



Merseyside FRS Census 2026

Trusted by



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Survey response rate (2022, 2024, 2026)

458 / 1025
responses

32% 41% 45%



Peopleinsight



Headlines

What one thing has changed that has a positive impact on people (since the last survey) (n=146)

“One change since the 2024 survey has been the focus on staff communication and engagement. Having greater access to information and more regular updates has helped me feel better informed about MFRS developments and the reasons behind decisions

Audits have become more of an enlighten conversation than a fault finding mission

Upgrades investment in HQ workplace - ICT (phones, laptops, phones) and office lighting

Feel like the new CFO doesn't meddle in our affairs Trusts that his staff are the best people to do the job they were hired for

Unfortunately nothing as yet I only feel it has slightly deteriorated which is sad.

There hasn't been

We now have a new Chief Fire Officer who is reasonable and respectful, however it will take some time for the previous hyper-demanding culture to be diminished so people have the time and space to do their jobs properly and enjoy their careers.

The Interview classes that are now held and the HR team being so friendly and ..This has been important help for my application and Interview process

The inclusion of Green Book Managers at Senior Officers level in Protection

The increased investment in learning and development has had the biggest positive impact on me. There are more opportunities to gain qualifications, take on specialist roles and contribute beyond our core role, which has helped my personal development and made me feel more valued.

Engagement score

The Engagement score is 87%, which is in line when compared with the norms for Merseyside FRS Census 2024 and good when compared with the norms for FRS



↓ 1

compared to Merseyside FRS
Census 2024

↑ 7

compared to FRS

Question	Response Favourability	Merseyside FRS Census 2024	FRS
I am proud to say I work for MFRS	89% 8%3%	-1	+8
I care about the future of MFRS	95% 4%	-1	+1
I would still like to be working at MFRS in two years' time	85% 9%6%	+1	+7
If asked, I would recommend to friends and family that MFRS is a good place to work	80% 13%7%	-3	+13



Favourable

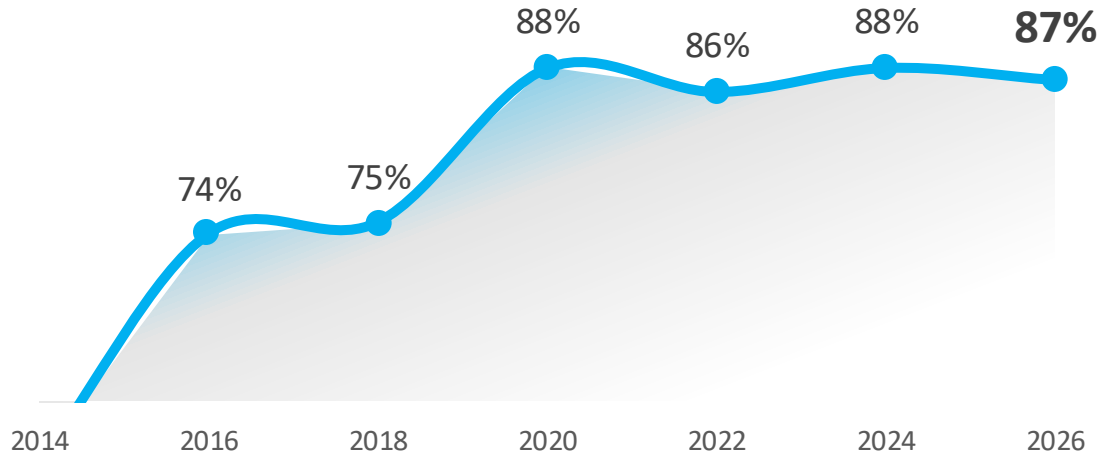


Neutral



Unfavourable

Engagement score – remains strong and steady



Theme scores

Themes	Response Favourability	↓	Merseyside FRS Census 2024	FRS
Goal Clarity	88%	8% 4%	-3	+8
Engagement	87%	9% 4%	-1	+7
Belonging	86%	9% 5%	+4	n/a
My Manager	83%	10% 7%	+3	+4
Health and Wellbeing	78%	7% 15%	+1	n/a
My Job	76%	12% 12%	+4	+7
Learning & Development	75%	15% 10%	+4	n/a
Employee Involvement	73%	15% 12%	0	+6
Culture & Values	69%	17% 14%	-1	+5
Leadership	61%	22% 17%	+2	n/a
Teamwork	57%	21% 21%	-4	+8
Change Management	51%	28% 21%	-13	n/a

What more could be done to further improve the culture? (n=209)

WHAT'S WORKING

An inclusive, improving culture with real pride in the Service.

Listening, transparency and visible leadership are valued.

Good work is recognised, with more chances to mix across roles and departments.

Keep going on team building, engagement, cultural champions and clearer values.

WHAT NEEDS TO CHANGE

A persistent “us and them” between operational and non-operational staff, and across ranks.

Promotions seen as unfair, with favouritism raised repeatedly.

Weak accountability, poor communication and leaders not modelling the values.

Calls for genuine action on bullying, fairness, consistency and respect.

Highest scoring

Question	Impact	Theme	Response Favourability ↓	Merseyside FRS Census 2024	FRS
I understand how the work I do helps MFRS to achieve its Purpose – Here to serve, her...		Goal Clarity	95% 4% 1%	0	+9
As a manager I feel confident to have conversations about performance (including good...		My Job	95% 3% 1%	+6	n/a
I care about the future of MFRS		Engagement	95% 4%	-1	+1
I am aware of the support services available through the Occupational Health and Well...		Health and Wellbeing	94% 6%	0	n/a
I know what I should do and what action I should take if I was concerned that bullyin...		Culture & Values	93% 5% 2%	-1	n/a

 Favourable
  Neutral
  Unfavourable

Has there been an improvement in the way in which information is being communicated throughout the organisation? (n=123)

POSITIVE — Comms have improved

Communication has improved – information is more accessible and updates are more regular across MFRS.

The PO briefs are better – the most recent one was ops focused.

A lot more openness. More emails, portal info and shared info across the Service.

Greater effort to keep staff informed, even when there is little new to share.

NEUTRAL — Little has changed

The same.

No change.

Not noticed.

No change, but email, newsletters and the intranet are all good forms used by MFRS.

NEGATIVE — Too much, too broad

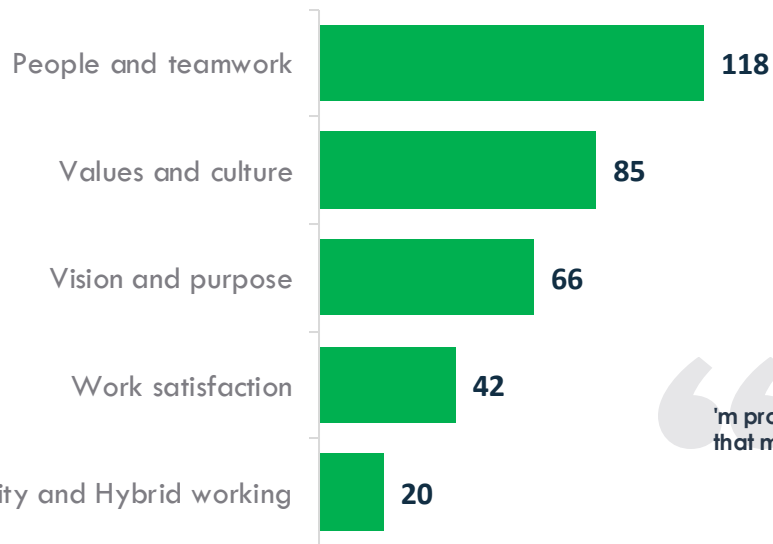
Officers get too much non-information blanket emailed from every department – impossible to digest.

Basic comms is fine, but discretion is poor. Delivery differs hugely depending on who sends it.

Emails are not seen by all staff, especially those without computer time – use manager meetings.

Too much information means the important messages get lost within the overall noise.

What is the best thing about working for MFRS?



Values and culture up from 20 from the last survey and Vision and purpose up from 13

“Feel like most of the time we all work together towards one goal - and that's putting communities first.

“I also value the excellent employment conditions and the family-friendly culture. It has given me the flexibility and support needed to raise my two children while building my career, which I am very grateful for.

“I'm proud to say I'm a Firefighter and being able to be a role model for others that might not realise this could be a career possibility for them too.

“Whether it is operational crews on stations, Grey Book and Green Book staff, or colleagues in departments such as HR, Finance, Workshops, Training, Operational Preparedness, Protection, Prevention, Control, and many others, I have consistently found people who are professional, dedicated, and willing to support each other.

Lowest scoring

Question	Impact	Theme	Response Favourability ↑	Merseyside FRS Census 2024	FRS
Change here is well managed overall	🎯	Change Management	46% 29% 25%	-12	n/a
Employees at my level are able to communicate their concerns to senior and strategic ...	🎯	Leadership	55% 22% 23%	-1	n/a
People are able to communicate openly here regardless of position or level	🎯	Employee Involvement	55% 19% 26%	+3	+4
MFRS promotes a culture of openness and transparency	🎯	Culture & Values	55% 24% 21%	-9	n/a
I feel able to make decisions without fear of being blamed if things go wrong	🎯	Culture & Values	56% 22% 22%	-2	n/a

● Favourable
 ● Neutral
 ● Unfavourable

Best performing vs. FRS benchmark

Question	Impact	Theme	Response Favourability	Merseyside FRS Census 2024	FRS ↓
The Chief Fire Officer and Strategic Leadership Team provide a clear vision of the ov...	🎯	Goal Clarity	76% 17% 7%	-7	+15
If asked, I would recommend to friends and family that MFRS is a good place to work		Engagement	80% 13% 7%	-3	+13
I understand how the work I do helps MFRS to achieve its Purpose – Here to serve, her...	🎯	Goal Clarity	95% 4% 1%	0	+9
Different parts of the Service work well together	🎯	Teamwork	57% 22% 21%	+4	+8
I have good quality equipment to help me do my job	🎯	My Job	77% 13% 11%	+8	+8

● Favourable
 ● Neutral
 ● Unfavourable

Weakest performing vs. FRS benchmark

Question	Impact	Theme	Response Favourability	Merseyside FRS Census 2024	FRS ↑
My line manager treats me fairly and with respect		My Manager	88% 7% 4%	+1	+1
I care about the future of MFRS		Engagement	95% 4%	-1	+1
I am clear about what I am expected to achieve in my job		Goal Clarity	92% 4% 4%	0	+2
People are able to communicate openly here regardless of position or level		Employee Involvement	55% 19% 26%	+3	+4
I am able to strike the right balance between my work and home life		Culture & Values	72% 14% 14%	-2	+5

Favourable Neutral Unfavourable

Top five improvement

Question	Impact	Theme	Response Favourability	Merseyside FRS Census 2024 ↓	FRS
I have used the services available through the Occupational Health and Wellbeing Team...		Health and Wellbeing			n/a
I know how to access the confidential reporting service, Safe Call		Culture & Values			n/a
My line manager gives me regular honest feedback on how I am doing		My Manager			
My last appraisal meeting helped me understand how I am currently performing in my role		Learning & Development			n/a
I have good quality equipment to help me do my job		My Job			



Favourable



Neutral



Unfavourable

Top five declines

Question	Impact	Theme	Response Favourability	Merseyside FRS Census 2024 ↑	FRS
I am communicated with about change that affects me		Change Management	57% 23% 20%	-14	n/a
Change here is well managed overall		Change Management	46% 29% 25%	-12	n/a
We are good at sharing ideas to make things work better		Teamwork	66% 19% 15%	-11	n/a
MFRS promotes a culture of openness and transparency		Culture & Values	55% 24% 21%	-9	n/a
MFRS is a better place to work than it was two years ago (If you have not worked at M...		Culture & Values	43% 40% 17%	-7	n/a



Favourable



Neutral



Unfavourable

Summary



Summary and focus



Celebrate great results:

- Response rate continuing to bounce back, beating the sector trend at the moment
- Engagement score remaining steady
- Similar to the last survey, more improvement than declines



A focus on how change is managed and communication between levels

- **A standard change approach** — for every major change, say **what's** changing, **why**, **who** was consulted, and **what happened** to their input.
- **Evaluate the process** — listening sessions on live change to check alignment. How are different groups given opportunity to share their views? Was there follow up in the right way?



Invest more time in creating alignment to all manager layers

- **Cascade briefings for managers** - so messages are consistent, timely and not diluted as they move through the organisation.
- **Create alignment and 'one leadership' feel** – spend more time with managers to strengthen bridge.
- **Run focus groups** with these groups to identify best ways to bridge the gap



Local action planning

Recommended next steps



Leaders commit to a clear plan

They discuss the results, agree the root causes and commit to 3 priorities (all in one session).



Employees hear from leaders - fast

A clear 'You said, we're doing this' message is sent (before people start wondering).



Every manager creates their own action plan

Actions flow down through Prism, customised for each team at every level.



HR sees everything - live

HR tracks action progress, quality and themes across the whole organisation in real time.



Nothing gets lost

What worked feeds straight into the next survey. The loop actually closes.



The result

Insight becomes visible action at every level.

Prism drives action at scale. Ensuring alignment, progress and impact.

Observations and questions