



Our vision

Working together as one team to be an outstanding Fire and Rescue Service, protecting South Wales today, ambitiously innovating for tomorrow.

Our mission

To serve our communities, by reducing risk and responding to emergencies.

Our values

developed in extensive consultation with our people, give us the agreed framework for US to serve and protect OUR communities effectively in South Wales. They are **Compassion, Courage, Respect, Integrity** and **Excellence**.

- We act with **compassion**
- We approach situations with moral and physical **courage**.
- We **respect** each other, our partners and the public we serve
- We act with **integrity**
- We aim for **excellence** in all that we do

This can all be summed up in our motto:

**COURAGE TO ACT,
COMPASSION TO CARE**

Ends: To achieve the vision and deliver on our mission we will achieve each of the following strategic goals, which are supported by detailed plans with timescales and resources required.

- Develop clear governance, policies and procedures
- Harness the advancements in digital technology to deliver a modern, digitally excellent, affordable and future proofed Service
- Achieve operational excellence through safe, effective and assertive prevention, protection and response capabilities.
- Work together as one team - 'One Team One Mission'
- Have a people centred approach in all we do
- Develop excellent, empowered and selfless leaders
- Become a learning service, constantly evolving and ambitious
- Pursue a just culture, underpinned by our values, to allow our people to build high performing teams
- Develop excellent communication and engagement approaches with our staff, partners and communities
- Drive sustainability and reduce our environmental impact.

Develop clear governance, policies and procedures

Clear governance is our foundation for success. It demonstrates accountability and transparency, gives confidence that we have truly learned the lessons of the past.

- Step Forward Programmes for Governance and Policy and Procedures
- Establish an efficiency programme.

Harness the advancements in digital technology to deliver a modern, digitally excellent, affordable and future proofed Service

Embark on digital change to provide a modern, effective, better affordable and more responsive service to our communities.

- Build a digital backbone that harnesses advancements in technology
- Establish a Future Fire Think Tank.

Achieve operational excellence through safe, effective and assertive prevention, protection and response capabilities

We want to be outstanding in all that we do, working as one to be safe, protecting our communities, looking ahead and innovating for the future.

- Move to a 'Just Culture' to enhance our operational effectiveness
- Develop a strategic level safety system
- Review and update policies and procedures to reduce bureaucracy and ensure legal and regulatory compliance in operational activities

Work together as one - 'One Team One Mission'

Working together we will give the best experience for our people by putting respect and compassion at the centre of all decisions.

- Launch, embed and sustain our new mission, vision and values
- Embed strategic communication so colleagues feel informed and engaged

Have a People Centred approach in all we do

Our people must feel supported and we must build a service about which they are rightly proud.

- Set high standards, and expectations for positive behaviour to build trust and loyalty
- Recognise our people's contributions, dedication, service and successes
- Establish a new approach to disciplines and grievances

Develop excellent, empowered and selfless leaders

Our commitment to change and operational excellence comes from the passion within our leaders to lead the way and be the best they can.

- Establish a leadership, training and personal development academy.
- Provide education and training to our leaders, at every stage of their careers

Become a learning service, constantly evolving and ambitious

With learning and excellence driving our ambition, we will keep focused on looking ahead. We will share progress and learn best practice and rekindle belief and confidence in our fine Service.

- Improve our internal service inspection and assurance systems to include behaviours and culture

Pursue a just culture, underpinned by our values, to allow our people to build high performing teams

Build a culture that seeks to understand how things went wrong to improve them for the future.

- Move from a blame culture to a 'Just Culture'
- Recognise and celebrate success of our people.

Develop excellent communication and engagement approaches with our staff, partners and communities

Sharing the passion and include everyone on the journey of change and give clarity to the part we each play.

- Build a data led communication and engagement strategy to engage with the public and other partners and stakeholders to reduce risk for the public

Drive sustainability and reduce our environmental impact

We have a bold ambition to do our best to live in harmony with nature.

- Harness emerging green technologies to reduce our impact on the environment.
- Minimise and offset our carbon footprint and achieving **net zero by 2030**.

The nine step forward projects:



Communication and Engagement
Develop excellent communication and engagement, with our staff, partners and communities.



Digital Transformation
Ambitiously transform our use of data and our digital and technology capability in all areas, to deliver a modern, digitally excellent, affordable and future-proofed fire and rescue service.



Diversity, Inclusion, Cohesion and Equity
To embed a fair, inclusive, and equitable culture by enhancing diversity, fostering staff engagement, and driving measurable progress in workforce representation and equity.



Ethics, Values and Behaviours
Develop a just culture underpinned by our values and ethics to become an elite team with new ways of working.



Governance and Strategy
Develop clear governance to run our service with transparency to serve our communities.



Leadership
Develop excellent, empowered and selfless leaders.



Policy and Procedure
Develop coherent policies and procedures that reduce bureaucracy, balance our risks, empower our people and provide value for money for the taxpayer.



Safe and Positive Environment
To embed a culture of professional excellence by fostering psychological safety, modernising facilities, strengthening recognition, and ensuring robust support systems.



Talent Management
Work together as one team providing excellent talent management, career progression and development through a people centred approach.