

Cleveland Fire Brigade **Community Risk Management Plan**

2026-2030



Protecting People, Places and Futures

Accessibility

If you require this document in a simple word format for a screen reader or in an alternative language or format, such as braille, audio or large print, copies can be requested via email: **communications@clevelandfire.gov.uk** or by phone **01429 8742311**

بسيط لقارئ الشاشة أو بتنسيق إذا كنت تطلب هذا المستند بتنسيق اللغة أو التنسيق البديل ، مثل طريقة برايل أو الصوت أو الطباعة الكبيرة ، يمكن أن تكون النسخ طلب عبر البريد الإلكتروني

যদি আপনি একটি স্ক্রিন রিডারের জন্য একটি সাধারণ শব্দ বিন্যাসে এই নথির প্রয়োজন হয় অথবা একটি বিকল্প ভাষা বা বিন্যাস, যেমন ব্রেইল, অডিও বা বড় মুদ্রণ, কপি হতে পারে ইমেইলের মাধ্যমে অনুরোধ করা হয়েছে।

Pokud požadujete tento dokument ve formátu jednoduchého slova pro čtečku obrazovky nebo ve formátu kopie mohou být alternativní jazyk nebo formát, například braillovský řádek, zvuk nebo velký tisk vyžádáno e -mailem.

قالب كلمه ساده برای صفحه خوان یا در صورت نیاز به این سند در زبان یا قالب جایگزین ، مانند بریل ، صدا یا چاپ بزرگ ، می تواند کپی باشد درخواست از طریق ایمیل.

Ger hûn vê belgeyê bi renek peyva hêsan ji bo xwendevanek dîmenderê an di an de hewce dikin ziman an şeklê alternatîf, wek braille, deng an çapa mezin, kopî bibin bi e -nameyê tê.

如果您需要此文檔以用於屏幕閱讀器的簡單格式或 替代語言或格式，例如盲文、音頻或大字體，副本可以 通過電子郵件請求。

Jeśli potrzebujesz tego dokumentu w prostym formacie tekstu dla czytnika ekranu lub w alternatywny język lub format, taki jak Braille, audio lub duży druk, kopie mogą być wniosek za pośrednictwem poczty elektronicznej.

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਸਕ੍ਰੀਨ ਰੀਡਰ ਲਈ ਸਧਾਰਨ ਸ਼ਬਦ ਦੇ ਰੂਪ ਵਿੱਚ ਜਾਂ ਇੱਕ ਵਿੱਚ ਲੋੜ ਹੈ ਵਿਕਲਪਿਕ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ, ਜਿਵੇਂ ਕਿ ਬ੍ਰੇਲ, ਆਡੀਓ ਜਾਂ ਵੱਡਾ ਪ੍ਰਿੰਟ, ਕਾਪੀਆਂ ਹੋ ਸਕਦੀਆਂ ਹਨ ਈਮੇਲ ਦੁਆਰਾ ਬੇਨਤੀ ਕੀਤੀ ਗਈ।

اگر آپ کو اس دستاویز کو سادہ لفظ کی شکل میں اسکرین ریڈر کے لیے یا ایک میں درکار ہے۔ متبادل زبان یا فارمیٹ ، جیسے بریل ، آڈیو یا بڑے پرنٹ ، کاپیاں بوسکتی ہیں۔ ای میل کے ذریعے درخواست کی گئی

CONTENTS

PAGE

04 — Our Strategic Priorities

06 — Foreword

08 — About Cleveland Fire Brigade

17 — National Context

19 — Understanding Community Risk

21 — Consultation and Engagement

25 — Strategic Priorities

26 *People*

33 *Prevention*

39 *Protection*

43 *Response*

49 *Resources*

54 *Strategic Planning*

60 — Performance and Assurance

62 — Financial Position

66 — Glossary

Our Strategic Priorities

We deliver a wide range of service under five core pillars of People, Prevention, Protection, Response and Resources which are underpinned by effective Strategic Planning. Our priorities are aligned to these areas and set out where we will focus our efforts over the life of this plan, providing the foundation for how we deliver our services. Each priority is supported by clear objectives to ensure we continue to keep people safe and make the best use of our resources.



People

CREATE A SUPPORTIVE, INCLUSIVE, AND SAFE CULTURE

- Embed wellbeing into our culture to build a resilient and high-performing workforce
- Actively embed Equality, Diversity, and Inclusion (EDI) into all aspects of our work
- Strengthen organisational culture
- Attract, develop, and retain a skilled and diverse workforce for the future
- Foster an environment of trust, growth, and shared leadership
- Inclusive learning for every role, every level, every opportunity



Prevention

WORK COLLABORATIVELY TO PREVENT HARM AND PROTECT COMMUNITIES

- Protect and support vulnerable people
- Strengthen prevention through partnerships and intelligence
- Empower and equip staff to deliver effective prevention
- Reduce harm from all incidents
- Tackle deliberate fire setting and arson



Protection

TARGETED FIRE RISK REDUCTION THROUGH ENGAGEMENT AND COMPLIANCE

- Target those premises that present the greatest risk
- Strengthen business engagement
- Fulfilling our statutory duty in fire protection

Our Strategic Priorities



Response

DELIVER A RELIABLE, EFFECTIVE, AND WELL-RESOURCED EMERGENCY RESPONSE

- Resource to risk
- Provide a fast and effective emergency response
- Continue to improve our Fire Control arrangements
- Improve On-Call availability
- Work collaboratively to embed and improve community resilience



Resources

ENSURE SUSTAINABLE, EFFICIENT, AND FUTURE-READY OPERATIONS

- Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities
- Drive value for money
- Enhance digital skills and technology use
- Maintain a fit-for-purpose estate for staff, partners, and community
- Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future



Strategic Planning

EFFECTIVE GOVERNANCE, COLLABORATION, AND COMMUNICATION TO DRIVE IMPROVEMENT AND MANAGE RISK

- Information and intelligence to drive better outcomes
- Embed effective governance and programme management
- Collaborate and share learning
- Take a proactive and strategic approach to risk and opportunity
- Drive service improvement through change and organisational learning
- Enhance communication to build trust and engagement
- Drive forward workplace safety through leadership, learning, and risk management

FOREWORD



Foreword

We are pleased to introduce Cleveland Fire Brigade's Community Risk Management Plan (CRMP) for 2026–2030. This plan sets out our strategic priorities and outlines how we will continue to protect and serve the communities of Hartlepool, Middlesbrough, Redcar & Cleveland, and Stockton-on-Tees.

Our CRMP is built on a robust evidence base, including incident data, risk modelling, and in consultation with our staff, partners, and our communities. It reflects the changing nature of risk across our region, from climate-related challenges such as wildfires and flooding, to the evolving needs of vulnerable individuals and high-risk premises.

We are proud of the professionalism and dedication of our workforce and remain committed to supporting them through investment in wellbeing, inclusive culture, and continuous learning. Our strategic priorities focus on delivering a fast and effective emergency response, improving On-Call availability, strengthening prevention and protection, and ensuring our resources are aligned to risk.

We will continue to maximise value for money through ethical procurement, strong governance, and digital transformation. Our financial planning remains resilient despite national funding pressures, and we are committed to maintaining transparency and public accountability.

This CRMP is a shared commitment - to safety, to service, and to the people of Teesside. We thank everyone who contributed to its development and look forward to working together to ***Protecting People, Places and Futures.***



Peter Rickard Chief Fire Officer,
Cleveland Fire Brigade

Councillor David Coupe
Chair, Cleveland Fire Authority

Students from Catcote Academy who completed Brigade placement

ABOUT CLEVELAND FIRE BRIGADE



About Cleveland Fire Brigade

Who we are

Cleveland Fire Brigade is a professional fire and rescue service operating in the North East of England. We are committed to protecting life, property, and the environment through prevention, protection, and emergency response.

We serve an area of approximately 597 km², encompassing the four local authority areas :

- Hartlepool
- Middlesbrough
- Redcar & Cleveland
- Stockton-on-Tees

This region includes urban centres, rural communities, coastal zones, and significant industrial assets.



As a service we protect...



579,287
people



267,396
dwellings



16,338
industrial and
commercial premises

**Figures quoted as of August 2025*

Cleveland Fire Brigade delivers a wide range of services under five core pillars of People, Prevention, Protection, Response and Resources. All of these are underpinned by effective Strategic Planning.

Our Response Standards

The Service maintains the following response standards:

Call Handling

- Answer 999 calls within 7 seconds
- Dispatch a Fire Appliance to emergency incidents within 1 minute 40 seconds of answering the call (or within 2 minutes on 98% of calls)

Building Fires (Dwellings and Other Buildings)

- First Fire Appliance arrives at Building Fires in an average of 7 minutes (from the time mobilised)
- Second Fire Appliance arrives at Building Fires in an average of 10 minutes (from the time mobilised)
- 90% of Building Fires are attended within 10 minutes (from the time mobilised)

Road Traffic Collisions

- First Fire Appliance arrives to a Road Traffic Collision in an average of 8 minutes (from the time mobilised)

Total Response Times:



This is our total response time

As part of our ongoing commitment to understanding and mitigating risk across our service area, we maintain a comprehensive Strategic Assessment of Risk document. This assessment informs our risk-based planning, resource allocation, and continuous review of operational activity to ensure we remain responsive to emerging threats and community needs. The full Strategic Assessment of Risk can be accessed at: <https://www.clevelandfire.gov.uk/crmp/>

Our Area - Cleveland

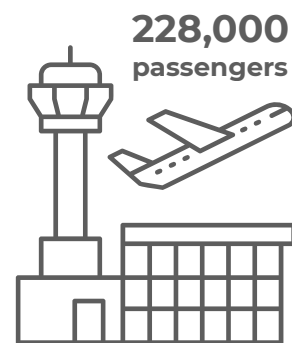
Cleveland is an area in the North East of England, with urban centres, coastal towns and a mix of rural villages and open countryside. It is also home to major industrial zones, which are key economic drivers for the area.

The region faces a range of risks, from high levels of socio-economic deprivation to a growing population of older adults and vulnerable individuals who may require additional support.

The presence of major hazard sites and intensive industrial activity brings added safety considerations, while incidents of deliberate fire setting and anti-social behaviour continue to present challenges for the community and emergency services alike.



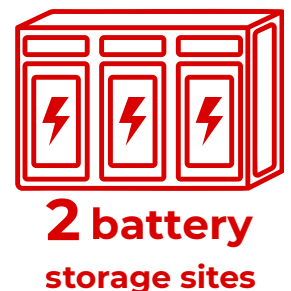
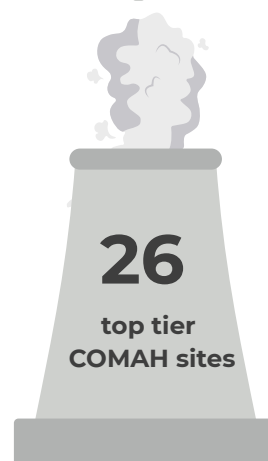
21.1%
of the population classed as having their day to day activities limited



Teesside International
Airport



68 tall
buildings



**Figures quoted as of August 2025*

Structure

Cleveland Fire Brigade is led by a Chief Fire Officer and an Executive Leadership Team, supported by operational and corporate teams.

Our organisation is split into two key directorates, Strategic Planning, People & Resources and Service Delivery.

Strategic Planning, People & Resources:

- Comprehensive Strategic Planning
- People and Culture
- Finance and Assets

Service Delivery:

- Emergency Response and Resilience
- Prevention and Community Safety
- Protection and Business Fire Safety

We operate from a network of fire stations, a central headquarters, and dedicated training facilities across Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees.. **We have 14 fire stations staffed according to local risk and activity levels.**

In addition to our fire appliances, we have a number of specialist vehicles such as Detection Identification and Monitoring (DIM), Incident Command Unit, aerial capability, and off-road 4x4 vehicles. Cleveland Fire Authority have invested in a new aerial vehicle, which we will welcome into service during this CRMP.












Service Delivery Across Cleveland

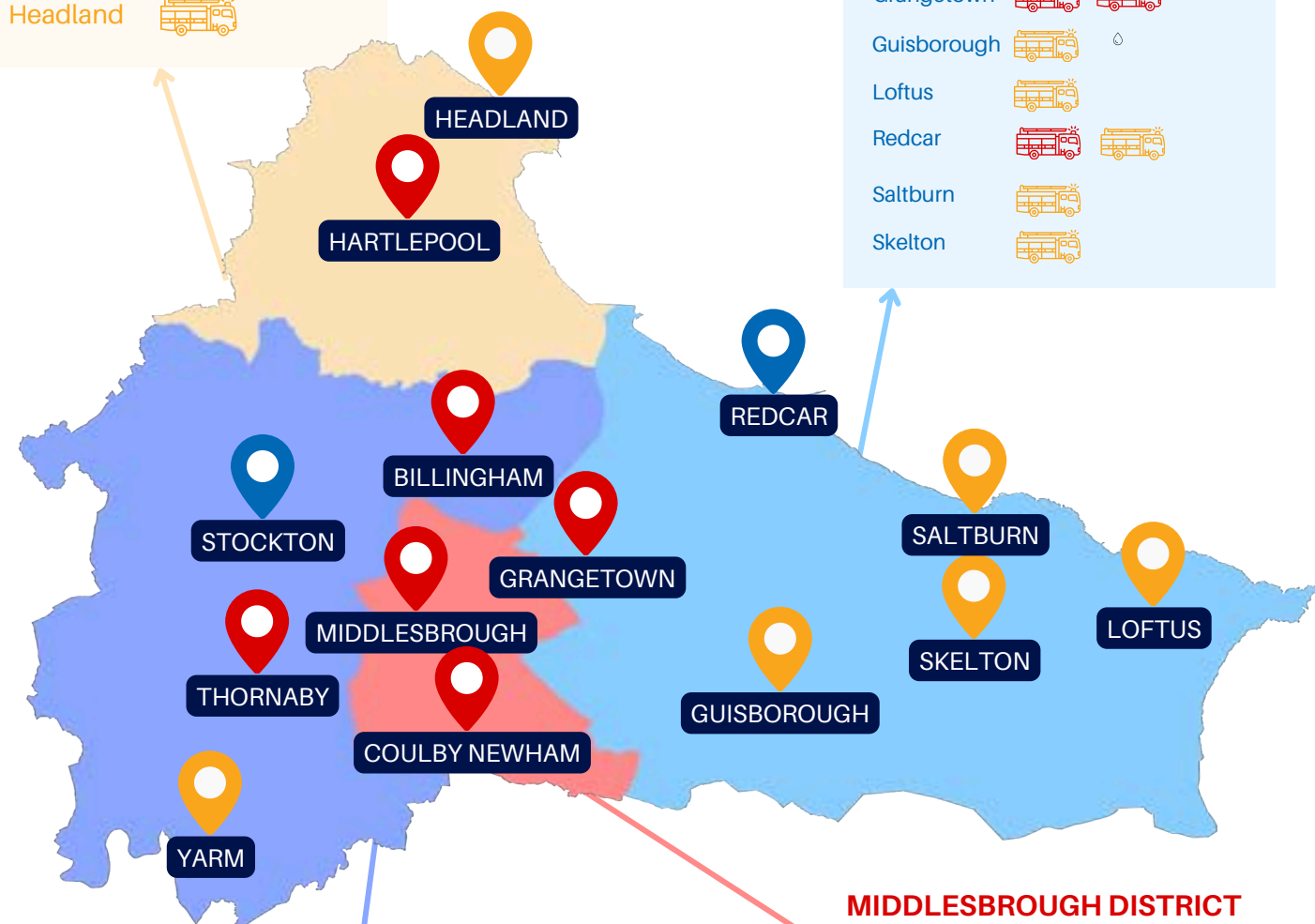
The distribution of our fire stations across Cleveland supports effective response and resilience.

HARTLEPOOL DISTRICT

Hartlepool  
Headland 

REDCAR & CLEVELAND DISTRICT




Grangetown  
Guisborough  
Loftus 
Redcar  
Saltburn 
Skelton 






STOCKTON DISTRICT



Billingham 
Thornaby  
Stockton   
Yarm 

MIDDLESBROUGH DISTRICT

Middlesbrough  
Coulby Newham 

KEY

 Wholetime station  On-Call station  Mixed Station (comprising of both Wholetime & On-Call)

 Wholetime pump  On-Call pump

Governance and Oversight

We are governed by the Cleveland Fire Authority (CFA), a combined authority made up of elected members from the four Local Authorities. The CFA sets strategic direction, approves budgets, and holds the Service to account.

We are subject to external inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and align our work with the National Fire Chiefs Council (NFCC) and National Fire Standards. The Service's performance was assessed in 2024 across 11 key areas, receiving 'Requires Improvement' in three areas, 'Adequate' ratings in four and 'Good' ratings in four others. The outcome is positive for the Service and will be supported by a clear action plan to address the recommendations.



Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Responding to fires and emergencies	Preventing fire and risk	
	Responding to major incidents	Right people, right skills	Public safety through fire regulation	
	Best use of resources	Promoting fairness and diversity	Promoting values and culture	
	Future affordability	Managing performance and developing leaders		

Strategic Context and Future Focus

Our work aligns with national and regional priorities, including:

- The National Fire Strategy
- The NFCC Community Risk Programme
- Local Authority public health and safety plans

We contribute to wider outcomes such as:

- Reducing health inequalities
- Supporting vulnerable individuals
- Enhancing community resilience

Our Purpose

Cleveland Fire Brigade has adopted a clear organisational purpose:

“Protecting People, Places and Futures.”

This replaces the previous vision and mission statements and was developed through engagement with staff, who suggested and voted on the wording.

Our purpose provides a simple, meaningful statement that guides decision-making, priorities and behaviours across the organisation, ensuring we remain focused on what matters most to our communities. The Fire Authority supports this purpose and ensures that its strategic decisions and oversight align with delivering against it.

Our Values

Our PRIDE values define the behaviours that underpin how we deliver the CRMP. They shape our culture, guide our decision-making and influence how we protect and serve our communities. Delivering against our priorities is not only about capability and resources, it is about how we work together, how we lead and how we act every day.



Our values are embedded across the organisation, from leadership and governance to recruitment, development and frontline service delivery. They ensure we:

- **Protect** our communities and support vulnerable people
- **Respect** one another and treat everyone with fairness and dignity
- **Innovate** and continuously improve how we deliver our services
- **Do** the right thing, acting with integrity and professionalism
- **Engage** openly, working collaboratively as one team

Aligned to the Core Code of Ethics for Fire and Rescue Services (England), PRIDE provides the foundation for ethical leadership and high performance across the Service.

Our People

We employ over **560** dedicated staff members, including operational firefighters, control staff, and corporate personnel, who work together to protect and support our communities. We recognise the vital role our people play in delivering our services and are committed to investing in their training, development, and wellbeing.

Our values-driven culture promotes equality, diversity, and inclusion, ensuring we reflect the communities we serve. Through continuous learning, innovation, and collaboration, we aim to have the right people, with the right skills, in the right place, at the right time, empowering our workforce to deliver the highest standards of service.

Our Strategic Framework

This CRMP (2026–2030) is structured around five core pillars: **People, Prevention, Protection, Response and Resources, which are all underpinned by Strategic Planning.**

Together, these pillars explain how we will identify and manage risk, prioritise our activity and use our resources effectively over the next four years. They provide a clear and transparent framework for how we will deliver our purpose and ensure we continue to meet the needs of our communities, both now and in the future.



NATIONAL CONTEXT

3



National Context

The UK's Fire and Rescue Services (FRS) operate within a dynamic and evolving landscape shaped by legislation, national frameworks, and societal expectations. The Fire and Rescue National Framework for England sets out the government's priorities, including risk assessment, prevention, protection, emergency response, collaboration, and public accountability.

However, the operational environment is becoming increasingly complex. Fire services are now expected to respond to a broader range of incidents, from traditional fire emergencies to climate-related events such as wildfires and flooding. As well as supporting other emergency services in public health and welfare incidents. This shift reflects a growing demand for multi-agency collaboration and a more agile, responsive service.

To remain effective, fire and rescue services horizon scan to identify and assess emerging risks and trends. This includes monitoring technological advancements, demographic shifts, geophysical hazards, and societal changes.

The sector also faces significant financial pressures. The NFCC continues to advocate for sustainable funding and investment to ensure public safety and national resilience.

Statutory Responsibilities

All fire and rescue services have responsibilities and duties that are set out in legislation. These include:

**Fire and Rescue
Services Act 2004**

**Civil Contingencies
Act 2004**

**Regulatory Reform
Order 2005**

**Health and Safety at
Work Act 1974**

**Policing and Crime
Act 2017**

**Fire and Rescue National
Framework 2018**

UNDERSTANDING COMMUNITY RISK



Understanding Community Risk

Our methodology for this assessment incorporates the following strands of intelligence:



Analysis of Incident and Societal Data

Using historical incident and response data over a specific time frame, socio-demographic statistics, and property data.



Risk Modelling

Applying Geographic Information System (GIS) based tools to map risk across geographic areas and independent, third-party modelling of our incidents and use of resources.



Stakeholder Consultation

Engaging with the public, partner agencies and local businesses through a public survey to gather perceived satisfaction and public concerns.



Professional Judgement

Drawing on internal experience and expertise to understand reasonable worst-case scenarios and our organisational position to mitigate them, as well as staff consultation through a survey and a range of focus groups

Our approach enables us to assess current and emerging risks and ensure our CRMP is grounded in evidence. Our assessment is influenced by risks at the national, local and organisational levels. The methodology, outlined within our Strategic Assessment of Risk, identified the key strategic risks to the organisation and considered reasonable worst-case scenarios of the identified risks. Risk scenarios were then rated using available data and professional judgement to assess the impact if the event were to occur and the likelihood of the event occurring, in line with the NFCC definition of risk. Additionally, the assessment considered the services ability to mitigate the risk if it were to occur.

Our strategic assessment of risk identified the following key risks to our service:



CONSULTATION AND ENGAGEMENT

5



Consultation and Engagement

Consultation has underpinned the identification of our priorities and this Community Risk Management Plan (CRMP).

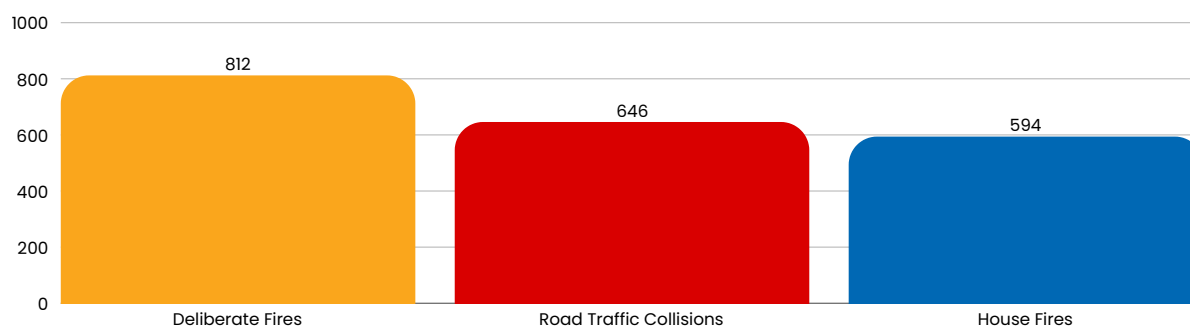
Our approach involved engaging with the public, partner agencies, local businesses and our workforce to ensure the Plan reflects both community expectations and professional expertise.

Stage One: Evidence Gathering and Pre-Consultation

An initial public survey gathered feedback from the community, staff, partner agencies and local businesses over four weeks in June 2025. The survey gathered a total of **1125** responses which were utilised as a strand of intelligence to shape the development of proposed CRMP priorities for a further 12-week public consultation.



The top three concerns identified by the public were:



In this period, we also completed a number of staff focus groups which were split into the six core pillars:

- People
- Prevention
- Protection
- Response
- Resources
- Strategic Planning

Feedback from the focus groups highlighted a number of areas requiring a strategic focus within the strategic plan, as identified by the professional expertise of a wide range of staff within our service.

Together, this pre-consultation phase ensured that proposed priorities were informed by data, local intelligence and the expertise of our workforce before being shared more widely.

Stage Two: Formal Public Consultation

To gather the views of local residents, staff, and other stakeholders, a 12 week formal public consultation was then undertaken between **15 September and 7 December 2025**.

The consultation aimed to:

- Comply with legal requirements to consult with stakeholders
- Gauge community perceptions of the proposed priorities
- Ensure transparency and accountability in decision-making

During the consultation period, we:

- Promoted an online survey through social media and internal communications
- Contacted local businesses and partner agencies directly
- Encouraged participation through community outreach, including through Safer Homes Visits and attendance at community events

A total of **1944** responses were received, demonstrating strong engagement across our communities.



Who Responded

The majority of respondents (**92%**) were members of the public, alongside staff, businesses and partners.

Responses were received from across all four local authority areas:

- Stockton – **32%**
- Middlesbrough – **25%**
- Redcar & Cleveland – **22%**
- Hartlepool – **17%**

Key demographic insights from the consultation included:

- **42%** aged 55 and over
- **60%** female, 37% male
- **24%** identifying as having a disability
- **11.5%** from ethnic minority backgrounds

Engagement Questionnaire

For reference, the questions asked during both stages of consultation are available via the QR code provided.

Alternatively, you can visit our website to view these:

www.clevelandfire.gov.uk/crmp



Consultation Summary

Responses demonstrated overwhelming support for all core functions of the Brigade. Across each proposed priority, the majority of respondents rated them as either **“Extremely Important”** or **“Very Important”**, particularly in relation to maintaining excellent emergency response standards, protecting vulnerable people, ensuring staff are well trained and supported, targeting the highest-risk premises, and maintaining strong financial planning and governance.

In addition to the quantitative results, over **1,300** free-text comments were received, providing valuable qualitative insight into how our communities view the Service. Many respondents expressed strong appreciation and pride in the Service:

“one of the most valued services in our community”

“The Fire Service in Cleveland are fantastic. The balance between public safety, community safety and education is a fine balance and they do it with utmost professionalism.”

Constructive challenges were also raised.

Some respondents emphasised that funding pressures ‘must not reduce frontline capability’ called for continued transparency and strong governance, and highlighted the need to strengthen On-Call availability to ensure consistent response standards. Others reflected that ‘everything feels extremely important’ making prioritisation difficult.

At the beginning of each pillar section, we have included a comment from the consultation responses that reflects the perspectives shared by our communities and aligns with the focus of that pillar, illustrating how engagement has influenced our strategic direction.

STRATEGIC PRIORITIES

6



PEOPLE



“Valuable service and the workforce must be protected, supported and feel valued to allow them to continue in their role.”





PEOPLE

PRIORITY - Embed wellbeing into our culture to build a resilient and high-performing workforce

We are committed to fostering a workplace culture where wellbeing is prioritised and embedded into every aspect of what we do. A healthy, supported, and resilient workforce is essential to delivering effective services and managing risk across our communities.

Our approach to wellbeing is holistic, recognising the importance of physical, mental, and emotional health throughout an individual's career and beyond. We aim to create an environment that is compassionate, flexible, and inclusive, where people feel valued and supported at every stage of their working life.

We continue to review and improve the ways we support our workforce, including how we manage workloads, promote work-life balance, and encourage flexible working practices. We are also strengthening our internal support systems and partnerships to ensure that wellbeing is reflected in the services, policies, and resources available to employees.

We are committed to reducing sickness absence by strengthening the support available to our managers and teams. This includes providing training and practical resources to help manage absence effectively and consistently. By improving how we use data, we can better understand patterns, address underlying causes, and take early action to support staff wellbeing and maintain service resilience.

By embedding wellbeing into our organisational culture, we are building a more sustainable and resilient workforce, one that is equipped to meet the challenges of today and tomorrow while continuing to serve our communities with professionalism and care.





PEOPLE

PRIORITY - Actively embed Equality, Diversity, and Inclusion (EDI) into all aspects of our work

We are committed to creating a fair, inclusive, and thriving organisation where every individual, regardless of background, identity, or circumstance, feels valued, heard, and empowered. Embedding Equality, Diversity, and Inclusion (EDI) into our culture is not a standalone initiative; it is a fundamental principle that shapes how we serve our communities and support our workforce.

By integrating EDI into every decision, policy, and practice, we ensure that our services are equitable and responsive to the diverse needs of the people we protect. Internally, we are working to remove barriers to inclusion and foster a culture where all employees can thrive. This includes promoting inclusive leadership, encouraging open dialogue, and ensuring that all voices are represented and respected.

We recognise that a diverse workforce brings strength, innovation, and resilience. Through targeted development opportunities, inclusive recruitment practices, and ongoing education, we are building a workplace where everyone has the opportunity to succeed. Our commitment to EDI also extends to how we engage with our communities, ensuring that our services are accessible, culturally competent, and trusted by all.

By embedding EDI into the core of our organisation, we are not only strengthening our internal culture but also enhancing our ability to manage risk, build trust, and deliver safer outcomes for everyone.





PEOPLE

PRIORITY - Strengthen organisational culture

We are committed to building a unified, inclusive, and values-led culture that supports collaboration, consistency, and trust across all areas of the organisation. A strong positive culture is the foundation of a high-performing fire and rescue service, where people feel connected to a shared purpose, empowered to contribute, and proud of the work they do.

To achieve this, we are working to ensure greater alignment across teams, with all departments working toward a common purpose and afforded equal opportunities for growth and recognition.

We are also focused on improving communication and access to information, streamlining policies, and creating more natural opportunities for engagement, these efforts aim to foster a culture where collaboration happens organically, not out of obligation.

Cultural development will be led by example, with our leaders modelling kindness, curiosity and inclusive behaviours. This will be supported through training, including cultural competency and EDI awareness. We are committed to creating a workplace where everyone feels safe to bring their whole self to work, where honesty and openness are encouraged, and where achievements and positive behaviours are recognised and celebrated.

By investing in our culture, we are building a more connected, consistent, and inclusive organisation, one that is better equipped to serve our communities and support our people.





PEOPLE

PRIORITY - Attract, develop, and retain a skilled and diverse workforce for the future

We are committed to attracting, retaining, and supporting a skilled and diverse workforce, to ensure long-term organisational resilience and excellence in service delivery. Our people are central to our success, and we aim to create an inclusive, fair, and engaging environment where individuals feel valued and empowered to thrive.

We are embedding transparent recruitment and promotion practices, supported by a strong focus on talent management and workforce planning. This ensures the right people are in the right roles, with clear pathways for progression and opportunities for all to contribute meaningfully.

Our approach includes strengthening recruitment to reach a broader talent pool, improving onboarding to provide a structured and inclusive start, and enhancing induction processes to build early connections across the organisation. We are also committed to retaining knowledge and experience through succession planning and by fostering a workplace culture that recognises and rewards contribution.

By aligning our workforce strategy with our organisational values, we are building a forward-thinking, high-performing service, ready to meet the evolving needs of our communities and support the wellbeing and development of our people.





PEOPLE

PRIORITY - Foster an environment of trust, growth, and shared leadership

We are dedicated to fostering a culture that values curiosity, promotes positivity and upholds trust, autonomy and shared responsibility. We recognise that effective, compassionate leadership at all levels is fundamental to creating an environment where people feel safe, supported, and motivated to contribute to their fullest potential.

Our aim is to move beyond traditional hierarchies and create an environment where leadership is a shared value, not just a role. By nurturing open-mindedness, optimism and mutual respect we are creating space for individuals to ask questions, explore new ideas, grow in confidence, and support one another in delivering high-quality services.

We are focused on developing leadership behaviours that model integrity, empathy, and inclusivity, ensuring that our leaders are visible, approachable, and aligned with our values. Through continuous learning, honest communication, and recognition of effort, we will strengthen trust across the organisation and build a workplace where people feel genuinely empowered and excited to grow.

By embedding these principles into our culture, we will not only enhance individual and team performance but also ensure we remain a resilient, forward-thinking organisation, curious about what's possible, and positive about what's next, ready to meet the evolving needs of our communities.





PEOPLE

PRIORITY - Inclusive learning for every role, every level, every opportunity

We are committed to building a culture of continuous learning and professional growth.

We understand that our ability to reduce risk and protect our communities depends on the skills, confidence, and adaptability of our entire workforce.

We recognise that development looks different for every individual and every role. Whether you're a Firefighter on the frontline, a control room operator, a corporate staff member, or part of our leadership team.

That's why we are investing in accessible, inclusive, and flexible opportunities that support progression, confidence, and capability, whether you're stepping into a new role, enhancing core skills, or preparing for future challenges.

By embedding meaningful training, leadership development, digital skills, and personalised support, we ensure every member of our diverse workforce across all departments and levels, has the opportunity to thrive and contribute to a safer, stronger Service.

This commitment to learning not only strengthens our internal capability but also ensures we remain agile and responsive to the evolving needs of the communities we serve.





PREVENTION



“Educating and reducing risks of harm is critical to keeping our communities safe”





PREVENTION

PRIORITY - Protect and support vulnerable people

To reduce fire risk and improve safety outcomes for those most at risk, our prevention strategy is centred on delivering targeted, timely, and effective support to vulnerable individuals and communities. We will prioritise the prompt delivery of Safer Homes Visits (SHVs), with a strong focus on reaching at-risk groups through improved data use and intelligence-led targeting. Post-incident follow-ups will be standardised to prevent recurrence and ensure continued support.

Safeguarding remains a core responsibility. We will maintain high standards through regular quality assurance, self-audits, and alignment with National Fire Standards, while embedding learning from local and national safeguarding reviews to drive continuous improvement. Our commitment to partnership working will see the expansion and integration of commissioned prevention services, delivered in collaboration with local authorities, health services, and the voluntary sector.

To ensure long-term impact, we will aim to secure sustainable funding for targeted interventions, particularly for socially isolated older adults and young people at risk. These services will be evaluated rigorously to demonstrate measurable outcomes and alignment with public health and safety priorities. Finally, we will promote inclusion and wellbeing by encouraging greater participation in key community engagement initiatives, empowering individuals and enhancing overall community resilience.





PREVENTION

PRIORITY - Strengthen prevention through partnerships and intelligence

To deliver effective, targeted prevention, we will strengthen our collaboration with partner agencies and embed intelligence-led approaches across all aspects of our prevention work. A key focus will be on enhancing referral and data-sharing systems to ensure timely, consistent, and secure support for vulnerable individuals across all Districts. By developing automated referral pathways and formalising data-sharing agreements, we will improve coordination and responsiveness.

We will deepen our understanding of risk by working closely with partners to gather insight into diverse and hard-to-reach communities, and by analysing how vulnerability factors contribute to fire risk. This intelligence will inform targeted interventions and help us identify emerging trends.

To ensure our partnerships are effective and impactful, we will introduce key performance indicators and feedback mechanisms to evaluate outcomes and drive continuous improvement. Ultimately, we aim to embed intelligence-led prevention as a core principle across the Brigade, ensuring that our resources are directed where they are most needed and can make the greatest difference.





PREVENTION

PRIORITY - Empower and equip staff to deliver effective prevention

Our ability to deliver high-quality, impactful prevention services depends on the knowledge, confidence, and engagement of our staff. We are committed to building internal capacity by providing comprehensive training in key areas such as mental health, disability awareness, and safeguarding. This will ensure that all staff are equipped to identify and respond effectively to complex vulnerabilities within the communities we serve.

To support long-term excellence, we will embed a culture of continuous learning and improvement across the organisation. This includes creating opportunities for reflection, sharing best practices, and encouraging innovation in prevention delivery. By fostering a learning environment, we aim to keep our prevention work responsive, evidence-based, and aligned with evolving community needs.

Strong internal communication and staff engagement will underpin this strategy. We will strengthen collaboration across teams, improve the flow of information, and ensure that all staff feel connected to the Service's prevention goals. By empowering our people, we will enhance the quality, consistency, and reach of our prevention efforts, ultimately reducing risk and improving outcomes for the most vulnerable.





PREVENTION

PRIORITY - Reduce harm from all incidents

We are committed to reducing harm across a broad spectrum of risks by delivering targeted, data-driven prevention campaigns that address fire, road, and water-related incidents. By analysing incident trends and seasonal patterns, we will focus our efforts where they are most needed, whether that's arson hotspots, high-risk road junctions, or communities near open water.

Engaging with high-risk groups, particularly young people, remains a core priority. Through school-based education, fire-setter intervention programmes, and age-appropriate road and water safety messaging, we aim to influence behaviours early and build lifelong safety awareness.

Our prevention efforts will be strengthened through multi-agency collaboration, working closely with Cleveland Police, local authorities, and community partners to deliver joint operations, community events, and local engagement initiatives. We will also promote safe behaviours through a blend of face-to-face outreach and innovative digital engagement, ensuring we reach vulnerable and hard-to-access communities effectively.

To ensure our strategies remain effective, we will continuously evaluate and adapt our campaigns using incident data, community feedback, and performance metrics. This outcome-focused approach will help us reduce risk, prevent harm, and build safer, more resilient communities.





PREVENTION

PRIORITY - Tackle deliberate fire setting and arson

To protect communities and reduce the impact of deliberate fire setting, we will adopt a proactive, intelligence-led approach to prevention and enforcement. Our strategy will focus on identifying high-risk areas and patterns through data analysis and multi-agency intelligence sharing, enabling targeted interventions that disrupt harmful behaviours and reduce repeat incidents.

Our commitment to reducing deliberate fires will be reinforced through coordinated multi-agency arson reduction efforts. This includes joint patrols, rapid waste removal, and environmental design improvements in high-risk areas, supported by a refreshed Arson Reduction Strategy.

We will work closely with partners including the police, local authorities, youth services, and community safety partnerships to deliver coordinated responses. This includes joint operations, environmental improvements, and the use of legal powers where appropriate to deter and address arson-related activity.

Education and early intervention will be central to our approach. We will expand our engagement with young people through tailored programmes that raise awareness of the consequences of fire setting and promote positive behaviours. Specialist support will be offered to individuals identified as being at risk of fire-setting behaviour, with referral pathways into diversionary and rehabilitative services.

By embedding prevention into our operational response and strengthening community relationships, we aim to reduce the social, economic, and environmental harm caused by deliberate fires, while building safer, more resilient neighbourhoods.





PROTECTION



“Ensure operational response and protection of life and property within the built environment is prioritised.”



PROTECTION

PRIORITY - Target those premises that present the greatest risk

We aim to focus on premises that pose the greatest risk to life, property, and the environment. Through a robust, intelligence-led Risk-Based Inspection Programme (RBIP), we allocate resources where they are most needed, based on both the likelihood and potential impact of fire.

The RBIP categorises premises into three tiers:

- **Priority 1** includes those with the highest risk to life, such as high-rise residential buildings, hospitals, care homes, and specialised housing—settings where occupants may be more vulnerable.
- **Priority 2** covers moderate-risk premises like houses in multiple occupancy (HMOs), flats above shops, hotels, and night-time economy venues.
- **Priority 3** includes all other premises, assessed using specific risk factors and intelligence.

We will continuously refine our RBIP using emerging data, local intelligence, and national guidance to remain responsive to changes in the built environment. Skilled personnel will deliver targeted interventions and collaborate with regulators, especially for taller residential buildings. This includes implementing Grenfell Tower Inquiry recommendations and supporting the Building Safety Regulator.

Our strategy is built on partnership, transparency, and accountability. We will engage with building owners, developers, residents, and local authorities to promote shared fire safety responsibilities and support effective remediation where needed.

Enforcement remains a vital tool. We will apply statutory powers fairly and proportionately to uphold public safety. To enhance resilience, we will also strengthen our out-of-hours fire safety capability, ensuring continuous protection and community confidence.



PROTECTION

PRIORITY - Strengthen business engagement

We aim to support those responsible for fire safety in business premises by offering constructive, accessible advice and education. Through enhanced coordination across internal teams and external stakeholders, we will deliver targeted protection activities that help business owners and Responsible Persons (RPs) meet their duties under the Regulatory Reform (Fire Safety) Order 2005.

Our strategy includes proactive engagement through regular visits, workshops, seminars, and digital resources. These interactions will help businesses stay informed, build strong relationships with us, and deepen our understanding of local risks and vulnerabilities.

We are committed to making fire safety guidance practical and approachable. By fostering open communication and trust, we want fire safety to be seen not as a regulatory burden, but as a shared responsibility that protects lives, property, and livelihoods.

Our approach prioritises education over enforcement, offering tailored advice that reflects the unique needs of each business. Whether through one-on-one consultations or broader campaigns, we will provide clear, actionable information that empowers RPs to take meaningful steps toward compliance. By working collaboratively, we aim to improve awareness, enhance compliance, and reduce fire risk across our business communities in a way that is both effective and respectful of the challenges they face.





PROTECTION

PRIORITY - Fulfilling our statutory duty in fire protection

We are committed to delivering a consistent, professional, and timely fire safety consultation service that supports the safety of the built environment. This includes statutory consultations on Building Regulations, Licensing, and non-statutory Planning matters, ensuring fire safety is embedded from design through to occupation.

By engaging early with developers, architects, and planning authorities, we help identify and resolve fire safety issues before they become embedded in proposals, reducing the need for costly redesigns and enforcement later. This proactive approach promotes innovation while maintaining a strong focus on life safety.

Our consultation work follows national guidance, including the Building Regulations Fire Safety Procedural Guidance, and uses tools like the Fire and Rescue Service Consultation Pro Forma and Consensus Reaching Process to ensure clarity, consistency, and accountability.

We support modern construction methods and fire-engineered solutions, working closely with the Building Safety Regulator and other partners to assess complex proposals. Our focus remains on ensuring regulatory compliance and protecting occupants.

Where necessary, we will use enforcement powers proportionately and in line with national protocols to address fire safety risks. Our regulatory influence helps shape safer, more resilient communities by embedding fire safety into the built environment and upholding our broader commitment to public safety.





RESPONSE



"It is vital that the service is community focused and able to provide fast and effective outcomes."



RESPONSE

PRIORITY - Resource to risk

We are committed to ensuring that our resources are aligned with the dynamic and evolving risk landscape across our communities.

Using robust incident data, comprehensive risk profiling, and local intelligence, we will identify and address all foreseeable risks, including emerging threats such as wildfires and flooding, which are increasingly prevalent due to climate change.

We will undertake a detailed review of our operational coverage to ensure that our deployment model reflects current and future risk. This includes evaluating station locations, response times, and staffing models to maintain resilience and effectiveness.

Our firefighting methods will be continuously assessed and modernised to meet the demands of complex incidents. We will invest in training, equipment, and tactics that enhance our capability to respond safely and efficiently. Additionally, we will review our specialist capabilities, such as water rescue, wildfire response, and hazardous materials, to ensure they are fit for purpose and scalable to meet high-impact scenarios.

By integrating data-driven decision-making with community risk management planning, we will maintain a proactive and agile response model. This strategic approach ensures that Cleveland Fire Brigade remains prepared, responsive, and resilient in protecting life, property, and the environment.





RESPONSE

PRIORITY - Provide a fast and effective emergency response

We are committed to delivering a fast, effective, and reliable emergency response that protects life, property, and the environment. Central to this commitment is our performance against the response standards set out on page 10, which we continuously monitor and improve to meet public expectations and operational needs.

To meet these standards, we focus on appliance availability, crew readiness, and efficient mobilisation. Performance data is regularly reviewed to identify and address any factors that may affect our ability to respond quickly.

We use risk-based modelling, incident data and local intelligence to position resources effectively across Cleveland. As climate change increases weather-related emergencies, we're preparing with the right equipment, personnel, and planning for incidents like flooding and wildfires.

We will conduct a comprehensive review of our emergency response standards to ensure they reflect current risks, infrastructure, and community needs. This will help us balance speed, risk reduction, and resource allocation, ensuring our response remains fit for purpose and delivers the highest levels of public safety.





RESPONSE

PRIORITY - Continue to improve our Fire Control arrangements

Our Fire Control team plays a vital role in emergency response, ensuring calls are handled swiftly and resources are deployed effectively. To enhance this function, we've increased staffing and introduced two shift patterns to match peak demand, improving resilience and service delivery at critical times.

Fire Control staff are fully integrated into operational response and organisational learning. They participate in training, multi-agency exercises, and debriefs, including those involving major incidents and fire fatalities. Their involvement in scenarios such as mass decontamination, terrorist threats, and high-rise fires ensures they are well prepared to support complex, multi-agency responses. Training is routinely delivered in areas such as JESIP and incident command to maintain high standards of interoperability and situational awareness.

We are investing in a new mobilisation system to be embedded during this CRMP period. This advanced technology will improve call handling, enhance situational intelligence, and support dynamic, efficient resource deployment.

By strengthening Fire Control, we ensure the right help reaches the right place at the right time, every time.





RESPONSE

PRIORITY - Improve On-Call availability

We recognise the unique and critical role our On-Call firefighters play in delivering a timely and effective emergency response. This highly valuable and flexible workforce supports operational resilience, maintains community presence, and enables sustained emergency cover across Teesside.

We will continue to deliver our On-Call improvement plan to embed a sustainable operating model focused on targeted recruitment, enhanced training, and improved retention strategies. We will focus on East Cleveland to improve availability and meet response standards, ensuring consistent service across the county. By enhancing resource planning and response modelling, we aim to match cover with risk and demand, deliver equitable services, and maintain public confidence.

We will work closely with local communities and employers to promote the value of On-Call service, exploring flexible contracts, and innovative engagement methods to attract and retain personnel.

Technology and digital solutions will be leveraged to improve availability tracking, mobilisation efficiency, and communication with crews.

By aligning our On-Call strategy with risk intelligence and community needs, we will enhance our responsiveness, strengthen local resilience, and ensure that Cleveland Fire Brigade remains a trusted and capable emergency service.





RESPONSE

PRIORITY - Work collaboratively to embed and Improve community resilience

We are committed to enhancing public safety through a collaborative, multi-agency approach to emergency planning, response, and recovery. By working closely with partners and communities, we aim to build resilience before, during, and after incidents.

We will embed interoperability as standard practice, using Joint Emergency Services Interoperability Principles (JESIP) principles to ensure seamless information sharing, shared situational awareness, and coordinated decision-making during emergencies. Our planning will be flexible and risk-based, tailored to specific locations and regularly reviewed to ensure effectiveness under pressure.

Empowering communities is key. We will work proactively with Local Resilience Forum partners, neighbouring emergency services, and the community to provide residents and businesses with the tools and knowledge to prepare for emergencies and recover quickly. Following major incidents, we will actively support recovery efforts, working with partners to help restore infrastructure, provide humanitarian aid, and assist communities in returning to normality.

Continuous learning will drive improvement. We will review performance after incidents and exercises, listen to community feedback, and refine our plans and policies to strengthen local resilience and ensure we're ready for future challenges.





RESOURCES



“Maintaining funding to provide a safe and robust service is very important”



RESOURCES

PRIORITY - Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities

We are committed to maintaining robust and flexible financial plans that support the delivery of our CRMP priorities and ensure long-term sustainability.

Our Medium-Term Financial Strategy (MTFS) reflects current assumptions, including a potential freeze in resources from 2026/27 to 2028/29. However, we recognise the uncertainty ahead, including possible reductions in government funding, inflationary pressures, and changes to council tax limits.

Every 1% reduction in grant funding would require us to identify approximately £217,000 in savings. In this context, service priorities will be regularly reviewed to ensure they remain achievable within a balanced budget.

Despite these challenges, we continue to exceed national efficiency and productivity targets, reinvesting savings into the Service to support innovation and improvement. Our financial strategy is built on transparency, evidence-based planning, and a commitment to delivering value for money.

By aligning our financial resources with risk, need, and strategic priorities, we will ensure Cleveland Fire Brigade remains resilient, responsive, and capable of delivering high-quality services to our communities.





RESOURCES

PRIORITY - Drive value for money

We are committed to achieving value for money through strategic procurement, robust contract management, and effective internal controls. We will leverage collaborative arrangements, including partnerships and national frameworks, to optimise buying power and secure efficient, cost-effective routes to market.

Our contract management processes will ensure both goods and services remain fit for purpose, with swift resolution of issues to minimise disruption to operations and communities. Ethical and sustainable sourcing supports our commitment to the Government's net zero targets, with a focus on recyclable products and circular procurement practices that extend the life and value of resources.

Procurement activity is aligned with CRMP projects and published in advance which supports transparency, local supply chains, and collaboration. Through our Social Value model, we will track and enhance community benefits delivered via supplier partnerships.

We will use reserves strategically to support innovation, improve efficiency, and enable planned project delivery. Our performance management framework ensures that value for money is demonstrable and aligned with our strategic goals and risk profile.





RESOURCES

PRIORITY - Enhance digital skills and technology use

We are committed to using digital, data, and technology to enhance prevention, protection, response, and corporate services. We will ensure our people have the digital skills needed to work safely and effectively, while understanding their responsibilities when using technology, data, and Artificial Intelligence (AI).

Our strategic investment in digital transformation will drive continuous improvement, ensuring we meet statutory obligations and maintain sustainable, secure, and resilient systems. We will implement technologies that offer value for money, integrate seamlessly, and support efficient business processes through automation.

We will provide timely access to information and communications to support community safety and operational delivery. Cyber security will be governed robustly, balancing protection of assets and data with enabling staff to carry out their roles confidently. We will proactively monitor and respond to evolving cyber threats, encouraging vigilance and prompt reporting of concerns.

By planning for asset replacement and maintaining systems in line with best practice, we will ensure our technology remains fit for purpose and future-ready.

PRIORITY - Maintain a fit for purpose estate for our staff, partners and local community

We will continue to invest in our estate to ensure it remains fit for purpose, supporting our staff, partners and communities. As we complete our refurbishment programme, we will maximise the use of our buildings and adapt them to meet evolving operational requirements.

Our proactive maintenance schedule will ensure our facilities remain safe, accessible and of a high standard. We are committed to creating inclusive environments that uphold dignity of all individuals, with appropriate staff facilities that support wellbeing and privacy for all.

Sustainability is a key focus. We will reduce energy and water consumption, explore new technologies, and increase recycling and waste reduction across our estate.

We will continue to share our estate with partners where appropriate, supporting joined-up service delivery and generating income to support our financial sustainability.



RESOURCES

PRIORITY - Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future

We are committed to providing fleet and equipment that best meets the current and emerging needs of our operational and business requirements, whilst always ensuring safety and legal compliance. Emerging risks will always be considered, assessed and mitigated.

We will explore, through research and development, the opportunities of modern and sustainable fleet and equipment. We seek to utilise innovation and recommendations from market leaders to improve the efficiency and effectiveness of our resources. We will continue to transition towards a greener fleet introducing ultra-low emission vehicles, reducing fuel consumption and carbon emissions.

As vehicle and equipment technology advances, we will ensure our people undertaking maintenance activities are trained and competent to comply with relevant controls and legislation. We will continue to develop new talent through technician apprenticeships.

We will continue to collaborate in our procurement processes to maximise the expertise and benefit from increased buying powers. Going forward we will continue to explore opportunities to collaborate on fleet and equipment with our partners to enhance interoperability and share capital costs.

Where appropriate we will continue to generate income streams from collaboration with partners on fleet maintenance and hire of our assets.





STRATEGIC PLANNING



“Good governance and flexible yet robust financial planning is essential to help optimise the service to all communities.”





STRATEGIC PLANNING

PRIORITY - Strengthen information and intelligence to drive better outcomes

We are committed to ensuring that our information is accessible, transparent, accurate, and used effectively to support engagement, decision-making and delivery of services. We recognise that high-quality data and intelligence are essential to understanding risk, improving performance, and delivering value to our communities.

We are enhancing how we collect, manage, and communicate information across the organisation. This includes improving data quality, streamlining access, and embedding intelligence-led approaches. In doing so, we will empower our teams with the right information at the right time, enabling more informed, timely, and effective decisions.

Through a culture of openness and continuous improvement, we will ensure that our information systems support collaboration, accountability, and innovation at every level.





STRATEGIC PLANNING

PRIORITY – Embed effective governance and programme management

We are committed to building a governance framework that supports clear, consistent, and accountable decision-making across all areas of the organisation. Effective governance is essential to delivering our strategic objectives and ensuring that our programmes and projects are well-managed, aligned, and impactful.

We are strengthening our approach to programme and project management by embedding structured methodologies, consistent processes, improving oversight, and ensuring that decisions are evidence-based and transparent. This will enable us to deliver change effectively, manage resources efficiently, and maintain public trust.

By embedding governance into our service, we will create a more agile, responsive, and resilient organisation.

We will strengthen the role of scrutiny and oversight by ensuring that decision-making processes are transparent, inclusive, and subject to appropriate challenge. The Fire Authority plays a vital role in providing democratic accountability, strategic direction, and assurance. We will continue to work closely with Members to support informed governance, uphold public confidence, and ensure that our plans and programmes reflect the needs and expectations of our communities.





STRATEGIC PLANNING

PRIORITY - Collaborate and share learning

We believe that collaboration, learning, and sharing best practice are key to continuous improvement and innovation. We are committed to working together across teams, with partners, and with our communities, to deliver better outcomes and build a stronger service.

We are creating more opportunities for cross-functional working, knowledge exchange, and joint problem-solving. By learning from each other and from external partners, we will strengthen our capabilities, avoid duplication, and accelerate improvement.

Through openness and a shared purpose, we will ensure that collaboration becomes a natural and valued part of how we work.

PRIORITY – Take a proactive and strategic approach to risk and opportunity

Understanding and managing risk and opportunity is central to our strategic planning. We are committed to developing a proactive, forward-looking approach that enables us to anticipate change, respond effectively, and build resilience.

We will work closely with our communities, local resilience forum, partners and other fire and rescue services to allow us a greater understanding of the national, regional and local risks.

We are enhancing our use of risk registers, horizon scanning, and integrated planning tools to ensure that risk is identified, assessed, and managed at every level. This includes linking risk management directly to our strategic objectives and decision-making processes.

By embedding risk thinking into our processes, we will be better equipped to navigate uncertainty, seize opportunities, and deliver sustainable outcomes for our communities.



STRATEGIC PLANNING

PRIORITY - Drive service improvement through change and organisational learning

We are committed to building a culture of continuous improvement, where change is well-managed, learning is embedded, and innovation is encouraged. Service improvement is not a one-off initiative - it is a mindset that drives everything we do.

We are strengthening our approach to change management, ensuring that improvements are evidence-based, inclusive, and aligned with our strategic goals. We are also investing in organisational learning, capturing insights from experience, feedback, and performance data to inform future action.

By embedding improvement into our everyday practice, we will build a more agile, effective, and future-ready organisation.

PRIORITY - Enhance communication to build trust and engagement

Effective communication is central to building trust, fostering engagement, and ensuring transparency across all areas of our work. We are committed to delivering clear, timely, and inclusive communications that connect with our communities, partners, and workforce.

We will enhance our communication channels and approaches to ensure that our messages are accessible, relevant, and responsive to the needs of diverse audiences. This includes embracing digital platforms, improving internal communications, and tailoring engagement to reflect local contexts and priorities.

By embedding a culture of open dialogue and active listening, we will strengthen relationships, support informed decision-making, and ensure that our services are shaped by the voices of those we serve.



STRATEGIC PLANNING

PRIORITY - Drive forward workplace safety through leadership, learning, and risk management

Ensuring the health, safety, and wellbeing of our workforce is a fundamental priority for Cleveland Fire Brigade. A safe workforce is not only essential for operational effectiveness but also reflects our commitment to creating a supportive and responsible organisational culture. We aim to embed safety into every aspect of our work, through proactive risk management, effective leadership, and a continuous learning mindset.

We are focused on developing a consistent and collaborative approach to safety across all teams and departments. This includes strengthening health and safety leadership, improving access to policies and guidance, and fostering open communication that encourages reporting, reflection, and improvement. By promoting shared responsibility and empowering individuals to take ownership of safety, we will build trust and accountability at every level.

Our goal is to create an environment where safety is second nature, modelled by leaders, supported by systems, and embraced by all. Through ongoing training, cultural development, and recognition of safe behaviours, we will ensure that our workforce remains protected, informed, and confident in their roles.

This commitment to safety will not only safeguard our people but also enhance our ability to serve our communities with professionalism and care.



PERFORMANCE AND ASSURANCE



Performance and Assurance

To ensure effective delivery of services, it is essential through a performance driven culture that everyone within Cleveland Fire Authority (CFA) and Cleveland Fire Brigade understands, monitors and manages performance; and naturally focuses on the right things to deliver continuous improvement and public accountability,

The CFA follows a continuous strategic planning improvement model (Plan, Do, Check, Act). It integrates planning, execution, monitoring, and improvement across all levels - strategic, tactical, and individual. This model supports a culture of learning and responsiveness, enabling the service to adapt to emerging risks and community needs.

The framework aims to embed a performance-driven culture by aligning resources with strategic priorities and ensure accurate, timely, and meaningful performance data, whilst complying with national standards, including the Fire and Rescue National Framework for England and the inspection regime led by HMICFRS. HMICFRS independently assesses the effectiveness, efficiency, and people management of fire and rescue services, providing valuable insights that inform strategic planning and service improvement, using improvement plans.

At strategic level, corporate plans and strategies are presented to the CFA. Performance is measured through the CFA Audit and Governance Committee, providing oversight and scrutiny against key targets and action plans (e.g HMICFRS and Culture).

Internal governance structures ensure that performance is monitored consistently across departments, with clear accountability and escalation routes. Using robust methodology and evidence-based comparators, targets are set annually and monitored through the Executive Leadership Team, directorate functions and performance clinics. Each year, the CFA evaluates its achievements against strategic objectives and publishes performance outcomes to inform and reassure the public.

This commitment to transparency reinforces public trust and supports a cycle of continuous improvement.

FINANCIAL POSITION

80



Financial Position

Revenue budget

The Revenue budget covers day to day expenditure (i.e. salaries paid to staff, running cost of buildings / fire appliances etc). Like all Fire and Rescue services these costs are impacted by national pay awards and inflation.

2026/27 revenue budget

As a standalone Fire and Rescue Service our revenue budget, is funded from a combination of Government funding (including reallocated Business Rates income) and Council Tax.

Because our area has a low Council Tax base , with a higher-than-average proportion of properties in Bands A and B , we only raise 43% of our revenue funding locally from Council Tax, compared to the national FRA average of 60%.

This means we are more reliant on Government funding, which has reduced significantly due to historic austerity measures.

2026/27 revenue funding

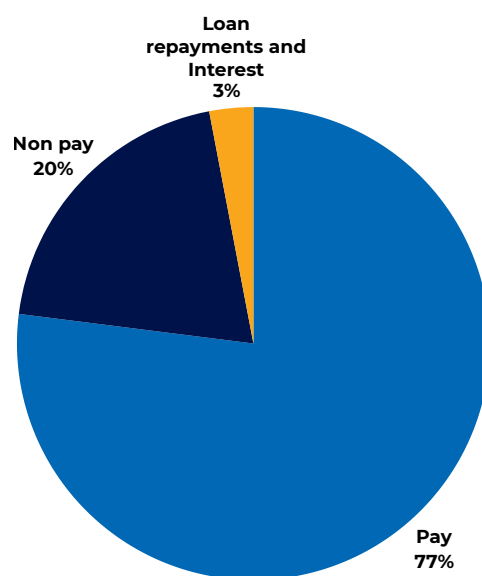
Previous reductions in Government funding meant the Authority has already delivered proportionally higher cuts than most FRAs. For example, the number of firefighter posts has reduced by 33%, compared to a national reduction of 25%.

To plan effectively, the Authority prepares a three-year Medium Term Financial Strategy (MTFS). The current MTFS incorporates the final three-year Local Government Finance Settlement (2026/27–2028/29), the first multi-year settlement in a decade, although the later years remain indicative. High inflation continues to make forecasting pay awards and inflation beyond 2026/27 challenging.

For 2026/27 the Authority approved a revenue budget of £39.739m, including:

- A £5 Band D Council Tax increase, the limit set for FRAs and
- £0.401m temporary support from the Budget Support Fund, deferring part of the deficit to 2027/28.

Summary of 2026/27 revenue budget
£39.739m



The three-year settlement covering 2026/27 to 2028/29, issued in February 2026, confirmed that deficits will remain significant across the period, with a total remaining deficit of £1.197m after applying the approved Council Tax strategy. Without annual £5 increases in 2027/28 and 2028/29, the deficit would rise to £2.929m.

The MTFS recognises that this deficit may increase if pay awards and inflation over the MTFS period exceed forecast levels. This risk will be kept under review as part of the annual updating of the MTFS.

Government changes to funding confirmed in February 2026 prioritise social care services (65% of local government spending). Fire services make up only 4% of spending nationally and receive no similar weighting under final funding settlement for 2026/27 to 2028/29.

The settlement confirms continued reliance on Council Tax increases to fund national Core Spending Power (CSP) growth -i.e. total revenue resources. Nationally, 75% of CSP increases will come from Council Tax; only 25% will come from Government grants and redistributed Business Rates. For Cleveland, 100% of CSP growth must come from Council Tax, as Government funding decreases over the period.

Managing the 2026/27 Position

Due to the short timeframe between the final settlement (early Feb) and the start of the financial year, the Authority will use the Budget Support Fund in 2026/27 to manage the deficit.

This provides additional time to develop a robust and sustainable savings plan to deliver the recurring cuts required from 2027/28 onwards.

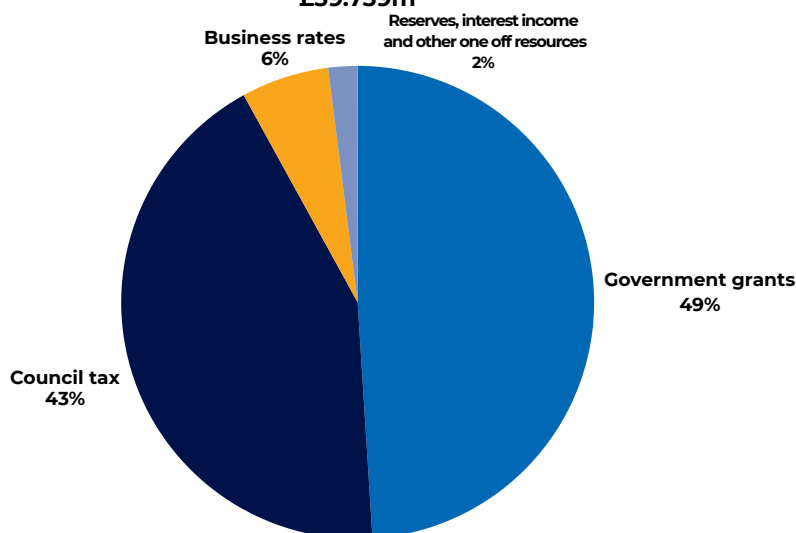
Capital budget

The capital budget covers expenditure on our assets i.e. replacement of fire appliances and other front-line firefighting/rescue equipment, expenditure on fire stations and IT systems/equipment needed to support the delivery of a fire and rescue service. The approved programme for 2025/26–2028/29 totals £12.997m, funded through:

- £3.610m capital reserves (including the capital costs inflation reserve), and
- £9.387m borrowing

The revenue budget makes provision to repay this borrowing and interest costs, which are £1.085m - being 3% of the 2026/27 revenue budget.

Summary of 2026/27 Revenue Funding
£39.739m



Reserves

Reserves are one off resources which are used to fund one off expenditure, such as funding part of the capital budget and to manage financial risk, such as managing the impact of reductions in government funding on the revenue budget.

As at 31 March 2025 reserves total £15.245m, comprising:

	Value 31.03.2025 £'m
Capital Reserves <i>Earmarked to fund the capital budget and capital costs in future years</i>	7.416
Budget Support Fund <i>Earmarked to provide temporary support of the revenue budget to manage the impact of future government funding reductions.</i> <i>The Authority recognises use of the reserve is not a permanent solution, and provides a slightly improved lead time to develop a robust plan for addressing funding reductions.</i>	3.487
Earmarked Revenue Reserves <i>Earmarked to fund revenue costs of projects implement over more than one financial year, or planned to be implemented in a future year.</i>	2.269
General Fund Reserve This reserve equates to approximately 5% of the revenue budget, which is in line with national guidance. This reserve is held to manage unforeseen circumstances not covered by either the revenue budget, capital budget or other reserves. Any use of this reserve would need to be repaid to maintain the balance at 5%.	2.073
TOTAL	15.245

Reserves will reduce significantly over the MTFS period as they are used to support the revenue budget, mitigate risks (especially pay/inflation), and fund essential capital investment. This trend reduces financial flexibility, increasing the importance of:

- Maximising recurring income through Council Tax, and
- Delivering a robust savings plan for recurring reductions from 2027 onwards.

GLOSSARY



Glossary of Terms

Cleveland Fire Authority (CFA) - The Cleveland Fire Authority is the governing body responsible for overseeing the strategic direction, governance, and performance of Cleveland Fire Brigade. It ensures that the Brigade delivers effective fire and rescue services across Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-on-Tees. The Authority sets budgets, approves community safety plans, and works with local councils and partners to reflect community needs in its decision-making.

Cleveland Fire Brigade (CFB) - Cleveland Fire Brigade is the statutory fire and rescue service for the boroughs of Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-on-Tees in the North East of England. It provides emergency response, fire prevention, and community safety services to protect lives, property, and the environment.

Community Risk Management Plan (CRMP) - A plan that identifies and assesses all foreseeable fire and rescue related risks to communities and the arrangements that have been put in place to prevent or respond to them.

Community Risk Management Plan methodology - A methodology that CFB must use to ensure that appropriate resources are available with the emphasis placed on prevention, protection, response and its people, taking into consideration the risk profile in Teesside. The methodology used as a framework for CFB's Community Risk Management Plan has been developed and approved as best practice by the National Fire Chiefs Council (NFCC).

Consultation - Engagement throughout the development of the plan, with the community, its workforce and representative bodies, and partners.

Control of Major Accident Hazards (COMAH) sites - A COMAH site refers to a facility classified under the Control of Major Accident Hazards (COMAH) Regulations in the UK. These sites store or use significant quantities of hazardous substances and are subject to strict safety regulations to prevent major accidents and limit their consequences for people and the environment. COMAH sites are closely monitored by the Health and Safety Executive (HSE) and the Environment Agency.

Domestic/non-domestic fire alarm - In its simplest form, an automatic fire alarm system contains a means of detecting a fire and a means of raising the alarm, either in a domestic premise (where someone lives consistently) or a non-domestic premise (premises that are not a usual residence, including Industrial and Commercial properties along with town halls, libraries, community centres, and hotels).

Glossary of Terms

Emergency Response Standards - These standards measure the time taken from us receiving your 999-emergency call to the time that our first (and when relevant second) fire appliance arrives at the incident. The service monitor these standards against the targets we have set.

Engagement - Involving communities and stakeholders in identifying risks and shaping services.

Executive Leadership Team (ELT) - The Executive Leadership Team is a group of senior leaders within CFB, responsible for setting strategic direction, making high-level decisions, and overseeing the delivery of key services and priorities. ELT includes the Chief Fire Officer and the Directors of departments, working together to ensure effective governance, performance, and alignment with community needs and statutory responsibilities.

Fire and Rescue Service (FRS) - The organisations responsible for providing fire prevention, protection, and response services.

Fire Safety Officers - A Fire Safety Officer is a specialists within CFB responsible for promoting and enforcing fire safety regulations. Their role typically includes inspecting buildings, advising on fire prevention measures, ensuring compliance with fire safety legislation, and supporting businesses and communities to reduce fire risks. They play a key part in protecting lives and property through education, guidance, and enforcement.

Geographic Information System - A system used to capture, store, analyse, and display spatial or geographic data. It helps organisations visualise locations, patterns, and relationships to support planning, decision-making, and emergency response.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) - HMICFRS is an independent body that assesses and reports on the effectiveness, efficiency, and leadership of police forces and fire and rescue services in England. For fire and rescue services, HMICFRS conducts regular inspections to ensure they are delivering high-quality services, managing risks appropriately, and meeting the needs of their communities. The findings help drive improvements and maintain public accountability.

Glossary of Terms

JESIP (Joint Emergency Services Interoperability Principles) - A set of principles and guidance designed to help emergency services work together effectively at major incidents. It focuses on improving communication, coordination, and joint decision-making between police, fire, ambulance, and other agencies.

Local Risk Register - A local risk register helps identify emerging issues and also situations where a risk may be increasing or decreasing in our county. It helps highlight any gaps in an organisation's ability to respond to an emergency and indicates what response is required.

Medium Term Financial Strategy (MTFS) - A Medium-Term Financial Strategy is a financial planning tool used by CFB to outline expected income, expenditure, and financial priorities over a period of typically three to five years. It helps ensure long-term sustainability, supports strategic decision-making, and aligns financial resources with service goals and community needs.

National Risk Register - The National Risk Register outlines the key malicious and non-malicious risks that could affect the UK and provides resilience guidance for the public.

National Fire Chiefs Council (NFCC) - The National Fire Chiefs Council (NFCC) is a representative body made up of the chief fire officers of the fire services in the United Kingdom.

On-Call Firefighters - An On-Call Firefighter serves their local fire and rescue station on a part-time basis, saving lives and protecting those within the communities

People - People refers to our workforce that delivers our services. This includes firefighters, control room staff, corporate personnel, and leadership teams. It encompasses recruitment, training, wellbeing, diversity, and development, ensuring our organisation has the right skills, capabilities, and culture to meet current and future challenges effectively.

Prevention - Activities aimed at preventing fires and other emergencies from occurring in the first place, such as education and safety campaigns.

Proposals - Our plans to improve our service, put forward for consideration as part of the public consultation.

Glossary of Terms

Protection - Measures taken to protect people and property from the effects of fire and other emergencies, including fire safety inspections and enforcement.

Resource allocation - How CFB distributes its personnel, equipment, and other resources to address different types of risks.

Resources - Resources refer to the physical and financial assets used to deliver our services effectively. This includes fire stations, vehicles, equipment, technology, and funding. Managing resources efficiently ensures we can respond to emergencies, carry out prevention and protection work, and support staff in delivering safe and effective outcomes for the community.

Resilience - The ability of communities and services to withstand and recover from emergencies.

Response - The operational actions taken by CFB when an emergency occurs.

Risk - The likelihood of harm occurring, combined with the potential severity of that harm. We additionally consider our ability as an organisation to respond to risks.

Risk Based Inspection Programme (RBIP) - A targeted fire safety initiative that prioritises inspections of buildings based on their risk level, using local data and national standards to identify premises where a fire would have the most serious consequences.

Risk Assessment - The process of identifying potential hazards and evaluating their likelihood and potential consequences.

Risk Mitigation - Actions taken to reduce the likelihood or severity of a potential risk.

Safer Homes Visits (SHV) - A Safer Homes Visit is a free service from CFB aimed at reducing fire risks in the home. It includes checking for hazards, testing or installing smoke alarms, and giving advice on fire safety and escape plans. These visits are especially helpful for vulnerable individuals, such as older adults or those with mobility issues.

Service Objectives/Priorities - Specific, measurable goals that CFB aims to achieve through its CRMP.

Glossary of Terms

Special appliances - A term used to describe our fleet of specialist appliances used to respond to emergency incidents.

Stakeholders - Individuals, groups, or organisations that have an interest in, or are affected by, the CRMP.

Statement of Assurance - A statement that fire and rescue authorities must provide to give assurance on financial, governance and operational matters, and show how they have had due regard to the expectations set out in their CRMP.

Strategic Assessment of Risk (SAOR) - A Strategic Assessment of Risk is a comprehensive analysis carried out by CFB to identify and understand the risks that could impact its communities and operations. It supports the development of the CRMP by ensuring that all foreseeable risks, local, regional, and national, are considered in planning and decision-making.

Strategic Planning - Strategic Planning in CFB refers to the process of setting long-term goals and priorities to ensure the service meets current and future community needs. It involves analysing risks, assessing resources, forecasting challenges, and aligning activities with national and local objectives. Strategic planning helps guide decision-making, improve performance, and ensure the efficient use of people, assets, and funding.

Value for Money (VfM) - The term used to describe the relationship between the cost of goods and services and the quality of those goods and services. CFB assess VfM by using the common criteria of economy, efficiency, effectiveness and equality.

Wholetime Firefighter - A firefighter that is employed on a fulltime basis as a firefighter, based at Wholetime Fire Stations.

Links to Other Documents

Any links which have been referenced to in this document can be found on our Community Risk Management Plan page:

www.clevelandfire.gov.uk/crmp/

These resources provide context, background information, and further reading to support understanding of the risks, strategies, and community initiatives described.

For further inquiries about the contents of this document, please contact:

Cleveland Fire Authority
Endeavour House
Training and Administration Hub
Queens Meadow Business Park
Hartlepool
TS25 5TH
Telephone: 01429 872311
Email: info@clevelandfire.gov.uk



Cover artwork created by Ellie Lewis, winner of our cover design competition.

