



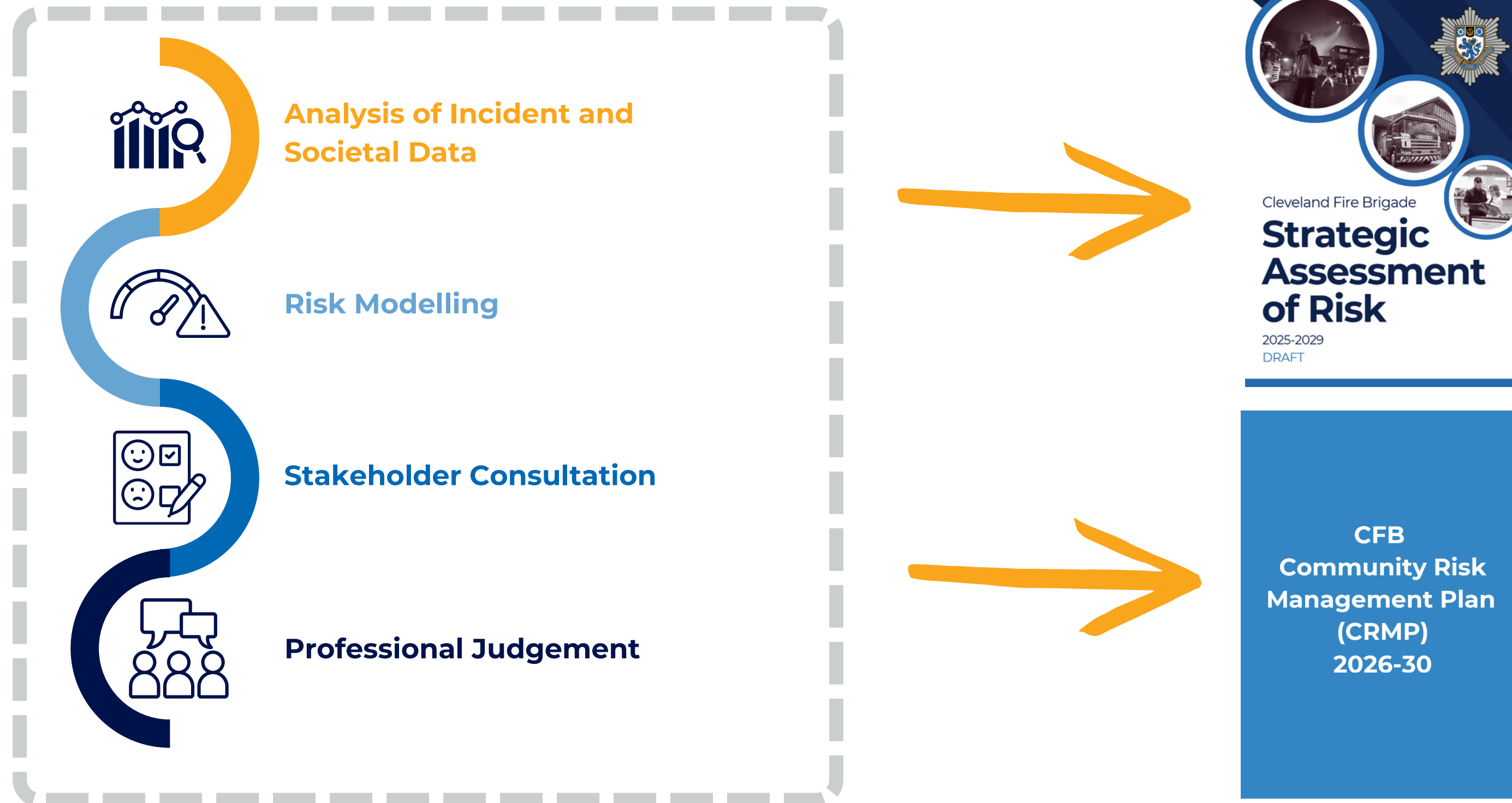
Fire Authority Executive  
Committee  
29<sup>th</sup> August 2025

# Community Risk Management Plan (CRMP)

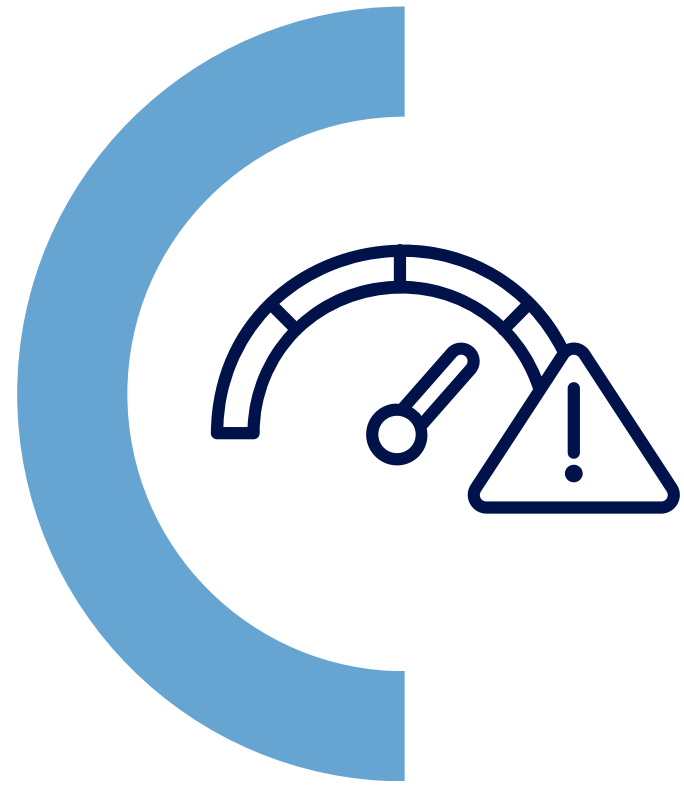


# Our Approach

To develop our draft Strategic Assessment of Risk and draft CRMP we have combined a number of elements of intelligence to form a single strand.



# Risk Modelling



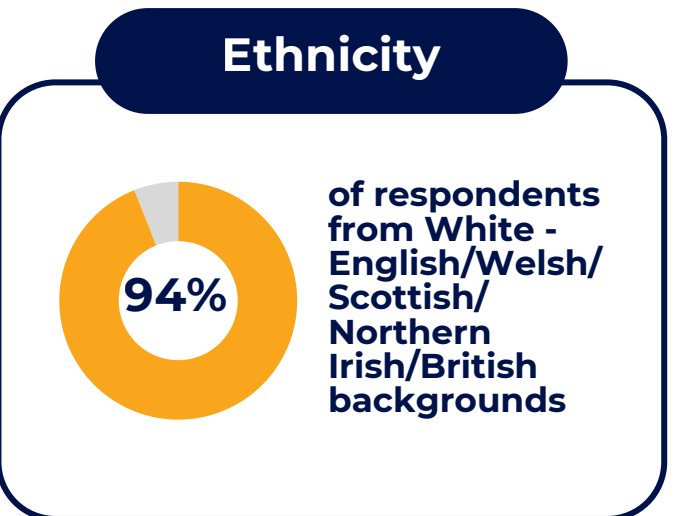
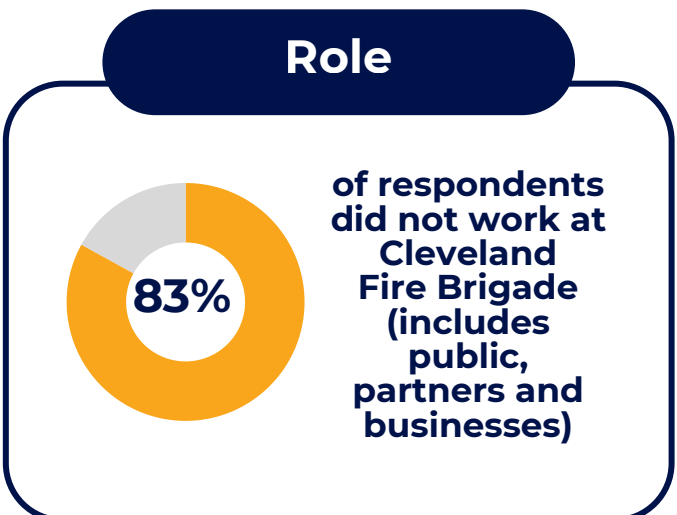
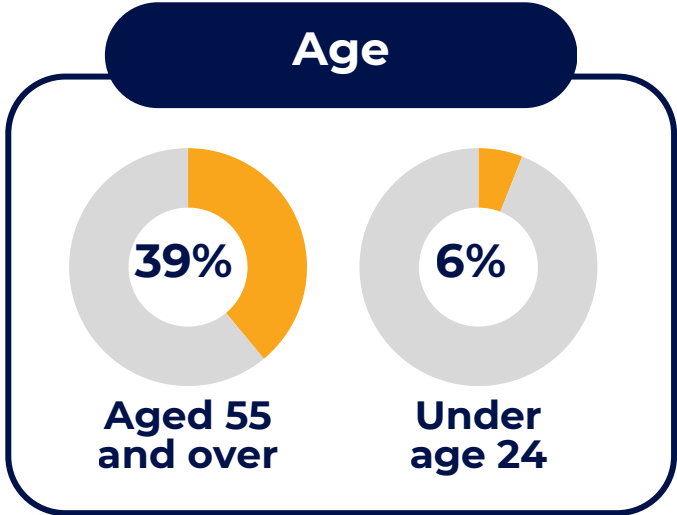
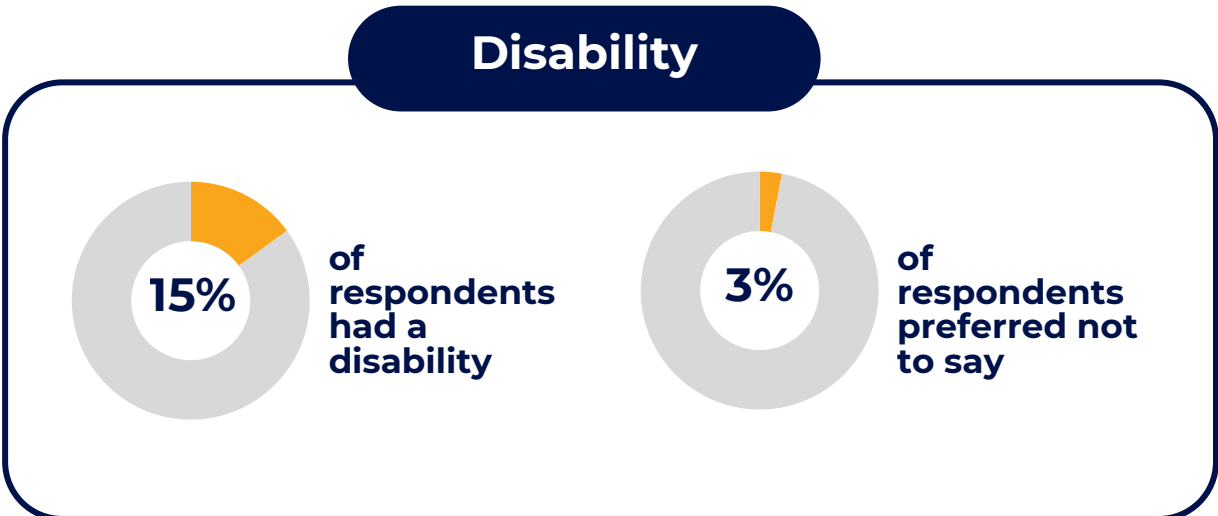
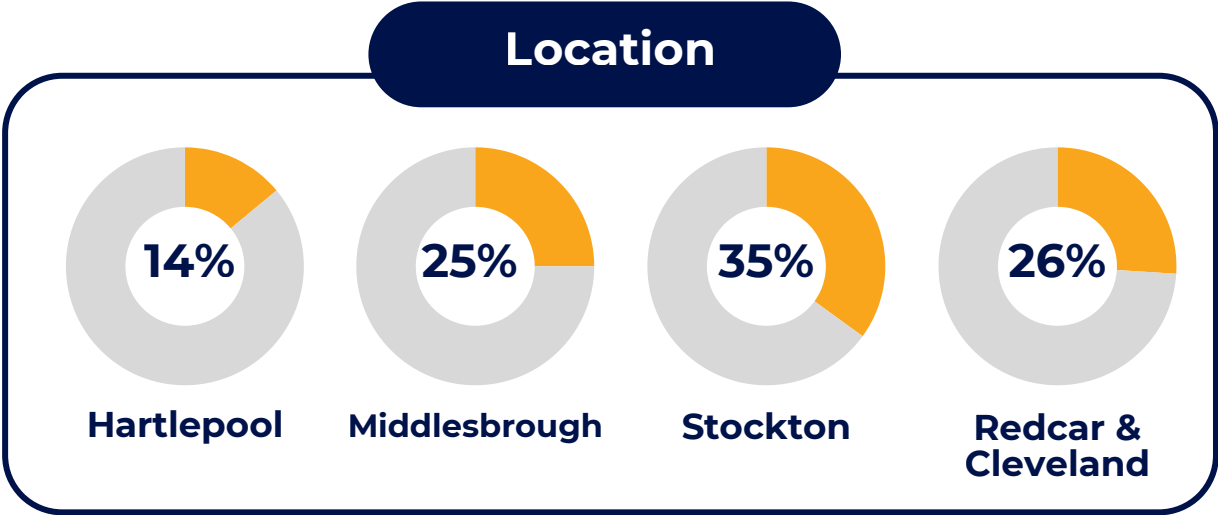
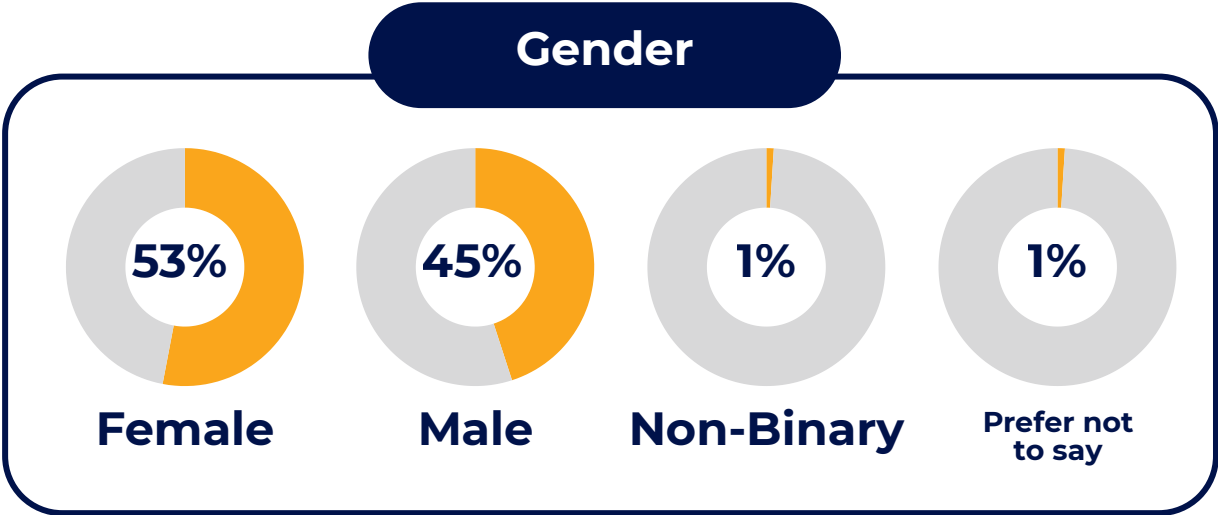
## **ORH Independent Fire Cover Review**

- We commissioned independent risk modelling, carried out by ORH to produce a Fire Cover Review.
- The review looked at our operational demand and service response based on historical incident data.
- The findings from the review will be explore under the new CRMP priority within the Response pillar 'Right Resources in the Right Places'

# Stakeholder Consultation



## First Public Consultation Survey



A 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.



# Stakeholder Consultation



## First Public Consultation Survey

“What do you value most about Cleveland Fire Brigade?”



### Protection of the Community

Respondents express gratitude for the Brigade’s presence, dedication, and bravery in **protecting lives and property**. The Brigade is seen as a **pillar of trust and reassurance in the community**, especially in high-risk or vulnerable areas.



### Frontline Emergency Response & Life-Saving Actions

Respondents value the Brigade’s core operational role, **responding to emergencies** including fires, road traffic collisions, and rescues. Respondents consistently highlight the **speed, reliability, and professionalism** of frontline crews. Many value the reassurance that help will arrive quickly and effectively, regardless of the situation.



### Pride in Working for Cleveland Fire Brigade

Some responses from Brigade staff shared their pride in working for the service. These employees expressed a strong sense of purpose and dedication to serving the public. The Brigade was viewed as a supportive and inclusive workplace, where staff feel they are making a difference.



### Community Engagement & Visibility

Respondents value the Brigade’s **proactive presence in the community**. Respondents appreciate the Brigade’s involvement in **education, outreach, and prevention**, including school visits, community events, and Safer Homes Visits. The Brigade is seen not just as an emergency service, but as a **trusted and visible community partner**.



### Varied Priorities & Service Delivery

Respondents showed appreciation for the **Brigade’s varied role** which combines **emergency response, community engagement, and ensuring CFB is a great place to work**. Respondents value the Brigade’s approach to delivering these varied responsibilities and see them as equally important.

# Professional Judgement



## Strategic Assessment of Risk Methodology

$$((\text{Harm}) \times (\text{Likelihood})) \times (\text{Organisational Position}) = \text{Risk Matrix Score}$$

Incident Risk Scoring Factors		
Harm Factors	Likelihood Factors	Organisational Position Factors
Physical harm to individuals Psychological harm to individuals Financial implications to individuals Community impact Public expectation/feeling Environmental harm	Frequency of activity Volume of activity Trend (Last 12 Months) Forecast (Next 12 Months)	Reputation & Politics Economic Cost (Resource Impact) Capacity Capability

Societal Risk Scoring Factors		
Harm Factors	Likelihood Factors	Organisational Position Factors
Effect on future demand, number and severity of incidents Effect on employees (morale/motivation) Community impact Public expectation/feeling Environmental harm	When the impact could arrive Volume of impact activity Trend (Last 12 Months) Forecast (Next 12 Months)	Reputation & Politics Economic Cost (Resource Impact) Capacity Capability

# Professional Judgement



## Strategic Assessment of Risk Outcome

Matrix ID	Operational Risks	Risk Matrix Score
I1	Large Industrial or COMAH Incident	126
I2	Chemical (Hazmat) Incidents	90
I3	Major Non-Fire Casualty Rescue	87
I4	Arson and Deliberate Fire Setting	82
I5	Terrorism	81
I6	Flooding	73
I7	High Rise Building Fire	65
I8	Care Home Fire	59
I9	Severe Air Pollution	49
I10	Wildfires	47
I11	Accidental Dwelling Fire	46
I12	Hot Weather (Incident Increases)	46
I13	Airport Terminal Fire	41
I14	Road Traffic Collisions	41
I15	Waste Management Facilities Fire	35
I16	Vehicle Fires	29
I17	Secondary Fires	27
I18	Lithium Ion Battery Fire	26
I19	Heritage Incident	24
I20	Cold Weather, Snow and Storms	18
I22	Drought	17
I22	Prison Fire	12
I23	Earthquake	9

Matrix ID	Societal Risks	Risk Matrix Score
S1	Public Perception & Organisational Reputation	134
S2	Staff Sickness	93
S3	Recruitment and Retention	57
S4	Deprivation	45
S5	Mental Health Issues	42
S6	Population Changes	39
S7	Funding Pressures	39
S8	Staff Skills	38
S9	Cyber Attack - CFB	34
S10	Infrastructure or System Failure - CFB	34
S11	A workforce not aligned with the diversity of the population	30
S12	Public Disorder, Protest and Mass Gatherings	29
S13	Health Pandemic	29
S14	On-Call Availability	29
S15	Infrastructure or System Failure - Regional or Local	29
S16	Infrastructure or System Failure - National	29
S17	Industrial Action - Firefighters	28
S18	Crime Rate	27
S19	Cyber Attack - Other	26
S20	Use of Intelligence to Inform Organisational Understanding of Risk & Service Delivery	22
S21	Mobility Issues & Life Limiting Conditions	22
S22	Supply Chain Disruption	20
S23	Unemployment (Economic Inactivity)	19
S24	People Living Alone	16
S25	Fraud & Corruption	16
S26	Governance of Processes & Organisational Development/Improvement	16
S27	Fast Paced Technology Change	15
S28	Alcohol & Drug Misuse	13
S29	Industrial Action - Other Sectors	5
S30	Changes in Smoking Habits	4

# Professional Judgement



**Staff  
Focus  
Groups**





# People



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



**Actively embed Equality, Diversity, and Inclusion into all aspects of our work**



**Strengthen organisational culture**



**Drive forward workplace safety through leadership, learning, and risk management**



**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



**Protect and Support  
Vulnerable People**



**Strengthen Prevention  
Through Partnerships and  
Intelligence**



**Empower and Equip Staff  
to Deliver Effective  
Prevention**



**Reduce Harm from Fire,  
Road, and Water-Related  
Incidents**



**Tackle Deliberate Fire  
Setting and Arson**

# Protection



**Target those premises that present the greatest risk.**



**Strengthen our business engagement so that those responsible for keeping premises safe from fire are provided with advice and education in a constructive and helpful manner.**



**Fulfilling Our Statutory Duty in Fire Protection.**

# Response



**Resource to Risk**



**Improve On Call  
Availability**



**Continue to Improve Our  
Fire Control Arrangements**



**Provide Excellent, Timely  
Emergency Response**



**Work Collaboratively to  
Embed and improve  
Community Resilience**

# Resources



**Ensure our financial plans are robust and flexible enough to deliver a balanced budget aligned to the assets and resources required to delivery our CRMP priorities over the MTFS.**



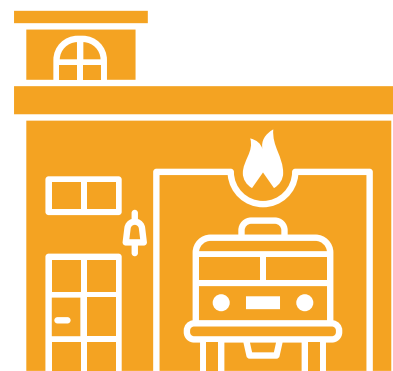
**Strive to maximise value for money through our procurement of goods and services, robust contract management, risk management and internal controls.**



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



**Ensure our people have the necessary digital skills and utilise technologies that improve our business processes and organisational delivery.**



**Maintain a fit for purpose estate for our staff, partners and local community.**



# Strategic Planning



**Strengthen 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**

# Next Steps

- Front cover winning design
- 12 week consultation launch
  - 8 September - 1 December
- Engagement and consultation on our Mission/Vision/Purpose
- Final CRMP signed off Fire Authority 2026
- Live 1<sup>st</sup> April 2026

