

STAFF CULTURE SURVEY 2026: DETAILED ANALYSIS REPORT



REPORT OF THE CHIEF FIRE OFFICER

For Information

1. PURPOSE OF REPORT

- 1.1 To provide Members with a strategic overview of the findings from the Culture Survey 2026: Detailed Analysis, summarising feedback and emerging themes from the responses of staff. The intent is to support informed decision making as the Brigade continues to strengthen its workplace culture.

2. RECOMMENDATION

- 2.1 That Members note the findings from the Culture Survey 2026: Detailed Analysis Report attached at Appendix 1.

3. OVERVIEW OF THE SURVEY

- 3.1 217 responses were received from 552 employees (39% response rate), which is a higher response rate than the previous survey at 150 response (28% response rate).
- 3.2 Demographic breakdown highlights that some groups remain under-represented:
- Employee groups: Wholetime (55.3%), Corporate (33.6%), Fire Control (6%), On Call (5.1%)
 - Gender: Male (58.1%), Female (26.3%), Prefer not to say (14.7%), Nonbinary (0.9%)
 - Role: Employee (57.6%), Supervisory Manager (27.2%), Middle Manager (13.8%), Strategic Manager (small proportion)
 - Location: 52% of respondents provided their location

4. SUMMARY OF KEY FINDINGS

- 4.1 Line manager support is strong, with 179 positive responses compared to 16 negatives, however, wider support is weaker with 124 positive responses, whilst 60 remained neutral. Values-based behaviour is strong at line manager level, but less consistent for senior leadership.

- 4.2 Psychological safety, respect amongst colleagues and care for wellbeing are all strong, with 160, 175 and 171 positive responses respectively.
- 4.3 Communication at team-level is effective, whereas organisation-wide communication is less consistent, with only 47 strongly agreeing to be well-informed. Transparency shows mixed confidence. Email and Comms Forum supported by line manager cascade as forms of communication are overwhelmingly preferred by the workforce over FireWire.
- 4.4 The work environment is viewed positive, with 164 positive responses, and awareness of wellbeing resource is also high at over 200 positive responses. Work-life balance, however, has mixed support.
- 4.5 Results show strong support in some groups, but 28 neutral and 10 disagree, indicating uneven access to development opportunities.

5. NEXT STEPS

- 5.1 The following actions are proposed to be undertaken:
- Hold a dedicated session with the CFB Leaders Forum to design an action plan.
 - Share results and action plan with the wider workforce.

SIMON WEASTELL

Interim Chief Fire Officer

KRISTINE WARD

ACFO - Director of Strategic Planning, People & Resources

LEE BROWN

Temporary ACFO - Director of Service Delivery