

## **Our Story**

This is the second update in the series over the coming weeks on the progress we are making in delivering the recommendations from the Fenella Morris Independent Culture Review.

This forms part of our wider commitment to transparency, accountability, and delivering an inclusive and exceptional service.

Through our transformation programme, Step Forward, we are taking coordinated action to embed the findings of the Independent Culture Review and other key reports. Our aim is to build a stronger, more positive culture across the Service — one that reflects our shared values and supports a safer, more resilient South Wales.

This update focuses on the changes to our values and standards.

## **Ethics, values and standards**

### **Aligning our values with our commitment to change**

All the recommendations relating to ethics, values and behaviours from the Fenella Morris cultural review have now been completed and audited by the Commissioners.

As part of this work, in September 2024, the Board of Commissioners reaffirmed the Service's dedication to the NFCC Core Code of Ethics, followed by the development of a Culture Statement of Commitment signed by Commissioners and members of ELT/SLT, showcasing both individual and collective leadership responsibility.

In July 2025 we launched our new Vision, Mission and Values. Placing emphasis on being professional, respectful, caring, and accountable, which were core principles highlighted in the review.

These values were shaped by feedback gathered from colleagues across the Service and now serve as the foundation for our behavioural standards and cultural goals, marking a significant milestone in our transformation journey.

### **Setting clear behavioural standards and expectations**

We've taken significant steps to clearly outline our behavioural standards, ensuring they reflect both our values and the national Core Code of Ethics. These standards define what is expected across the Service and make clear what will not be tolerated—whether in person or online.

This work was shaped by extensive staff engagement, including:

- 176 manager-led sessions
- 1,359 staff participating in team-based workshops
- 60 operational staff reached in follow-up sessions

- 135+ staff involved in additional workshops.

In Spring 2025, we launched the Taking Care of Behaviours campaign, a pivotal moment in our cultural transformation. The campaign promotes a safer, more respectful workplace and equips staff with the tools to thrive. It reinforces that:

- Sexual harassment and the sharing of sexualised content are unacceptable, must be reported, and will be subject to disciplinary action
- These are working to embed these standards in our expectations that we set and our disciplinary procedures.

We'll continue to reinforce these messages through regular communications, including the new Shout magazine, visible leadership with PO visits, and news updates.

### **Embedding ethics and values in practice**

We've adopted and promoted the Core Code of Ethics and NFCC guidance, using real-world scenarios to support discussion and reflection. Our updated values will be supported by a refreshed standards and expectations procedure and a practical toolkit to help teams apply them consistently.

Values and standards are now a key part of:

- The recruitment process
- Staff inductions
- Staff annual reviews
- Promotion processes, reflecting evolving responsibilities and leadership expectations
- Assessing and supporting behavioural development

Our Personal Review (PR) process, launched in 2021, continues to assess behaviours and performance using the NFCC Leadership Framework, which includes clear examples of both positive and unacceptable behaviours.

We've also made strong progress in learning and development:

- Introduction to unconscious bias: **81% completed**
- Inclusive language and communications: **76% completed**
- Inclusive leadership: **79% completed**
- Safeguarding: **80% completed**

### **Set cultural change targets that reflect on our values**

We've established clear culture goals that reflect our commitment to embedding our values into everyday practice. These goals are supported by strategic planning and ongoing engagement, ensuring they are reflected in how we lead, support each other, and serve our communities.

Culture goals were shaped through:

- 3 major middle leader sessions (July, August, December 2024) with 120 participants, covering topics focused on Culture Change, Self-Assessment, and Our Service, Our Values
- 11 targeted engagement sessions (Jan 2025) and 12 strategic sessions (Feb 2025)
- Transformation Roadshows, with senior leaders and Commissioners, delivered across hybrid locations and helped define and refine measurable culture targets aligned with staff feedback and strategic priorities.

### **Visible leadership commitment to values and inclusion**

Leadership across the Service continues to demonstrate a strong and visible commitment to our values, equality, diversity, and cultural transformation. This commitment is reflected in public declarations, strategic planning, and direct engagement with staff.

June 2025, instructors from across Cardiff Gate Operational Training, Leadership, and Personal Development Academy came together for the official signing of the brand-new Instructor Charter. This marked another positive step forward in shaping the culture and future of our training environment, reinforcing our commitment to professional standards and inclusive leadership.

Further leadership involvement includes:

- Active participation by ELT and Commissioners in refining our Vision, Mission and Values (VMV)
- 10 staff engagement sessions in March 2025 (5 face-to-face and 5 online), ensuring direct dialogue with teams across the Service
- Publication of the Strategic Plan in March 2025, setting out our long-term cultural and operational goals.

Thank you to everyone for the part you are playing in embedding these changes in our day to day operations and all that we do.