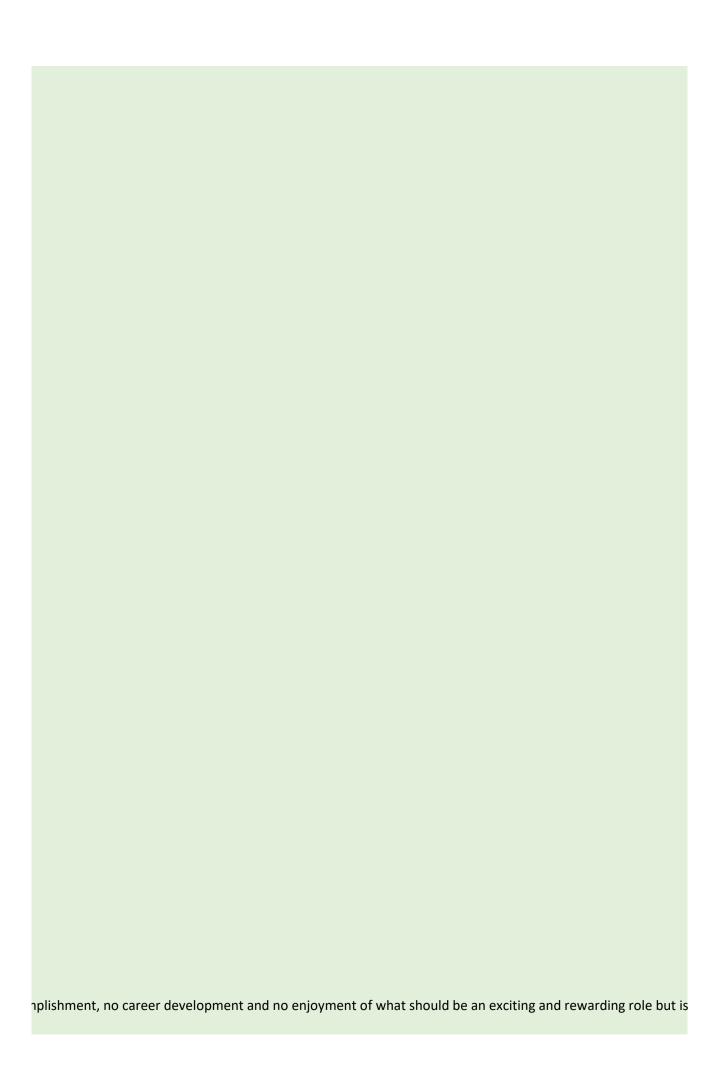
nt undermining from all sides. This results in a persistent feeling of a lack of job satisfaction, no sense of accom

with a return or even merely an email acknowledging that the suggestion had been received, myself and other

ndidates at times being submitted for assessment without having received prior support. This is a pattern that

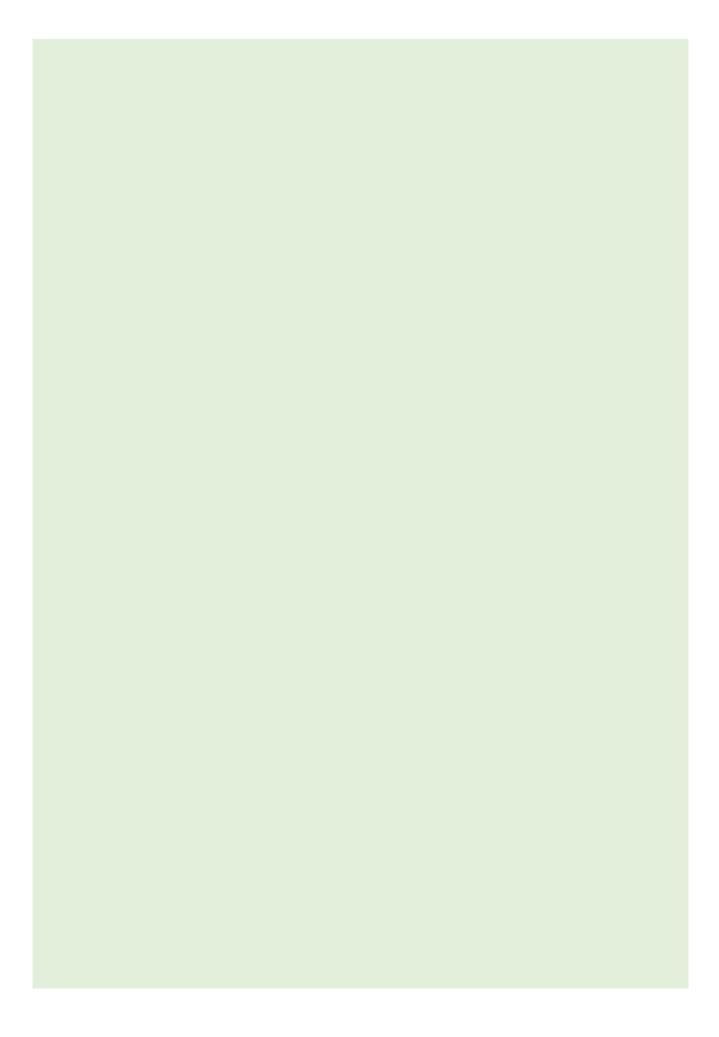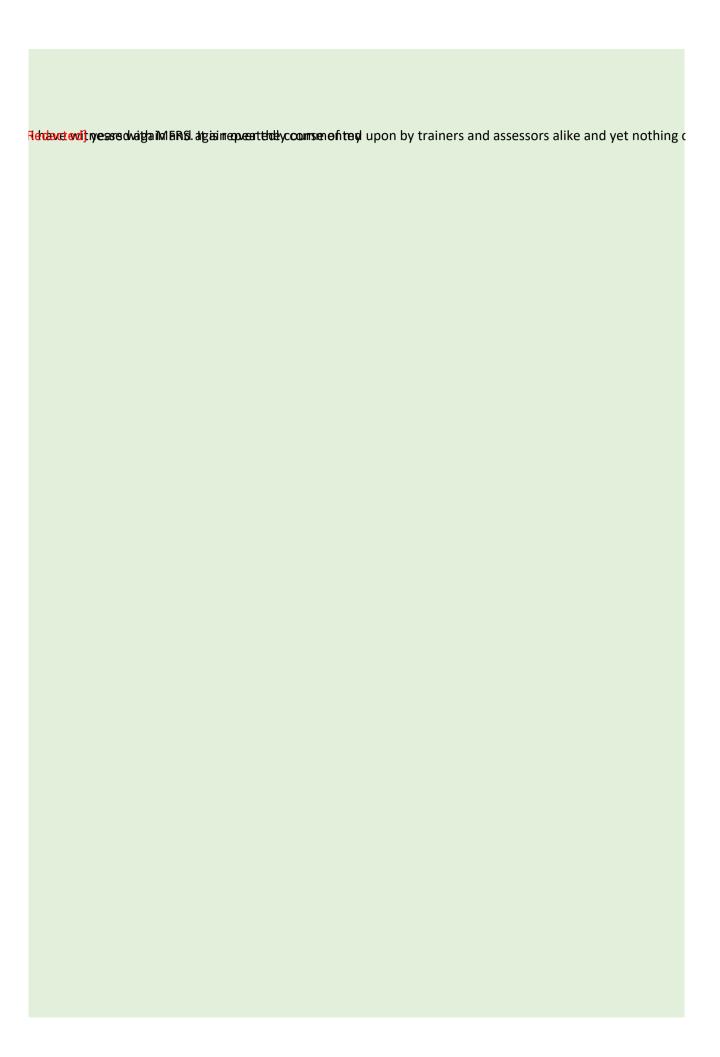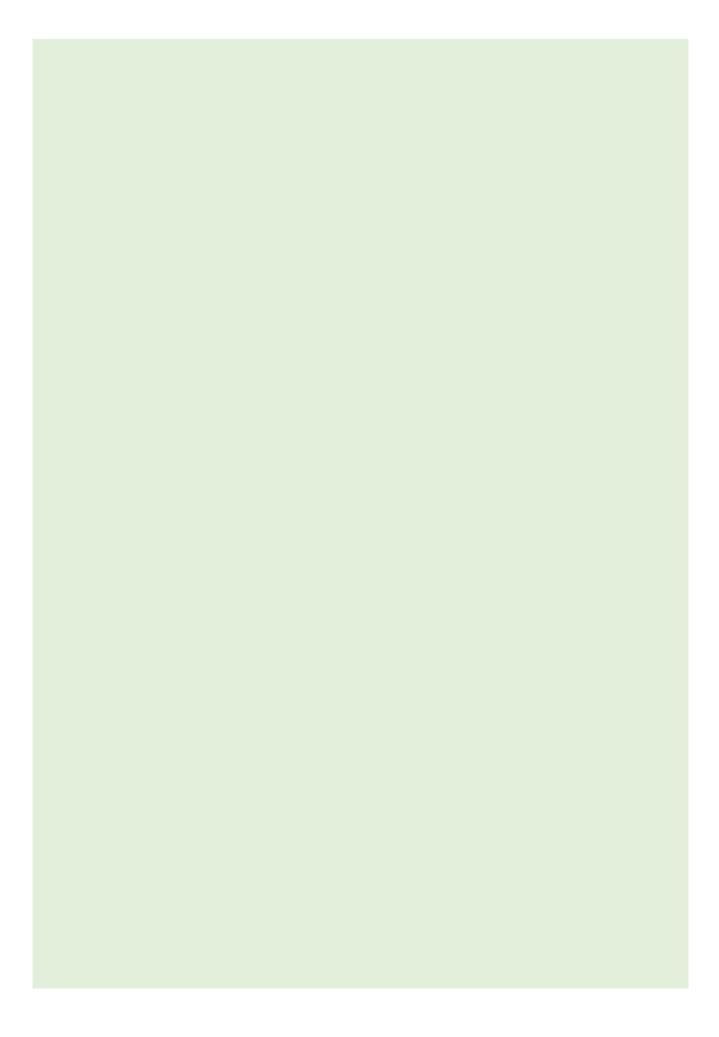nplishment, no career development and no enjoyment of what should be an exciting and rewarding role but is

I have two years with MERS. It is repeatedly commented upon by trainers and assessors alike and yet nothing c

changes.