



STEP FORWARD



Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service



# Culture statement

Our communities deserve a fire and rescue service that can be relied on in every way – to be operationally excellent, professional, inclusive and trusted. To deliver this, we must each bring the best of ourselves to our roles, recognising the many and varied contributions each of us make.

We are committed to creating a safe, modern fire and rescue service in South Wales and to ensuring everyone is treated with dignity and respect, free from discrimination, bullying, harassment and inappropriate behaviours. We make this commitment to our staff, our communities and the partners and stakeholders we work with every day.

We recognise the National Fire Chiefs' Council (NFCC) Core Code of Ethics as the foundation for our own values. This applies to all of us, at all times, and to those who work with us or on our behalf. They will be reflected in our own values as well as encouraging ways of working that support and inspire, embracing the principles of the Wellbeing of Future Generations Act and our shared ambition for the future of Wales.

- **We will put our communities first** – by understanding their risks and needs through active engagement, working collaboratively to deliver the best possible services and always striving for improvement.
- **We will act with integrity** – by delivering on our commitments, being open and transparent, and calling out inappropriate behaviours and actions.
- **We will treat people with dignity and respect** – by building positive relationships, treating people with sensitivity and compassion, and connecting with each other.
- **We will demonstrate leadership** – by being resilient and accountable, challenging and encouraging as we support each other to be our best.
- **We will foster equality, diversity and inclusion** – by celebrating difference, standing against all forms of discrimination and building cohesion in an environment where everyone can thrive and feel valued.

We must all create an environment that is welcoming, tolerant and safe, and that fosters growth through learning and open communication. There is no place for inappropriate behaviours. Actions that threaten, disrespect or intimidate others will always be addressed. We will take a zero-tolerance approach to bullying, harassment, discrimination, abuse and harm, and there will be clear, appropriate, proportionate consequences.

- Our expectations of behaviour will be clear to everyone, from induction of new staff to ongoing reminders and learning through training and campaigns.
- We will support our staff in calling out inappropriate behaviour or language as we hold ourselves and each other to account.
- Staff and the public will be supported in reporting concerns through confidential routes.
- Our policies and procedures will consistently reflect this commitment and set out clear processes.
- We will care for the health, safety and wellbeing of our staff.
- Creating an environment of trust and confidence will demand commitment from everyone, at every level.





STEP FORWARD

# Culture statements



Vij Randeniya, OBE



The Baroness Wilcox  
of Newport FRSA  
- Debbie Wilcox



Carl Foulkes, QPM, MA



Kirsty Williams CBE

## Commissioners

This culture statement is a positive step in our journey towards building a healthy, efficient, and effective fire and rescue service. It sets out the standards for our values and behaviours for which we are all accountable.

From our role in governance and scrutiny, and staff roles in reducing risk and responding to emergencies in our communities, we all need to bring our own expertise and leadership to create an environment that is welcoming, tolerant, and safe, and that fosters growth through learning and open communication.

An environment that allows everyone to bring their very best selves to work, and an environment that fosters the full confidence of all the communities in which we serve, giving people the ability to have pride in knowing that we are all working together to achieve great things.

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## Chief Fire Officer



Fin Monahan

At South Wales Fire and Rescue Service, we are committed to becoming the very best fire service we can be, driven by our core values and our mission to make South Wales safer by reducing risk.

A strong, positive culture is fundamental to operational excellence. We will achieve this by empowering our staff, fostering mutual trust, and promoting teamwork at all levels. Collaboration, open communication, and the exchange of ideas will be key to building a culture where every individual is valued, supported, and motivated to contribute.

As your leader, I will ensure transparency, fairness, and a clear strategy to guide us forward. We will celebrate success, recognise achievements, and make sure that all voices across the organisation are heard. By strengthening our culture, we will create a workplace where everyone is respected, proud to contribute, and excited to work together for the good of the Service and our communities.

Our success relies on the collective effort of every member of SWFRS. Together, we will create a Service that is united, inclusive, and committed to the highest standards of performance.



Alison Reed  
ACO People Services

Our Culture Statement seeks to support us all by providing a framework for us to be the best we can be. I fully support the statement, which places great emphasis on leadership, empowerment and creating an inclusive environment. These are important elements of our work to create a culture where we each feel supported and valued and in turn provide service excellence.

I personally commit to bringing this Culture Statement to life. I will uphold the Service's Values and will act with integrity, putting people at the heart of my thinking and decision making.



**Dominic Mika**  
Director of Strategic  
Change and  
Transformation

I am proud of our Service and the dedication and commitment we show in protecting the 1.5 million people across South Wales. I am excited to lead our ambitious transformation programme, with cultural improvement at its heart.

We all have an important part to play in making sure that we continue to be role models for our communities. This is critical to make sure that we can be the best that we can be, and provide a service to our public founded on operational excellence. We need to be here for each other, so that we can be there for the public when they need us.



**Brian Thompson**  
ACFO Technical  
Services

As a senior leader in SWFRS, I fully support the cultural statement and intentions of my Service. My teams and I will serve the communities of South Wales, in-line with our Service values and the core code of ethics. We will ensure they underpin every decision and every action we take.

The ethos and culture of my team is to work and lead with transparency, accountability, courage, and compassion – exemplifying the behaviours of an inclusive, caring, and supportive Service. A Service in which everyone who works in feels safe and is able to reach their full potential, and makes a positive difference to the communities we are proud to serve.



**Dean Loader**  
ACFO Service Delivery

I am fully committed to upholding the highest standards of professionalism and service. I recognise that as a leader, I have an important role in fully supporting our Service's culture, while maintaining public trust and safety.

Our culture statement fully supports Service delivery and through our commitment to act with courage and compassion, we will show empathy towards those affected by emergencies and will continue to foster a culture of mutual respect and support, valuing diverse perspectives and contributions to help build a workplace culture where all individuals are valued, respected, and supported. I understand the importance of fostering an environment that embraces diversity and ensures equal opportunities for everyone.

I will uphold the Service's values by maintaining the highest ethical standards. I will be transparent, honest, and accountable for my actions, ensuring that my behaviour always reflects the trust that colleagues place in me.



**Christian Hadfield**  
T/ACFO Corporate  
Services

As a senior leader within the Fire and Rescue Service, I am deeply committed to upholding our Service's values and maintaining the highest levels of professionalism. I believe that public trust and safety are the foundations of everything we do, and I embrace the responsibility of ensuring these principles remain at the heart of our work.

I am dedicated to championing our Service's culture, recognising its integral role in delivering exceptional service to the communities of South Wales.

I aim to support an environment that promotes both personal growth and operational excellence. I firmly believe that a culture of inclusivity and respect is the foundation for innovation and sustained success.

Living by the Service's values is central to my leadership beliefs. Transparency, honesty, and accountability are principles I hold, and I ensure my actions consistently reflect the trust and confidence placed in me. Our values guide my decision-making and interactions, reinforcing my moral standards expected of a senior leader within our Service.

## Senior Leadership Team

As senior leaders we fully support the culture statement and for it to be at the heart of everything we do. It is our commitment to ourselves, each other and people in the communities we protect. It is there as the foundation of our decisions, the work that we do and, our behaviours. It is how we will hold ourselves to account and challenge each other to be the best we can be.

Aligned to the core code of ethics it gives clarity on the environment we are creating and the expectations for us all on the parts that we play within our teams, to create a team of teams that is leading the way for operational excellence, trust and confidence within our communities and supporting Wales and the wellbeing of future generations.