

# Cleveland Fire Authority Corporate Plan

*2026-2030*



# Foreword

As Chair of Cleveland Fire Authority, I am pleased to present the Fire Authority Corporate Plan for 2026 – 2030.

This Plan sets out how the Authority will provide effective governance, strategic oversight and financial management to ensure the continued delivery of efficient and high-quality fire and rescue services for the communities of Cleveland. As the statutory body responsible for securing these services, we are committed to transparency, accountability and the responsible use of public resources.

Through robust scrutiny and clear strategic leadership, the Authority will support Cleveland Fire Brigade in delivering its purpose: **Protecting people, places and futures**, whilst responding to evolving risk and the wider challenges facing the public sector.

As Chief Fire Officer of Cleveland Fire Brigade, I welcome this Plan and the clear direction it provides. I am accountable to the Authority for the effective delivery of our services and its governance framework enables us to operate professionally, responsibly and with a clear focus on community safety.

Our workforce remains central to everything we do and together we will continue to protect and serve the people of Cleveland with dedication and integrity.

The Authority will continue to monitor performance, risk and financial sustainability throughout the life of this Plan to ensure that the strategic priorities remain aligned to community need and statutory responsibilities.



**David Coupe**  
Chair of Cleveland  
Fire Authority



**Peter Rickard**  
Chief Fire Officer

# Cleveland Fire Authority

Cleveland Fire Authority (CFA) is a combined Fire Authority comprising **16** Elected Members appointed by the **four** constituent councils of Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees.

As the statutory body responsible for securing fire and rescue services across Cleveland, the Authority sets strategic direction and holds the Chief Fire Officer to account for service delivery.

The Authority is responsible for:

- Approving strategic plans, including the Community Risk Management Plan (CRMP)
- Setting the annual budget and council tax precept
- Monitoring performance and risk
- Ensuring sound governance, financial stewardship and accountability

The Authority's functions are defined in key legislation, including the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004 and the Regulatory Reform (Fire Safety) Order 2005. It operates in accordance with its Constitution and governance framework to ensure transparency, efficiency and accountability.

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## The Area - Cleveland

Cleveland is located in the North East of England and includes urban centres, coastal towns, rural villages and open countryside. The area is also home to significant industrial and commercial infrastructure, which plays an important role in the local economy.

The region faces a diverse range of risks, including socio-economic deprivation, an ageing population and vulnerable individuals who may require additional support.

Major hazard sites and intensive industrial activity present additional safety considerations, alongside ongoing challenges such as deliberate fire-setting and anti-social behaviour.



# 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.

# Strategic Framework

Cleveland Fire Authority provides strategic oversight of the Brigade's Community Risk Management Plan (2026–2030), structured around five core pillars: People, Prevention, Protection, Response and Resources, underpinned by Strategic Planning.

The Authority provides governance, scrutiny and assurance across these pillars to ensure delivery remains effective, efficient and aligned to statutory responsibilities.



Together, these pillars provide a clear and coherent framework for managing risk, allocating resources and delivering services to our communities.

# Our Priorities

The following priorities set out the key areas of focus under each pillar for the period 2026–2030. The Authority will provide oversight and assurance.



**People**

## TO CREATE A SUPPORTIVE, INCLUSIVE, AND SAFE CULTURE

- Workforce wellbeing is embedded to support a resilient and high-performing organisation
- Equality, Diversity and Inclusion (EDI) are integrated across all aspects of service delivery
- Organisational culture reflects our values and promotes professionalism and respect
- Workforce planning supports the attraction, development and retention of a skilled and diverse workforce
- An environment of trust, accountability and shared leadership is fostered
- Learning and development opportunities are accessible at every role and level



## WORK COLLABORATIVELY TO PREVENT HARM AND PROTECT COMMUNITIES

### Prevention

- Prevention activity is targeted to protect and support vulnerable people
- Prevention strategies are informed by intelligence and strengthened through effective partnership working
- The workforce is appropriately trained, equipped and supported to deliver prevention activity
- Prevention initiatives contribute to reducing harm and improving community safety
- Robust approaches are in place to address deliberate fire setting and arson



## TARGETED FIRE RISK REDUCTION THROUGH ENGAGEMENT AND COMPLIANCE

### Protection

- Protection activity is risk-based and targeted towards premises that present the greatest risk
- Engagement with businesses and responsible persons supports compliance and improved fire safety standards
- Statutory fire protection duties are fulfilled effectively and in accordance with relevant legislation



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

### Response

- Emergency response arrangements are effective, timely and aligned to identified risk
- Operational preparedness, training and resilience arrangements are maintained to meet current and emerging risks
- Interoperability and partnership working support a coordinated response to incidents
- Performance against response standards is monitored and scrutinised to provide assurance to communities



## ENSURE SUSTAINABLE, EFFICIENT, AND FUTURE-READY OPERATIONS

### Resources

- Financial plans are resilient, sustainable and aligned to strategic priorities
- Public funds are managed effectively and deliver value for money
- Digital capability and technology are developed and utilised to support service efficiency and innovation
- The estate remains fit for purpose and supports operational, partnership and community needs
- Fleet and equipment provision supports the effective and resilient delivery of fire and rescue services, now and into the future



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

### Strategic Planning

- Information and intelligence informs effective decision-making and improved outcomes
- Governance, programme and project management are robust and transparent
- Collaboration and shared learning strengthen performance and resilience
- Risk and opportunity are proactively identified and managed
- Organisational change and continuous improvement are supported by structured learning
- Communication and engagement build transparency, trust and confidence
- Workplace health and safety is prioritised through strong leadership and risk management

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