

COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2026-30 UPDATE - DEVELOPMENT AND AGREEMENT OF A NEW PURPOSE FOR CLEVELAND FIRE BRIGADE



REPORT OF THE CHIEF FIRE OFFICER

FOR INFORMATION

1. PURPOSE OF REPORT

- 1.1 To update Members on the development of a new organisational Purpose for Cleveland Fire Brigade, the engagement process undertaken with the workforce, and the final Purpose statement agreed by the Executive Leadership Team (ELT).

2. RECOMMENDATION

- 2.1 Members are asked to note the process undertaken and endorse the new Purpose for Cleveland Fire Brigade: "Protecting People, Places and Futures".

3. BACKGROUND

- 3.1 As part of the development of the new Community Risk Management Plan (CRMP), Cleveland Fire Brigade committed to reviewing its Vision and Mission to ensure they remain meaningful, accessible, and reflective of the organisation we aspire to be.
- 3.2 Initial research highlighted that the existing Vision and Mission are not widely known or easily recalled by staff. To address this, the Service initiated work to create a new, succinct organisational Purpose - a single, clear statement articulating who we are, what we stand for, and the impact we aim to have.
- 3.3 The new Purpose will replace the current Vision and Mission.

4. STAFF ENGAGEMENT PROCESS

- 4.1 To ensure genuine workforce involvement, a two-stage engagement approach was undertaken.

4.2 **Stage One: Staff Ideas Survey**

On 5 December 2025, we launched an all-staff survey inviting colleagues to propose ideas for the Brigade's new Purpose.

The communication explained:

- Why a new Purpose was being developed
- What a Purpose is
- Examples from other UK fire and rescue services
- Early suggestions generated through the Leaders Forum

The invitation encouraged staff to be bold, creative, and aspirational.

Outcome: A total of 28 high-quality suggestions were received, representing a strong level of engagement across the organisation.

4.3 **Stage Two: Workforce Vote**

Following the submission stage, all ideas were compiled into a second survey issued to the entire workforce. Staff were invited to vote for their favourite Purpose statement (selecting up to three options).

Outcome: 116 staff participated, casting 274 votes in total.

The three top-ranked Purpose statements were:

1. Protecting People, Places and Futures
2. Built on Trust, Driven by Professionalism
3. A professional trusted Fire and Rescue Service committed to keeping the communities of Teesside safe, strong and resilient

The clear overall favourite was: **“Protecting People, Places and Futures”**

5. **EXECUTIVE LEADERSHIP TEAM DECISION**

5.1 The ELT reviewed the workforce results, the engagement approach, and the alignment of the proposed Purpose statements with the strategic direction of the new CRMP.

5.2 Following discussion, ELT formally agreed that the new Purpose for Cleveland Fire Brigade will be: “Protecting People, Places and Futures”

5.3 This Purpose is:

- Clear, memorable, and easy to communicate
- Reflective of both the roles of the Service
- Future-facing and aligned with community resilience, safety, and long-term wellbeing
- Strongly supported by the workforce

6. NEXT STEPS

- 6.1 To embed the new Purpose across the organisation, the following actions will be undertaken:
- Incorporation into the new Community Risk Management Plan
 - Alignment within strategic documents, corporate planning, and performance frameworks (when refreshed)
 - Refresh of internal and external communications to introduce and embed the Purpose
 - Review our corporate branding to include our Purpose

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