

Culture Survey: Detailed Analysis

May 2026



Protecting People, Places & Futures

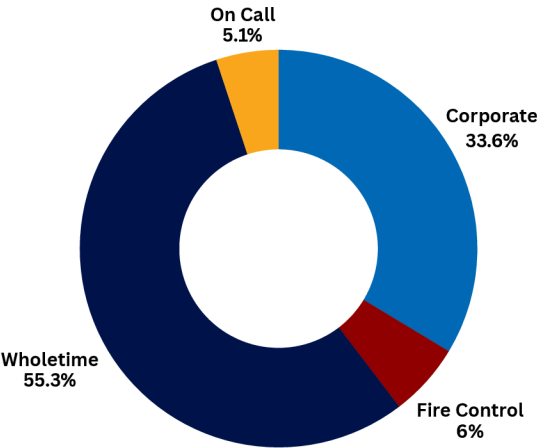
Respondent Demographics



Culture Survey 2026 - Detailed Analysis Report

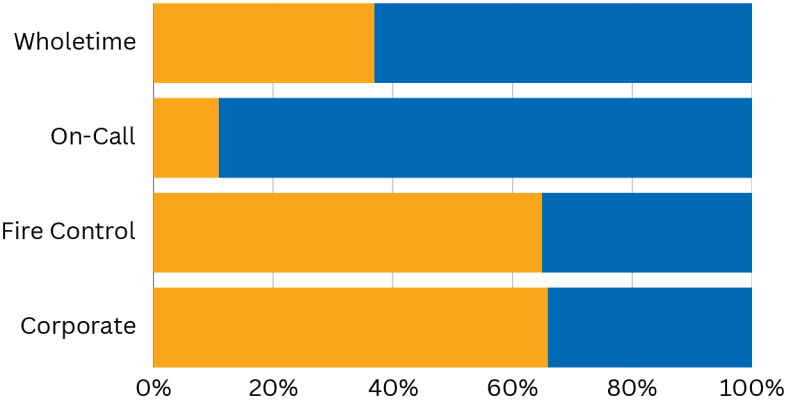


Respondents by Employee Group

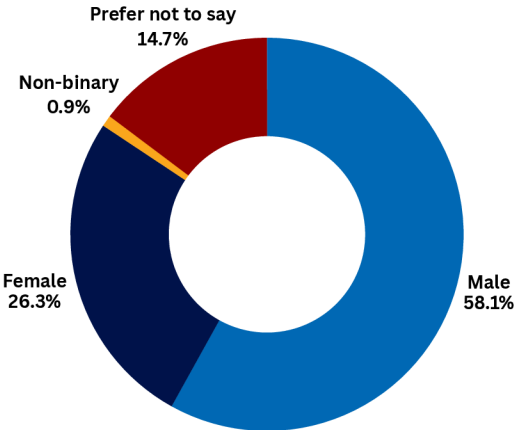


Breakdown of the 217 responses

Responded % No Response %



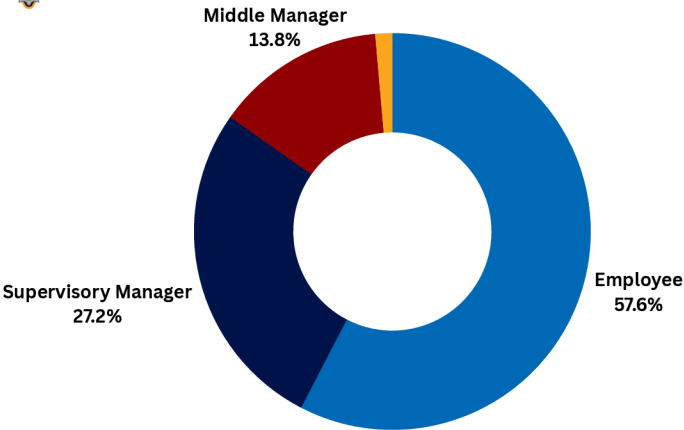
Respondents by Gender



Breakdown of the 217 responses



Respondents by Role



Breakdown of the 217 responses



Respondents by Location

52%

of respondents provided their location



Response Rate

39%

217 responses from 552 CFB employees
(correct as of end March 2026)

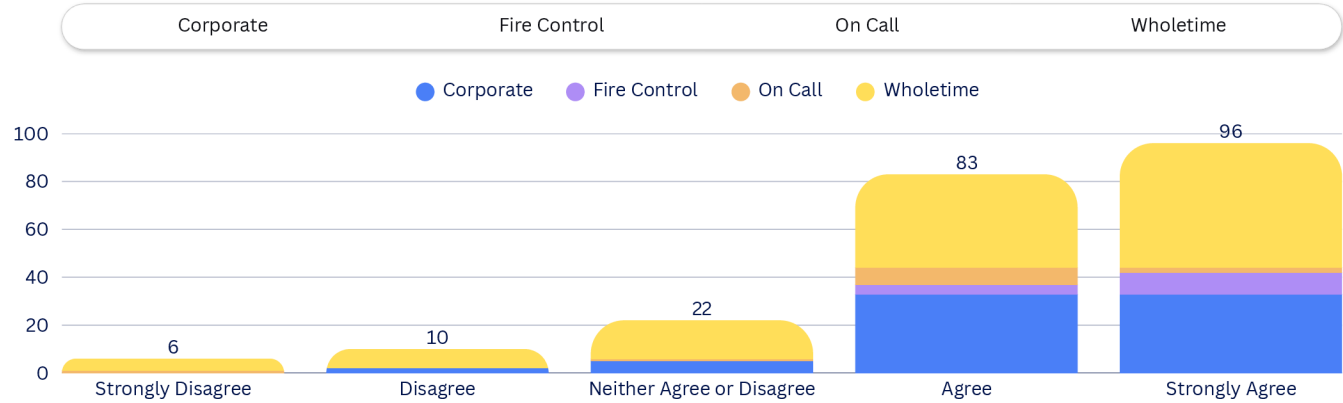
Q1: I am supported and empowered by my line manager(s).



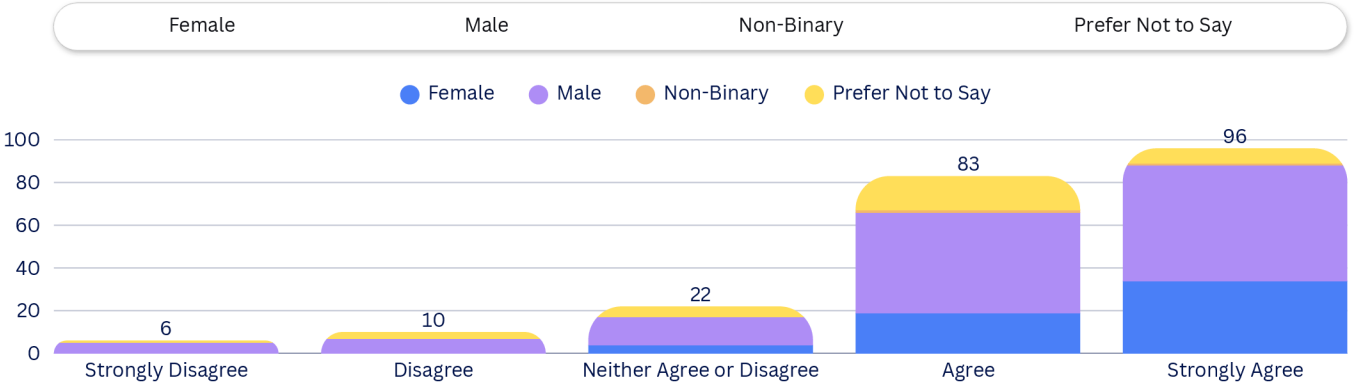
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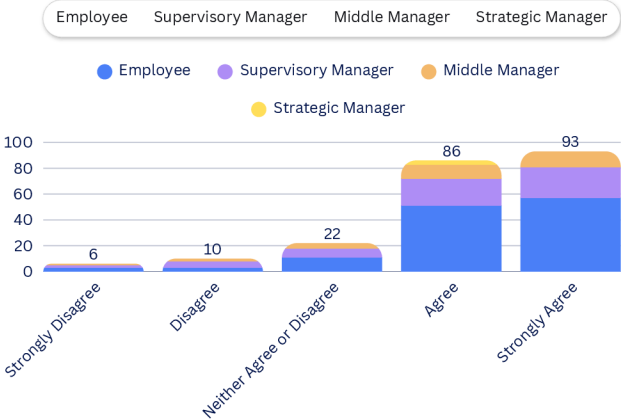
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

• High confidence in line manager support

Most respondents selected Agree (83) or Strongly Agree (96), indicating strong overall perceptions of being supported and empowered by line managers.

• Very limited negative feedback

Disagreement is minimal (Strongly Disagree = 6; Disagree = 10), though a small neutral group (22) suggests some inconsistency in experience.

• Consistent results across groups and roles

Positive sentiment is broadly consistent across staff groups, genders, and roles, with no significant disparities evident.

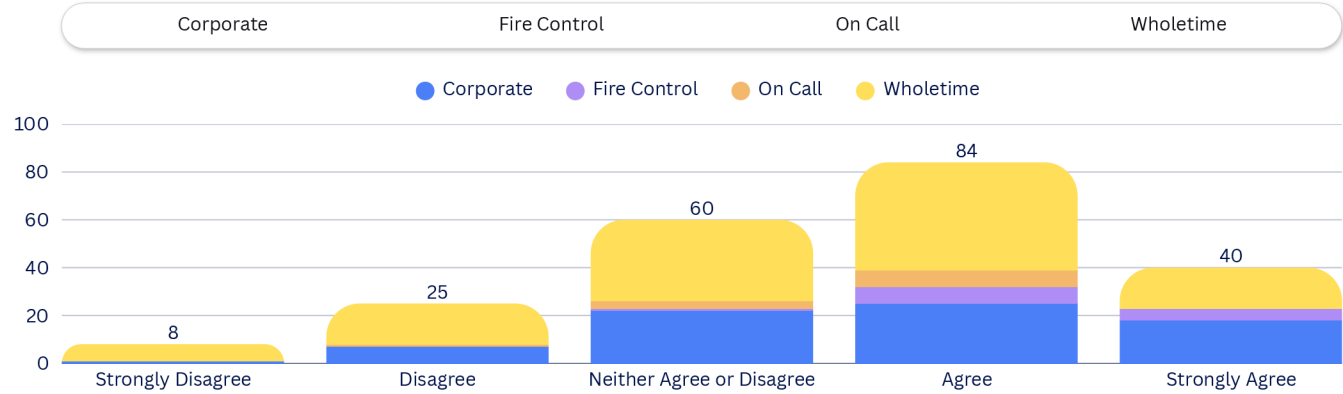
Q2: I am supported and empowered by the wider leadership team.



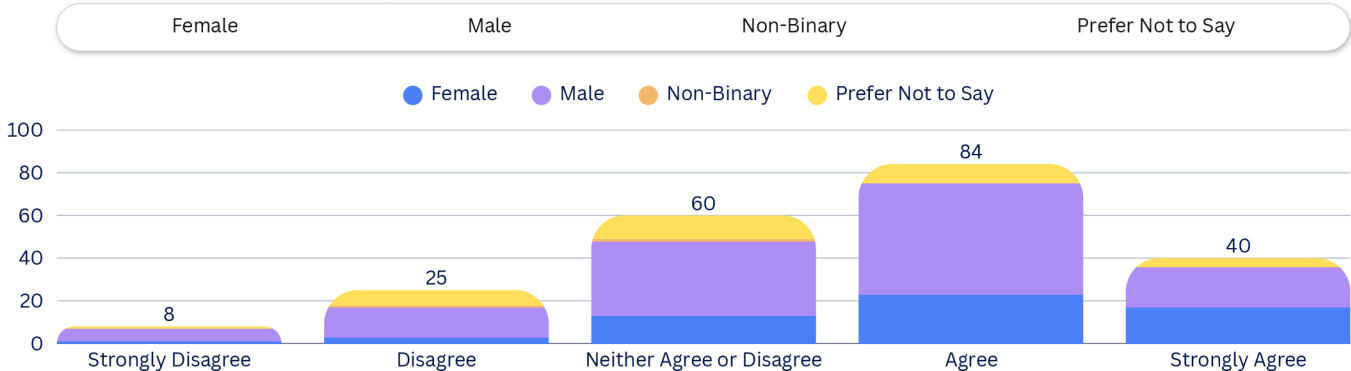
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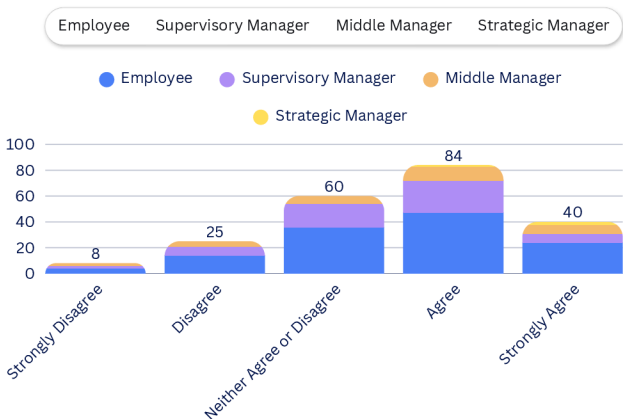
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Positive sentiment, but weaker than line manager support**

Most responses are Agree (84) or Strongly Agree (40), indicating general confidence in wider leadership, though strong agreement is notably lower than in Q1.

- **Higher levels of neutrality and uncertainty**

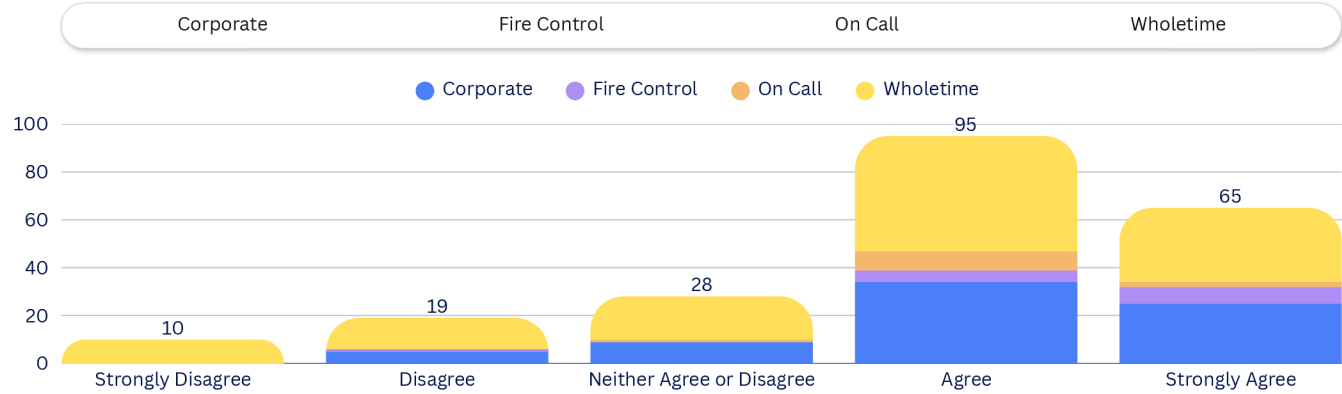
A sizeable proportion selected Neither Agree nor Disagree (60), suggesting less consistent visibility or impact of the wider leadership team.

Q3: I feel comfortable and safe expressing my opinions, questions and concerns to my managers without fear of negative consequences

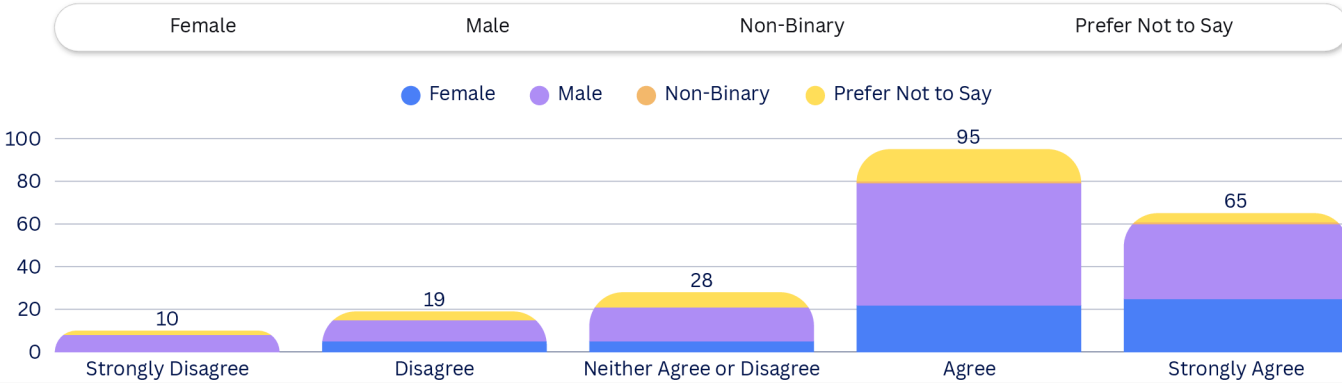
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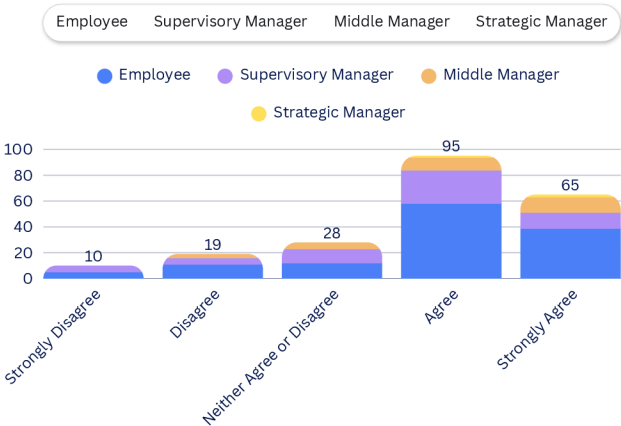
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Strong sense of psychological safety overall**
Most respondents report positive experiences, with high levels of Agree (95) and Strongly Agree (65), indicating that many feel able to speak up safely.
- Some residual hesitation remains**
While negative responses are relatively low (Strongly Disagree = 10; Disagree = 19), a notable neutral group (Neither Agree nor Disagree = 28) suggests that confidence in speaking up is not universal.
- Consistent perceptions across groups and roles**
Similar response patterns across staff groups, genders, and roles indicate that feelings of psychological safety are broadly shared.

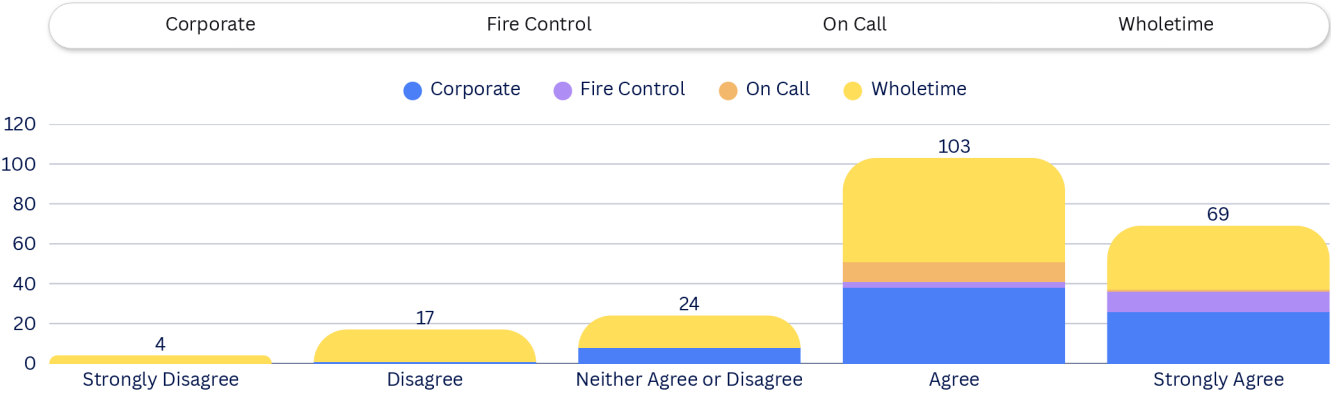
Q4: My managers actively listen to my ideas and concerns.



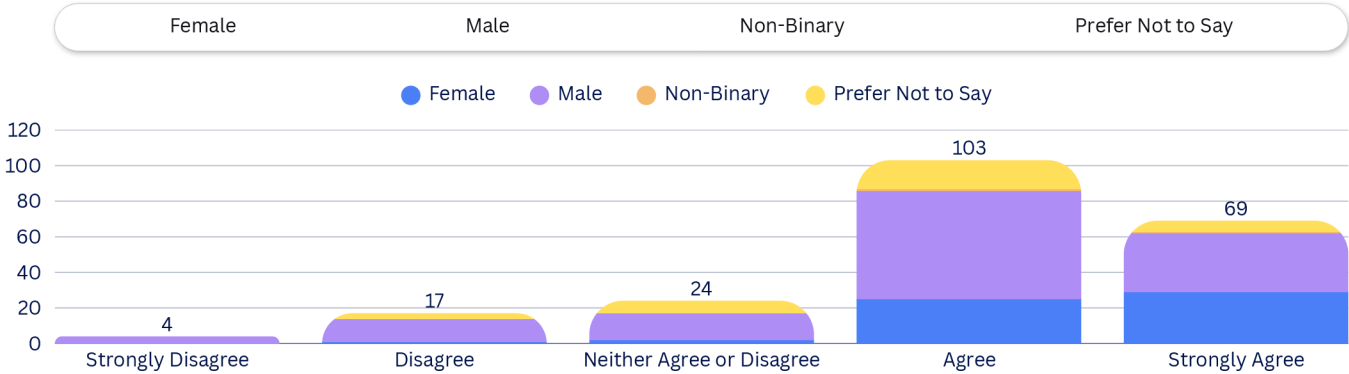
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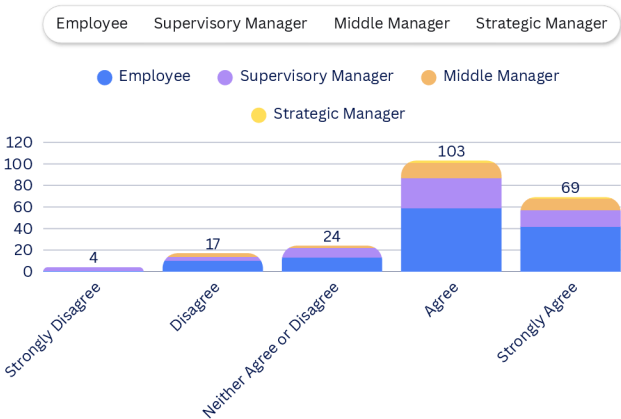
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

• Strong perception that managers listen

The majority of respondents selected Agree (103) or Strongly Agree (69), indicating that most feel their ideas and concerns are actively listened to by managers.

• Limited negative feedback, with some neutrality

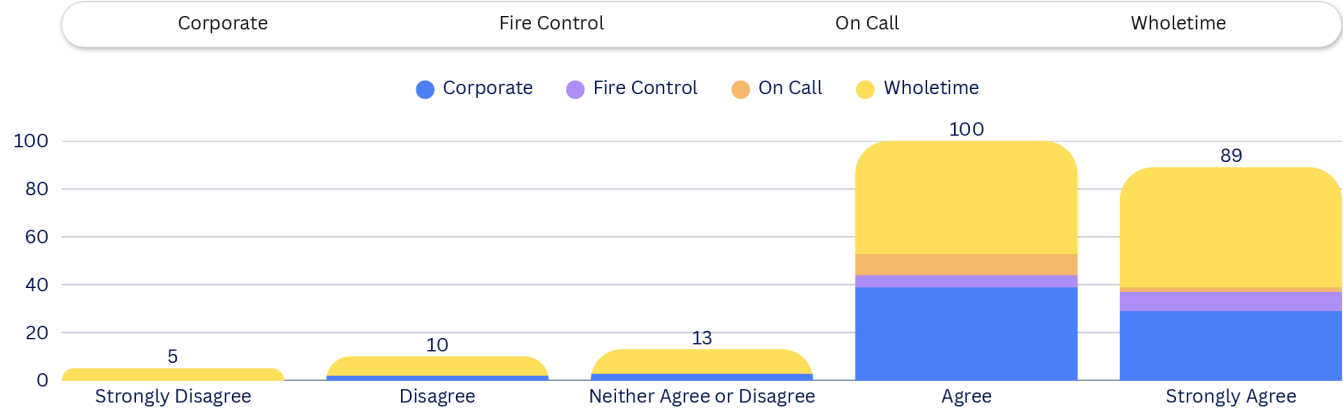
Disagreement is low (Strongly Disagree = 4; Disagree = 17), though a moderate neutral response (Neither Agree nor Disagree = 24) suggests listening may not be experienced consistently by all staff.

Q5: My line manager(s) consistently model the service's values in their behaviours and interactions.

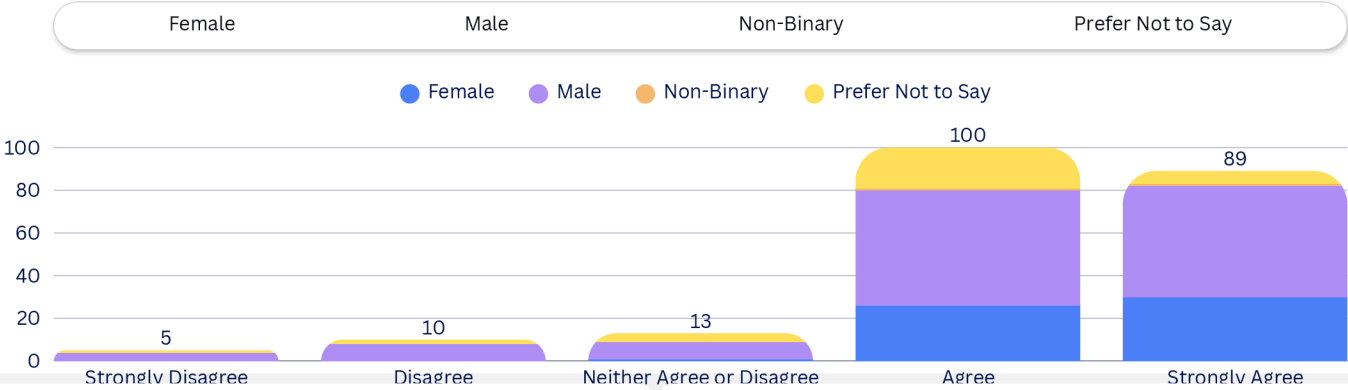
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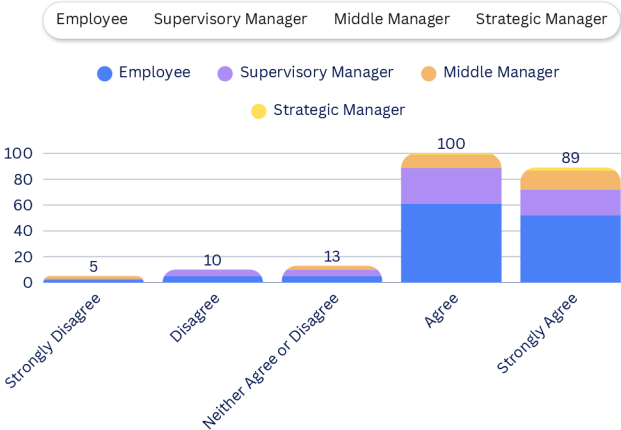
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

• Very strong alignment with service values

Responses are overwhelmingly positive, with Agree (100) and Strongly Agree (89) indicating that most staff perceive their line managers as consistently demonstrating the service's values.

• Minimal challenge or dissent

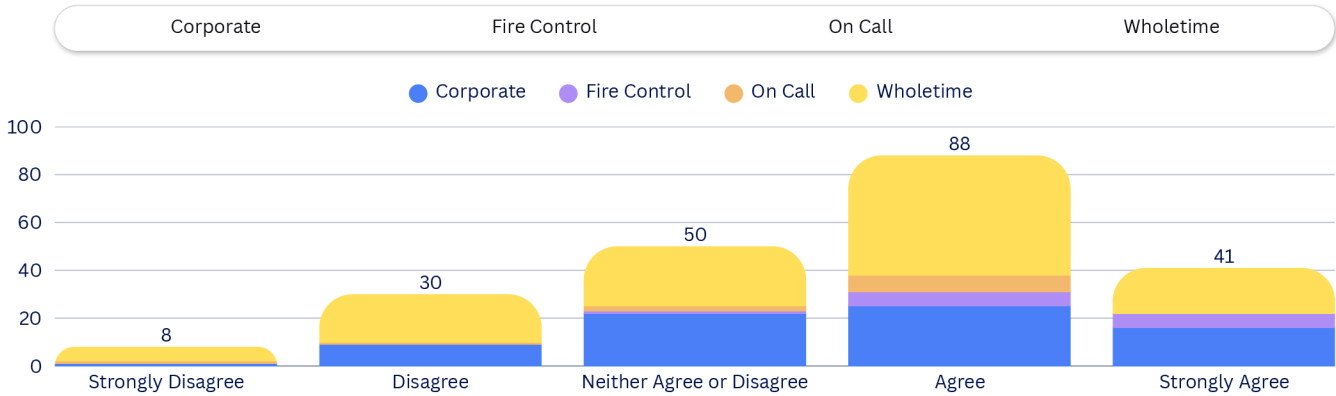
Negative responses are very low (Strongly Disagree = 5; Disagree = 10), and neutrality (Neither Agree nor Disagree = 13) is limited, suggesting clear and visible values-based behaviour from line managers.

Q6: The wider leadership team consistently model the service's values in their behaviours and interactions.

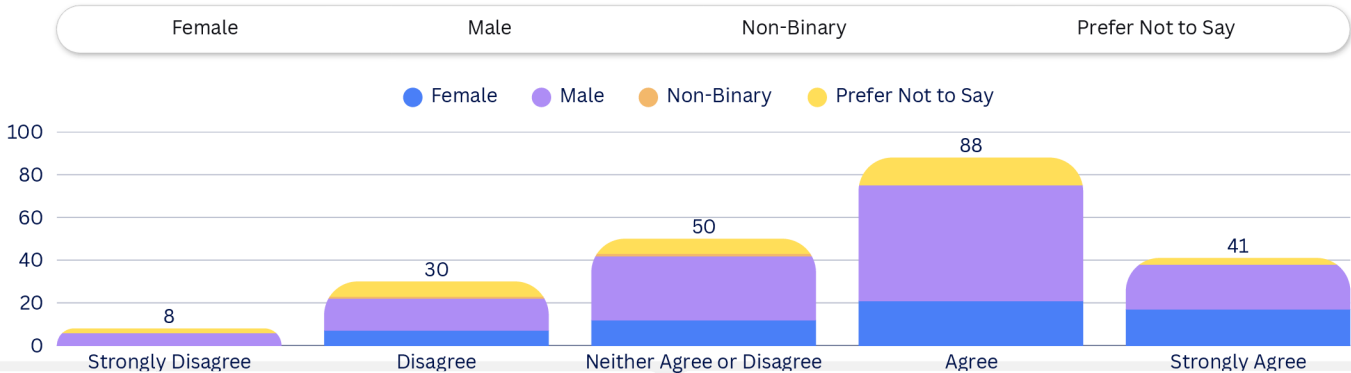
Culture Survey 2026 - Detailed Analysis Report



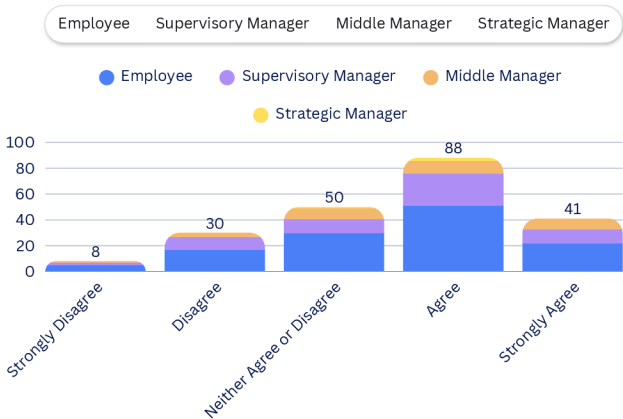
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Positive perceptions, but less strong than for line managers**

Most respondents selected Agree (88), indicating general confidence, although Strongly Agree responses (41) are notably lower than seen for line managers in Q5.

- **Greater uncertainty compared to other measures**

A relatively high number of respondents selected Neither Agree nor Disagree (50), alongside higher disagreement (Disagree = 30), suggesting that values-based behaviours from wider leadership are less visible or consistently experienced.

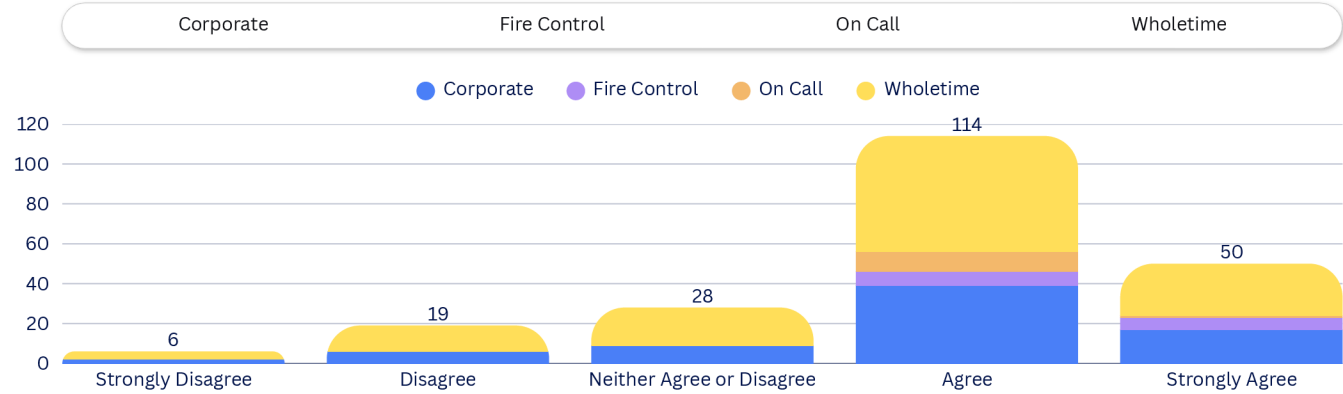
Q7: My work environment is positive and supportive.



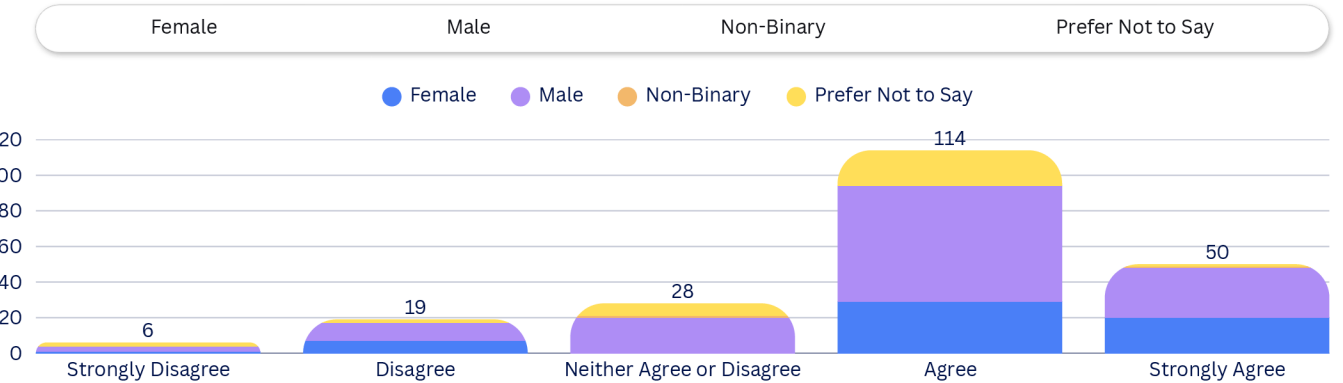
Culture Survey 2026 - Detailed Analysis Report



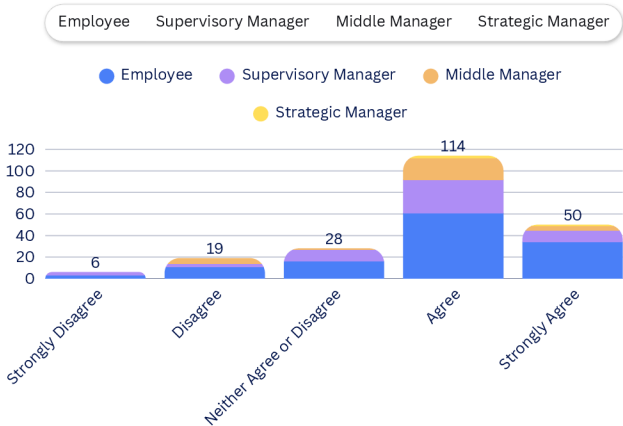
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Strong overall positivity about the work environment**

Most respondents selected Agree (114) or Strongly Agree (50), indicating that the work environment is widely seen as positive and supportive.

- Low negativity, with some mixed experiences**

Negative responses are minimal (Strongly Disagree = 6; Disagree = 19), though a moderate neutral response (Neither Agree nor Disagree = 28) suggests that experiences are not universally positive.

- Employees report more mixed experiences**

Role analysis shows strong agreement among supervisory and managerial roles, while employees account for a higher share of neutral and negative responses.

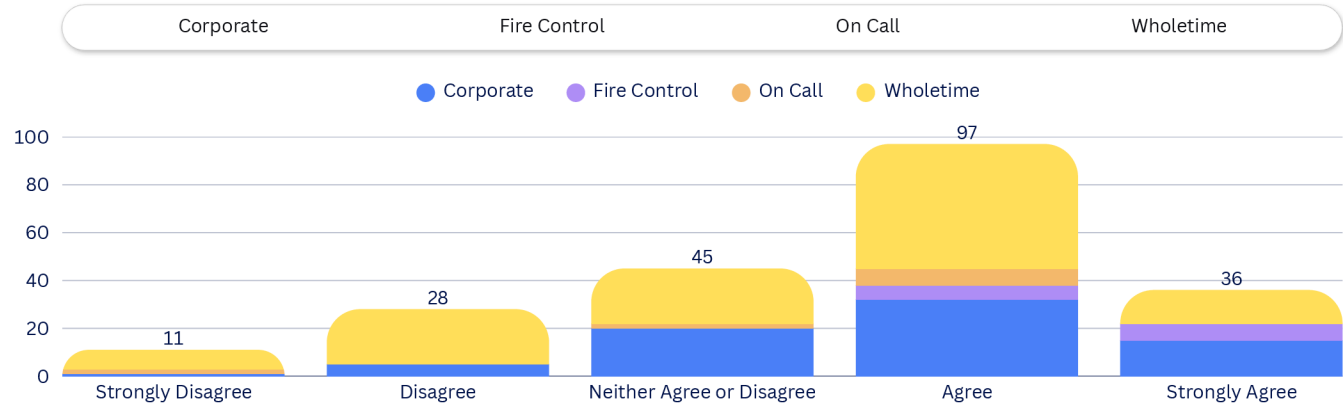
Q8: The service supports me in maintaining a healthy work-life balance.



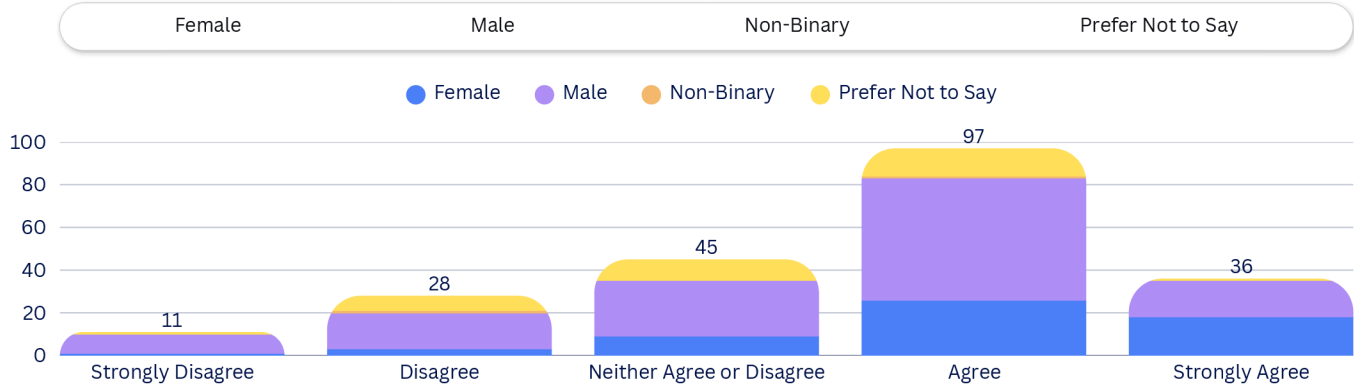
Culture Survey 2026 - Detailed Analysis Report



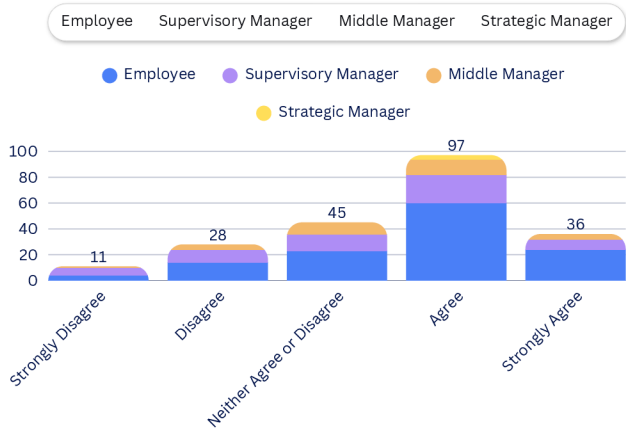
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

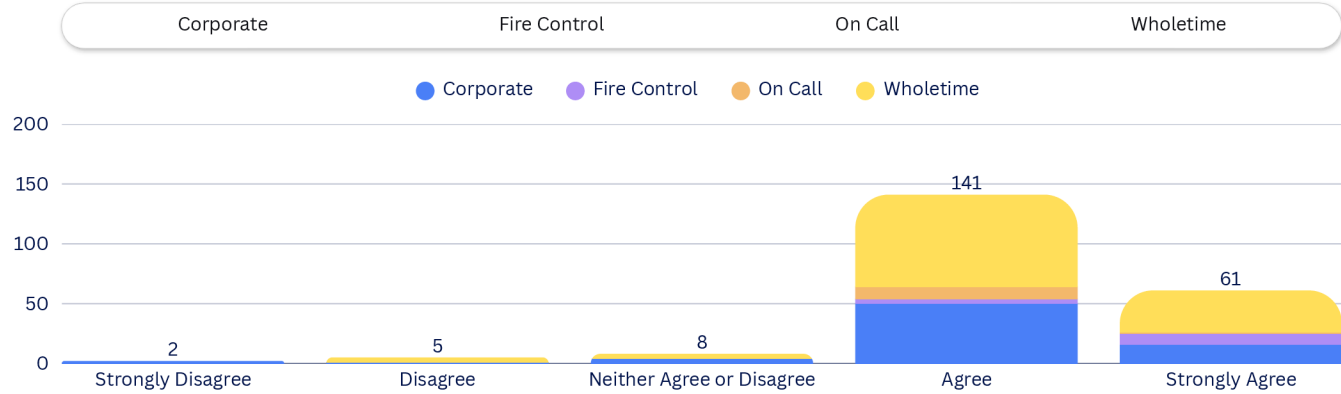
- Variation in perceived support between staff groups**
Positive responses are evident across all staff groups, particularly among Whole-time and On-Call staff; however, the presence of notable neutral and disagree responses suggests that operational demands may be affecting how consistently work-life balance support is felt across groups.
- More positive perceptions at management levels**
Role analysis shows higher agreement among supervisory and managerial roles, while employees account for a greater share of neutral and negative responses, suggesting that practical work-life balance challenges may be felt more strongly at this level.

Q9: I am aware of the wellbeing and mental health resources available to me through the service.

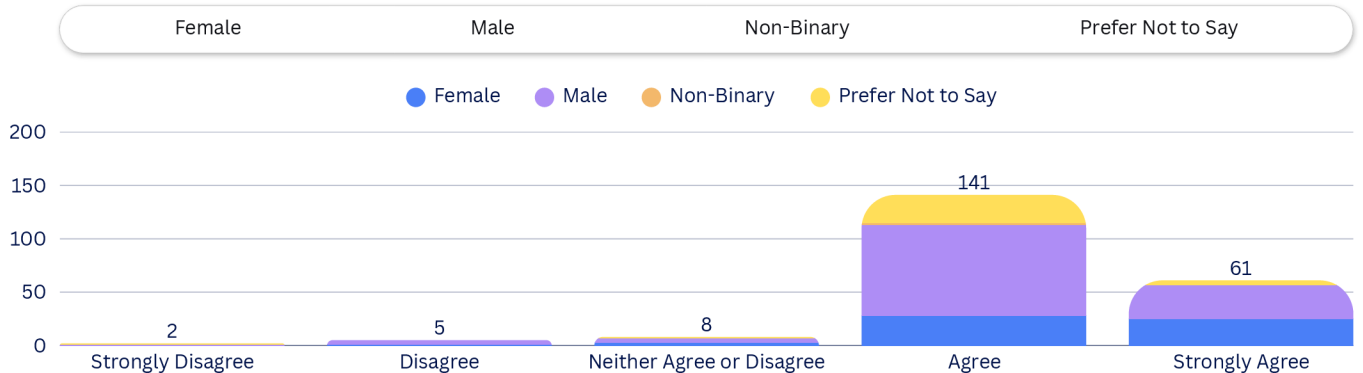
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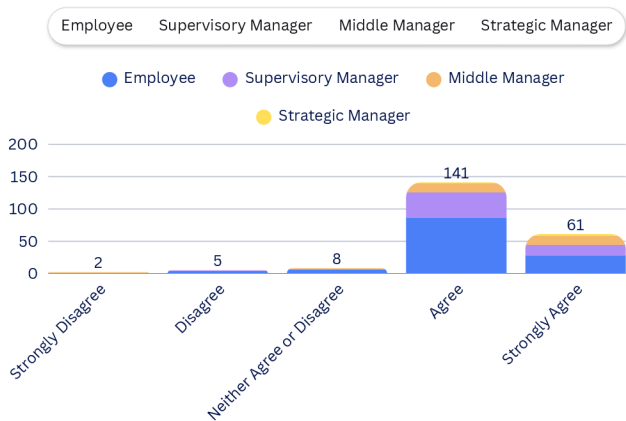
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **High awareness across all staff groups, with minor variation**

Staff group analysis shows very strong awareness among all groups, with the majority selecting Agree or Strongly Agree. Whole-time and Corporate staff show the highest levels of agreement, while a small number of neutral responses among On-Call staff suggest that continued reinforcement may help ensure consistent awareness across all working patterns.

- **Awareness increases with role seniority**

Role analysis shows particularly strong agreement among supervisory and managerial roles, while employees account for most neutral responses (Neither Agree nor Disagree = 8).

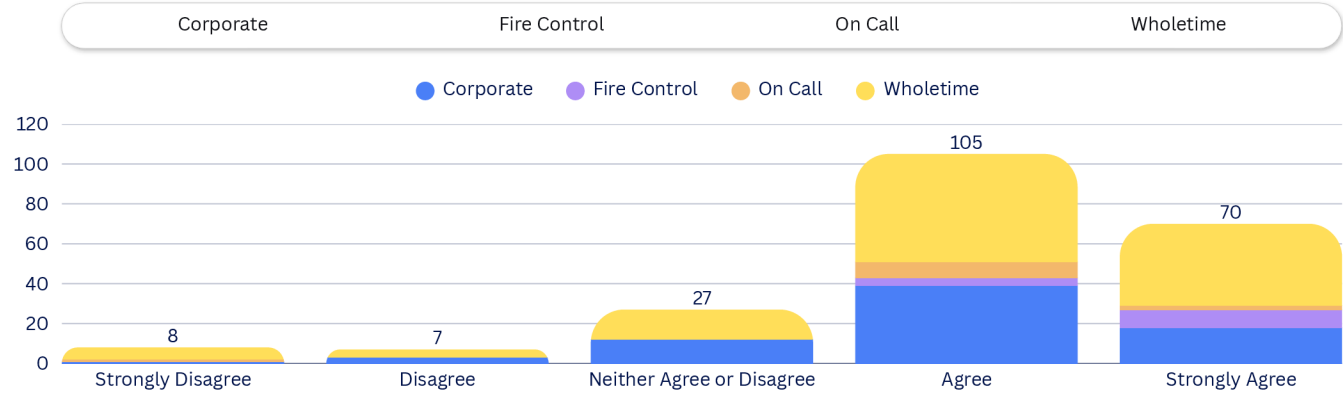
Q10: I feel respected by my colleagues.



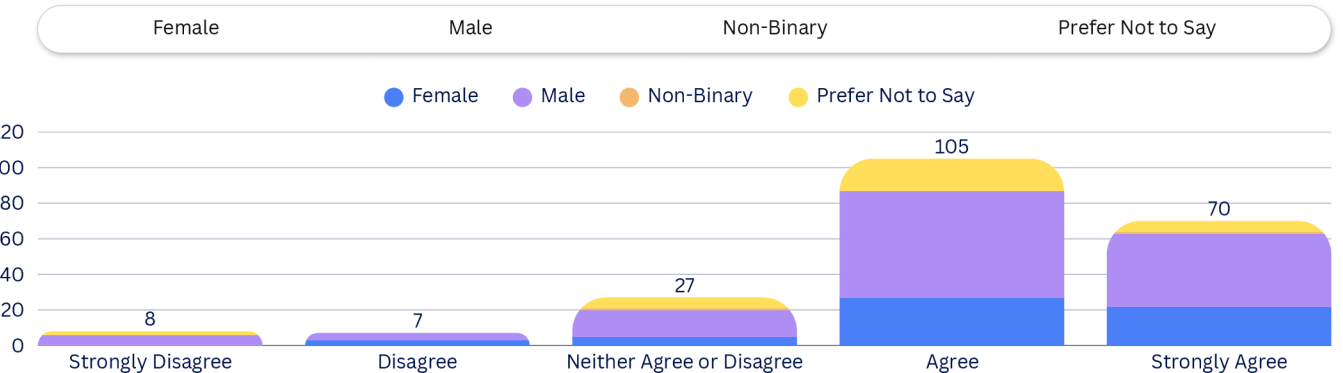
Culture Survey 2026 - Detailed Analysis Report



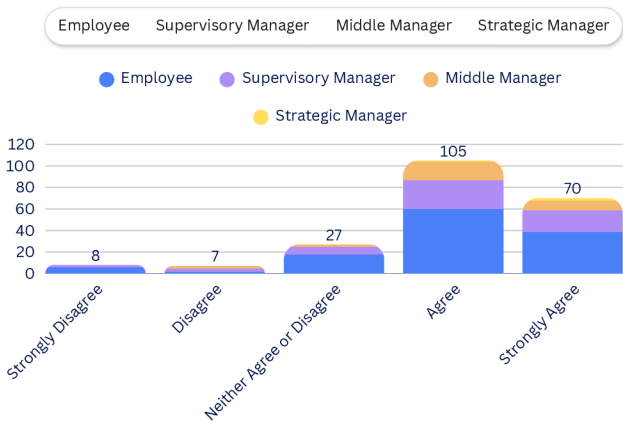
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Respect is felt strongly across all staff groups**

Staff group analysis shows very high levels of agreement overall (Agree = 105; Strongly Agree = 70), particularly among Whole-time and Corporate staff. Very low disagreement suggests that feeling respected by colleagues is a consistent experience across groups.

- Employees show slightly more mixed responses**

While agreement is high across all roles, employees account for a greater share of neutral responses (Neither Agree nor Disagree = 27) compared with managerial roles, indicating that experiences of respect may be more variable at employee level.

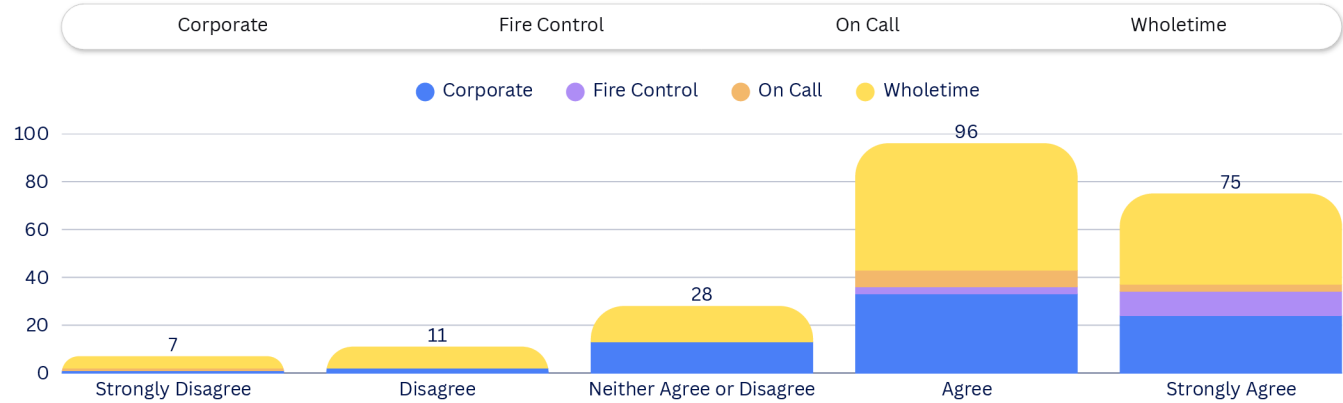
Q11: My colleagues care about me and my wellbeing.



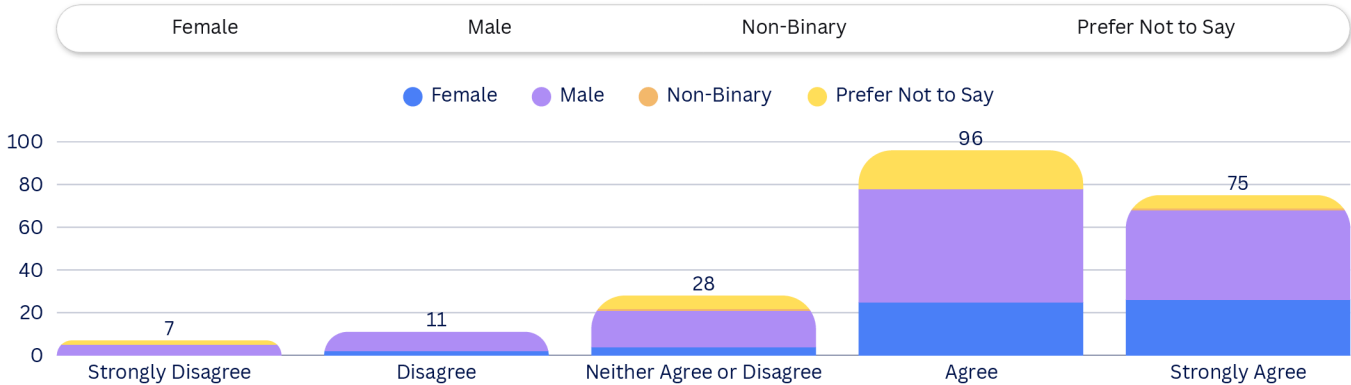
Culture Survey 2026 - Detailed Analysis Report



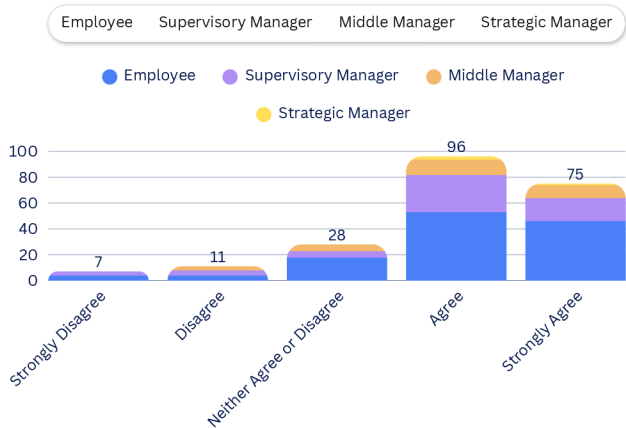
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Strong sense of care across groups, with some variation in depth of experience**

Across staff groups and genders, most respondents selected Agree (96) or Strongly Agree (75), showing a broadly shared perception that colleagues care about wellbeing.

- **Employees report more mixed experiences than managers**

Role analysis indicates that managerial roles show higher levels of strong agreement, while employees make up a larger share of neutral and some negative responses, suggesting that peer support and wellbeing awareness may feel less consistent at this level.

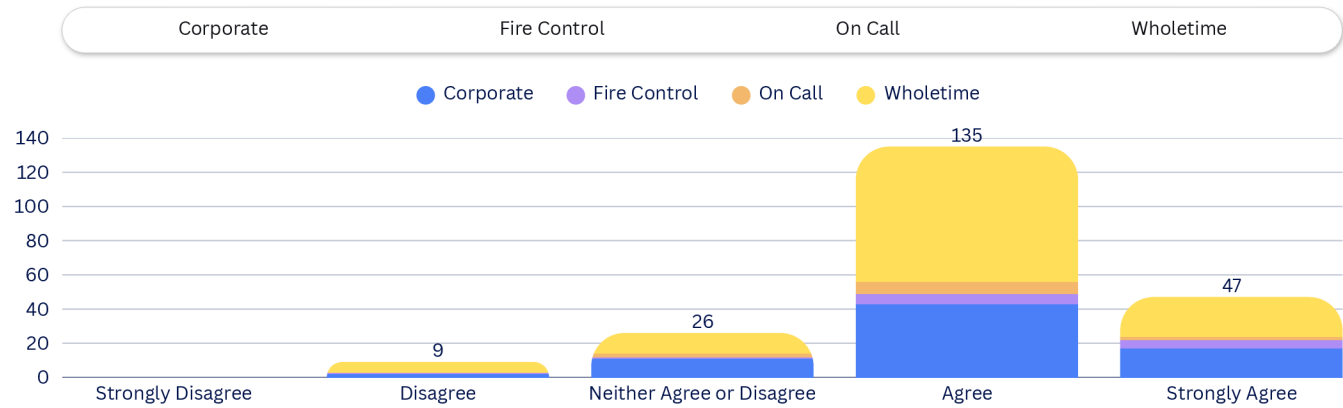
Q12: I feel informed about services, news, updates, and strategy.



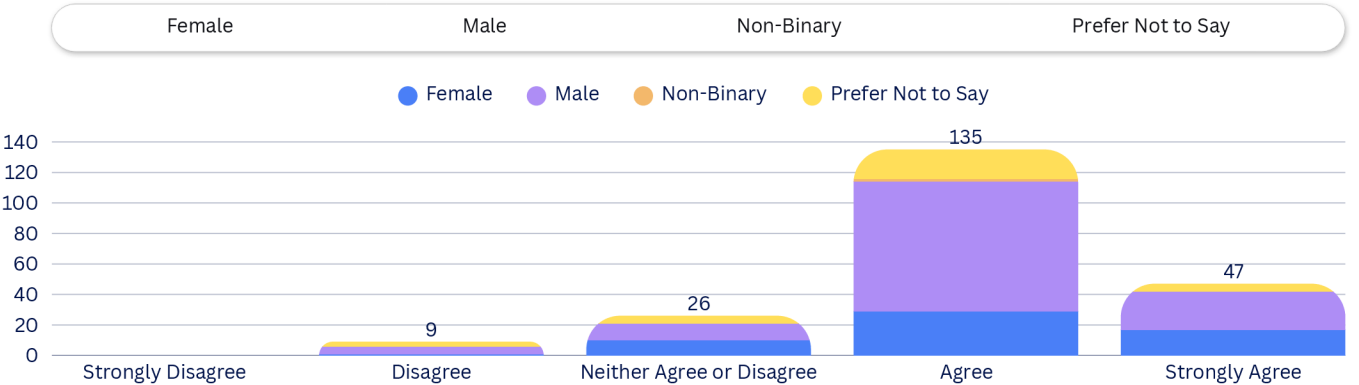
Culture Survey 2026 - Detailed Analysis Report



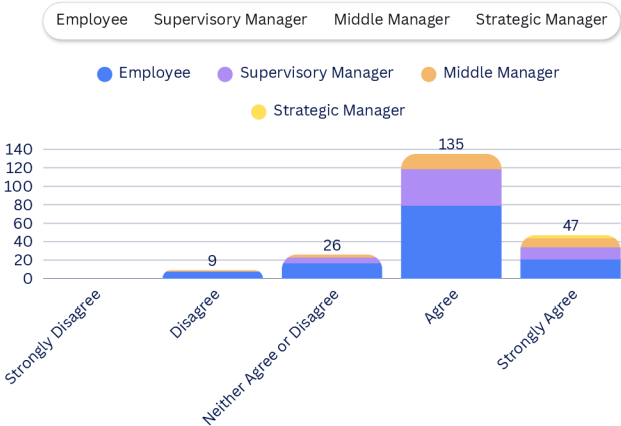
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Awareness is broadly consistent across genders, but strength of feeling varies**

Gender analysis shows most respondents selecting Agree (135), indicating that information is generally reaching all genders. However, fewer Strongly Agree responses (47) and a noticeable neutral group (Neither Agree nor Disagree = 26) suggest that clarity, relevance, or accessibility of updates may differ by gender.

- Information is reaching most staff, but confidence in being fully informed is moderate**

While overall agreement is high, the balance between Agree and Strongly Agree, alongside some neutrality, suggests that communications are effective at a high level but may lack consistency, depth, or resonance.

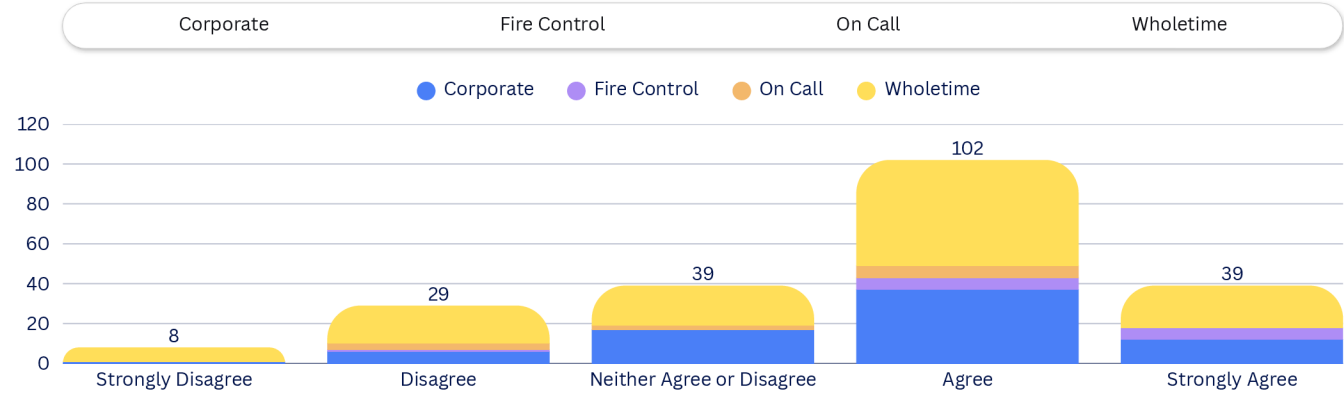
Q13: The communication from leadership is transparent.



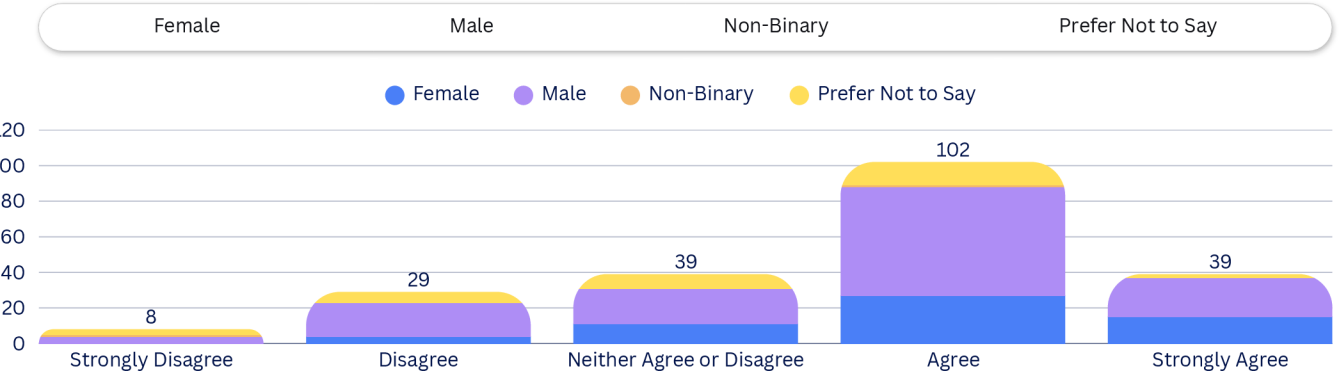
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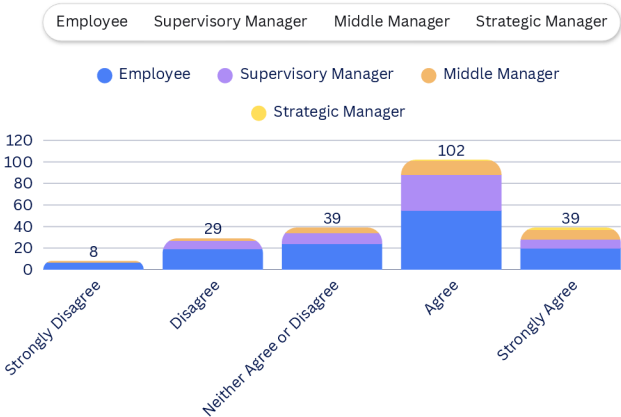
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Transparency is felt most strongly among Whole-time and Corporate staff, with more uncertainty in operational groups**

Staff group analysis shows higher levels of Agree among Whole-time and Corporate staff, indicating stronger confidence in leadership communication. However, increased neutral and disagree responses among On-Call and Fire Control staff suggest that transparency may feel less consistent or accessible across different working patterns and operational environments.

- **Perceptions of transparency are similar across genders**

Gender breakdown shows most respondents selecting Agree (102), indicating general acceptance that leadership communication is transparent.

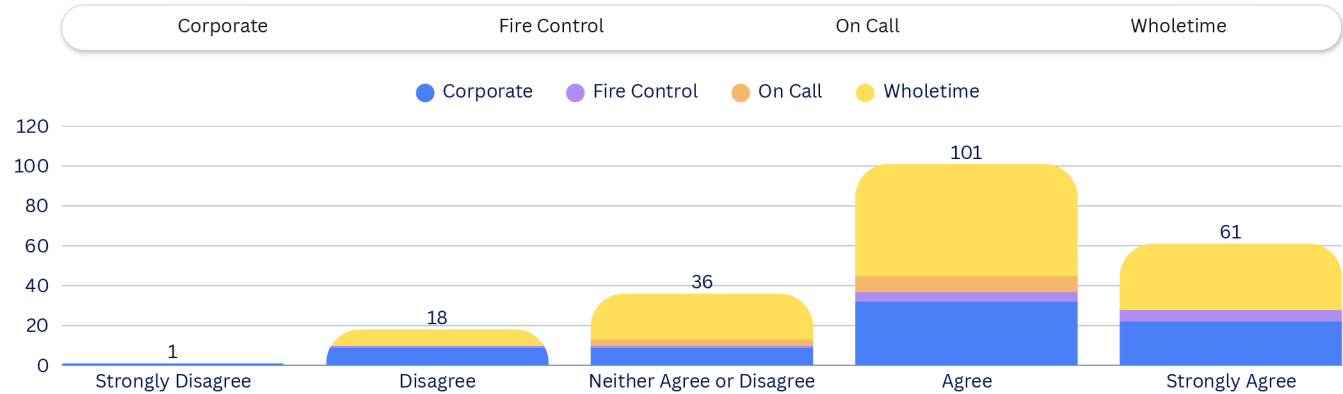
Q14: The communication within my team/department is effective.



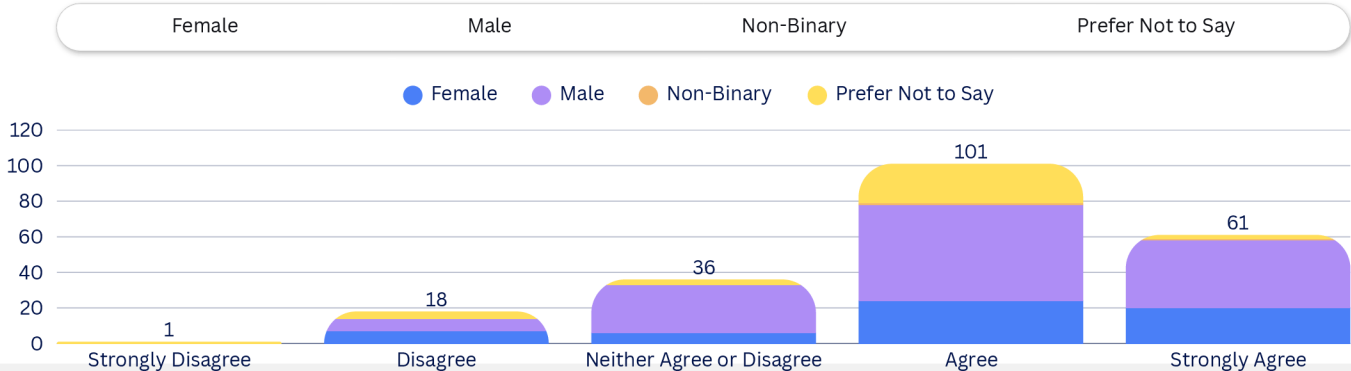
Culture Survey 2026 - Detailed Analysis Report



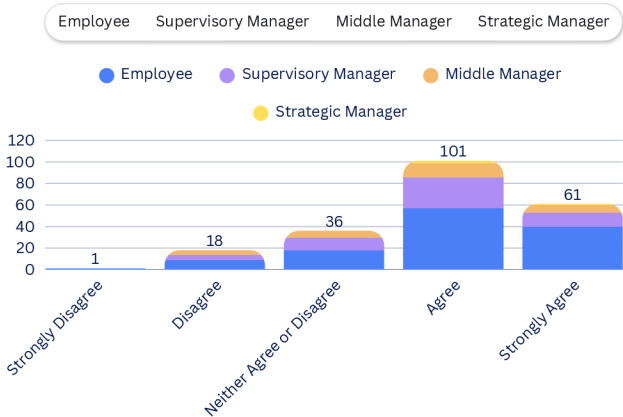
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Effective communication is widely reported**
Across staff groups and genders, most respondents selected Agree (101) or Strongly Agree (61), indicating generally effective team-level communication.
- Managers report stronger communication than employees**
Role breakdown shows higher levels of agreement among supervisory and managerial roles, while employees account for a greater share of neutral and some negative responses, indicating that communication may feel clearer or more accessible at management levels than at the frontline.

Q15: Which communication channels do you find most effective for receiving information?



Qualitative Themes

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Theme 1: Email and Comms Forum

Across the responses, a clear pattern emerges around a small number of preferred communication channels. Email and the Comms Forum dominate, appearing in the vast majority of replies and forming the core of how staff prefer to receive information. These two channels are frequently mentioned together, suggesting that people value both direct, accessible updates (email) and more structured or discussion-based communication (Comms Forum).



Theme 2: Line Manager cascade and FireWire

A second theme is the continued importance of line manager cascade and the FireWire Newsletter. Many respondents highlight these as key supporting channels, indicating that face-to-face or team-led communication remains highly valued, alongside more formal, organisation-wide updates. This points to a preference for reinforcement—people don't rely on a single source but benefit from messages being shared through multiple routes.

There is also a noticeable but smaller reliance on digital collaboration tools, such as Microsoft Teams and SharePoint/Intranet. While these are used, they are clearly secondary to more established channels, suggesting they are seen as useful for accessibility or follow-up rather than primary communication methods.

Q16: Is there anything we could do to communicate more effectively with you?



Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Clarity, Consistency and Transparency

A dominant theme is the need for clearer, more consistent and more transparent communication across the organisation. Respondents highlighted issues with mixed messages between senior leaders and middle managers, as well as information becoming diluted or distorted as it cascades through teams. There is a strong desire for honest, upfront communication, particularly around decisions, changes, and the rationale behind them. Timeliness also sits within this theme, with several comments noting that information is sometimes shared too late or after it is already known informally. Overall, staff want communication they can trust—accurate, aligned, and delivered at the right time.



Theme 2: Effective delivery through the right channels and people

The second key theme focuses on how communication is delivered. Many respondents feel there are too many channels or that they are not used effectively, leading to overload, missed information, or misuse of tools (e.g. urgent alerts used for non-urgent messages). There is a clear call for simplifying and structuring communication channels, alongside better use and training for platforms like Teams or SharePoint. At the same time, staff emphasise the importance of local, people-led communication, including stronger line manager cascades, more face-to-face interaction, and increased visibility of senior leaders. This reflects a preference for communication that is accessible, relevant, and reinforced through human interaction.



Summary

Overall, feedback suggests that improving communication is less about increasing volume and more about improving quality and delivery. Staff are looking for communication that is clear, consistent and transparent, delivered through well-defined channels and supported by visible, engaged leadership.

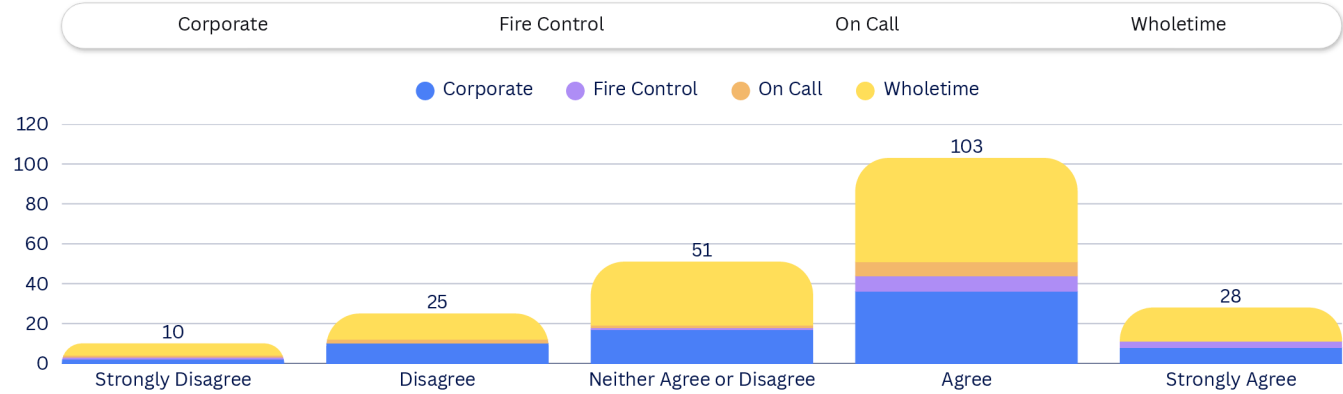
Q17: I feel supported in my professional growth and development.



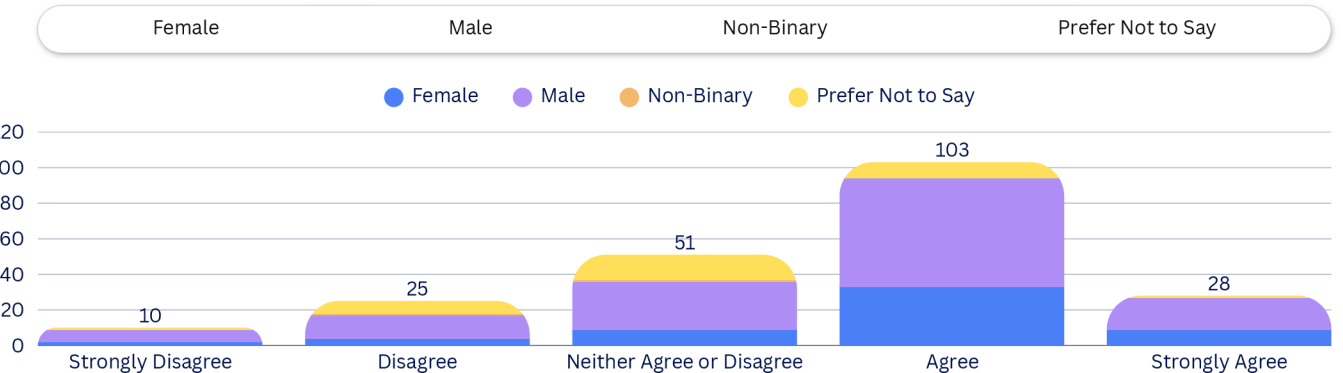
Culture Survey 2026 - Detailed Analysis Report



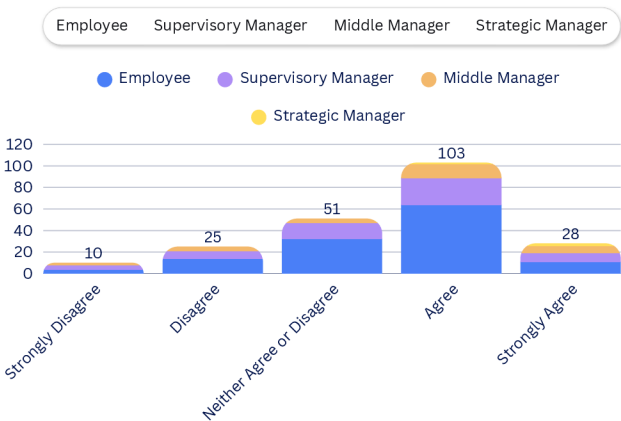
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Moderate overall positivity about professional development support**

Most respondents selected Agree (103), indicating that many feel supported in their professional growth. However, Strongly Agree responses are comparatively lower (28), suggesting support is present but not strongly felt by all.

- Mixed experiences across staff groups and genders**

While positive responses are evident across staff groups and genders, a sizeable neutral response (Neither Agree nor Disagree = 51) and notable disagreement (Disagree = 25; Strongly Disagree = 10) indicate that opportunities for development may not be equally visible or accessible for everyone.

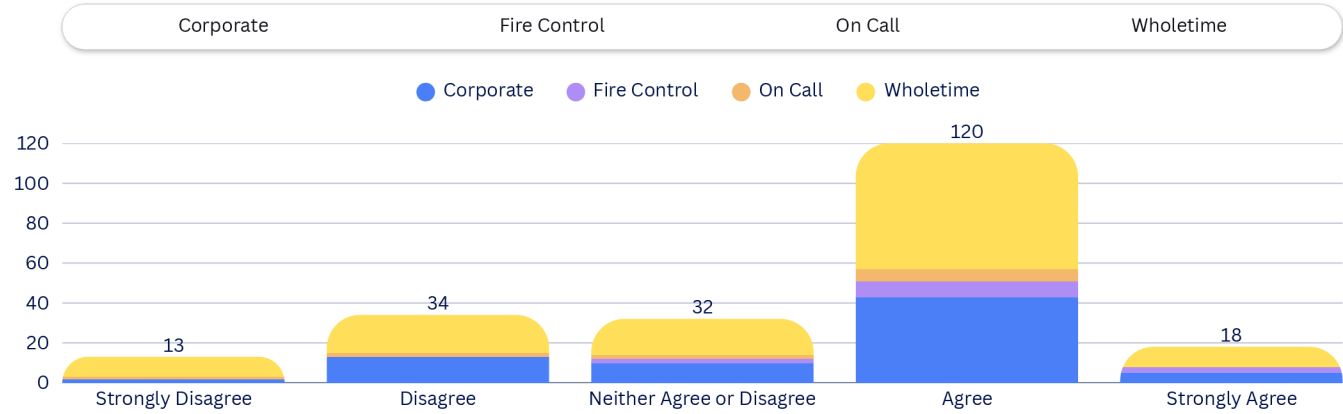
Q18: The service utilises my skills effectively.



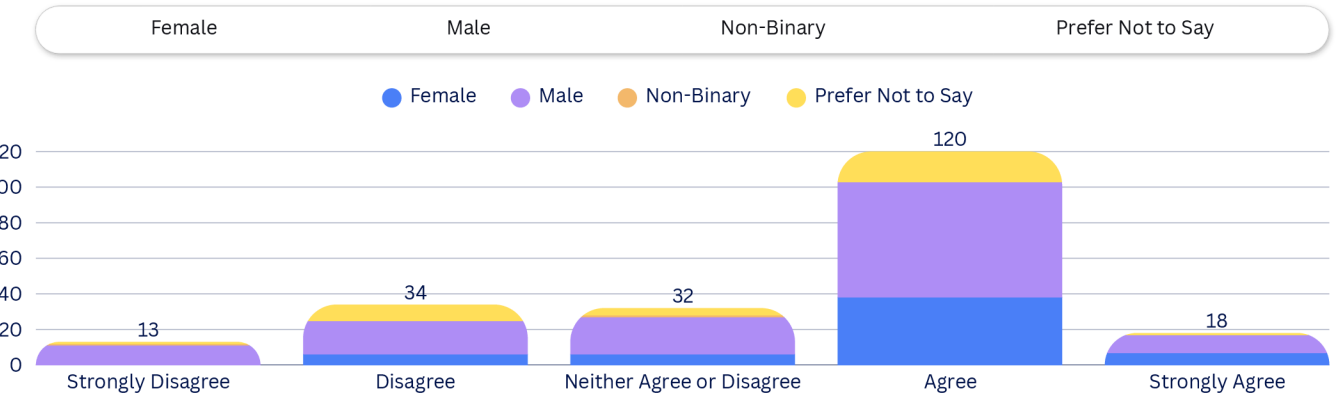
Culture Survey 2026 - Detailed Analysis Report



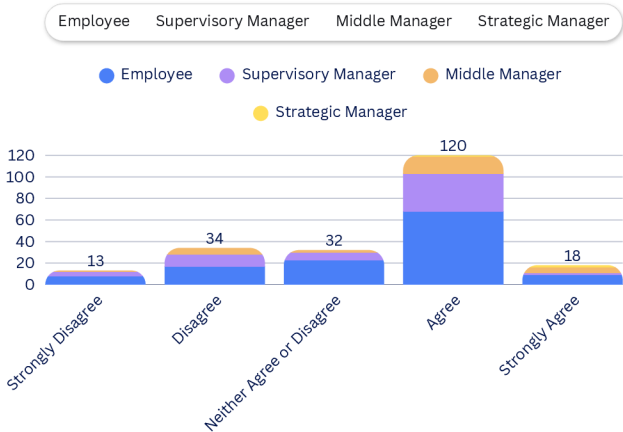
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

• Generally positive, but not strongly felt by all staff

Most respondents selected Agree (120), indicating that many feel their skills are being used effectively. However, Strongly Agree responses are relatively low (18), suggesting limited strength of conviction around this perception.

• Employees report greater uncertainty than managers

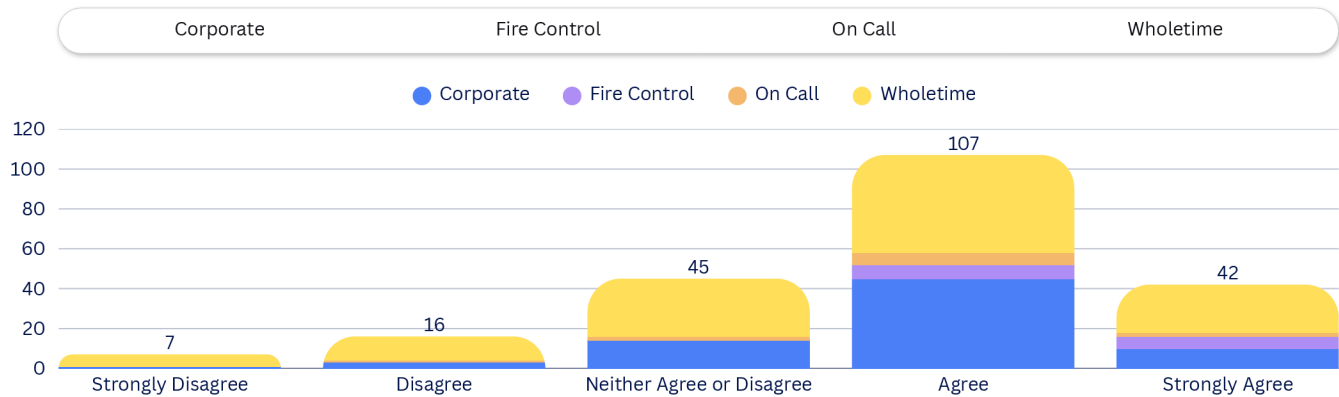
Role analysis shows stronger agreement among supervisory and managerial roles, with employees accounting for a higher share of neutral and negative responses, suggesting employees may feel fewer opportunities to fully use their skills.

Q19: I receive enough constructive feedback from my managers to help me improve.

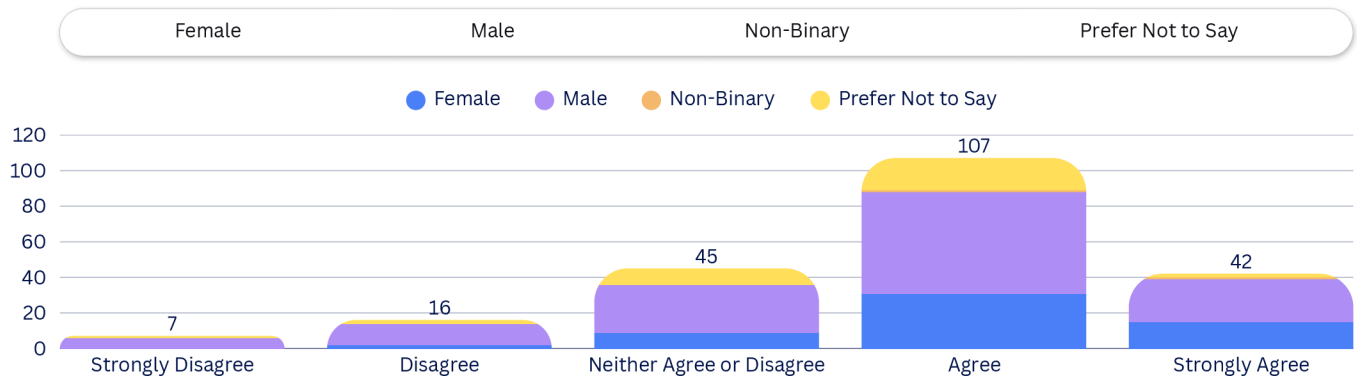
Culture Survey 2026 - Detailed Analysis Report



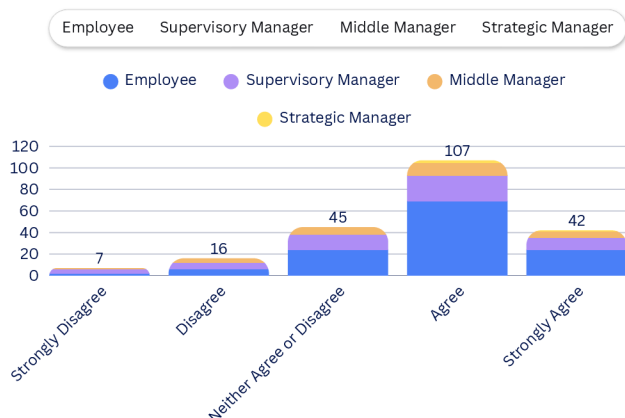
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

• Generally positive experience

Most respondents selected Agree (107), indicating that constructive feedback is received by many staff. However, fewer Strongly Agree responses (42) suggest that while feedback is happening, it may not always feel impactful or developmental.

• Some mixed experiences across staff groups and genders

Although agreement dominates across staff groups and genders, a sizeable neutral response (Neither Agree nor Disagree = 45) and lower-level disagreement (Disagree = 16; Strongly Disagree = 7) indicate that feedback quality, frequency, or usefulness may vary across teams and individuals.

Q20: What new skills or topics would you like the services to offer training programs on?



Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Digital, technical and role-specific skills

A clear theme is the demand for stronger digital and technical capability across the workforce. Many responses highlight the need for training in tools such as Microsoft 365, Teams, SharePoint, Excel and Power BI, as well as broader digital literacy and emerging areas like AI. Alongside this, there is a consistent call for more role-specific and practical training, particularly for operational skills (e.g. fire behaviour, specialist rescue, EV systems) and for corporate roles where training is seen as inconsistent or lacking. Respondents also emphasise the need for structured onboarding and refresher training, ensuring people can effectively use systems and apply skills in their day-to-day roles.



Theme 2: People, leadership and real-world skills

The second key theme centres on people-focused and leadership development. Many respondents want more training in communication, leadership, line management and project management, alongside skills for handling difficult conversations, conflict, and people in crisis. Mental health, wellbeing, and community-focused skills (e.g. safeguarding, dementia awareness, sign language) are also frequently mentioned. There is a strong emphasis on practical, scenario-based learning and ensuring managers are properly trained to lead and support teams, rather than relying on informal or inconsistent approaches.



Summary

Overall, responses show a need to balance technical capability with human skills. Staff are looking for training that is practical, relevant and accessible, combining improved digital and job-specific knowledge with stronger leadership, communication and wellbeing-focused skills.

Q21: What specific initiatives could the service implement to improve opportunities for career growth and development?

Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Clear pathways, fairness and structured development

A strong and recurring theme is the need for clearer, fairer and more structured career pathways. Many respondents feel that progression routes—particularly for Green Book staff—are unclear, limited or inconsistent, with a lack of visibility around what roles are available and how to reach them. There are also concerns about promotion processes, including over-reliance on interviews, lack of recognition for experience (e.g. long-term acting roles), and inconsistent guidance. Respondents want more transparent criteria, structured development plans, and fair access to opportunities, supported by meaningful appraisals rather than “tick-box” exercises. Overall, there is a call for a system where progression is planned, supported and based on capability and experience.



Theme 2: Exposure, development opportunities and skills building

The second key theme focuses on increasing practical opportunities to develop and gain experience. Many responses highlight the value of job shadowing, secondments, cross-department working, and “taster” sessions to help staff understand different roles and build skills for future progression. There is also demand for mentoring, coaching, leadership programmes, and access to external qualifications, alongside more consistent training support. Respondents emphasise the importance of broadening experience and developing talent proactively, rather than expecting individuals to navigate progression alone. This reflects a desire for a more hands-on, supported approach to career development.



Summary

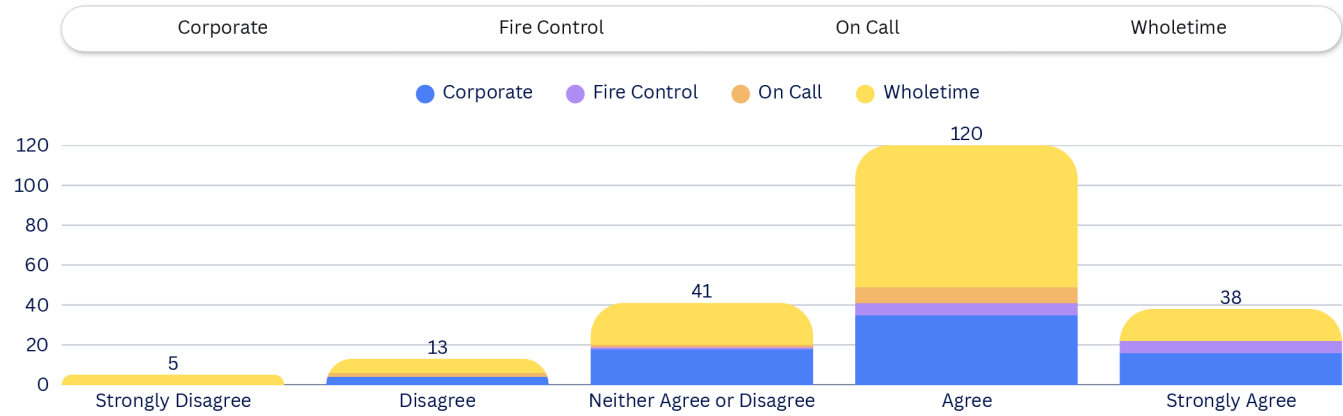
Overall, feedback highlights the need to move towards a more structured and supportive development culture, where career pathways are clear and fair, and staff are given real opportunities to build skills and gain experience to progress confidently within the organisation.

Q22: I believe that the service values and promotes diversity and inclusion in its practices and leadership.

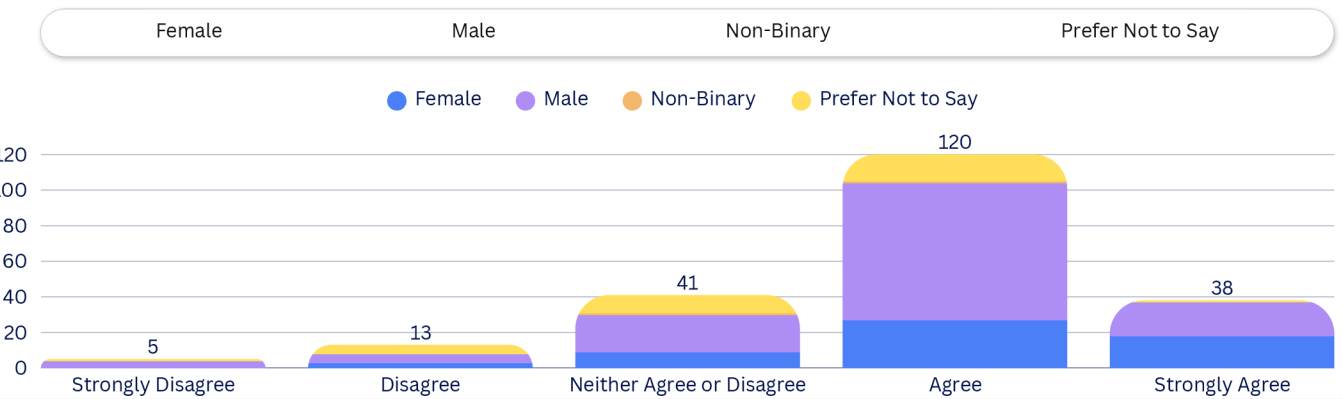
Culture Survey 2026 - Detailed Analysis Report



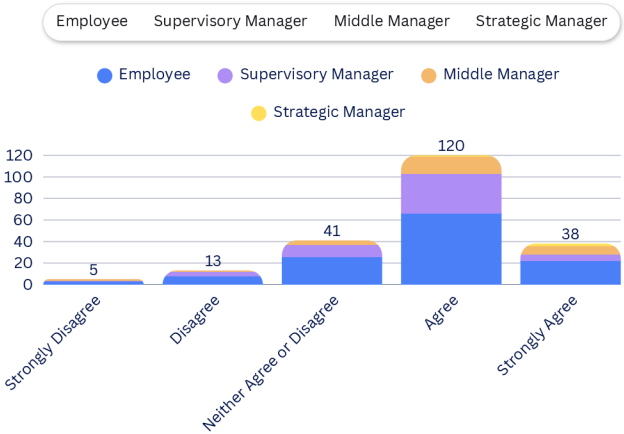
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Strong overall positivity around diversity and inclusion**

Most respondents selected Agree (120) or Strongly Agree (38), indicating that the service is widely viewed as valuing and promoting diversity and inclusion in both practice and leadership.

- **Some mixed experiences across staff groups and genders**

While positive sentiment is evident across staff groups and genders, a notable neutral response (Neither Agree nor Disagree = 41) suggests that not all staff clearly see or experience diversity and inclusion being actively promoted.

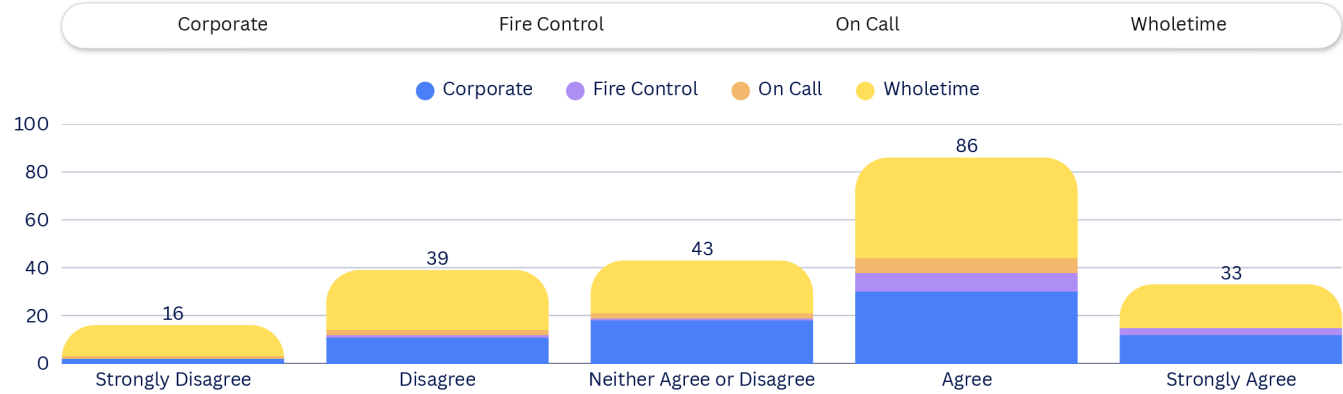
Q23: I trust the service to treat all employees with fairness.



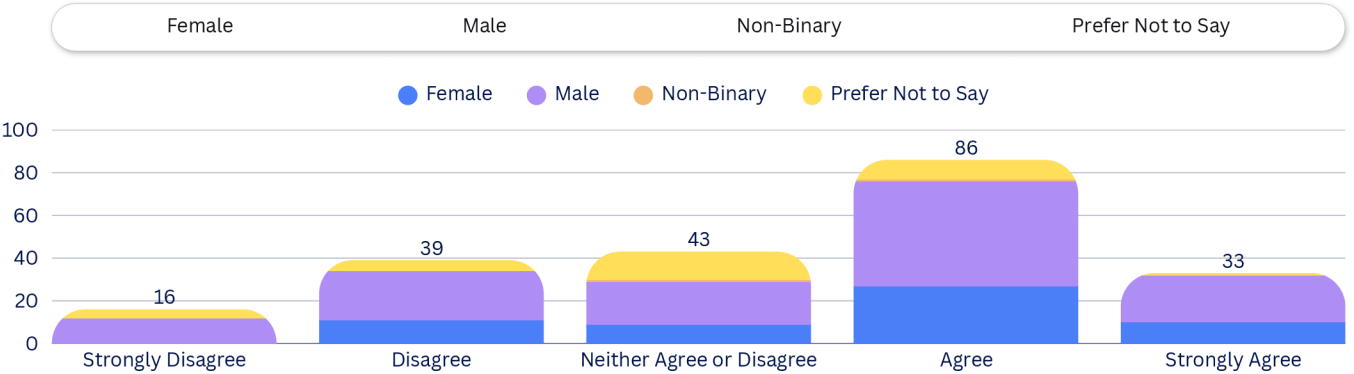
Culture Survey 2026 - Detailed Analysis Report



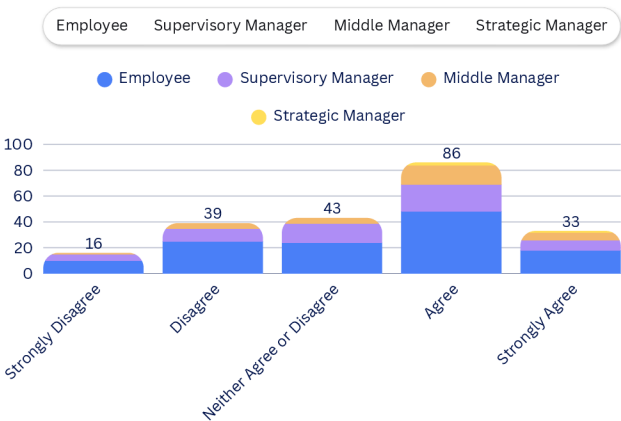
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Mixed overall confidence in fairness across the service**

While the largest group of respondents selected Agree (86), Strongly Agree responses are lower (33), indicating that trust in fairness exists for many but is not strongly held across the workforce.

- **Notable uncertainty and challenge across staff groups and genders**

A substantial number of respondents selected Neither Agree nor Disagree (43) or Disagree (39), with this pattern seen across staff groups and genders. This suggests that perceptions of fairness are less consistent and, for some, remain unresolved or unclear.

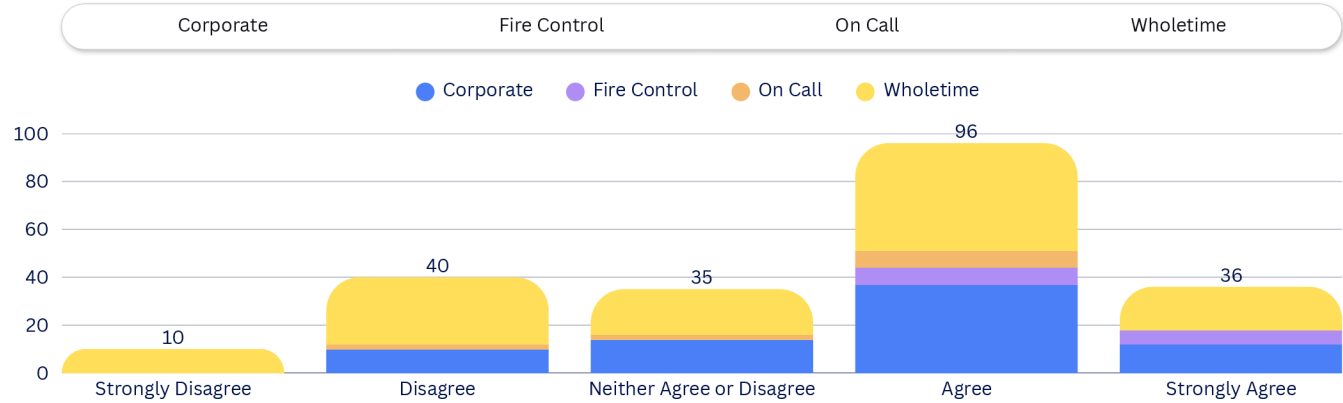
Q24: I feel safe to express my ideas and opinions freely within the service.



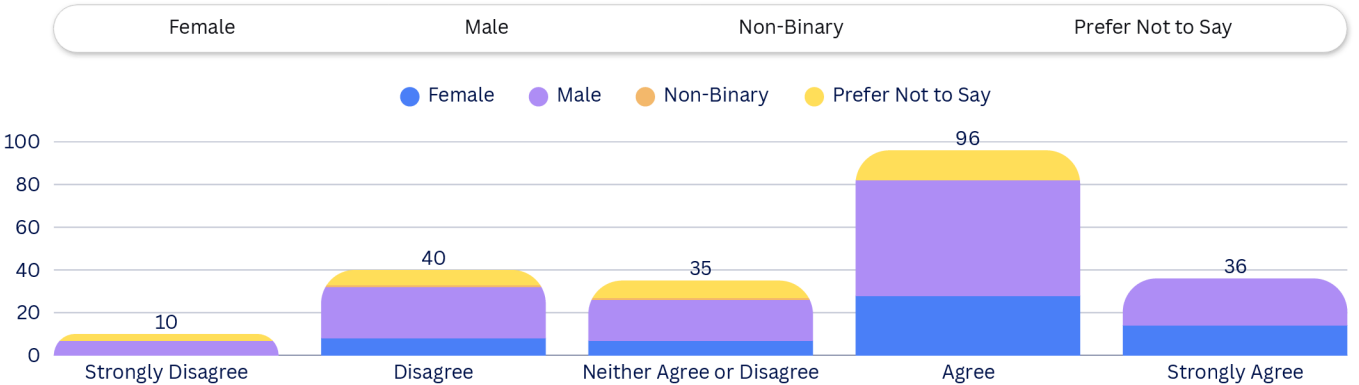
Culture Survey 2026 - Detailed Analysis Report



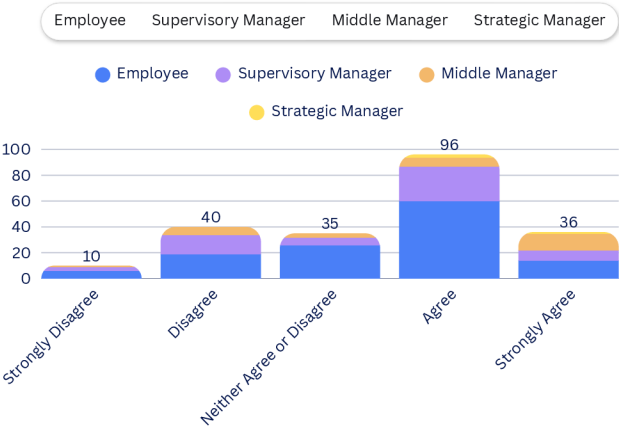
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

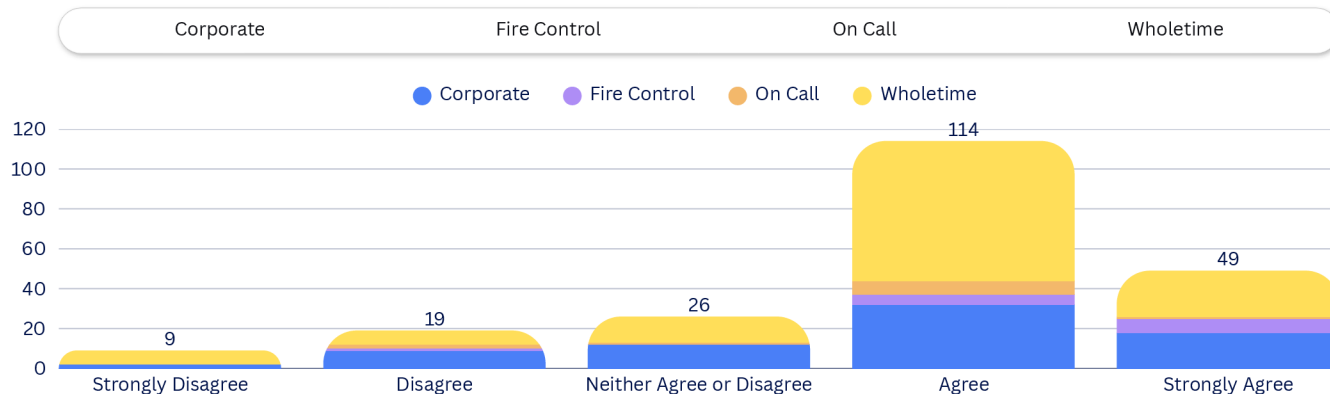
- **Generally positive response**
Most respondents selected Agree (96) or Strongly Agree (36), indicating that many staff feel able to express ideas and opinions freely within the service.
- **Some mixed experiences across staff groups and genders**
While positive responses dominate across staff groups and genders, a notable level of neutrality (Neither Agree nor Disagree = 35) and disagreement (Disagree = 40; Strongly Disagree = 10) suggests that feeling safe to speak up is not universal and may vary by environment or team.

Q25: I believe the service would take appropriate action if an instance of bullying, harassment or discrimination was reported.

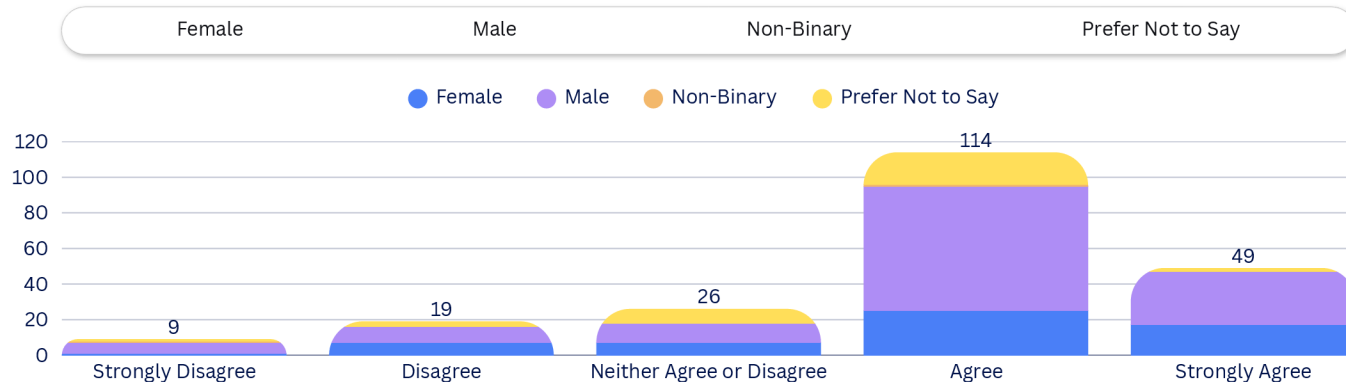
Culture Survey 2026 - Detailed Analysis Report



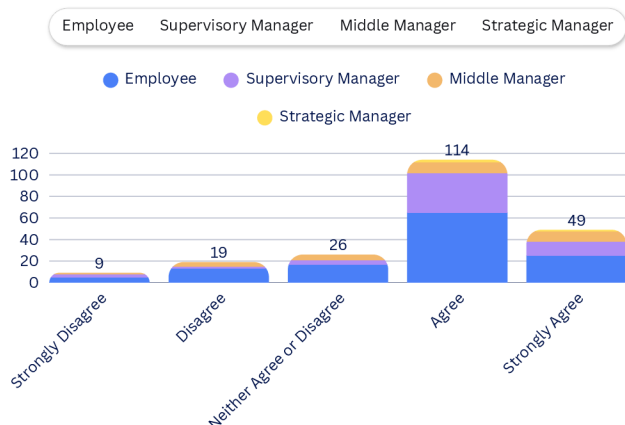
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Strong overall confidence that the service would act appropriately**

Most respondents selected Agree (114) or Strongly Agree (49), indicating a high level of trust.

- **High confidence with females, with some uncertainty remaining**

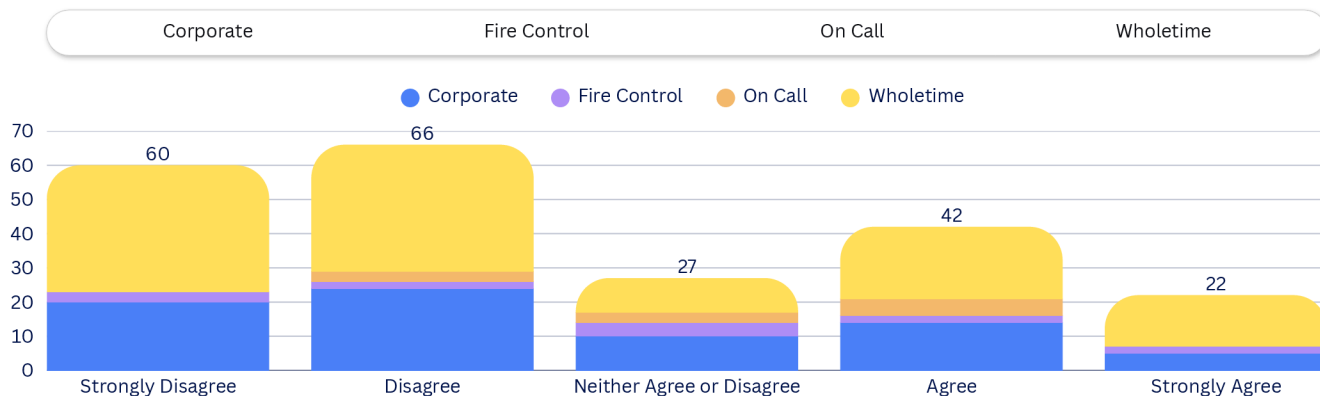
Female respondents predominantly selected Agree or Strongly Agree, indicating a strong belief that the service would take appropriate action if bullying, harassment, or discrimination were reported. However, the presence of neutral responses within this group suggests that while trust is generally high, not all female staff feel fully confident about how consistently or visibly issues would be handled.

Q26: I have personally experienced incidents of bullying, harassment or discrimination in the workplace.

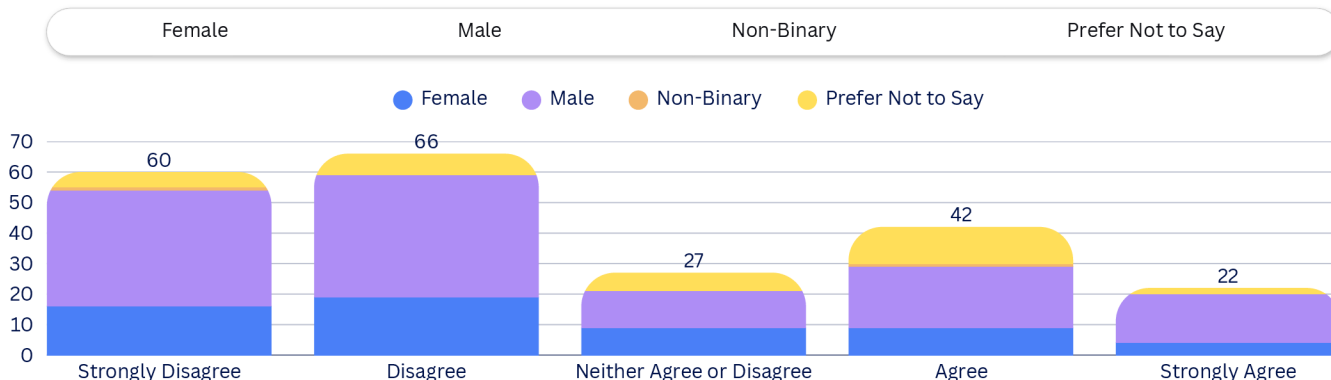
Culture Survey 2026 - Detailed Analysis Report



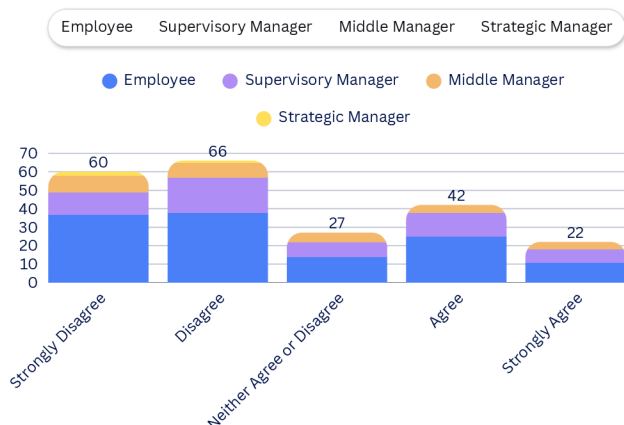
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Overall results suggest most staff have not personally experienced incidents

The largest proportions of responses fall within Strongly Disagree (60) and Disagree (66), indicating that most respondents report they have not experienced bullying, harassment, or discrimination

- Employees report higher levels of lived experience than managers

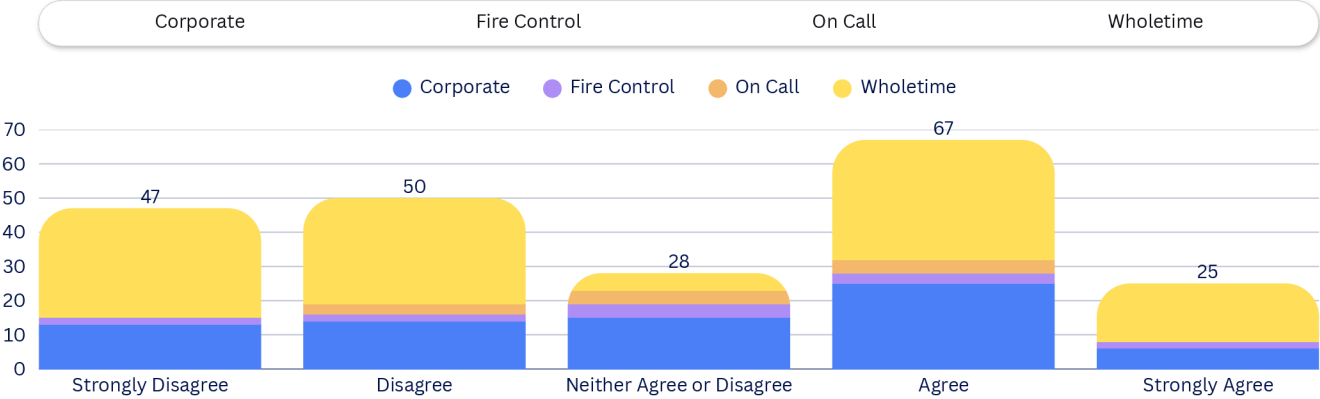
Role analysis shows that employees account for a greater share of Agree and Strongly Agree responses compared to supervisory and managerial roles. This suggests that employees may be more exposed to, or more impacted by, these experiences.

Q27: I have witnessed incidents of bullying, harassment or discrimination in the workplace.

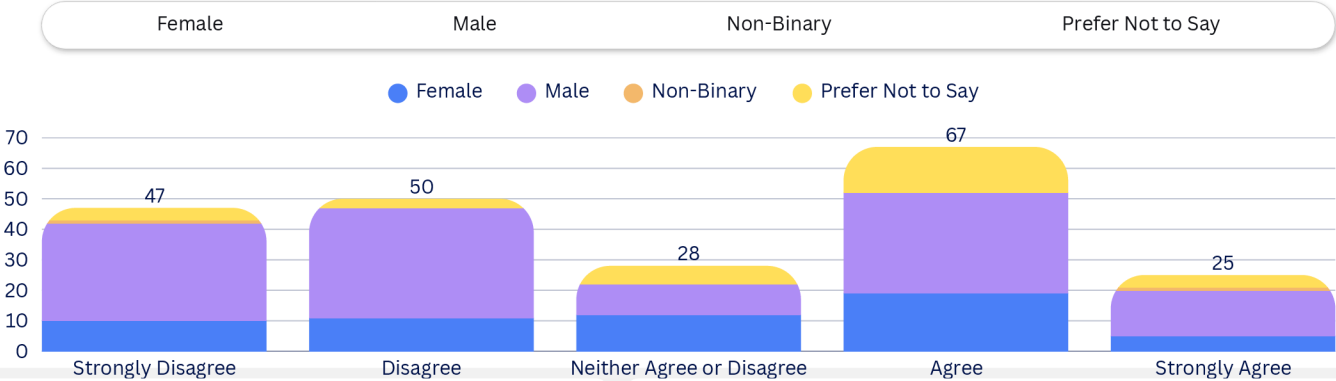
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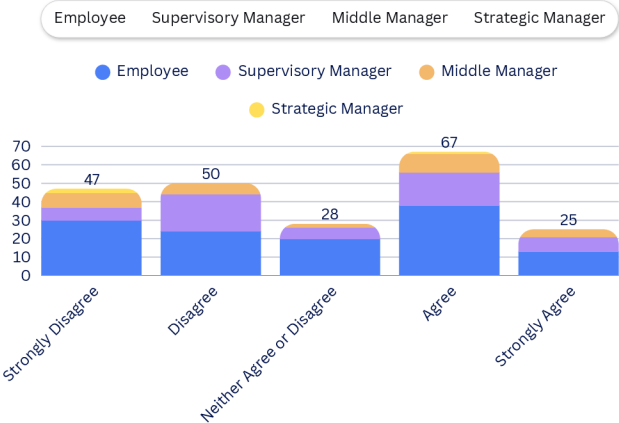
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- A significant proportion of staff report having witnessed incidents**

Responses are more mixed than for personal experience, with sizeable numbers selecting Agree (67) or Strongly Agree (25). While many respondents selected Disagree (50) or Strongly Disagree (47), the overall spread indicates that witnessing inappropriate behaviour is a recognised issue for a notable proportion of the workforce.

- On-Call staff report higher levels of witnessing incidents**

Staff group analysis shows that On-Call staff make up a notable share of the Agree and Strongly Agree responses. This may reflect working environments or shift patterns where staff interact across teams, increasing the likelihood of observing concerning behaviours.

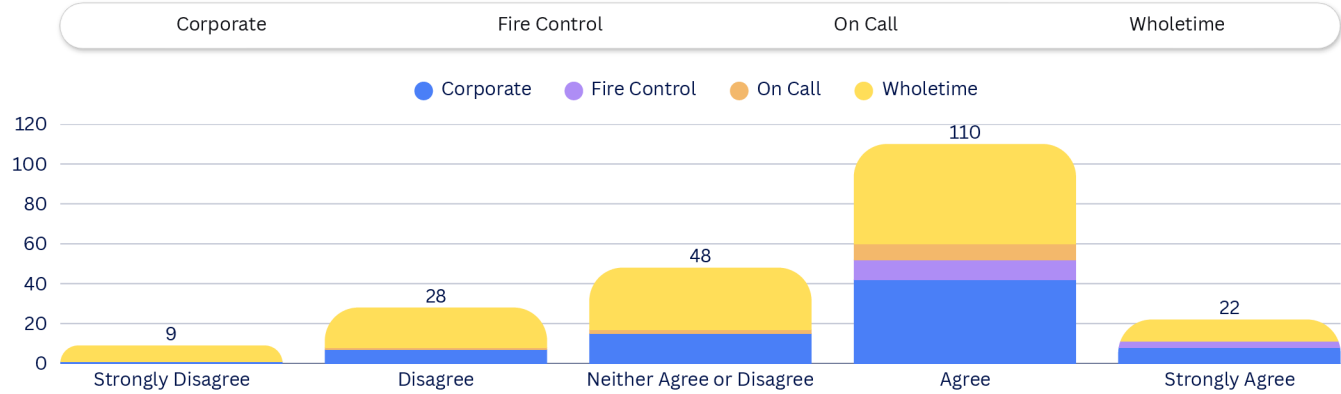
Q28: My contributions are recognised and valued by the service.



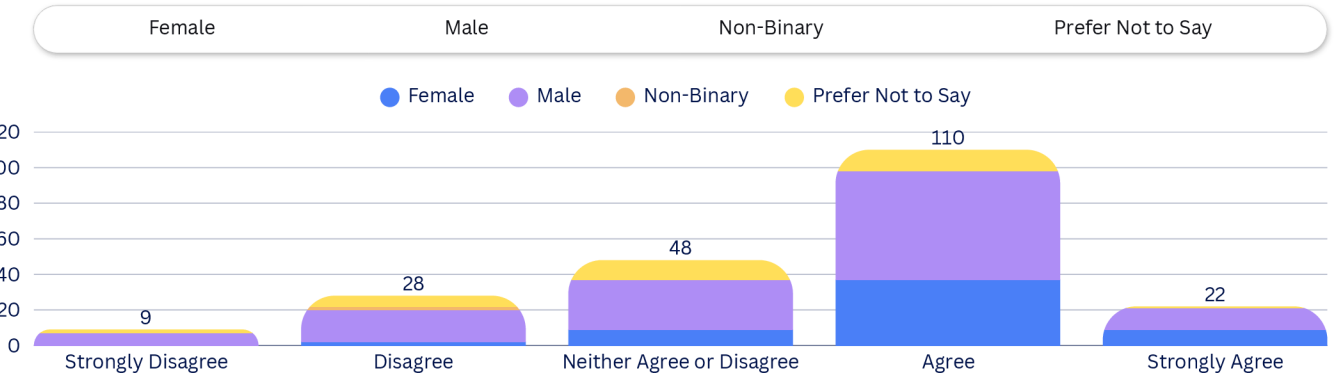
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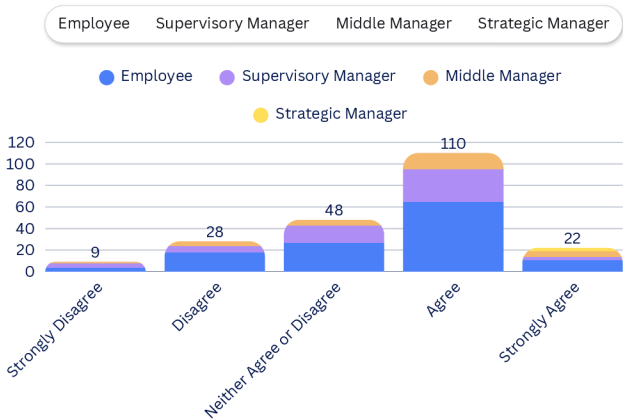
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Generally positive perception of recognition, but with mixed strength of feeling**
Most respondents selected Agree (110), indicating that many feel their contributions are recognised and valued.
- **Employees feel less recognised than managers**
Role analysis highlights stronger positive responses among supervisory and managerial roles, with employees making up more of the neutral responses, suggesting that frontline staff may feel their contributions are less visible or acknowledged at organisational level.

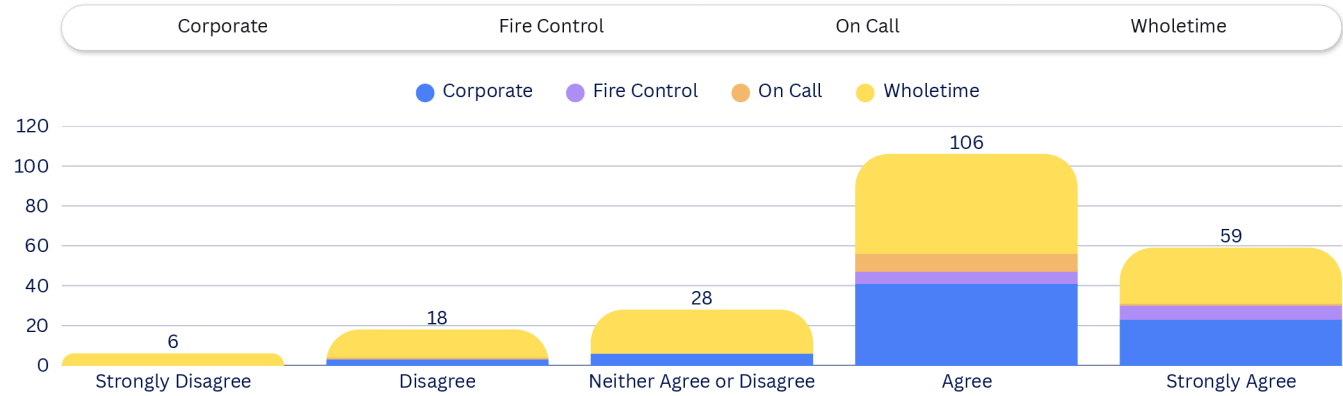
Q29: I feel appreciated by my managers.



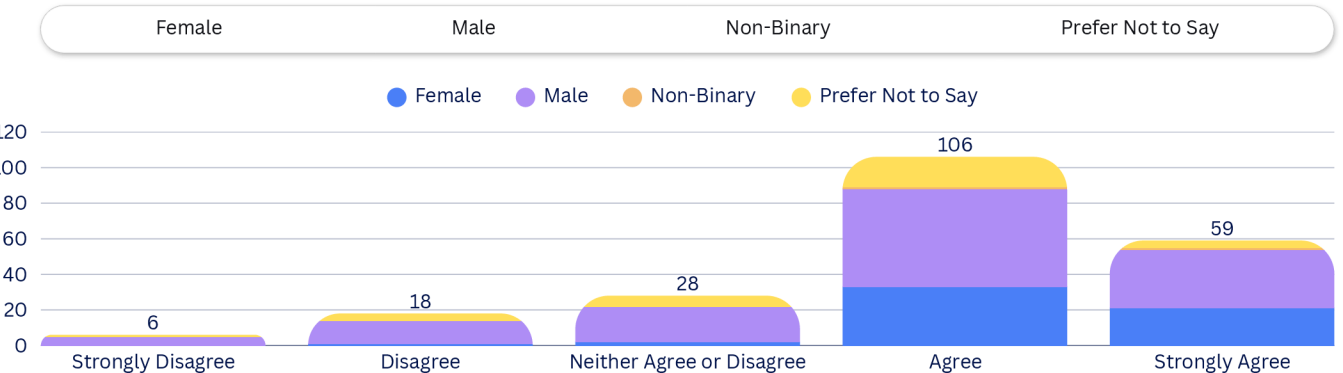
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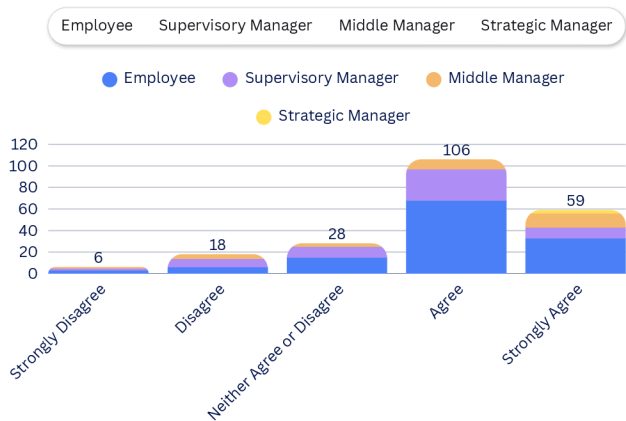
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Whole-time and Corporate staff report the strongest appreciation**

Staff group analysis shows higher concentrations of Agree and Strongly Agree responses among Whole-time and Corporate staff, suggesting more consistent or visible expressions of appreciation within these groups.

- **More mixed experiences among On-Call and Fire Control staff**

On-Call and Fire Control staff account for a greater share of neutral responses (Neither Agree nor Disagree = 28), indicating that appreciation may be felt less consistently or less visibly.

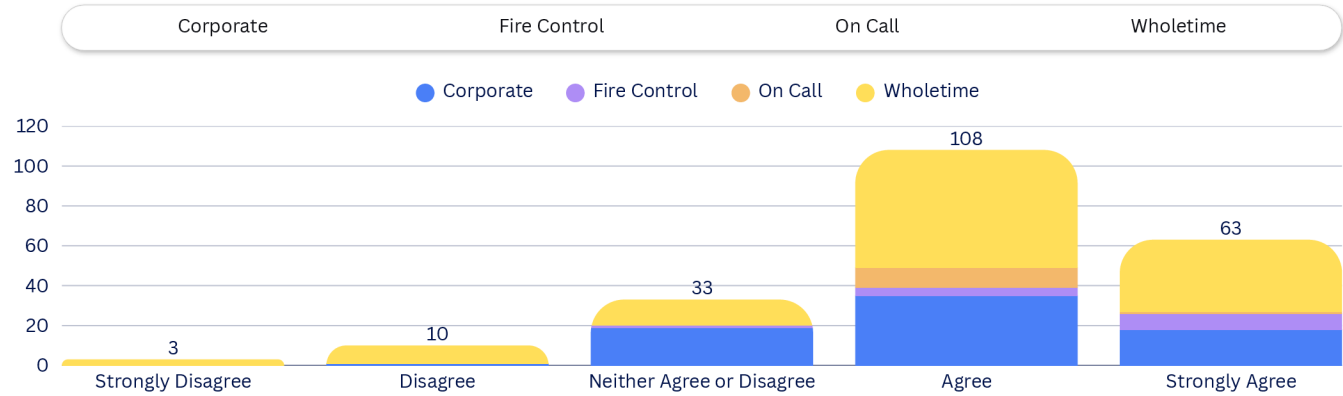
Q30: I feel appreciated by my peers.



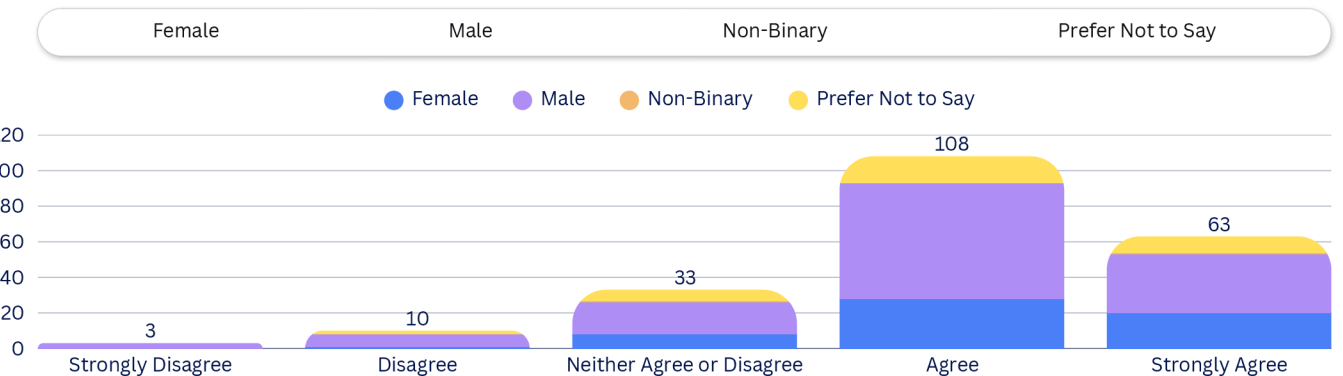
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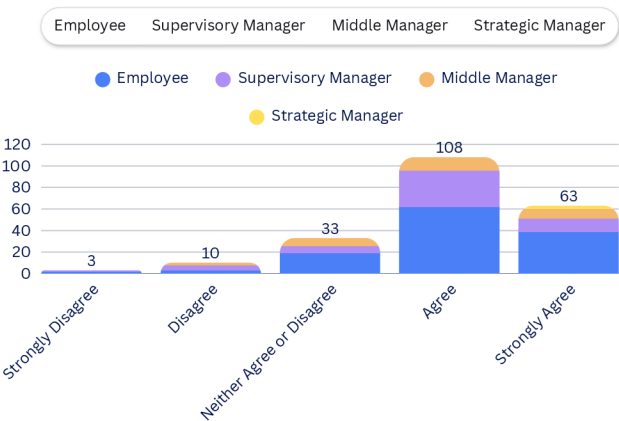
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- **Very strong sense of peer appreciation across the service**
The majority of respondents selected Agree (108) or Strongly Agree (63), indicating that feeling appreciated by colleagues is a clear cultural strength within the organisation.
- **Strong peer appreciation across all genders, with high consistency**
The gender breakdown shows consistently high levels of Agree (108) and Strongly Agree (63) across all gender groups, indicating that feeling appreciated by peers is a widely shared experience regardless of gender.

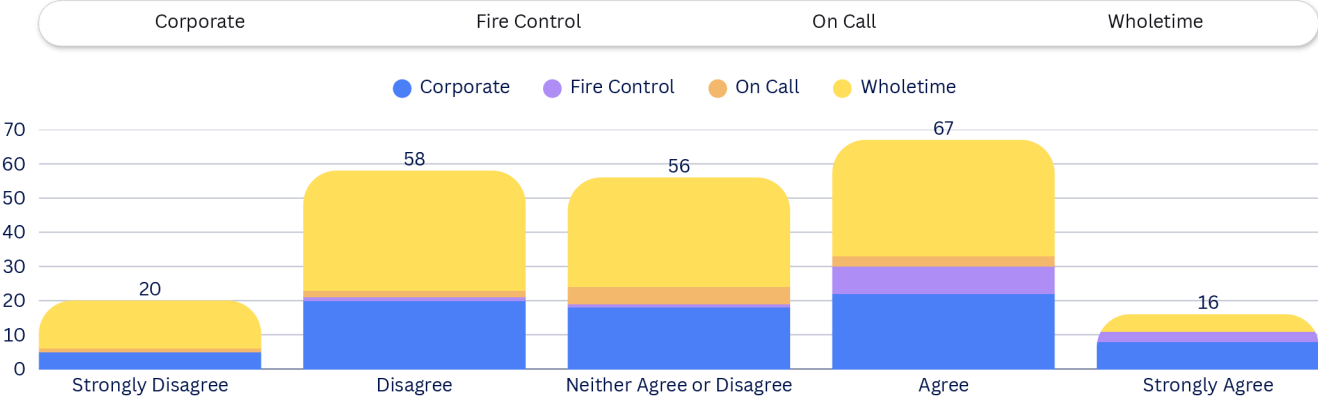
Q31: Recognition is distributed fairly across the service.



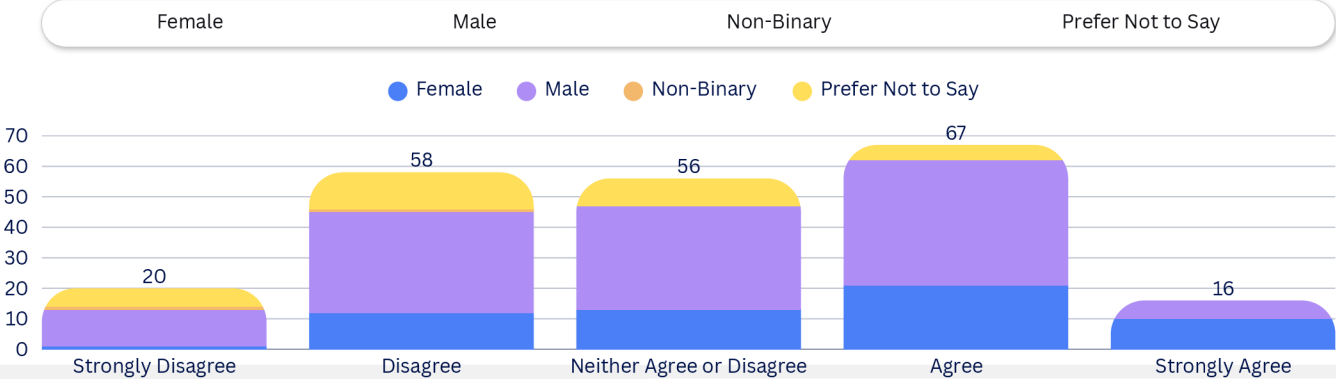
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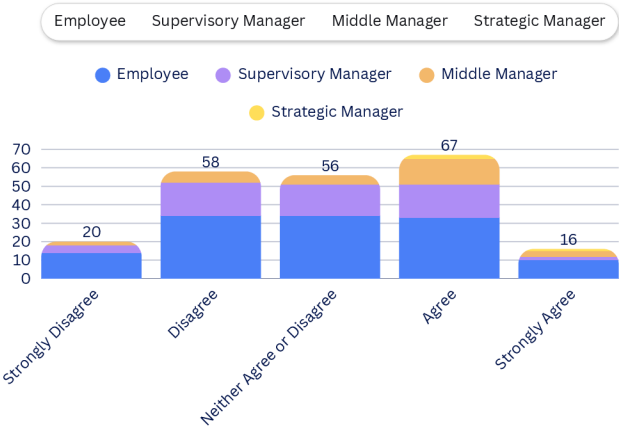
Staff Group Analysis



Gender Analysis



Role Analysis



Narrative Analysis

- Operational staff groups show greater uncertainty

On-Call and Fire Control staff account for a larger share of neutral and disagree responses, while Whole-time and Corporate staff show relatively higher agreement.

- Limited strength of conviction in either direction for Gender

Relatively low Strongly Agree (18) and Strongly Disagree (20) responses across gender groups suggest that feelings about fairness of recognition are generally cautious, with many respondents uncertain or unconvinced that recognition is distributed consistently.

Q32: How would you describe your overall job satisfaction?



Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Strong pride and enjoyment in the role

A clear positive theme is that many staff genuinely enjoy their jobs and feel a strong sense of pride and purpose. Respondents frequently describe their roles as rewarding, meaningful, and varied, with particular value placed on team relationships, helping the community, and the work-life balance (especially for operational roles). Even where challenges exist, many still express that they love the job itself, feel motivated, and take satisfaction from making a difference. This highlights a strong underlying commitment to the organisation and its purpose.



Theme 2: Pressure, workload and organisational challenges impacting satisfaction

Alongside this, a significant theme is that job satisfaction is often negatively affected by workload pressures and organisational factors. Common issues include understaffing, high workloads, lack of support, and limited resources, leading to stress and fatigue. There are also concerns around feeling undervalued, lack of recognition, pay disparities, and barriers to progression or development. Cultural factors—such as inconsistent management, poor communication, or slow decision-making—also contribute to frustration. For some, these challenges are significant enough to lower morale or lead to thoughts of leaving.



Summary

Overall, job satisfaction is mixed but generally positive at its core. Staff largely enjoy the role itself and take pride in their work, but this is increasingly offset by workload pressures, resource constraints, and organisational challenges, which impact morale and long-term satisfaction.

Q33: What do you like most about the services culture?



Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Strong sense of teamwork, camaraderie and “family” culture

The most consistent theme is the value placed on teamwork, camaraderie and a strong sense of belonging. Many respondents describe the organisation—particularly at station/watch level—as having a “family feel”, where colleagues support each other, build close relationships, and work together effectively, especially in high-pressure situations. This sense of unity, shared purpose, and pride in serving the community is a key strength, with staff highlighting mutual support, trust, and a willingness to help one another as central to the culture.



Theme 2: Improving openness, inclusivity and leadership approach

A second key theme is the perception that culture is becoming more open, inclusive and transparent, particularly with the influence of the newer senior leadership team. Respondents frequently mention approachability of leaders, open dialogue, and increased transparency as positive changes. There is also recognition of efforts to promote diversity, inclusion, and the ability to speak up or challenge behaviours. However, many note that while progress is being made, consistency across the organisation still needs improvement, and cultural experiences can vary depending on department or level.



Summary

Overall, the culture is valued for its strong team ethos and supportive, family-like environment, underpinned by pride in the work. At the same time, there is recognition that culture is evolving in a positive direction, with growing openness and inclusivity, though further consistency is needed to fully embed these improvements across the organisation.

Q34: How would you describe the overall workplace culture at our service and why?



Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Culture improving but inconsistent and in transition

A strong theme is that the organisation's culture is changing and generally improving, particularly since the introduction of the new senior leadership team. Many respondents describe the culture as being on a "journey" or in transition, with increased openness, transparency and approachability noted as positive developments. However, this progress is seen as inconsistent across departments and levels, with experiences varying depending on location or role. Some describe the culture as mixed, confused or divided, highlighting differences between operational, corporate and management groups. Overall, there is recognition of positive intent and direction, but also that the culture is not yet fully embedded or aligned across the service.



Theme 2: Ongoing concerns around fairness, accountability and behaviour

Alongside improvement, there are significant concerns about fairness, accountability and workplace behaviours. Respondents highlight issues such as perceived favouritism, inconsistent handling of misconduct, lack of accountability at senior levels, and fear of speaking up. Some describe elements of the culture as toxic or negative, particularly where poor behaviour is seen to go unchallenged or where standards are applied unevenly. There are also mentions of bullying, division between groups, and pressure from workload or organisational change, all of which impact morale. These issues suggest a need for greater consistency in leadership behaviours, clearer accountability, and a more unified culture.



Summary

Overall, the workplace culture is seen as improving but uneven. While there is clear progress towards a more open and positive environment, this is balanced by ongoing concerns around consistency, fairness and accountability, meaning the culture still feels mixed and in transition for many staff.

Q35: What is one thing you would change to improve our workplace culture?



Qualitative Themes

Culture Survey 2026 - Detailed Analysis Report



Theme 1: Communication, Leadership & Accountability

A dominant theme across responses is the need to improve communication, leadership behaviour and accountability. Staff frequently highlight that communication can be inconsistent, unclear, or overly reliant on impersonal methods such as blanket emails, with a strong preference for clearer, more timely and more direct engagement. There is also a repeated call for greater transparency around decision-making, with staff wanting a better understanding of the “why” behind changes.

Linked to this is a strong focus on leadership quality and accountability. Many responses stress the importance of leaders setting the tone through consistent behaviour, leading by example, and ensuring standards are applied fairly across all levels. Concerns are raised about inconsistency in how issues are addressed, with some staff perceiving that accountability is not always evenly applied. There is also a clear desire for better support for new and developing managers, alongside more confidence in decision-making at all levels.



Theme 2: Culture, Fairness, Inclusion & Working Environment

The second key theme centres on culture, fairness, inclusion and the overall working environment. A significant number of responses highlight concerns about divisions within the organisation, particularly between different staff groups such as Green Book, Grey Book, operational and corporate teams. Staff call for greater inclusion, better collaboration and reduced “us and them” attitudes, with many expressing a desire for a more unified and respectful organisational culture.

Alongside this, there are repeated concerns about workload, resources and sustainability, with staff describing increasing pressures and a sense of doing more with less. This is linked to impacts on morale, wellbeing and retention. There is also a strong emphasis on psychological safety and behavioural standards, with staff wanting a culture where concerns can be raised safely, inappropriate behaviour is consistently challenged, and people feel genuinely valued and respected regardless of role or background.



Summary

Overall, the feedback highlights two clear priorities for improving culture: first, strengthening communication, leadership consistency and accountability, and second, improving fairness, inclusion and the day-to-day working environment. While some positive change is recognised, the dominant message is that progress needs to be more consistent, visible and embedded across all parts of the organisation to build trust, improve morale and strengthen culture long-term.