

COMMUNITY RISK MANAGEMENT PLAN



2022-2026



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یہ دستاویز اگر آپ کو کسی دیگر زبان، بڑے حروف کی چھپائی یا بریل میں درکار ہو تو برائے مہربانی بلا جھجک ہم سے رابطہ کریں

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FOREWORD



Ian Hayton
Chief Fire Officer

Welcome to our Community Risk Management Plan 2022-26.

Our long term success at keeping our communities safe is a result of our inherent approach to managing risk through prevention, protection and emergency response – this will continue to 2026 because we know it works.

Today we are experiencing significant reductions in incidents compared to ten years ago and continue to provide one of the best fire and rescue services in the country at responding to emergencies and keeping people safe in their homes.

And our efforts have been rightly recognised by Phil Gormley, Chief Inspector, HMICFRS in 2019:

'this is an excellent performance from the Brigade – the people of Cleveland can be confident that they are being well-served'

The nemesis to our good work however is deliberate fire setting and here in Teesside we regrettably experience the highest numbers of arson incidents in the country. Reducing these needless incidents will remain a focus as we continue to work with our Partners in this respect.

Like most other organisations our work over recent times has been steered towards dealing with the unprecedented challenges of the COVID-19 pandemic.

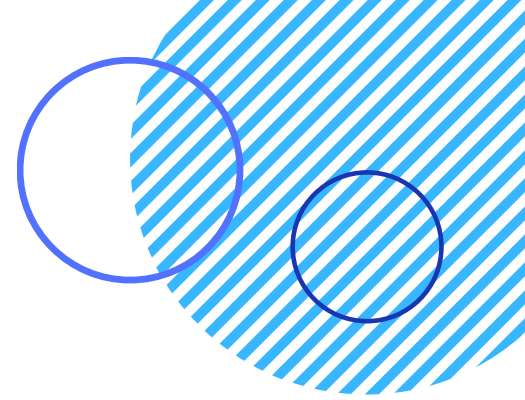
Our staff have not only demonstrated professionalism, resilience, passion and commitment for maintaining critical community safety services but have also stepped up to their 'public service' roles by being ready, willing and able to support our Partners in this global crisis.

They have done this by delivering food and medical supplies to the most vulnerable people in our communities; and by supporting health surveillance testing and the vaccination rollout programme – again our efforts were positively recognised by the HMICFRS.

Going forward we will continue to deliver our fire and rescue services and support our Partners in the fight against this terrible disease.

In developing this Plan we have not only taken account of our current risks and performance results but we have considered the risks and opportunities presented in our changing future landscape document. These include a growing, ageing and more diverse population and a next generation of young people who are connected, mobile independent and self-serving.

The gravity of those that suffered in the London Grenfell fire is never far from our minds and a key priority will be to develop our building safety arrangements in line with any future legislation and guidance arising from the Public Enquiry.



The Pandemic has acted as a springboard to faster implementation of our digital solutions from the provision of our prevention and protection services and for the expansion of our flexible ways of working. Digital transformation will continue to be a focus as we explore automated processes to improve efficiency and effectiveness and meet the expectations of our ever- increasing 'digitised' society.

Climate change is happening and over the life of this Plan we will develop a strategy to reduce our carbon footprint as we contribute to building a more sustainable future for our next generations. We will also ensure that we can respond to the predicted increasing incidents of flooding and wildfires at a national and local level.

Teesside is set to become the UK's first – and largest- free port and the impact of this on our fire and rescue services will unfold over the next few years. We will work with our Partners across the Tees Valley to support the project rollout by better understanding the potential changing risk and any required mitigation to future service demands.

Our financial situation is well rehearsed; over the last ten years, we have been subjected to the worst financial cuts of all fire and rescue services as a result of, what we believe, to be an unfair funding mechanism. Financial planning continues to be difficult given the Government's recent and predicted grant settlements; and the uncertainty around funding reviews, pay and pensions. Sustainable financial resources are paramount to the Authority and will remain a high priority.

In implementing this Plan service provision will remain in line with stakeholders' needs and expectations; and staff and community safety will remain at the heart of our work.

Collaborative working, leadership development, learning, engagement and inclusion will be a focus.

I am extremely proud to lead Cleveland Fire Brigade. Through the continued support of Elected Members and Partners; and the professionalism, and passion of our staff we will continue to be a leading fire and rescue service into 2030 with a focussed mission of**making our communities Safer and Stronger.**

INTRODUCTION

All fire and rescue services have duties and responsibilities that are set out in legislation including:

Fire and Rescue Services Act 2004 which details how we:

- respond to fires and other emergencies
- prevent fires and other emergencies (home and community safety)
- protect commercial and public buildings

Civil Contingencies Act 2004 which details how we working with other agencies to deal with emergencies.

The Regulatory Reform (RRO) (Fire Safety) Order 2005 which details how to promote fire safety in places such as offices, factories, shops, public and high rise buildings.

The 'Fire and rescue national framework for England' 2018 which sets out the priorities for fire and rescue authorities to:

- identify and assess the full range of foreseeable fire and rescue related risks their areas face;
- make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- be accountable to communities for the service they provide.

The Framework also requires us to produce an Integrated Risk Management Plan which must include an up to date analysis of risk, details of how we allocate our resources to mitigate those risks and our strategy and risk-based programme for enforcing the provisions of the RRO (Fire Safety) Order 2005.

The **Fire Standards Board** continue to develop standards in relation to all aspects of Community Risk Management planning. These have been considered, and will continue to be considered, in the development of this CRMP.

Our Community Risk Management Plan

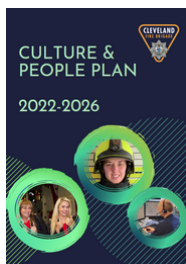
Our Community Risk Management Plan (CRMP) 2022-26 is our Integrated Risk Management Plan.

It is part of a suite of strategically linked documents that guide the work of Cleveland Fire Brigade to achieving the Authority's corporate objectives as set out in its Corporate Plan 2022-2026.



Our Corporate Plan

sets out the Authority's Vision for 2030 and the strategic direction for the next four years.



Our Community Risk Management Plan

sets out how we will manage the risks to our local communities and support the U.K.'s national resilience arrangements.

Our Culture & People Plan

sets out how we will create a workforce culture that allows our people to flourish and 'make a difference' every day.

Our Resource Plan

sets out how we will use and manage our financial, human and technical resources to improve effectiveness, efficiency and the environment.

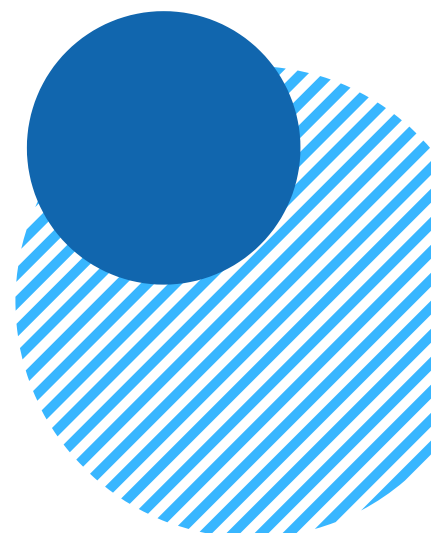
Using Valuable Insight

Our Plan has been developed using the following key sources of insight:

- Our Community and Risk Profiles as set out in our [Community Risk Profile 2020/21 document](#).
- The outcomes from our environmental scanning exercise as set out in our '[Changing Landscapes](#)' document.
- Our performance status as detailed in our [Performance Report 2020/21](#).
- Our financial resources as set out in our [Medium Term Financial Strategy 2022/24](#).
- Consultation feedback from the Community and Staff as detailed in our [CRMP Consultation Outcome Report](#).

Other key insight sources include Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection, Fire Standards (Gap Analyses), Internal Audit Reports and Evaluation Reports.

better insight- better plans -
better performance - better outcomes



VISION AND VALUES

Vision

Our vision is to be a leading fire and rescue service where our



Mission

Our Mission is to **'make Teesside Safer and Stronger'**.

Values

Our Values and Behaviours are what makes us unique; they drive the way that we behave and respond to others at work. Integral to our Ethical Framework they underpin everything that we do.



Protect: Putting Safety first, protecting ourselves, the community, the organisation and the environment from all avoidable harm.



Respect: Respecting ourselves, our colleagues, our community, our heritage, our property, our organisation and our environment.



Innovation: Improving performance through learning from our own and others' experiences and innovative business solutions.



Doing the right thing – Being Professional: Making decisions and undertaking our work in the most efficient and effective way.



Engagement: Engagement with Others understanding and working with our colleagues, partners and communities to provide the best delivery of services.

Corporate Goals 2026

Our corporate goals and objectives take account of what we are trying to achieve in our vision as well as those key challenges and opportunities that we know we will face on our journey.



**Safer, Stronger
Communities**

**Professional, Proud,
Passionate People**

**Efficient, Sustainable
Resources**

Corporate Objective 2026

This Plan focuses on the strategic goal, '**Safer, Stronger Communities**' and the Authority's corporate objective:

'to minimise fire and rescue related risks in the community'

Risk Management Objectives 2026

We will:

- identify and assess all foreseeable fire and rescue service risks that our communities face
- reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by:
 - responding quickly and effectively
 - providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm
 - supporting the business sector to help people stay safe in their buildings and comply with fire safety standards
- maintain fire and rescue service national resilience assets in a high state of readiness
- work with emergency services and other local, regional and national partners to improve the effectiveness of the service

HEADLINE PERFORMANCE 2020/21

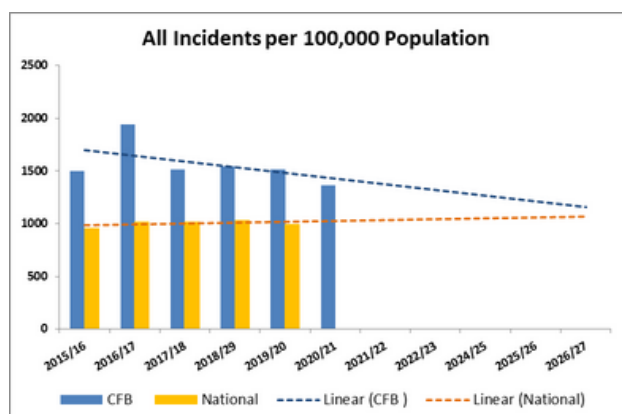
Like all other Fire and Rescue Services our performance in 2020/21 has been skewed by the COVID-19 pandemic where lockdown has resulted in more people being confined to their homes, less movement of vehicles across our roads and less outdoor summer and bonfire activities. Equally it has reduced the amount of home fire safety visits and fire safety audits that we have been able to undertake.

We have a history of impressive performance that demonstrates the effectiveness of our community safety strategies. With the Pandemic set to be present in forthcoming years we intend to take a considered rather than 'knee jerk' approach to our strategy development - this will be one that is built on learning from our experiences and a better understanding of the impact of COVID.

In terms of performance reporting we believe that trend analysis has never been more important as it gives us a better picture of our historic and predicted future performance; we have therefore put more emphasis on this going forward to ensure that we continue to keep the people in our communities safe.

All Incidents

Due to our complex risk profile we have traditionally had one of the highest rates of incidents nationally.

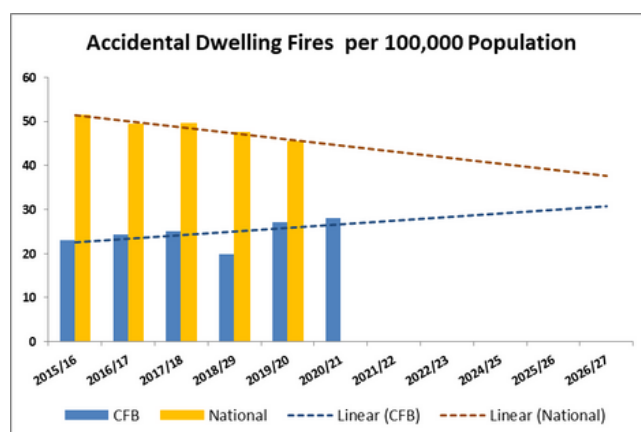


We responded to 7,781 incidents in 2020/21 - a reduction of 8% (672) compared to 2015/16.

Accidental Dwelling Fires

SAFEST HOMES

ACCIDENTAL FIRES IN THE HOME IN CLEVELAND CONTINUE TO BE SIGNIFICANTLY LOWER THAN IN MOST FRS'S



Whilst there is a minor increasing trend in our rate of ADFs our latest performance (160 out of circa 256,000 dwellings) is significantly better than other FRSs.

Other Primary Fires (2015/16 - 2020/21)

- 38% increase in deliberate dwelling fires (53 to 73)
- 2% decrease in industrial and commercial fires (63 to 62)
- 103% increase in other building fires (31 to 63)
- 1% increase in vehicle fires (281 to 283)

FAST RESPONSE

WE ARE ONE OF THE FASTEST RESPONDING FIRE AND RESCUE SERVICES IN THE COUNTRY

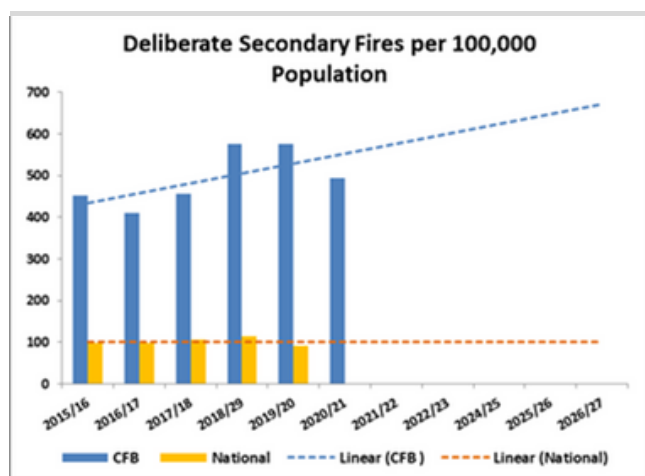
Fire Deaths and Injuries

Long history of low numbers of primary fire deaths and injuries

Deliberate Secondary Fires

Deliberate Secondary (nuisance fires) in Cleveland remain the highest in the country

with the rate of deliberate fires per 100,000 population being 538% higher than the national rate.



Road Traffic Collisions

In 2020/21 we attended 239 RTCs – this is a 42% (172) reduction compared to 2015/16

Other Incidents (2015/16 -2020/21)

- 62% increase in flooding incidents (58 to 94)
- 15% decrease in other special services (957 to 813)
- 12% decrease in false alarms (3,200 to 2,816)
- 50% decrease in 'cross border' incidents (90 to 45)
- long history of low numbers of sea, river, rail and air incidents
- long history of low numbers of high hazard incidents

Other Key Facts

- majority of our incidents were secondary fires (39%) and false alarms (36%)
- 53% of all primary fires and 93% of all secondary fires were deliberate
- deliberate fires accounted for 41% of our total incidents and 85% of our total fires
- 64% of our incidents occur between 1500hrs-2259hrs
- **4th highest rate of HFSVs per 10,000 population in the country (304) – circa three times the national average (103)**
- **2nd highest rate of industrial and commercial audits per 10,000 dwellings (992) in the country – circa four times the national average (255)**

Full details of our performance are set out in our **Performance Report 2020/21**

ACHIEVEMENTS

Community Integrated Risk Management Plan 2018 - 2022 Priorities

Progress against our previous CIRMP priorities have been reported to the CFA on a quarterly basis through our Internal Operating Plans. Examples of key achievements include:

- new emergency response standards based on an 'equal entitlement' across the area
- new approach to reducing unwanted fire signals
- new Risk Based Inspection Programme that prioritises the inspections of high risk buildings
- enhanced fire appliance fleet
- new targeting model for Home Fire Safety Visits that prioritises the most vulnerable
- completion of our Estates Programme resulting in modern 'fit for purpose' fire stations and learning and development centre
- review of Principal Officer, Fire Control and Whole-time and On-Call firefighter duty systems

Her Majesty's Inspection of Constabulary and Fire and Rescue Service Inspection



EFFECTIVE



EFFICIENCY



PEOPLE

In 2018/19 HMICFRS inspected Cleveland Fire Brigade for the first time. The assessment examined our effectiveness, efficiency and how well we look after our people. We were rated 'Good' in all areas of inspection making us **one of the top performing services in the country**. A key area of improvement arising from the inspection was to improve the diversity of our workforce.

Phil Gormley, HMICFRS Chief Inspector stated 'this is an excellent performance from the Brigade - the people of Cleveland can be confident that they are being well-served'

A full copy of our report can be found here

<https://www.justiceinspectorates.gov.uk/hmicfrs/frs-assessment/frs-2018/cleveland/>



Awarded Nov 2020 for encouraging other employers to make the journey to become Disability Confident.



Awarded Feb 2021 for our work in Health and Wellbeing



Awarded as an approved centre to deliver: Level 2 in Fire Investigation Dec 2020 and Level 3 Award in Breathing Apparatus Instructor Aug 2021

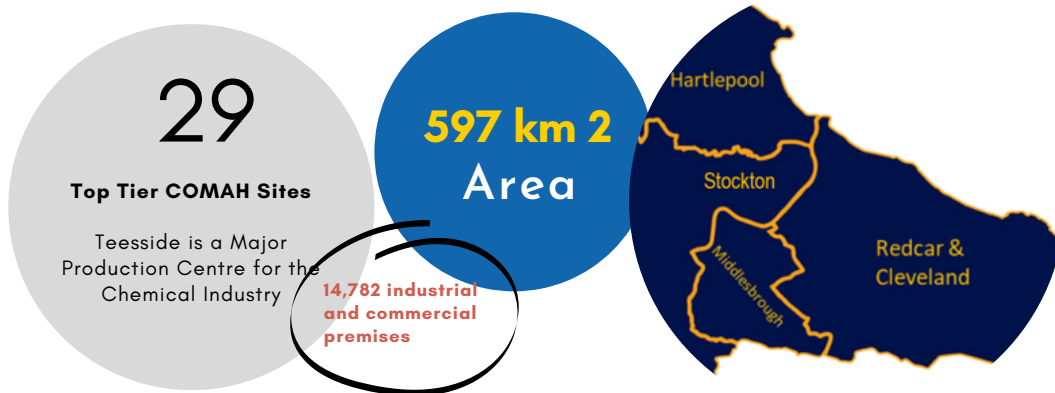


Keeping People Safe

We are in the business of keeping people safe and believe that our long term success is founded on our ability to identify, assess and manage risk.



COMMUNITY PROFILE



- 2 power stations: 1 nuclear, 1 gas
- 7 solar powered energy farms
- 12 onshore and 1 offshore wind farms

- 2,518 km of A and B road networks
- Tees Valley International Airport: 150,735 passengers and 16,746 aircraft movements
- Hartlepool and Teesport handle 28 million tonnes of exports and imports

POPULATION

569,141

- 49.1% male, 50.9% female
- 94.5% white, 5.5% BME
- 1.8% LGBT
- 67.8% Christian
- 19.7% 0-15 years, 19.1% 65+ years
- 21% of people have their day to day activities limited by a disability

DWELLINGS

254,258

- 18% of dwellings are social housing.
- 45.3% Council Tax Band A (23.9% nationally)
- 64% Council Tax Band A or B (43.5% nationally)

DEPRIVATION

High Levels

- 36% (29) of our 81 wards fall within the worst 10% most deprived wards nationally; 9% (7) of these fall within the top 1% most deprived wards
- 41% of our population reside in the 42% of dwellings in the most deprived wards
- more than half of our population (56%) live in wards that are in the 20% most deprived wards

CRIME RATE

121.19 per 1,000 population

compared to national average of 89 - only West Yorkshire experiences higher rates (125.9)

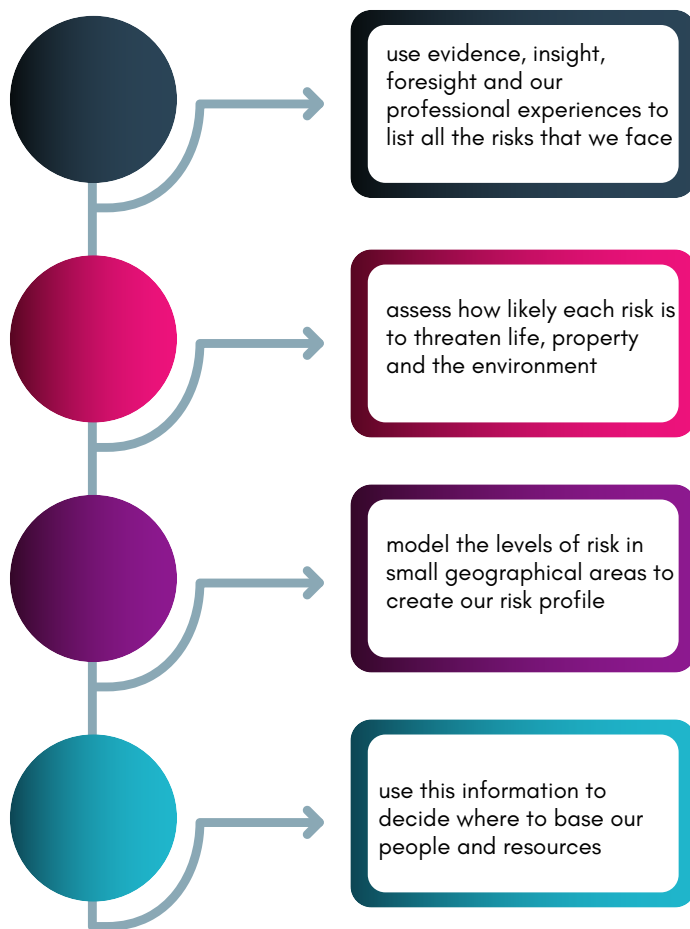
Full details of our Community Profile can be found in our [Community Risk Profile](#) document.

Identifying and Assessing our Risks

Risk Management Objective 2026

'to identify and assess all foreseeable fire and rescue service risks that our communities face'

Risk Identification and Assessment Process



Full details of our risk identification and assessment processes are set out in our Community Risk Profile document.





Our Identified Risks

There are five main types of risk that we need to be prepared for and manage.



National Risks

The Government monitors the most significant emergencies that the U.K. could face now and in forthcoming years through its National Risk Assessment; these are captured in and managed through its National Risk Register 2020.

Even though the likelihood of such events is remote, due to their potential catastrophic impacts we classify them as high risk. They include: terrorist incidents, severe weather, pandemic influenza, river and coastal flooding, cyber attack, widespread electricity failure, emerging infectious diseases and poor air quality.

The National Risk Register informs our operational preparedness and business continuity plans.



Cleveland Area Risks

As a member of the Cleveland Local Resilience Forum we actively prepare to respond to any major emergency in the Cleveland area. The Community Risk Register sets out the Area's identified risks and the likelihood and impact of them happening. These include: pandemic influenza, adverse weather, hazardous transport, marine pollution, flooding, drought, wildfires, animal disease, large scale industrial action, industrial site incident, utilities, infrastructure failure and civil unrest.

The Community Risk Register informs our operational preparedness and business continuity plans.



Organisational Risks

We regularly scan our operating environment to identify our political, economic, social, technological, legislative, environmental and organisational risks. Once identified these are managed through our Corporate Risk Register.

Operational Risks

Our operational risks are classified into the following groups:

Property Environment

Fires in Dwellings (Accidental and Deliberate)

A dwelling is a building that is occupied or intended to be occupied as a residence that involves sleeping risks. Our dwellings include houses; flats (self-contained access via internal corridors); accommodation blocks (nurses, students); residential caravans and houseboats. Whilst the risk of a resident experiencing an accidental dwelling fire in Teesside is low compared to others areas of the U.K. there are significant pockets of high risk within our area.

We know from national research and historic incident data that fire does discriminate – it impacts disproportionately on vulnerable people in our communities in the most deprived areas.

Our latest risk assessment of our accidental dwelling fires tell us that the following **people and places are more 'at risk' from fire:**

- people who live in rented accommodation
- lone pensioners
- lone adults
- people who live in deprived areas
- people who smoke
- people who binge drink
- people who have a limiting long term illness/disability
- people who have bad health/very bad health

We use these factors within our local risk assessment so that we can better target our prevention activity to our higher risks.

Going forward, **we will work with our Partners to develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires.** (SSC9)

We are aware of other factors that make a person more vulnerable to fire which we struggle to glean information about and therefore, at this moment in time, cannot include in our risk assessments.

These factors relate to:

- asylum seekers
- hidden groups including hoarders, modern slaves, trafficked individuals, illegal immigrants; and people who reside in overcrowded HMOs
- people in 'hard to reach groups' including those with language and cultural barriers; our transient communities and those suffering from poor mental health
- people who use food banks, are in fuel poverty, have PV solar panels fitted and reside above commercial premises.

Our multi-agency partnerships support the identification and addressing of these hidden risks on a reactive basis.

We will continue to work with our Partners to gather data and intelligence relating to these people so that we can improve our engagement with them, and their access to our services and us as an Employer of Choice. (SSC6)

The number of deliberate dwelling fires that we were called to 2019/20 was 93, a 6% increase compared to the previous 10 years.





Fires in Industrial and Commercial Building (including waste and recycling sites)

Industrial and commercial buildings refer to premises such as, for example, offices, shops and public buildings.

Tees Valley is home to 14,782 of these type of buildings and, whilst the risk of fire in one of these is low compared to the rest of the country, there are pockets of higher risk which must be managed.

Waste and recycling sites are susceptible to fires, whether accidental or through negligence and we have had 31 incidents in our area over the past five years. These fires have the potential to significantly negatively impact on resources, local communities and the environment.

Fires in Other Buildings

Other Building Fires are those that have occurred in any asset of value and not included within the categories of Dwelling, Industrial and Commercial or Vehicle. These include private garages, sheds, huts, recycling containers, allotments and portable, temporary structures.

Fires in Tall Buildings

Fire and rescue services commonly term tall buildings to include:

- medium-rise buildings: sometimes referred to as buildings between 11 and 18m to the highest occupied floor, or buildings with 4 storeys or more
- high-rise buildings: sometimes referred to as buildings over 18m to the highest occupied floor or buildings with 7 storeys or more
- supertall buildings: any building over 30m

Tall buildings may be residential, commercial, or mixed use. They are designed to resist fire and stop the spread of smoke.

Residents and/or occupants of these buildings are at no more risk of a fire starting and although hazards presented at tall buildings are not unique, the risk or consequences of hazards may be increased due to physical and logistical restrictions such as the building design and use, its occupancy type, any environmental factors, etc. all of which have the potential to affect the evacuation strategy and firefighting operations.

Building owners are ultimately responsible for ensuring the safety of their buildings and should ensure that they comply with the relevant fire safety regulations, however, we work with our Partners to ensure that tall buildings are compliant with the latest regulations.

Fires in Heritage Buildings

Our area's cultural heritage is partly preserved in its Grade 1, II and III listed structures of which there are 25 Grade 1, 1,329 Grade II and 88 Grade III.

Incidents within listed buildings are not separately identified within our Incident Recording System. Any such incidents would be included within the primary fire incident details and responded to in line with the Building Fire Risk Assessment unless a separate Pre-Determined Attendance has been identified as part of the inspection program.

Transport Infrastructure

Road Traffic Collisions (RTCs)

Teesside has a diverse and complex road network ranging from main arterial 'A' roads with fast moving traffic to more rural roads with their specific challenges.

Teesside is also one of the North East's major manufacturing and chemical industry destinations and this brings 'Large Goods' vehicle movements across the area with vehicles transporting many different hazardous materials.

RTCs are those incidents involving motor vehicles and/or pedestrians when we are called to attend; we only attend a proportion of RTCs that occur, on average around 50%.

Our attendance is usually required to extricate people from vehicles, make vehicles safe and assist in clear up carriageways after RTCs.

RTCs are the most frequently attended non-fire incident by FRSs and in Teesside these usually occur between 1100 to 1859 hours.

Over the last five years 54 people have been killed and 693 people have been seriously injured on our roads.

By 2030 we are expecting new road networks as a result of the implementation of the Tees Valley Transport Plan and more people travelling across our area as a result of the new Freeport.

Casualty information over the last three years for the North east of England shows that people aged 16-35 incur the highest number of RTC injuries. Of those killed or seriously injured 33% involved a car, 20% a motorcycle, 28% were pedestrians and 15% were cyclists.

Road Vehicle Fires

Road vehicle fires can be accidental and deliberate in nature - the majority are deliberate.

We are called to approximately 300 vehicle fires per year.

Rail Incidents

The rail network within Cleveland is a branch of the East Coast Rail line and conveys both cargo and passengers around the Tees Valley and wider afield.

Over the last five years there have been no fire incidents on our rail networks. Rail improvements and rail freight expansions are scheduled within the Tees Valley Transport Plan.

Aircraft Incidents

Teesside International Airport sits on our border with County Durham and Darlington FRS. There is a helipad at James Cook University Hospital.

Over the last five years there have been no fire incidents on aircraft flying in and out of Teesside International Airport. In 2019/20 we attended eight standby incidents at the helipad at James Cook Hospital.

Fires in Water Vessels

Teesside has one of the busiest freight ports in the UK and as such has a wide range of vessels coming in and out of the area on a daily basis. This is set to increase over the coming years as Teesside becomes one of the UK's Freeports.

Fires on ships are a rare occurrence, although the vessels and their diverse cargo do create a high degree of risk for fire crews and as such require a specialist approach.



Environmental

Flooding

Whilst the current risk of flooding in Cleveland is low (66 incidents in 2019/20) it is rising (14% increase in incidents over the last five years).

The Tees Valley Climate Change Strategy 2010 – 2020 states by 2050 we can expect increased flooding from rivers, streams, sea and drainage systems; and therefore increased pressure on emergency services and disruption to public services.

Wildfires

A wildfire is a large uncontrolled destructive fire that spreads quickly over woodland or brush. Nationally, there have been a number of high-profile wildfire incidents and we are expected to support these through the deployment of resources and equipment. Locally, the south of our area is predominantly rural, consisting of open moorland and wooded river valleys, and is sparsely populated and these present us with a risk of wildfire, particularly during the summer months.

Wildfire incidents that we attend are very low (43 over last five years). However with the Met Office predicting that climate change is making the heat waves experienced in the UK in 2018 thirty times more likely in the future and they will happen every other year by 2050 – it is likely that we will experience more widespread wildfire events.

Nuisance Fires

These are fires that occur in grass, refuse, wheelie bins etc. and do not cause injury or loss of life. The majority are deliberate in nature and create a blight on our communities, are of financial detriment to the local economy, and divert our resources away from other key activities.

In 2019/2020 we attended 3,505 secondary fires which represented 41% of all our incidents.

High Hazard Industrial

High Hazard Industrial (fires, toxic release, explosion, radiation)

Teesside is a major production centre for the chemical industry with 29 'top tier' COMAH sites. Should serious incidents occur in such sites, it would take the deployment of significant resources to bring them to a safe conclusion.

We also have solar powered energy farms, twelve on-shore and one off shore wind farm.

Technical Rescues

Rescues from Water

In 2019/20 we attended twelve water rescue incidents. These incidents, whilst small in numbers, have been steadily increasing over the last five years. The introduction of the Freeport and the associated increase in 'water traffic' may increase the number of incidents.

Rescues from Height and Depth (confined spaces)

The multi-faceted role of a firefighter means that there is sometimes a requirement to affect rescues from height or depth. Incidents of this nature can be extremely complicated and can often require specially trained teams of individuals to bring the rescue to a safe conclusion.

Over the last 10 years we have responded to 174 incidents of this nature.

Bariatric Rescues

We primarily respond to bariatric rescues at the request of the Ambulance Service or other agencies to assist in the lifting and moving of individuals who are classed as being obese.

We have attended 330 bariatric incidents over the last ten years.

Animal Rescues

Animals (pets, livestock and wild animals) that are in distress not only pose potential serious risks to the public, staff from other agencies and firefighters, but large animals in distress can also result in financial hardship and business loss for their owners.

We have responded to 394 incidents involving animals over the last ten years.

Rescues from Building Collapse

In many situations, there may be subject an increased risk of partial or full structural collapse due to construction or demolition work; derelict or deteriorated condition; fire damage; explosion; severe weather conditions, such as flooding, heavy snow or high winds or deliberate actions.

Over the last 10 years we have responded to three incidents relating to the collapse of buildings.

Malicious Attacks, Terrorism

Malicious Attacks/Terrorism

The National Risk Register captures the range of emergencies that might have a major impact on all, or significant parts of, the UK. It provides a national picture of the risks we face and is designed to complement local emergency planning.

The NRR highlights that the UK faces a serious and sustained threat from terrorism. The current UK threat level for international terrorism is 'Severe'. Historically incidents have predominantly occurred in and around major cities in the UK, but all emergency services must be prepared to respond to an incident in their area, and work together to resolve both local and national incidents.





Emerging Risks

Our most recent environmental scanning exercise took place Jan-Mar 2021. The key outcomes from the exercise reveal that we can expect a significant changing landscape over the next ten years.

Examples of Predicted Changes up to 2030

■ **Our Communities**

- an increase in the population
- an increase in the number of people aged 65 years
- decrease in children aged 0-15 years
- significant increase in people living on their own – particularly older, more diverse communities
- Generation Y are connected, mobile, independent and self-serving – they will shape service demand
- a greater prevalence of mental health

■ **Our Area and its Environment**

- Teesside will be the UK's first and largest freeport
- Teesside will have world class transport systems
- increased flooding, more wildfires
- Tees Valley will be a global leader in clean energy, low carbon and hydrogen

■ **Our Society**

- The nature of terrorism is becoming more diverse, more complex and increasingly dispersed and volatile
- Covid-19 has influenced our service demands and the way we work

■ **Our Organisation**

- The pace of technology has accelerated the adoption of digital applications
- The Grenfell Tower fire has influenced building safety

Our identified risks are set out fully in our 'Changing Landscapes 2030' and Community Risk Profile documents.

Going Forward

The NFCC has taken a leadership role in reviewing how community risk is assessed by FRSs across the UK and works with them to ensure that risk assessments align to a national definition of risk, supporting the development of risk assessment methodologies which allow a consistent risk-based approach to risk management planning. This will enable FRSs to focus their resources on activities where they will have the greatest impact on reducing risk and vulnerability within their communities. The national work aligns with the CFB strategic commitment of identifying, assessing, and stratifying local risk which is a core component of this CRMP.

We will use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, well-being, and economic prosperity of communities. (SSC8)

Managing our Risks

The way we manage risk in Cleveland is simple: we adopt a balanced approach of prevention, protection and emergency response.

Prevention

One of the biggest factors in the number of incidents that we attend is how people behave; this includes people at home, at work, the elderly and the young. We believe that by influencing and changing behaviours the number of fires can be reduced along with the number of injuries and deaths that result from them.

Protection

Our protection services are at the heart of improving business safety and are centred on delivering the Authority's duty to enforce the Regulatory Reform (Fire Safety) Order 2005 (FSO).

Emergency Response

No-one can predict when an emergency will happen and what type of event that will be. That's why we must be fully equipped to respond to every situation so that the right number of trained firefighters are sent with the right type of equipment to resolve the incident in the most effective way, with the lowest risk to lives, businesses and property.



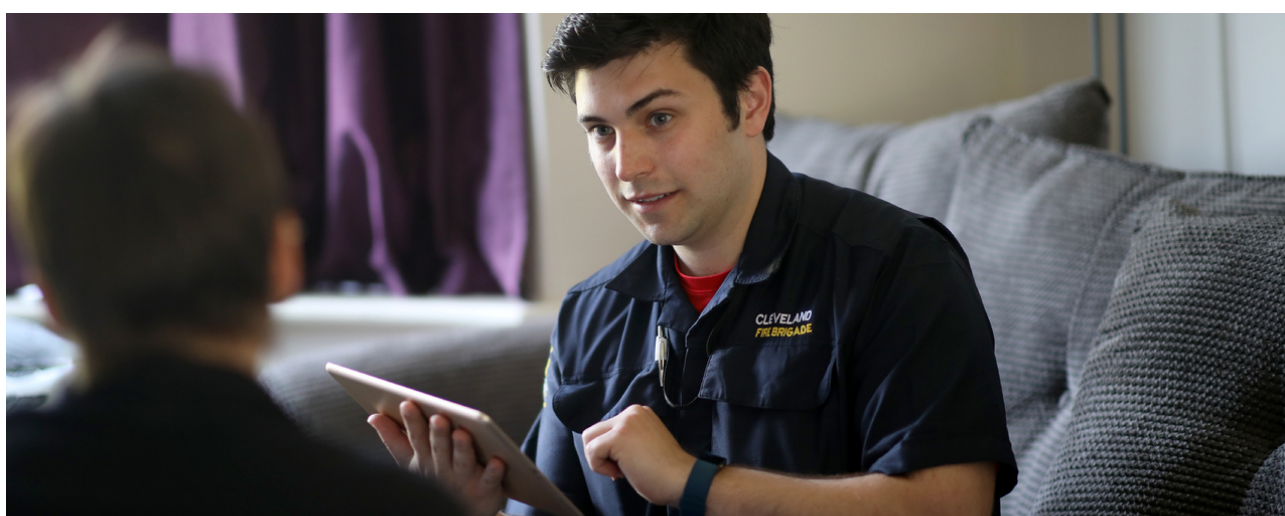
The next section of our CRMP presents the key elements of our prevention, protection and emergency response approach.

Prevention

Our Prevention approach is geared towards the achievement of our risk management objective

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to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm.



.....and builds upon our embedded, successful advice, education and intervention approach

We were delighted to be rated 'good' at preventing fires and other risks following our latest HMICFRS inspection in 2018/19 and received a positive report in relation to prevention during our 2020/21 COVID-19 Inspection.

Safe and Well Visits, safeguarding arrangements, road safety work, partnership working and the use of ICT in our service delivery are examples of our work that received positive comments.

However, the Inspector stated that we should [revisit our targeting methodologies for our prevention activities to ensure that they are directed to those who are most at risk and quality assure our prevention work](#) appropriately.

The National Fire Standards Board has developed a suite of Professional Fire Standards for the Fire and Rescue Sector aimed at driving continuous improvement.

At the time of writing there were Standards for Prevention, Protection and Safeguarding – any gaps identified are being addressed through this strategy and its delivery plans. (SSC12, SSC23, SSC25)

Over the next four years we will ensure that we work to comply with any new Standards.

prevention to 2026

We Help People to Stay Safe in their Homes

Home Fire Safety Visits have been our longstanding approach to keeping people safe in their homes through the provision of advice, and, if necessary, home safety equipment.

Our last CIRMP saw the development of these visits in that we adopted a more 'person centred' approach which evolved into the '**Safer Homes Visits**' that we now undertake.

Our staff use digital technology including a new 'App' to receive up to date information to help them identify and assess the wider needs of an individual including any safeguarding issues. This allows us to support people further by making onward referrals to our Partners under 'Making Every Contact Count'.

There is a proven correlation between the quantity of these visits and the reduction in the fires in the homes and for many years we have been the top performing FRS in this respect carrying out three times more visits per 1,000 population than any other service.

Over the next four years **we will deliver a programme of safer homes visits, which will be targeted at the most vulnerable people in our communities (SSC28).**

Each year, we will aim to deliver:

- 12,500 safer homes visits carried out by operational crews
- 5,000 safer homes visits carried out by specialist teams
- 2,500 safer homes visits generated by partners

Our new 'Safer Home Visit' targeting model is shown in Figure 1.

Figure 1: 'Safer Homes Visit' Targeting Model

Planned Visits



- properties identified within very high or high risk output areas* (using our geographic risk-based targeting data)
- specific groups identified through local engagement and station plans
- properties identified as medium risk

Reactive Visits



- urgent referrals from Partners (people at very high or high risk from fire)
- referrals received on the digital safer homes application (these may be from partners or individual households)
- hot strikes (targeting specific areas after a dwelling fire)
- Active Resource Deployments (targeted events in specific areas)

Reactive visits take priority over planned visits.

Going forward we will embed and evaluate our new Digital Safer Homes Visits to ensure we continue to target our resources to those most at risk (SSC27)

- An output area is a small geographical area comprising c125 households and a population of c300





We Contribute to the Safeguarding of People within our Communities

Safeguarding is fundamental and embedded within our prevention approach – our staff are trained to recognise signs and symptoms of abuse, harm and neglect and refer vulnerable people to the appropriate specialist agencies.

We comply with safeguarding legislation and regularly report on the progress of our arrangements and activities to Teeswide Safeguarding Adults and Children Boards.

We will maintain 'Green' rating with Teeswide Safeguarding Adult Board regarding our safeguarding arrangements (SSC24).

We Work with our Partners to Keep People Safe on our Roads

During the last five years – 54 people have been killed, 693 seriously injured and 3,627 have suffered minor injuries as a result of a road traffic collision within our area.

Between 2010 – 2018 the motor vehicle flow across our area has increased by 6%. By 2030 we are expecting new road networks as a result of the implementation of the Tees Valley Transport Plan and more people travelling across the area as a result of the new Freeport.

Our insight tells us that people aged 16-35 incur the highest number of RTC injuries. Of those killed or seriously injured 33% involved a car, 20% a motorcycle, 28% were pedestrians and 15% were cyclists.

We will continue our work with Cleveland Strategic Road Safety Partnership to develop our road safety education programmes focussing on people most at risk.

We Tackle Arson and Deliberate Fire Setting

Deliberate fire setting is a chronic and, at times, acute problem in Teesside with the levels in our area being the highest in the country – our rate of deliberate fires per 100,000 population is 538% higher than the national rate. Whilst great inroads have been made to reduce these numbers, the levels remain unacceptable.

This is firmly on our agenda. At a national level we are the NFCC lead for arson and a member of the Home Office National Anti-Social Behaviour Strategic Board.

At a local level we work with our Local Authority Safer Partnerships and Cleveland Police to reduce the incidence of arson through engagement with young people, fire investigation and where necessary prosecution.

In 2020 we launched a joint commitment to reducing arson across Teesside; this is being delivered through our Arson Reduction Strategy 2020/24.

Implementing our arson reduction strategy with our Local Authority Partners through the adoption of Partnership agreements and locally developed and co-ordinated multi-agency plans will be a priority over the next few years (SSC29).



Our Strategy will give focus to our enhanced role in fire investigation and **we will work with Cleveland Police to develop our arrangements to an accredited standard (SSC26).**

We will also continue to deliver our children and adult fire setter intervention service, **and work with NEFRSs, to understand, through academic research, the science behind why the NE experiences significant higher levels of arson than other parts of the country (SSC30)**

We Have Community Volunteers to Support Prevention Activities

The traditional image of the FRS is of firefighters putting out fires and attending road traffic incidents, but the work we do goes much wider than this and a large part of our role is to support local communities to keep safe.

To strengthen this work, **we will establish a Community Volunteer Scheme (SSC31)** with volunteers from various backgrounds and with differing skills to support our teams with their everyday duties which may include, for example, providing home safety advice, giving presentations to community groups or promoting fire and road safety.

We Quality Assure and Evaluate our Prevention Activities

We recognise that quality assurance and evaluation are areas of our work where we could do better. This was picked up by the HMICFRS, especially in our quality assurance of our prevention activities.

We will implement our new Quality Assurance Framework (SSSC14) and our programme of Evaluation (SSC15).

Innovative and Digital Solutions

The COVID pandemic required us to provide our prevention services in a different way, using technology. We increased the use of our website and social media and implemented an online Safer Homes self-assessment. We also created the opportunity for schools, community groups, partners, and the parents of fire-setters to maintain access to our education packages, delivering them remotely on request.

We will further explore innovative and digital solutions to improve the efficiency and effectiveness of our prevention services (SSC32).

We Engage with our Communities

Engagement is key to keeping people safe. We have many ways in which we do this e.g. through our safety campaigns; our station open days; home visits; and schools and road safety education programmes.

Our services can be accessed in different ways e.g. our fire stations are in the heart of our communities, our mini fire station (Middlesbrough) is used as part of our education approach, we provide facilities to help us communicate with people who do not speak English, our website is accessibility compliant and we use Text Box to support hearing impaired people.

Our Network of Engagement Champions is growing and is open to anyone who wants to be involved in our work.

In line with good practice **we will continue to improve community engagement to better understand our communities and their needs (SSC6)**



Protection

Our Protection approach is geared towards the achievement of our risk management objective

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to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by supporting the business sector to help people stay safe in their buildings and comply with fire safety standards.



.....and builds upon our embedded, successful interventions

High profile fires such as the Grenfell Tower fire and other large scale incidents have demonstrated the high levels of risk within the built environment. It is essential that we manage this risk in order to ensure the safety of our communities and our firefighters and the protection of our economy, our heritage and the environment.

HMICFRS recognised our professionalism and hard work in the area of protection, rating us as 'good' at protecting the public through fire regulation and confirmed that we were carrying out four times the national rate of fire safety audits per 100 known premises; this high performance continues as highlighted in our headline performance for 2020/21.

However the inspector identified **two areas for improvement requiring us to ensure that our risk-based inspection programme prioritises the highest risks and to work with smaller businesses to share information and expectations on compliance with fire safety regulations.**

These are being and **will continue to be addressed moving forward over the next four years.**

At the time of writing this Plan there was one National Fire Standard for Protection – any gaps identified are being addressed. Going forward we will ensure that we work to comply with any new standards (SSC23)

protection to 2026

We Support Businesses to be Legally Compliant

The Regulatory Reform (Fire Safety) Order 2005 places a duty on any person who has some level of control in premises, such as offices, factories, shops and public buildings to take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire.

The Order places a duty on fire authorities to enforce all fire safety legislation in non-domestic premises and target their inspections at those premises that present the highest risk. They are required to look into complaints about fire safety, carry out investigations after fires where poor fire-safety management is discovered and carry out targeted inspections when required.

Our long standing protection strategy is to support businesses to enable them to be legally compliant with the Fire Safety Order and for us to use enforcement action when necessary which we do in line with the 'Better Business for All' agenda and the Regulator's Code. This will continue to be a high priority over next four years.

Our Risk Based Inspection Programme (RBIP) prioritises buildings of highest risk

The aim of our RBIP is to reduce risk and ensure compliance with fire safety legislation.

We reviewed our RBIP in 2020 against national guidance to ensure that we better target our inspection activity to higher risk premises.

Our new RBIP means that we now target our audits and inspections at those buildings that we deem to be of greatest risk using the following criteria:

- higher risk buildings – due to the likelihood of a fire occurring, and/or the severity of consequences
- building layout, height and complexity
- the potential for 'catastrophic' consequences of uncontrolled fire/smoke development
- how well the buildings fire precautions are being managed
- the likelihood of non-compliance and enforcement action by the FRS

We will embed and evaluate our risk prioritisation methodology to ensure we are inspecting the highest risk premises first (SSC21).

We Work Together for Safer, Taller Buildings

Fires in tall residential buildings, although not a common occurrence, do present particular challenges to the fire service. These challenges can be exacerbated in buildings which have issues relating to the fire safety provisions provided.

We have twenty one tall residential buildings predominantly across Middlesbrough, Stockton, Thornaby and Billingham. Since the introduction of the current fire safety legislation these buildings have formed part of our RBIP.

We will learn from major national events such as Grenfell and The Cube (SSC33)





Collaboration and Partnership Working

We rely on the collaboration and co-operation of our Partners to make buildings in our area safer. Examples of this type of work include: joint inspections of waste and recycling sites with the Environment Agency; auditing of houses converted to flats or in multiple occupation with Local Authority Housing Officers; and multi-agency operations where criminal activity is suspected with Police, Trading Standards, Immigration and Customs Officers.

HMICFRS recognised our good work with Partners but highlighted that we did not have a systematic approach to engagement with smaller businesses. **We will improve the way we work with small businesses moving forward (SSC22).**

We Work with Partners to Ensure Our Heritage Buildings are Protected

We have over 1,300 listed historic and heritage sites, and buildings of significant cultural and economic interest in our area. From a fire perspective these can often pose particular challenges due to their design method, the materials used to build them and the complexity of their layouts.

We work with those responsible for our 'Heritage' buildings, Historic England and English Heritage to ensure these important structures are suitably protected.

Where appropriate, we regularly visit our 'Heritage' buildings to gather intelligence, develop site specific information and emergency response plans.

We Respond to Statutory and Non - Statutory Consultations from Partners

Our Building Regulations team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The team including our Fire Engineers respond to over 1,000 consultations in a normal year and respond to all applications within our 15 day response standard.

We Have a Professional, Competent Workforce

The Competency Framework for Fire Safety Regulators outlines the training and qualifications required by our staff to audit buildings and fulfil our statutory enforcement duties. We are currently training our staff to be compliant with the standards set out in the Framework.

Following initial training the regulators are required to maintain their skills through on-going professional development.

Our protection services are supported 24hrs a day by fire safety qualified operational crew and watch managers accessed through our cadre of qualified flexible duty officers.

To meet our legal duty we will continue to train and develop our staff in line with the National Competency Framework for Fire Safety Regulators (SSC36).



Innovative and Digital Solutions

The COVID pandemic required us to provide our protection services in a different way, using technology. We introduced table top and remote auditing, utilised mobile technology video facilities to carry out some of our audits and engaged with businesses through virtual sessions.

We will further explore innovative and digital solutions to improve the efficiency and effectiveness of our protection services (SSC32)

Unwanted Fire Signals (UwFS)

UwFS are either generated by an Automatic Fire Alarm system or by persons believing there to be a fire. They are classified as an UwFS when no fire situation exists.

Following the introduction of our UwFS strategy in 2018 we have seen our approach go from strength to strength. Prior to its introduction every year we were attending 885 commercial fire alarm actuations where there were no fires. In 2020/21 this had reduced to 404 that's over a 54% reduction.

In April 2021, following consultation with businesses and the wider community we introduced the recovery of costs for attending unwanted fire signals, on the fifth and subsequent attendance, where the cause is due to a fault on the system or the system has been designed incorrectly.

Automatic Water Suppression Systems

The installation of automatic water suppression systems such as sprinklers and misting systems remains a focus.

Over the last four years we have had some great successes in pressing the case for the inclusion of these systems in new buildings and as a result two large secondary schools in Teesside are now better protected through our efforts. In addition many of our high rise residential buildings have had residential sprinkler systems retro fit to ensure the safety of the residents.



Emergency Response

Our emergency response approach is geared towards the achievement of our risk management objectives

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to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by responding quickly and effectively

to maintain fire and rescue service national resilience assets in a high state of readiness



.....and builds upon our embedded, successful interventions

No one can predict when an emergency will happen and what type of event that will be. That's why we must be equipped to respond to every situation with the right number of professional, competent firefighters with the right equipment to do the right things in the right way.

Our last HMICFRS Inspection rated us as 'good' at responding to local and national fires and other emergencies and highlighted how thorough risk assessments were used to develop our response requirements. The inspector stated that our resources were proportionately allocated to risk and that our average response to primary fires is faster than any other fire and rescue service.

However the inspector identified **two areas for improvement** requiring us to ensure that we give relevant information to the public about ongoing incidents to help keep the public safe during and after incidents; and to provide an effective system for staff to use debriefs to improve operational response and incident command.

At the time of writing there were four Fire Standards for Emergency Response relating to operational preparedness, operational driving, operational learning and operational competence. A 'gap' analysis against our Operational Preparedness arrangements will be undertaken as part of this Plan (SSC 13), the remainder will be addressed within our Culture & People Plan. Over the next four years we will ensure that we work to comply with any new standards.

emergency response to 2026

We Provide a 24/7 Emergency Response Service

Our emergency response service is available

24-hours a day, 365 days a year

We respond to the following types of incidents:

- fires in buildings, industrial complexes, vehicles and open spaces
- rescues from the waterways around Teesside
- road traffic collisions across our roads
- rescues from height
- other rescues for example wildfires on Cleveland Hills, people who are cut off in snowy conditions, flooding etc.

We Maintain Effective and Efficient Response Standards to Emergencies

Our evidence based emergency response standards were introduced on 1st April 2018 and were based upon the guiding principle that:

'everyone should have equal entitlement to the same attendance targets for fire engines irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring'.

The building fire standards were implemented on a trial basis for one year and were fully evaluated before being finally agreed and adopted in 2020 (Project SSC1.6 refers).

The evaluation of our industrial emergency response standards in 2019 saw the introduction a 20 minute response standard for the Pre-Determined Attendance for life risk incidents in high hazard industrial sites. (Project SSC1.10 refers)

Performance against our response standards since their introduction has been excellent with latest figures for the year 2020/21 showing that all standards have been achieved except for the one relating to fire control 'dispatching a fire engine to an incident within 2 minutes on 98% of occasions' - we only did this on 91% of occasions. This is because we have introduced new operational 'call challenge' and 'call question' policies to reduce our levels of unwanted fire signals and, as a result, some calls are taking a little longer to process - we are monitoring this situation.





Emergency Response Standards

● Call Handling

- answer 95% of 999 calls within 7 seconds
- dispatch a fire engine to emergency incidents within an average 1 minute 40 seconds of answering the call
- dispatch a fire engine to emergency incidents within 2 minutes on 98% of calls

● Building Fires (Dwellings and Other Buildings)

- average of 7 minutes for the attendance of the first appliance to ALL building fires with 90% receiving an attendance within 10 minutes
- average of ten (10) minutes for the attendance of the support appliance to ALL building fires



● Industrial Fires

- first appliance on the scene within an average of 7 minutes across the authority's area
- full reasonable worst-case planning scenario resource requirement being on scene within an average time of 20 minutes
- initial PDA attendance to Life Risk Incident on High Hazard Sites within an average time of 16 minutes

● Road Traffic Collisions

- average of 8 minutes for the first appliance to rescues and immediate life-threatening calls

● National Resilience

- prepared to mobilise the appropriate resources within 60 minutes



Operational Preparedness

We plan and prepare to make sure our emergency response services are delivered efficiently and effectively.

We are Effective at Dealing with Incidents Including Those Across our Borders

We share borders with County Durham and Darlington and North Yorkshire Fire and Rescue Services and on occasions we rely on these services to assist us in dealing with an incident in our area. Equally they sometimes ask for our assistance in dealing with an incident in their area. To ensure that we develop our interoperability between these services **we will continue to share our risk information**, contribute to regional working groups, **undertake joint and regional training exercises**; and have formal agreements in place for Mutual Aid and Reinforcement Schemes. **We will build on our existing interoperability arrangements through our** Regional Strategic JESIP Group (SSC42)

We have Professional, Competent Firefighters

Our professional and competent firefighters and commanders are able to deal with any fire and/or emergency situation in an assertive, effective and safe manner.

We have comprehensive training and exercising against all foreseeable risk including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents.

We Gather and Use Operational Risk Information

The Fire and Rescue Services Act 2004 Section 7(2)(d), 8(2)(d), 9(3)(d) requires FRAs to make suitable and sufficient arrangements for obtaining risk information on complex and/or hazardous premises that will assist us in managing any operational risk.

The gathering of operational risk information and intelligence and the correct application is a key component of our safe systems of work to support the safe management of the hazards and risks associated with identified premises. This is crucial to the safety of our operational firefighters.

Our recently reviewed operational intelligence process allows us to better gather and update accurate, relevant and timely information on specific premises and sites and produce Site Specific Risk Information, Emergency Response Plans and Site Specific Premise Plans to assist in the management of any hazards and/or risks.

We Improve through Our Operational Assurance Framework

We have an Operational Assurance Framework to ensure that our procedures, actions and decision making at emergencies are effective and that we continuously learn, via our **Joint Operational Learning** management system, from the situations we, other fire and rescue services and other emergency services deal with.





We Prioritise Health and Safety

It is our aim to meet our legal obligations by conducting our business in a safe and healthy working environment. Health and safety of our employees remains a high priority. We recognise that the nature of effectively dealing with hazardous emergency situations means that we cannot be wholly risk averse or excessively cautious.

We provide our employees with health and safety training to ensure they are conversant with their responsibilities and current legislation. The level of training is proportionate and appropriate for the different levels of responsibilities including effective management of the inherent hazards and risks associated with responding to emergency incidents.

We fully support the **adoption of NOG Programme**, local Standard Operating Procedures and Emergency Response Plans to ensure that all risks are considered, evaluated and appropriate pre-planned control measures identified.

Our Health and Safety approach and priorities are set out in our Culture & People Plan 2022-26.

We Provide Operational Incident Information to the Public

To ensure that we effectively communicate risk information to the public about significant operational incidents, and to maintain our existing arrangements to warn, inform and advise the public in the event of an emergency civil protection matter, we are developing our use of electronic media and digital technology.

Electronic media is generally the fastest way to broadcast a message and it is a useful way to get out very detailed information, in particular for those at work or who have no immediate access to television or radio during the day. Websites and social media can be used to stream press conferences.



We Support U.K. Resilience

The Government's National Resilience Capabilities Programme aims to increase the capability of the UK to respond to and recover from major civil emergencies. We have a statutory duty under the Civil Contingency Act to ensure we support a response to these national emergencies.

Our support arrangements include deploying nationally provided specialist vehicles and equipment to a range of serious, significant or catastrophic incidents that have a national impact.

Our team of highly qualified Detection Identification and Monitoring (DIM) Advisors maintain and deploy a DIM vehicle and equipment which detects, identifies and monitors the levels of a wide range of chemical or radiological hazardous substances. We also have a primary role to decontaminate any person or group of people exposed to these hazards.

Other incidents include those relating to terrorism, major incidents, urban search and rescue, high volume pumping and water rescue. **We will undertake a gap analysis of our water rescue capability against the NFCC Recue Boat Code for the FRS (SSC43)**

We will continue to support the Government's national resilience programme and working together with multi-agency partners within the Cleveland Local Resilience Forum, we will ensure a co-ordinated planning and response to any national, regional or local emergency.

We will train and exercise regularly with our local and neighbouring Partners including other fire and rescue services and blue light services and to secure this we will have agreements in place with both the Cleveland Police and North East Ambulance Service (SSC42)

MATCHING OUR PREVENTION, PROTECTION AND EMERGENCY RESPONSE INTERVENTIONS TO OUR SPECIFIC RISKS



We manage our identified risks in many different ways using relevant prevention, protection and emergency response interventions.

Matching our resources to our risks in this integrated way supports the achievement of our corporate outcomes:

- Safer Homes
- Safer Buildings
- Safer Transport Infrastructure
- Safer High Hazard Industries
- Safer Neighbourhoods
- Supported National Resilience
- Improved Health Outcomes

RISK MANAGEMENT

ANNEX 1 GIVES DETAILS OF
EACH RISK WITH ITS
ASSOCIATED INTERVENTIONS

ALLOCATING OUR RESOURCES



EMERGENCY RESPONSE

PROTECTION

PREVENTION

ENABLING SERVICES

Cleveland Fire Brigade

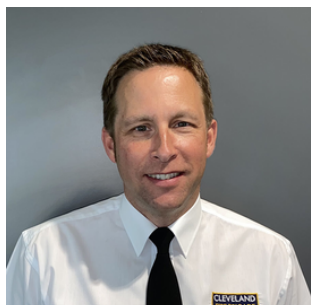
Our employee establishment as at 1st May 2021 is 557.65; these people are located in either our Community Protection or Strategic Planning and Resources Directorates.

The Chief Fire Officer and two Assistant Chief Fire Officers strategically manage the Brigade.



Ian Hayton
Chief Fire Officer

The Chief Fire Officer, as Head of Paid Service, has the direct responsibility to the Fire Authority for the effective and efficient operation of Cleveland Fire Brigade.



Carl Boasman
Assistant Chief Fire Officer Community Protection

The Assistant Chief Fire Officer Community Protection directs the Brigade's prevention, protection, emergency response, national resilience, operational support, health and safety, communications and engagement services and resources.



Karen Winter
Assistant Chief Fire Officer Strategic Planning and Resources

The Assistant Chief Fire Officer Strategic Planning and Resources directs the Brigade's services and resources relating to strategic planning, policy development, finance, risk, performance and asset management; legal, democratic and administration, human resources, organisational development; procurement and assurance.



Resources

EMERGENCY RESPONSE

'999'

Emergency Call Handling

Our 999 Emergency Call Handling Service is delivered 24hrs a day, 365 days per year from our fire control room at the Queens Meadow site at Hartlepool.

There are 16 fire control staff delivering the service; who work on an annualised hours four-watch shift duty system that comprises two 10.5 hour days (0900hrs - 1930hrs) and two 13.5 hour nights (1930hrs - 0900hrs) over an eight day cycle. Three retained duty staff support the control duty system.

We have a tri-service MOU with Shropshire and Wrekin and Hereford and Worcester FRSs in relation to fall back arrangements and enhanced resilience.

In collaboration with CDDFRS we have recently commissioned an independent review of strategic collaborative options for Fire Control call handling and mobilising going forward.

Over the next four years we will use the outcomes of the Independent Review to inform the nature of our future provision of Fire Call handling and mobilising services (SSC37).

Emergency Response

Our configuration and deployment of emergency response resources is based on our need to:

- comply with the Fire Authority's statutory responsibilities
- deal with our current and future risks
- respond to current and future service demands
- maintain community and firefighter safety
- meet our 'equal entitlement' and 'speed of attack' appliance response standards
- work within our available medium term finances
- adhere to national operational guidance
- provide additional fire engines to as part of our business continuity arrangements during a major incident and/or spate operational conditions

Consequently we need to ensure that we will have the right number of firefighters and fire engines, at the right place, at the right time delivering the right standards of response.

Emergency Response

Our emergency response resources comprise of:



293 whole-time firefighters and 96 on-call firefighters

14 community fire stations

- six whole-time stations in the main urban areas with crews working 10.5 hour day (0900hrs – 1930hrs) and 13.5 hour night (1930hrs– 0900hrs) shifts
- six on-call stations mainly in rural areas with staff living or working within five minutes of the station. On-call staff are alerted via a pager to respond to an emergency
- two mixed whole-time/on-call stations in the urban areas with a mixture of crews working the whole-time and RDS duty systems



21 pumping appliances

four of which are enhanced rescue pumps and one of which is a Combined Aerial Rescue Pump.

We also have:

- two small fire units
- an Incident Command Support Unit
- foam pods and equipment
- national assets including a Detection Identification and Monitoring vehicle and an Incident Response Unit
- water and line rescue capabilities

Additional specialist resources can be mobilised from the technical hub utilising the fleet management drivers.



The disposition of our emergency response resources is shown in Figure 2.

Figure 2: Disposition of Emergency Response Resources

Stockton

Incidents: 1360
Mobilisations: 2373
Whole-time Firefighters: 44
On-Call Firefighters: 12
Whole-time Appliances: 2
On-Call Appliance: 1
Small Fires Unit: 2

Grangetown

Incidents: 1317
Mobilisations: 1913
Whole-time Firefighters: 45
Whole-time Appliances: 2
Unimog Special (Jumped Crew): 1

Stranton

Incidents: 1324
Mobilisations: 1844
Whole-time Firefighters: 44
Whole-time Appliances: 2
ICU (Jumped Crew): 1

Billingham

Incidents: 201
Mobilisations: 333
Whole-time Firefighters: 24
Whole-time Appliances: 1
DIM Vehicle (Jumped Crew): 1

Skelton

Incidents: 227
Mobilisations: 342
On-Call Firefighters: 12
On-Call Appliances: 1

Loftus

Incidents: 187
Mobilisations: 236
On-Call Firefighters: 12
On-Call Appliances: 1

Headland

Incidents: 57
Mobilisations: 75
On-Call Firefighters: 12
On-Call Appliances: 1

Middlesbrough

Incidents: 1644
Mobilisations: 2435
Whole-time Firefighters: 44
Whole-time Appliances: 2

Thornaby

Incidents: 561
Mobilisations: 1377
Firefighters: 44
Whole-time Appliances: 2
Boat Special (jumped Crew): 1

Coulby Newham

Incidents: 547
Mobilisations: 1052
Whole-time Firefighters: 24
Whole-time Appliances: 1
Line Rescue (Jumped Crew): 1

Redcar

Incidents: 825
Mobilisations: 1095
Whole-time Firefighters: 24
On-Call Firefighters: 12
Whole-time Appliance: 1
On-Call Appliances: 1

Guisborough

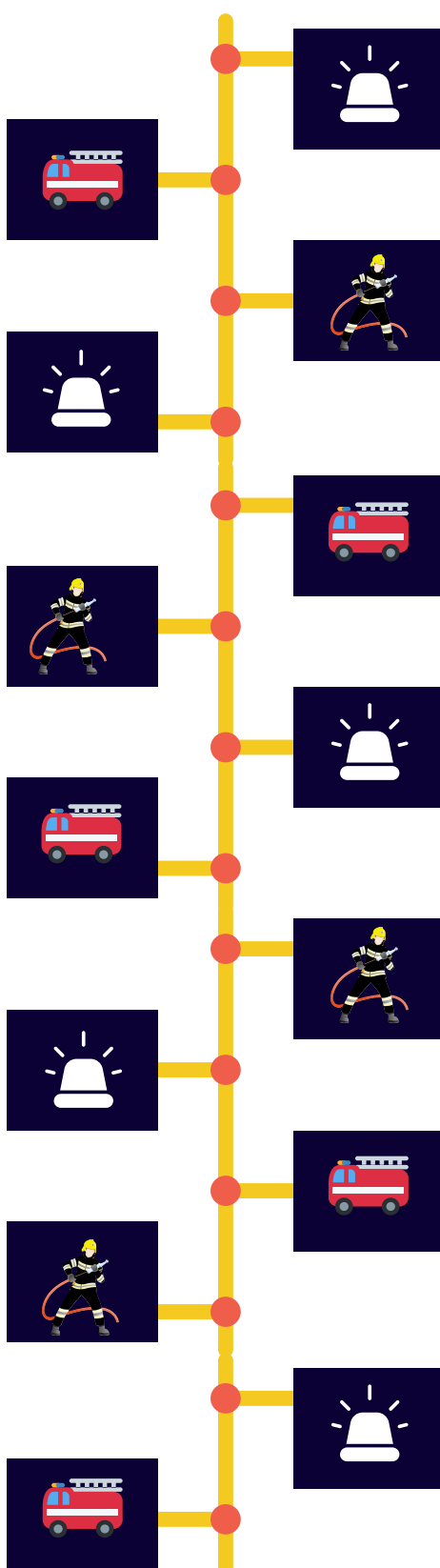
Incidents: 309
Mobilisations: 311
On-Call Firefighters: 12
On-Call Appliances: 1

Saltburn

Incidents: 164
Mobilisations: 319
On-Call Firefighters: 12
On-Call Appliance (CARP): 1

Yarm

Incidents: 159
Mobilisations: 121
On-Call Firefighters: 12
On Call Appliances: 1



Firefighter Capacity and Productivity



Prevention

Protection

Emergency Response

Our operational crews have a wide range of duties and responsibilities, which are assessed in our annual analysis of capacity and productivity. We take a detailed view of the capacity at each station, which is based on prevention, protection and emergency response requirements; and the need for crews to maintain operational competence, fitness standards and ensure that equipment is always maintained and ready for use.

Our capacity and productivity analysis results in achievable targets for prevention and protection work and ensures that crews have sufficient time to maintain their operational skills across a wide range of specialist equipment.

We will continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity (SSC41)



Incident Command

Incident Command is fundamental to the way that FRSs resolve emergency incidents. To ensure that we operate to the national doctrine, the operational command structure requires the immediate availability of at least one Strategic (Brigade) Manager and one Group Manager plus a minimum of four other officers from Station to Group Manager level.

Currently to meet this minimum level of command there are four Principal Officers providing Strategic (Gold) Operational Command (Brigade Manager) cover on a continuous duty system and twenty Flexible Duty System Officers (FDO's) providing operational cover on a rostered basis.

We will review our FDO duty system to ensure that we maintain an effective and efficient incident command provision (SSC40)

Emergency Response Management and Support

Our Emergency Response function is led by our Senior Head of Operations with delivery teams being managed by the Head of Emergency Response; and support teams being managed by the Head of Operational Policy and Planning.

Emergency Response Resource Deployment Review

In 2021/22 we carried out an independent review of our emergency response resource deployment to ensure we continue to remain effective and efficient.

We will use the outcomes from the independent resource review to develop options for improving our emergency response cover to meet current and future risks and demands (SSC38)

On-Call Duty System Review

The On-Call duty system presents nationally recognised challenges in terms of recruitment and retention of staff and hence the availability of fire engines. In 2021/22 we carried out a review of our On-Call duty system. **Going forward we will use the outcomes from the on-call review to increase the availability of our on-call fire engines. (SSC39)**

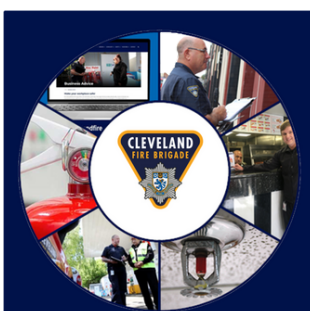


Resources

PREVENTION

Our Prevention function is led by our Senior Head of Prevention and Engagement supported by our Head of Prevention and Engagement. The function comprises a centrally located prevention and communications team and staff in our District Hubs. It is supported through our self-funding Commissioned Services team that delivers specific community safety initiatives.

Front line operational personnel carry out the majority of our Safe and Well Visits and schools education work.



Resources

PROTECTION

To deliver our Risk Based Inspection Programme, we have a dedicated team of fire protection specialists, comprising of Fire Safety Regulators, Fire Safety Auditors and Fire Safety Inspectors. In addition front line operational personnel carry out fire safety audits. The function is led by the Senior Head of Prevention and Engagement supported by our Head of Protection.

Over the last year we have used Government grant funding and made significant investment to increase our resources into this important area of work.



Resources

ENABLING SERVICES

Our enabling services teams are led by the Senior Heads of Assets and People; and various Departmental Heads of Service. The people within these teams are either directly employed or employed on an outsourced or commissioned basis.

The services provided by the enabling teams are:

- Administration
- Assurance
- Communications
- Democratic Services
- Equipment Management
- Estates Management
- Financial Management
- Human Resources

- Health and Safety
- ICT
- Insurance
- Learning and Development
- Legal
- Occupational Health
- Pension Administration
- Performance Management
- Procurement
- Risk Management
- Transport Management
- Water Management

We have an established 'Enabling Services' Review Programme to ensure that each service remains effective, efficient and delivers value for money. We will continue to review our enabling services in line with our Programme. This will be monitored under our Resources Plan 2022-26.

Collaboration and Partnerships



We are committed to meeting our statutory duty under the Policing and Crime Act 2017 to keep collaborations under review, notify other Emergency Services of proposed collaborations, and give effect to proposed collaborations where they would be in the interests of efficiency or effectiveness.

For many years we have recognised that our success at addressing local problems and improving community safety is best achieved by working together with other agencies.

A framework for joint and integrated working exists in Teesside. Community Safety Partnerships bring together different public services to address local problems collectively. Placed based teams exist across our area, tackling local problems together, sometimes in an integrated way, where officers from different organisations serve as a single purpose team, with the same priorities, aims and outcomes. Our Community Hub at Hartlepool is a good example of this.



Wider collaboration exists with other Fire and Rescue services. For example, we have long standing working arrangements in place with the North East Fire and Rescue Services to deliver solutions at a strategic and tactical level. These are overseen through a Strategic Collaboration Board.

Examples of our existing collaborative work are set out below:

Prevention

- safer homes visits in partnership with health and local authorities – our strong brand and trust within our communities means that we are able to reach the residents that other public services may struggle to access, residents perhaps who are more vulnerable, or have more complex needs
- deliberate fire setting in collaboration with Cleveland Police and our local authorities
- reducing RTCs by working with the North East Road Safety Partnership
- staff embedded in multi-agency teams in all our local authority districts
- safeguarding in conjunction with Teeswide Safeguarding Advisory Boards

Risk Management Objective 'to work with emergency services and other local, regional and national partners to improve the effectiveness of the service'



Collaboration and Partnership Working



Protection

- joint inspections of waste and recycling sites with the Environment Agency
- auditing of houses converted to flats or in multiple occupation with Local Authority Housing Officers
- multi-agency operations where criminal activity is suspected with Police, Trading Standards, Immigration and Customs Officers

Emergency Response

- a tri-service MOU with Shropshire and Wrekin and Hereford and Worcester FRSs in relation to control room fall back arrangements and enhanced resilience
- working with other NEFRSs to progress the Emergency Services Mobile Communications Programme Project
- collaboration with CDDFRS to explore strategic options for the future provision of Fire Control call handling and mobilisation services
- joint exercising with the NE FRSs using JESIP
- on behalf of NEAS, co-respond to emergency medical incidents
- use of specialist capabilities with CDDFRS and Cleveland Police

Enabling Services

- sharing of estate with Cleveland Police e.g. Hartlepool Hub
- joint exercises with NEFRS for the procurement of Occupational Health and Pension and Pension Payroll services
- service level agreements with Hartlepool Borough Council for financial and treasury management services
- service level agreement with CDDFRS for the provision of Data Protection Officer

We will continue to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities. As new opportunities arise we will include specific actions within our Community Risk Management and Resources Plans as necessary.

We will finalise and implement a new governance framework to ensure partnerships are managed and reviewed to evidence that community and service outcomes are 'Better by Working Together'. (ESR 1)



Our people are essential to the achievement of our organisational success; they provide the inspiration, creativity, vision and motivation that keeps the organisation alive and the skills and competencies necessary to make it work.

THE IMPORTANCE OF OUR PEOPLE



OUR PEOPLE GOAL FOR 2030

people are
professional,
proud and
passionate



To achieve the Authority's corporate goals and deliver the requirements of this CRMP we need to ensure that we have the right people, with the right skills to carry out the right job, at the right time so that our workforce can make even more of a difference every day and save even more lives. **Our Culture & People Plan makes this happen.**



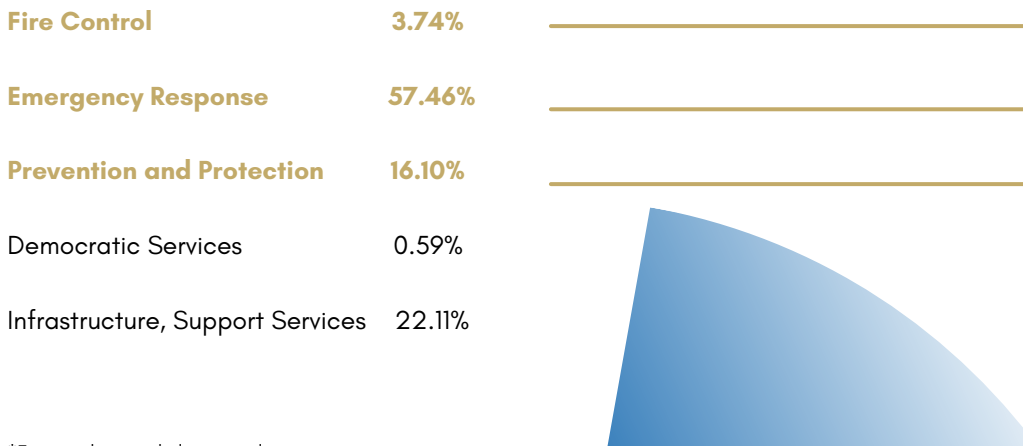
Our Culture & People Plan is available [here](#) and should be read in conjunction with this CRMP.



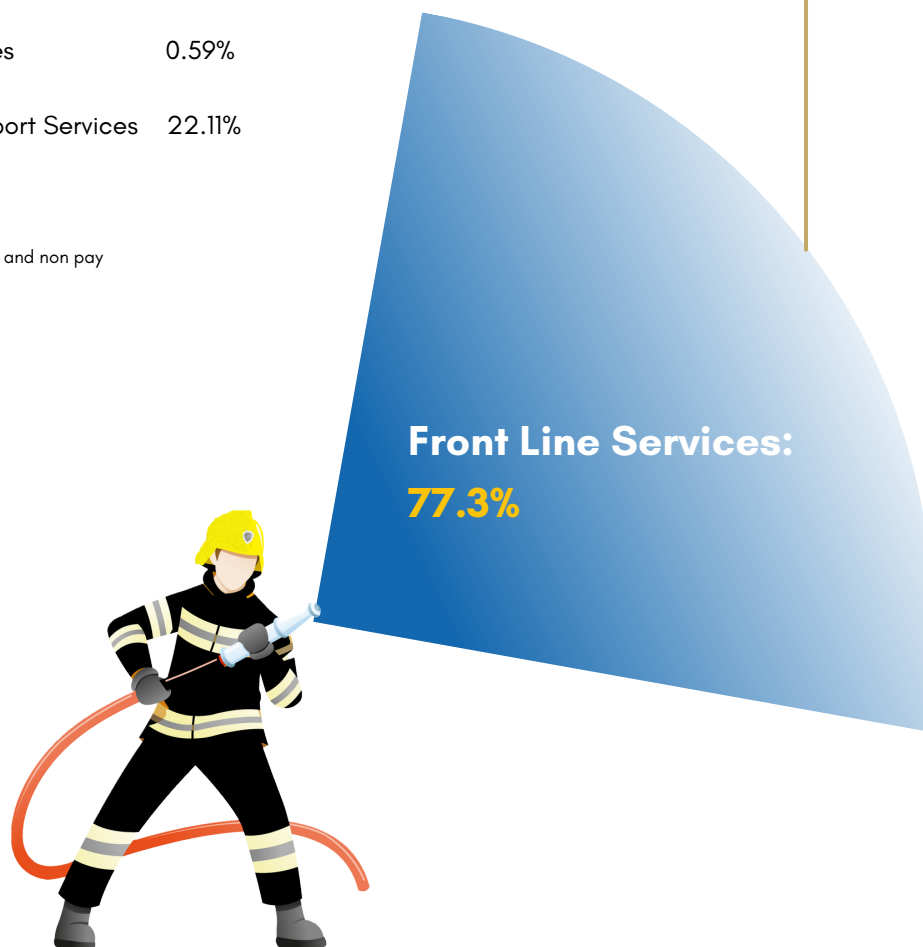
Our Finances

Like all public sector bodies we need to take into account our available financial resources when planning the nature, shape and extent of our future services.

What we spend our money on based on our budget 2022/23 (£30.62m)



*Figures above include pay and non pay



We have an excellent record for dealing with financial challenge. For many years we have maintained a comprehensive Medium Term Financial Strategy and Capital Programme. During 2010 to 2020 the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of this plan was to reduce the level of Government funding for local government including fire and rescue authorities.

As the Authority had a relatively low council tax base it was more reliant upon Government grant funding to support its revenue budget and therefore suffered a more proportionate financial loss than almost every other fire and rescue service in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2015/16 (£15.132m) and 2021/22 (£12.788m) equated to a 15.5% cash reduction or approximately 27% in real terms. This resulted in significant unavoidable reductions in the front line operational and support services over this period which are included in the comparisons figures below.

W/T FF 15/16 419 21/22 330 21% REDUCTION	ON-CALL FF 15/16 72 21/22 96 33% INCREASE	FIRE CONTROL 15/16 21 21/22 16 24% REDUCTION	SUPPORT STAFF 15/16 115.65 21/22 105.15 9% REDUCTION
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Government funding for 2023/24 onwards remains uncertain and will be determined by the reform of the local government funding system including a review of the new 'Services Grant'.

Our financial plans assume that our resources will be frozen in 2023/24, 2024/25 and 2025/26; there is a risk that this may not be the case and each 1% reduction in grant will require us to find approximately £130,000 in savings. Other key areas of uncertainty relate to pay, council tax referendum limits and pension costs.

Forecast Budget Deficits 2023/24 to 2025/26 on the basis of our budget requirements and planning assumptions

	2023/24 deficit £'m	2024/25 deficit £'m	2025/26 deficit £'m	Total deficit £'m
Scenario 1: Baseline Forecast Deficit	0.193	0.187	0.171	0.551
Key planning factors				
• 2% annual pay and non -pay inflation,				
• three year cash freeze in Government funding				
Scenario 2: Mid Case	0.344	0.342	0.341	1.027
Key planning factors				
• 3% annual pay and non -pay inflation,				
• 2% annual increase in in Government funding				
Scenario 3: Worst Case	0.484	0.492	0.491	1.467
Key planning factors				
• 3% annual pay and non -pay inflation,				
• three year cash freeze in Government funding				

*Budgets for 23/24, 24/25 and 25/26 assume that Section 31 Pension Grants (£1.4m) will continue to be provided by Government. Should these not materialise or be less than this amount then the deficit would be increased.

There remains considerable uncertainty over future funding due to factors highlighted above; we will need to identify further savings for implementation should the need arise. In preparation for this we have commissioned an independent review of our operational resource deployment model which we will consider in 2022/23.

Full details of our medium term financial position is set out in our [Medium Term Financial Strategy 2022/23 to 2025/26](#) as approved by the Fire Authority on 11th Feb 2022.

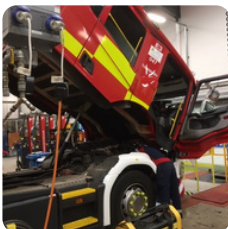
OUR ASSETS



'Fit for Purpose' Estate

Since 2012 we have built four new community fire stations and re-furbished the rest. These modern buildings not only sit in the heart of the community, being the local 'hubs' to enhance community cohesion but also create the right, safe, working environment for our staff. We have also rationalised all our non-operational estate into one purpose built administrative, technical and training complex.

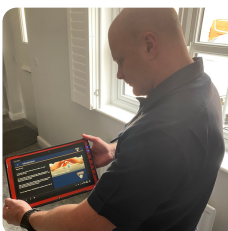
We share our estates with Partners, for example, HM Coastguard is co-located at Redcar Community Fire Station, the Ambulance service utilises our facilities at Grangetown and Cleveland Police is sharing our Community Fire Station at Thornaby. Over the next four years we will continue to explore opportunities to further share our estate and deliver joined up services with our Partners.



Modern Fleet and Equipment

Over the last four years we have changed some of the vehicles that make up our fleet to ensure they best meet our operational requirements, for example we now use small fires units to attend non-life threatening incidents such as grass fires thereby releasing the more expensive fire appliance to attend more serious incidents. We have also shared some of our specialist vehicles with our Partners to enhance interoperability and save on capital costs, for example we share our incident command unit with Cleveland Police.

Going forward we will be exploring opportunities to collaborate on fleet maintenance at our Technical Hub with our Partners.



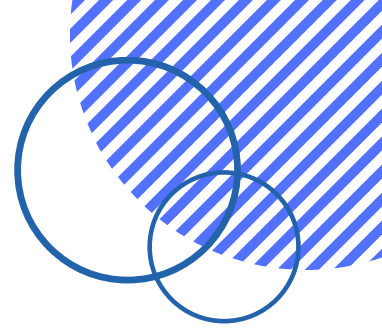
Our ICT

In recent years a great deal has been achieved. We have enhanced the resilience and call handling functionality of our Fire Control Centre and implemented new Mobile Data Terminal systems on all fire engines which radically improve the availability of risk information at incidents. We have also implemented hand-held mobile working devices for use in the field during Home Fire Safety Visits and premises inspections and improved firefighter safety through the introduction of Body Worn Cameras and upgrading CCTV systems on our fire engines.

We will maximise the added value of digital solutions, innovative use of ICT and better sharing and utilisation of data in ways which will make us more effective and efficient. From 2022 we will continue to participate in the ESMCP programme to implement the Government's new Emergency Services Network; facilitate multi-agency information sharing to improve our insight when working with partners during emergency incidents and develop our new business platform 'The Bridge' as the gateway to our new digital solutions. We will also be implementing a new integrated Asset Management system to provide complete control, real-time visibility and holistic view of all our assets across ICT, Estates, Fleet and Equipment

Our Resources Plan gives full details of our priorities relating to assets.

OUR ENVIRONMENT



CONTRIBUTING TO A SUSTAINABLE CLEANER, GREENER FUTURE FOR OUR NEXT GENERATIONS

Climate change refers to a large-scale, long-term shift in the planet's weather patterns and average temperatures. Since the mid-1800s, humans have contributed to the release of carbon dioxide and other greenhouse gases into the air mainly by: burning of fossil fuels for energy, agriculture and deforestation and the manufacture of cement, chemicals and metals. Once in the atmosphere, greenhouse gases form a 'blanket' around the planet which traps the heat from the sun and causes the earth to heat up.

There is **clear evidence to show that climate change is happening***. Measurements show that the average temperature at the Earth's surface has risen by about 1°C since the pre-industrial period. 17 of the 18 warmest years on record have occurred in the 21st century and each of the last 3 decades have been hotter than the previous one. This change in temperature hasn't been the same everywhere; the increase has been greater over land than over the oceans and has been particularly fast in the Arctic.

The UK is affected by rising temperatures. The most recent decade (2008-2017) has been on average 0.8 °C warmer than the 1961-1990 average. All ten of the warmest years in the UK have occurred since 1990 with the nine warmest occurring since 2002.

*<https://www.gov.uk/guidance/climate-change-explained>



An increase in the frequency and intensity of extreme weather events will increasingly impact on population centres. Droughts, heat waves and floods place significant demands on the fire service to provide emergency response and disaster management. This CRMP sets out our risks relating to flooding and wildfires and our response interventions relating to those risks.

The other side of the climate equation however is to assess and reduce the carbon emissions emanating from our business operations. We already have made inroads in this respect through, for example, our firefighting techniques, our fire prevention work, the construction and maintenance of our estates; the nature of our fleet, our approach to recycling approach and the procurement of our goods and services.

We are in the process of developing a Climate Change Strategy that will help us better understand and reduce our carbon footprint and better support the Government's intentions of achieving net zero by 2040.



Priorities to 2026

Over the next four years we will focus on our risk management priorities and our improvement proposals. These will direct our work activities and resources and will be underpinned by a suite of 'SMART' improvement actions that have been established through our learning and insight.

01

To Develop our Approach to Risk Management to Reflect Good Practice and Improve the Safety, Health, Wellbeing and Economic Prosperity of our Communities

Key Improvement Actions - We will:

- continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (SSC6) (Yrs 1, 2, 3, 4)
- continue to develop our data sources and sets, as presented in our Data Register, to ensure we have the most up to date risk profile (SSC7) (Yrs 1,2,3,4)
- use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, well-being, and economic prosperity of communities (SSC8) (Yrs 1,2)
- develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk (SSC9) (Yrs 1,2,3,4)

02

To Build on our Successful Approach to Helping People Stay Safe in their Homes

Key Improvement Actions - We will:

- work with Partners to deliver 20,000 Safer Homes Visits per year, targeting the most vulnerable (SSC28) (Yrs 1,2,3,4)
- embed and evaluate our new digital Safer Homes Visits to ensure we continue to target our resources to those most at risk (SSC27) (Yrs 1,2)

03

To Tackle Arson and Deliberate Fires

Key Improvement Actions - We will:

- continue to implement our Arson Reduction Strategy with Partners (SSC29) (Yrs 1,2)
- support Cleveland Police and work to an accredited standard for fire investigation (SSC26) (Yrs 1,2)
- work with other North East Fire and Rescue Services to understand, through academic research, the science behind why the North East experiences significant higher levels of arson than other parts of the country (SSC30) (Yrs 1,2)

Priorities to 2026

04

To Ensure our Prevention Activities Remain Efficient, Effective and Deliver Value for Money

Key Improvement Actions - We will:

- deliver our programme of quality assurance compliance audits aligned to each of our prevention activities (SSC14) (Yrs 1,2,3,4)
- undertake a gap analysis against the Fire Standard for Community Risk Management planning (SSC11) (Yrs 1,2)
- undertake a gap analysis against the Fire Standard for Protection (SSC23) (Yrs 1,2)
- undertake a gap analysis against the Fire Standard for Prevention (SSC12) (Yrs 1,2)
- undertake a gap analysis against the Fire Standard for Safeguarding (SSC25) (Yr 1)
- implement our evaluation programme for our Prevention activities (SSC15) (Yrs 1,2,3,4)
- maintain our 'Green' rating with Teeswide Safeguarding Adult Board regarding our safeguarding arrangements (SSC24) (Yr 2)
- establish a Community Volunteer Scheme (SSC31) (Yrs 1,2)
- further explore innovative and digital solutions to delivering prevention and protection services (SSC32 and SSC 34)) (Yrs 1,2)
- continue to improve our engagement with our communities in line with good practice (SSC6) (Yrs 1,2,3,4)

05

To Enhance our Risk-Based approach to Support Businesses to Keep their Buildings Safe in line with the Fire Safety Order 2005

Key Improvement Actions - We will:

- embed and evaluate the effectiveness of our new RBIP in prioritising premises that are of the highest risk (SSC21) (Yrs 2,3,4)
- actively implement learning from major national events such as the Grenfell Tower and the Cube (SSC33) (Yrs 1,2,3,4)
- introduce a systematic approach to engagement with smaller businesses (SSC22) (Yrs 1,2)
- continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators (SSC36) (Yrs 1,2,3,4)

06

To Be Better Prepared to Deal with Incidents Involving Buildings where the Height can have a Serious Impact on Firefighting and Evacuation

Key Improvement Actions - We will:

- implement learning from local, regional and national critical events such as the Grenfell Tower and The Cube to ensure that our emergency response capabilities remain effective (SSC33) (Yrs 1,2,3,4)

Priorities to 2026

07

To Ensure That our Firefighters Plan and Prepare to Respond Effectively to Operational Incidents Including Those Across Our Borders

Key Improvement Actions - We will:

- strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partners (SSC42) (Yrs 1,2,3,4)
- will undertake a gap analysis of our water rescue capability against the NFCC Recue Boat Code for the FRS (SSC43) (Yrs 1,2)
- undertake a gap analysis against the Fire Standard for Operational Preparedness (SSC13) (Yrs 1,2)

08

To Develop Options for Improving the Efficient and Effective Deployment of our Emergency Response Resources to Flexibly Meet Current and Future Risks and Demands

Key Improvement Actions - We will:

- use the outcomes from the Independent Review of the strategic collaborative options with CDDFRS to inform the nature of our future provision of Fire Control call handling and mobilising services (SSC37) (Yrs 1,2,3,4)
- continue to develop our digital monitoring system to gain a better understanding of operational firefighter capacity and productivity (SSC41) (Yrs 1,2,3,4)
- use the outcomes from the Independent Emergency Response Deployment Review to develop options for improving the efficiency and effectiveness of our emergency response cover to meet current and future risks and demands (SSC38) (Yrs 1,2,3,4)
- use the outcomes from our On-call Review to increase the availability of our on-call fire engines (SSC39) (Yrs 1,2,3,4)
- review our 'Flexible Duty Officer' duty system to ensure that we maintain an effective and efficient incident command provision (SSC40) (Yrs 1,2)

09

To Be 'Better Together' - Working in Partnership

Key Improvement Actions - We will:

- continue to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities; as new opportunities arise we will include specific actions within our Community Risk Management, People and Resources Plans as necessary (core work).
- finalise the implementation of our new governance framework to ensure partnerships are managed and reviewed to evidence that community and service outcomes are 'Better by Working Together' (ESR1) (Yrs 1, 2)

DELIVERING OUR PLAN



The Improvement Proposals set out within this Community Risk Management Plan will be delivered through a suite of 'SMART' actions set out in our underpinning Community Risk Management Delivery Plan.

HIGH LEVEL IMPACT ASSESSMENT

To ensure that we have a full understanding of the implications of our proposals and underpinning actions, a high level impact assessment has been undertaken.

Specific impact assessments will be undertaken on each improvement action as necessary.

Fire-fighter Safety

A risk assessment will be completed for each proposal, which focuses on the impact on operational response and fire-fighter safety. The IRMP process will ensure that Health and Safety is at the forefront of decision making.

Equality Impact

An equality impact assessment has been undertaken on the CRMP Proposals within this Plan; this is attached at Annex 2.

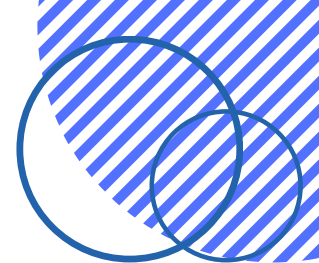
At this point in the process it is considered that the CRMP does not negatively, disproportionately, or unfairly affect any group or individuals by virtue of their age, race, religion, gender, sexuality or disability.

Finance

The proposals within this Plan are intrinsically linked to our medium term finances. At the time of writing there is significant financial uncertainty as highlighted previously. We will monitor our situation and assess the impact of funding on this Plan following the CSR in 2021.

Organisational Performance

While it is anticipated that the proposals will have no impact on the organisational performance, the situation will be closely monitored to ensure the achievement of our strategic outcomes.



PERFORMANCE AND ASSURANCE

Performance

We will monitor the achievement and success of our proposals through our well established Performance Management Framework. This will include reporting performance to the Brigade's Executive Leadership Team and the CFA; and publishing performance on our website.

Assurance

We have systems and processes to provide assurance on our plans, give us and our stakeholders confidence that we are operating legally and in line with good governance; and are prudent with our finances. For example we comply with public body statutory audit requirements and have both internal and external audit arrangements in place. We also publish an annual 'Statement of Assurance' that gives us the opportunity to formally state how well we believe the finance, governance and operations of our Service are run.

Data Quality

We are satisfied that any information within this Plan is in all respects accurate and complete. Any issues on data quality are highlighted.

Whilst we have not validated every item of information within the Plan we are confident, from our knowledge of relevant systems and processes, that all information produced is done so in accordance with approved statutory and local guidance. No issues on data quality have been identified in any external assessment conducted on the Brigade's services.

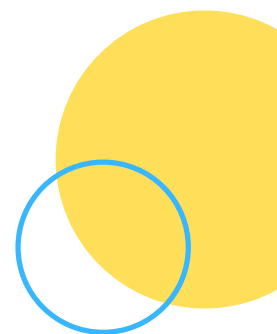
In all cases, whatever the source of information, the most up to date publicly available information is used within our reports. Information and data sharing agreements and protocols have been formally established where data is shared between partners

Being Transparent

We are compliant with the Local Government Transparency Code 2015 and aim to be as open and transparent as we can be. We publish a range of data about the Brigade including all our incident and performance data and are working on making more information available including engaging and innovative ways to present it to the public so that it is easier to understand.



Consultation



This Community Risk Management Plan 2022–2026 has been developed through a full and comprehensive consultation exercise.

The consultation period ran from 29th October 2021 to 21st January 2022 and followed the Government's Principles of Consultation Guidance 2012, in that it aimed to be proportionate, targeted and placed emphasis on ensuring that consultees understood the effects of the proposals.

Those being consulted include:

- Employees
- Members of the Public
- Community Engagement Champions
- Industrial and Commercial Businesses
- Representative Bodies: Fire Brigades' Union and Unison
- Members of Parliament in Teesside
- Chief Executives and Leaders of Hartlepool, Middlesbrough, Stockton and Redcar and Cleveland Borough Councils
- Tees Valley Combined Authority
- Tees Valley Mayor
- Police and Crime Commissioner for Cleveland
- Cleveland Police: Chief Constable
- Professional Associations
- Third Sector Organisations
- Other Partners: Health, Safeguarding Boards, Ambulance
- Media
- All Fire and Rescue Authorities in the U.K.
- Other Emergency Services

Mechanisms for Consultation included:

- Draft CRMP 2022–2026 published on the Brigade's website and intranet
- Consultation Questionnaire
- Press Releases
- Elected Member, Trade Union and Staff Presentations
- Social Media
- Radio interview

Feedback from the consultation exercise was considered by Elected Members of the Fire Authority prior to approving this Plan and its proposals for implementation.

A copy of the consultation feedback report is published on the Authority's website www.clevelandfire.gov.uk following consultation

Shaping our Future

If you wish to find out more about Cleveland Fire Brigade, the work we do, or the Authority itself, our website provides everything you need to know: www.clevelandfire.gov.uk

You can also keep in touch and find out more by following us on social media channels.

GLOSSARY OF TERMS

ADF	Accidental Dwelling Fire
CDDFRS	County Durham and Darlington Fire and Rescue Service
CFA	Cleveland Fire Authority
CFB	Cleveland Fire Brigade
CFO	Chief Fire Officer
CLRF	Cleveland Local Resilience Forum
COMAH	Control of Major Accident and Hazardous Materials
CRMP	Community Risk Management Plan
CRR	Community Risk Register
DDF	Deliberate Dwelling Fire
DIM	Detection Identification and Monitoring
EDI	Equality, Diversity and Inclusion
ELT	Executive Leadership Team
ESMCP	Emergency Services Mobile Communications Programme
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
FTE	Full-time Equivalent
HIMO	Houses of Multiple Occupation
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services
HFSV	Home Fire Safety Visit
ICF	Industrial Commercial Fire
ICU	Incident Command Unit
IRMP	Integrated Risk Management Planning
IRS	Incident Recording System
JESIP	Joint Emergency Services Interoperability Programme
MTFS	Medium Term Financial Strategy
NEAS	North East Ambulance Service
NFCC	National Fire Chiefs' Council
NHS	National Health Service
NOG	National Operational Guidance
NRA	National Risk Assessment
NRR	National Risk Register
OBF	Other Building Fire
RBIP	Risk Based Inspection Programme
RRRO	Regulatory Reform Order
RTC	Road Traffic Collision
UK	United Kingdom
UWFS	Unwanted Fire Signals
VFM	Value for Money



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