



Lancashire Fire and Rescue Service
INTEGRATED RISK MANAGEMENT PLAN
YEAR THREE - 2006/2007



A RISK REDUCTION STRATEGY FOR
CHILDREN AND YOUNG PEOPLE 2006/10

**A RISK REDUCTION STRATEGY FOR CHILDREN AND YOUNG
PEOPLE 2006/10**

CONSULTATION DOCUMENT

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FOREWORD

Everyone within the Lancashire Combined Fire Authority and the Fire and Rescue Service recognises the role that children and young people have within our society. They make a positive contribution. They are our future. They can benefit from and have an impact on our overall aim to '*Make Lancashire a Safer Community*'.

This Strategy demonstrates how we will continue to develop work to show our commitment to children and young people. We will, with our partners, ensure that by effective intervention, diversion and education we can improve life chances, develop better citizens, reduce crime and keep children and young people safe, which will enable us all to benefit from living in safer communities.

Lancashire Fire and Rescue Service has an established tradition in delivering fire safety and broader risk education to children and young people, both in schools and elsewhere. We undertake a wide range of successful programmes and initiatives for young people, especially those who are disadvantaged, at risk of failing or undertaking offending behaviour. This work will continue to be delivered and further developed to focus on the needs of children and young people, especially those who are most at risk.

The Government and our partners are committed to improving the quality of life for all, and where we can contribute to the success of their plans and strategies we will do so. This 5-year Strategy outlines the plan of what we will do to achieve this in respect of issues relating to children and young people, and its subsequent annual action plan for delivery will explain how we will achieve it. We will take every opportunity to consult and contribute to activity through prevention, safety, education, diversion and joint development of projects appropriate for the children and young people in Lancashire.

We are committed to ensuring that all our work with children and young people is regularly assessed, monitored and evaluated to ensure that it is current, meaningful, inclusive, appropriate and that it achieves our aims and objectives. To this end, we will continually seek to improve and develop our current programmes and initiatives and give thorough consideration to the needs of children and young people in Lancashire when developing new ones in the future.

We will continue to share our experiences and expertise by liaising closely with other Fire Authorities, Fire and Rescue Services and our local partners to ensure that good examples of projects or interventions that have worked are available for everyone's benefit. We are very well aware that we should all learn from each other and together we can ensure that we give the best possible support to those who need it most.

The responsibilities placed on us to deliver this Strategy are challenging, but we have no doubt that with the support and commitment from all staff, our partners, parents, carers, children and young people we will succeed to the benefit of all.

Bob Wilkinson, Chair of Lancashire Combined Fire Authority

Peter Holland, Chief Fire Officer, Lancashire Fire and Rescue Service

1. INTRODUCTION

This consultation document has been prepared as part of Lancashire Combined Fire Authority's Integrated Risk Management Planning process. The terms of reference are contained in the Integrated Risk Management Plan 2006/07 and can be seen below.

What does a Children and Young People Strategy mean?

We will put in place collective arrangements to reduce the risk to children and young people and promote a safer home environment.

Why is it important?

- *This is related to the Fire Authority's key strategic objectives and priorities.*
- *Nationally, children and young people have been identified as being particularly vulnerable to death and injury from fire.*
- *Fire related crime and anti-social behaviour is committed disproportionately by children and young people.*
- *Fire service staff are increasingly involved in a wide range of youth development programmes.*
- *Fire safety education for children and young people offers the best long-term prospect for effective risk reduction.*
- *Deliberate small fires caused by children and young people account for a significant percentage of fire and rescue service activity.*
- *We cannot achieve this objective on our own.*

Anticipated outcome/benefits

We will be part of an agreed multi-agency approach which reduces identified risk to children and young people and which contributes to the wider agenda of community cohesion.

1.1 Consultation

Having prepared this draft strategy, Lancashire Fire and Rescue Service (LFRS) will now consult widely with stakeholders across the County. To help our partners and members of the public during the consultation, questions will be developed that may be utilised in framing a response.

Section Two encompasses the draft strategy in summary, with further sections reporting on the background to the strategy development and key processes that support its implementation.

2. A RISK REDUCTION STRATEGY FOR CHILDREN AND YOUNG PEOPLE 2006/10

LFRS welcomes the guidance contained within the *Fire and Rescue Services National Framework Strategy for Children and Young People*¹, which provides the framework to our strategy below. Within the context of local needs and priorities, we will work towards achieving the goals that underpin the National Framework Strategy, namely:

- To prevent children and young people being harmed or killed in accidental fires or causing fires through ignorance or carelessness.
- To prevent children and young people becoming involved in fire crime and anti-social behaviour.

A major restructure of the Fire and Rescue Service has taken place to allow us to improve our community fire safety work including the work we do with children and young people. There have been a number of new appointments into the Community Fire Safety Team, to work at both a strategic level and to deliver programmes within communities:

- There is now a Learning and Development Officer to develop community fire safety education strategies and provide support for delivery to groups both in and out of school, and within the community.
- A Youth Development Officer has also been appointed who will establish and maintain a liaison with youth services (public, private and voluntary sector) across the County and support and co-ordinate centrally youth intervention programmes such as Fire Awareness Child Safety Education (FACE) Programme and the Arson Programme.
- Six Community Fire Safety Teams with forty Community Fire Safety staff in all have been appointed to work across the six Areas of the county to deliver programmes within the community. Each Area has a practitioner with an advocacy for Children and Young People.
- We are responsive to the needs of Lancashire's minority communities and aim to deliver services in ways, which are fair and equitable, treating everyone with respect and dignity. Along with Advocates for Children we have appointed Practitioners who have an advocacy for black and minority ethnic groups. This will help ensure that when helping children and young people of black and minority ethnic heritage and promoting community cohesion, we do so in ways that demonstrate respect and understanding of diversity issues.

The National Strategy identifies six key aims that will ensure effective practice and outcomes in relation to achieving these goals.

1. Engage actively with children and young people

¹ *The Fire and Rescue Service: Strategy for Children and Young People. Consultation Document. ODPM 2005*

2. Prevent and reduce fire crime and fire-setting by children and young people
3. Divert children and young people from fire crime and anti-social behaviour
4. Educate children and young people in fire safety skills and responsible citizenship
5. Ensure that Fire and Rescue Service staff working with children and young people are effective and professional
6. Identify and disseminate good practice in working with children and young people

Aim 1: *Engage actively with children and young people*

LFRS recognises the value of listening to young people and will treat all children and young people with understanding and respect.

We will develop participation by children and young people, with a focus on those most at risk or most in need. This will be achieved by working within and through a number of consultation mechanisms that are currently being set up by partner agencies, e.g. the Chorley and South Ribble Primary Care Trust 'Involving Children and Young people' web site, which is specifically aimed at involving children and young people in service delivery.

We will involve children and young people in the design, delivery and evaluation of programmes for children and young people. For example, in respect of Youth Training and Diversion Courses we will develop a number of evaluation mechanisms including conducting exit interviews with young people after F.L.A.R.E. and Firebreak programmes, taking account of their views and opinions relating to their experience of the course.

Through working with a number of individual schools we will involve children and young people in developing policy and practice on prevention of accidental fires, fire crime and anti-social behaviour, and commit to making changes as a result of the involvement of children and young people.

Aim 2: *Prevent and reduce fire crime and fire-setting by children and young people*

LFRS recognises that early multi-agency intervention is the key to preventing repeat offences and breaking dangerous patterns of behaviour.

The existing Fire Awareness Child Safety Education (F.A.C.E.) programme will now be delivered through Area based Community Fire Safety (CFS) Practitioners, all of whom have received specialist training. Because of this increased capacity it is anticipated that the number of F.A.C.E. referrals may double by 2010.

We will work with partner agencies to identify at the earliest opportunity, those children and young people who are becoming involved in fire crime and fire setting. We will also work with families, carers and partner agencies, to continue to deliver age-appropriate fire-setter programmes and other

interventions for children and young people who are becoming involved in fire crime or fire- setting. Up to twelve of the CFS Practitioners will also be trained to deliver The Arson Programme.

Working with partner agencies, we will establish information-sharing arrangements that support effective inter-agency working, ensure confidentiality and meet legal requirements.

We will work with partner agencies to target fire and rescue expertise and resources on those children and young people for whom they are most effective, and ensure that others are referred to the most appropriate agency. An example would be through continuing to develop and deliver the Firebreak course at LFRS International Training Centre, which is aimed at those young people engaged in risk taking behaviour and who are at risk of falling out of the education system.

Aim 3: Divert children and young people from fire crime and anti-social behaviour

LFRS offers young people at risk support with developing life-skills and setting a path to a successful future. Section 4 of this strategy gives an overview of the Youth Training and Diversion Schemes and programmes currently available for *Developing Young People*.

We will continue to work closely with LFRS International Training Centre, the Fire Service Youth Training Association (FSYTA), the Fire and Rescue Service Prince's Trust Support Association, and other partners. This will enable us to develop, deliver and extend the range of programmes available for young people that are designed to improve life-skills and divert them away from fire crime and anti-social behaviour.

LFRS is an active participant in all the Crime and Disorder Reduction Partnerships works closely with the Youth Offending Teams within Lancashire, Blackpool and Blackburn with Darwen and their associate Group Intervention (GRIP) and Youth Inclusion Support Panels (YISP).

Alongside partner agencies we will work to identify at the earliest opportunity, those young people who are at risk of becoming involved in fire crime and anti-social behaviour, and we will work to bring together information sharing arrangements that support effective inter-agency working, ensure confidentiality and meet legal requirements.

We will ensure that prior to any 'intensive work' with young people (e.g. Arson Programme sessions), we explain the exceptions to the confidential nature of the interaction, i.e. disclosures of a criminal nature will be passed to other agencies as appropriate.

We will work in partnership with parents, carers, schools, colleges and other agencies to include fire safety awareness and skills as part of an integrated approach to risk education. This will be achieved through continuing to deliver our existing schools programmes (Nursery Boxes, Childsafe and Fire Smart) and also by supporting schools through the Safety strand of the Healthy

Schools programme. This will entail working much more closely with the Local Education Authorities (LEAs) and with the Primary Care Trusts (PCTs).

Aim 4: Educate children and young people in fire safety skills and responsible citizenship

LFRS recognises that prevention is the best protection for children, their families and communities. To this end we will work with parents, carers, schools, colleges and other partners to:

- Educate all children and young people about the risks of fire and develop lifelong fire safe behaviour. The main vehicle for this will continue to be the Childsafe programme but we will also work to ensure that all schools embed the new mainstream education support materials launched by the National Community Fire Safety Centre. These have been designed to effectively deliver a wide range of cross-curricular resources for Foundation and Key Stages 1-4 linked to the National Curriculum, especially the teaching of risk concepts, Citizenship and Personal Social and Health Education. All Community Fire Safety Teams will be trained in the use of these materials. The materials will also be launched through linking into existing mechanisms that have been developed by education partners.
- Protect children from death and injury from fire, especially those of pre-school age. This will involve working pro-actively to develop closer links with Sure Start and Family Centres.
- Educate children and young people about the consequences of fire crime and anti-social behaviour and develop safe and responsible citizenship.
- Develop children and young people as co-workers or volunteers in promoting fire safety in families and communities. An example of this is the 60s+ Initiative outlined in the CFA's *Risk Reduction Strategy for Vulnerable Older People*. This is an inter-generational initiative linking schools and youth groups with older people in the community in order to increase the number of Home Fire Safety Checks referrals that we receive.

Aim 5: Ensure that Fire and Rescue Service staff who work with children and young people are effective and professional.

LFRS recognises the need for the development of specialist skills in order to work effectively with children and young people.

As part of our commitment to this we have already established work with children and young people as a mainstream activity for the Service, and which may be undertaken by staff with the appropriate skills and training, including retained and non-operational staff.

We will ensure that all staff understand how to work with the children and young people that they may encounter in their ordinary duties and are aware of the LFRS Child Protection Policy. We will also ensure that staff who have substantial access to children and young people meet all the requirements for

ensuring the protection of children, including a Criminal Records Bureau check and suitability assessment.

We will identify and meet the specific training needs of staff who work with children and young people and, in conjunction with the Service Training Centre, design and deliver an appropriate course. In addition, high quality Continuing Professional Development (CPD) will be offered to practitioners to support their ongoing work with children and young people.

A number of LFRS personnel have independently developed teaching materials and resources to support their own effective delivery of fire-safety and awareness programmes. This work will be recognised by the setting up of a directory of materials and a resource base. CFS Practitioners will also receive support and resources to enable them to develop their own materials to deliver messages that are specific to their own areas.

Aim 6: Identify and disseminate good practice in working with children and young people

LFRS recognises the need for policy and practice to be supported by research into what works, and effective dissemination of the results. Robust evaluation mechanisms will be developed and maintained for all of the education, youth training and diversionary programmes.

As a basis for developing good practice, we will also work to improve our understanding of fire crime and fire-setting by children and young people, and of accidental fires in which children and young people are involved.

We will also identify good practice in:

- the development of local strategies, including needs assessment, targeting and working with partners;
- the design, delivery, monitoring and evaluation of work with children and young people in LFRS and transferable good practice elsewhere;
- equality and diversity in working with children and young people.

We will encourage innovation and creativity in working with children and young people, while building on existing good practice in LFRS and elsewhere.

We will effectively disseminate good practice both internally and to other LFRS partner agencies, using existing networks and groups where possible and at the same time increase the awareness and understanding of the work of the LFRS with children and young people, particularly among partner agencies.

3. BACKGROUND

With the introduction of the Fire and Rescue Service Act (October 2004) all Fire and Rescue Authorities gained a statutory requirement to promote fire safety with the aim of preventing deaths and injuries in the home, and reducing the impact of fire on the community as a whole. Much of this work places increased importance on building links with young people, especially those who are disadvantaged.

In addition, national research indicates that there are five outcomes that are key to well-being in childhood and later life: being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being. The Government's ambition is to improve these outcomes for all children and young people and to narrow the gap in outcomes between those who do well and those who do not.

These five outcomes are central to the programme of change and are at the heart of the Children Act 2004. With the introduction of the Act, a duty was placed on all local authorities to set in place adequate arrangements to safeguard children and young people through multi-agency working.

The Children Act 2004 requires all upper tier and unitary local authorities to establish new arrangements for services to children through Children's Trust arrangements. As an organisation working with children and young people the Fire and Rescue Service has a duty to comply with the Children Act 2004, participating in Children and Young People's plans and safeguarding Children's Boards. The Youth Matters² White paper (2006) further extends this agenda.

Both Acts underpin the development of an ODPM national Strategy for Fire and Rescue Services³ working with Children and Young People. From April 2006 the National Framework for the Fire and Rescue Service will require all Fire and Rescue Authorities to have regard to this Strategy in all work with children and young people. It will, however, be for individual fire and rescue authorities to decide what type and extent of work with children and young people is appropriate for their areas, in accordance with local priorities identified in their Integrated Risk Management Plan.

The national strategy provides the framework for Lancashire's Risk Reduction Strategy for Children and Young People so that we can ensure that our intervention and educational activities in regard to children and young people are effectively targeted. Partnership working with other organisations is essential. The number of partnerships is growing, both in response to central government requirements and local initiatives such as Local Area Agreements.

The Fire and Rescue Service can also make significant contributions to the Prolific and Other Priority Offenders Strategy particularly through the 'prevent and deter' strand.

² DfES (March 2006) *Youth Matters: Next Steps – something to do, somewhere to go, someone to talk to.*

³ ODPM (2006) *Strategy for Children and Young People: 2006-2010*

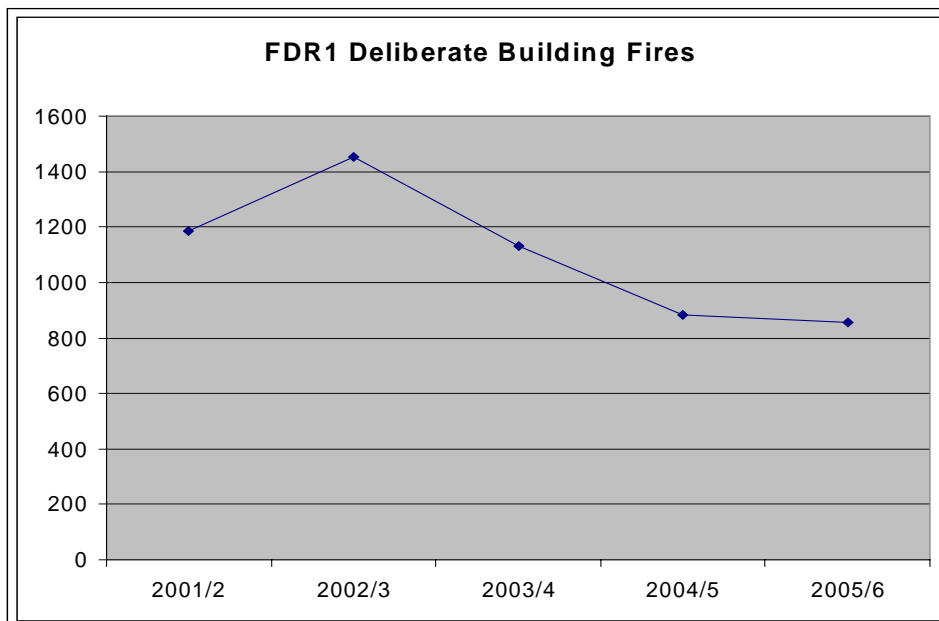
3.1 Children and Fires

This Strategy is written against the backdrop of significant reductions in the instances of deliberately set fires⁴ and malicious false alarms across the area covered by the Combined Fire Authority.

Young people can be both victims and perpetrators of fire. They are particularly vulnerable to death and injury by fire, especially in deprived households. Sadly, children and young people are also involved in much fire-related crime – including deliberate fire-setting, hoax calls and attacks on fire-fighters.

Over a five-year period from April 2001 until March 2006, there has been a reduction of 25% in deliberate building fires, 28% in deliberate vehicle fires and 26% in deliberately set fires. Additionally malicious false alarms have reduced by 22%. In the majority of cases the perpetrators of these fire crimes are children and young people who are often also engaged in other forms of anti-social and risk taking behaviour.

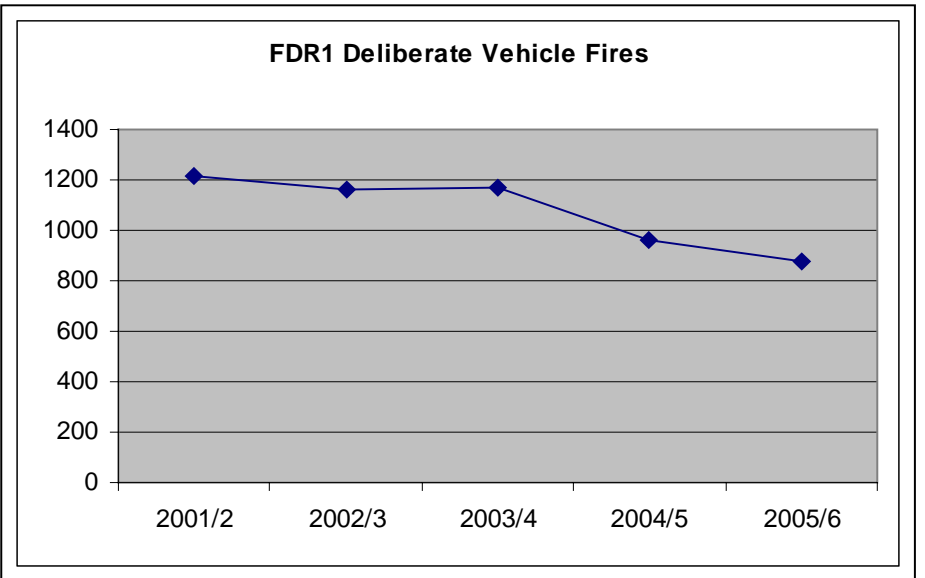
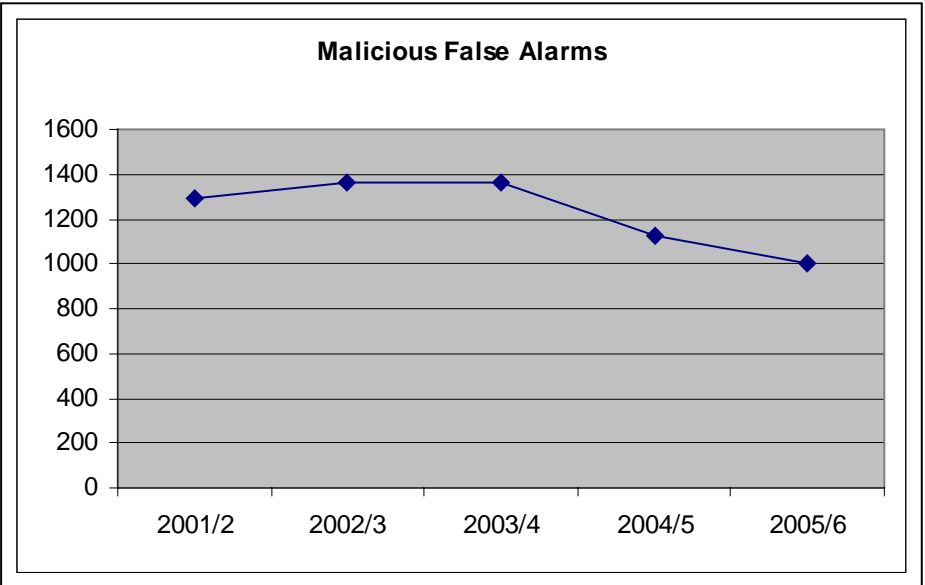
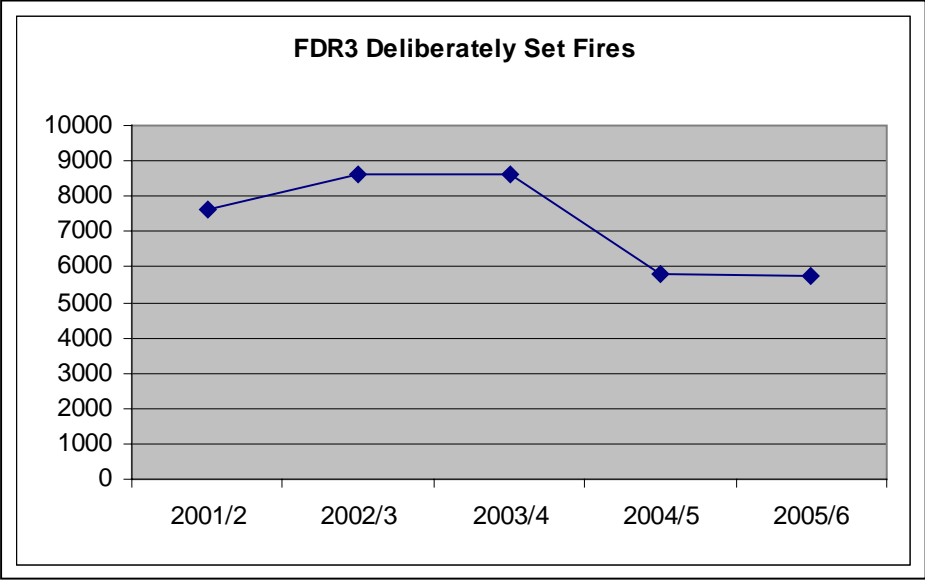
Last year⁵, half of detected offenders were charged with the crime of arson, with a further 20.8% being warned. Fire and Rescue Service data identifies that almost a fifth of deliberate fires were caused by youths aged 10 to 17 years old. This is also reflected in the police offenders data set that showed a third of detected offenders were from the same age group. However, both sets of data are based on offences that are detected or detectable.



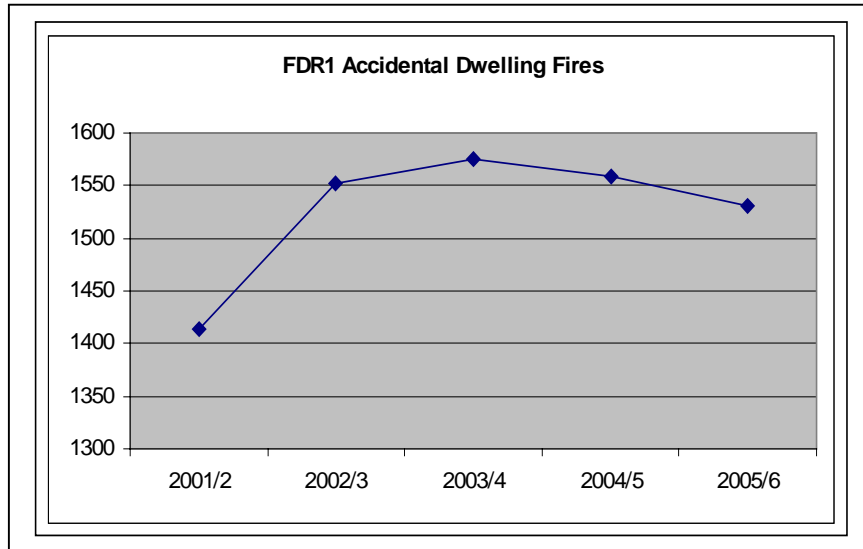
⁴ Fires are recorded as:

- type FDR1: broadly those involving buildings and structures, and other property; fires involving casualties, rescues or escapes; fires where significant Fire and Rescue Service resources are employed.
- Type FDR3: broadly those involving derelict buildings/vehicles; single buildings under demolition; fires confined to chimneys; other outdoor fires such as those involving grassland, gardens and fences, refuse and refuse containers

⁵ April 2005 to Feb 2006, source: Intelligence and Security Unit, Lancashire Constabulary

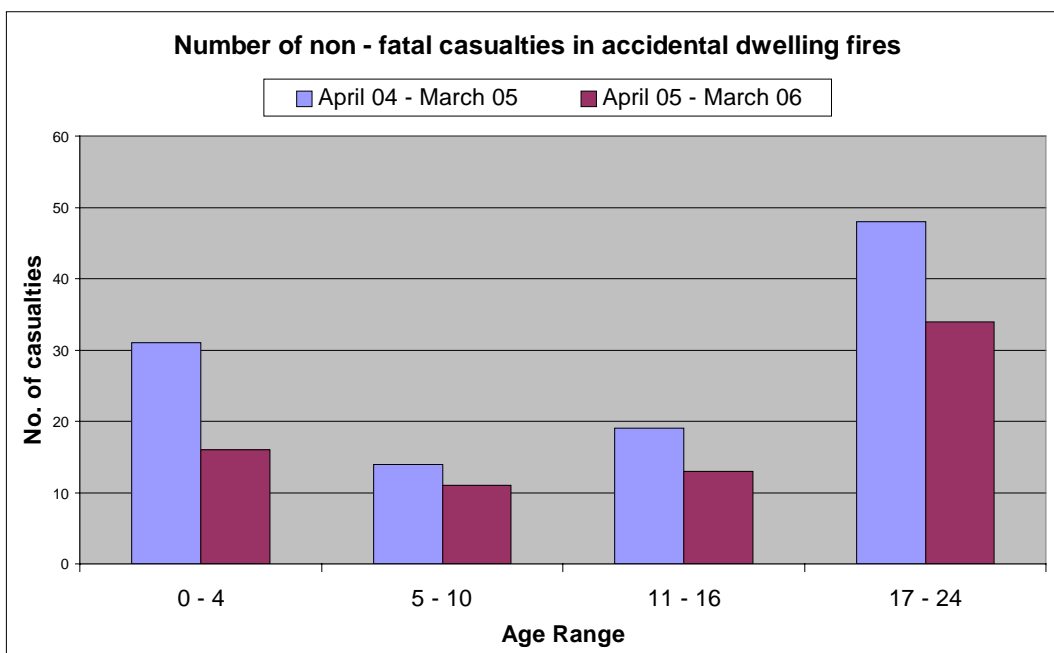


The reduction in accidental dwelling fires has not been as significant. Incidences of accidental fires increased significantly in 2002/03, reaching a high point the following year. Although the overall trend is downward it is clear that over the four years of this Strategy a great deal needs to be accomplished in terms of fire safety education in the community.



Developing school-based programmes for children and young people to embed fire safety education messages must therefore be a priority.

In terms of non-fatal injuries in fires the trend in Lancashire Combined Fire Authority is downwards but there is clearly scope for further improvement. The most vulnerable age groups are pre-school children and young people aged between 17 and 24 years. In the latter age group improved fire awareness and fire safety education could have a significant impact on these figures.



4. KEY PROCESSES FOR THE DELIVERY OF THE STRATEGY

Even without a formal remit to work with young people, Lancashire Fire and Rescue Service (LFRS) has, for some years, provided a range of schemes aimed at promoting community fire safety alongside the opportunity for personal development.

In terms of the latter, early and effective intervention, diversion and education can help reduce crime, improve life-chances, develop better citizens and safer communities. LFRS already undertakes a range of successful initiatives aimed at young people, especially disadvantaged young people and those at risk of exclusion. The service therefore has an important role to play, building on its professional skills and experience, in working with children and young people.

All of the programmes you see below are branded collectively by the Service as ***Developing Young People***

4.1 Target groups

The Children's Fund Guidance⁶ identifies 'four levels of prevention' in working with children and young people:

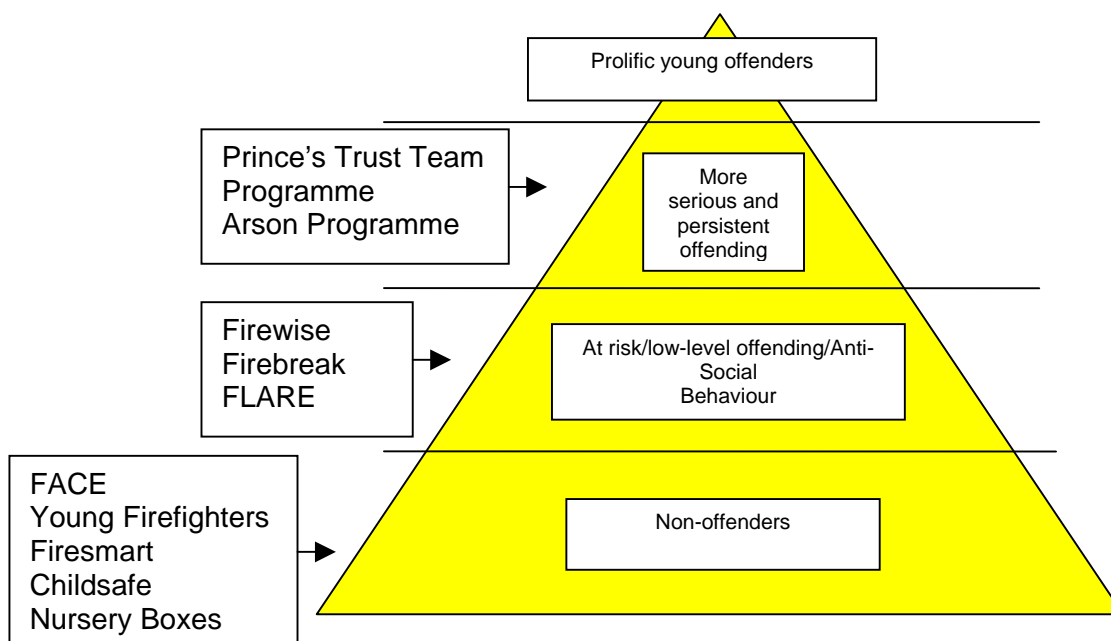
- **Level One:** *Diversionary Prevention* where strategies are usually targeted on whole populations, and aim to tackle problems before they emerge.
- **Level Two:** *Early prevention* where efforts are made to deal with problems that are beginning to manifest themselves.
- **Level Three:** *Heavy-end prevention* dealing with multiple, complex and long-standing difficulties tailored to individual need.
- **Level Four:** *Restorative prevention* carried out with children and young people in public care, those permanently excluded from school or in young offender institutions or under supervision, and/or those receiving assistance within the child protection framework.

The majority of the work of the Fire and Rescue Service with young people can be classed as level one and two. In Lancashire the Fire and Rescue Service undertakes three types of educational activity with young people:

- delivering school-based Fire Safety Education Programmes designed to prevent accidental injury and death from fire and to discourage deliberate fire setting and hoax calls;
- working directly with individual young people who have either shown an unhealthy interest in fire or have a history of fire-setting;
- providing a range of Youth Training and Diversion Programmes for young people who have either offended or are deemed to be 'at risk' of offending;

⁶ Children and Young People's Unit (2000) *Children's Fund Guidance*. London : CYPU

The Four Levels of Prevention work



Each of the types of activity identified above focuses on a discrete target group as the following framework illustrates.

4.2 School-based Fire Safety Education Programmes

A programme of fire safety education is carried out with all schools in the area covered by the Lancashire Combined Fire Authority, covering all Key Stages from Foundation (3-5 year olds) through to Key Stage 3 (11-14 year olds). Key aspects of the fire safety message change as the target group increases in age.

NURSERY BOXES

Many requests are made for the fire service to attend nurseries and pre-school groups with a fire appliance. Although Lancashire Fire and Rescue Service personnel will make every effort to support such events where resources permit, it is not always possible.

Aims and Objectives: To educate young people in their early learning years in fire safety awareness and to give them an introduction to the fire service. It is more beneficial for the groups and a better use of resources to encourage the use of the Nursery Box as an alternative or addition to a visit from crews.

Client Group: Children aged 2-5 years, in the Foundation Stage.

Content: There is one Nursery Box on each Whole Time or Day-Crewed fire station. Nursery Boxes are left with nursery or pre-school groups for a mutually

agreed period taking into consideration the demand for the box at any given time.

Each Nursery Box contains:

- Poster
- Flashing fire engine book
- Smoke alarm
- Mobile phone
- Fire kit and helmet x 4
- Hose and nozzle
- Frances the firefly- video, book and jigsaw
- Stop, drop and roll jigsaw
- Hose and ladders game
- “Get Out, Stay Out” leaflet / poster
- Note For Guidance booklet
- Activity book

Evaluation and Success Criteria:

The number of Nursery Boxes is restricted and so only a limited number of pre-school groups can take advantage of this service. Where a box has been left the teacher/play leader completes an Evaluation Sheet which allows us to monitor the how effective and useful pre-school groups find the materials.

CHILDSAFE

Aims: To deliver an educational package that changes the behaviour of children and their parents/carers by increasing their knowledge about the risk that fire presents and to generate awareness of the actions to be taken in the event of a fire.

Objectives:

Year 2: To enable pupils to explain, and also to demonstrate through interactive play, what to do in the event of a fire at home.

Year 6: To enable pupils to explain in detail what to do in the event of a fire at home. For both year groups, to take leaflets and fire safety messages home.

Client Group: All pupils in Year 2 and Year 6 in all primary schools across the CFA area.

Content:

Year 2: Fire Escape Plans and Smoke Alarms using a video called *Freddie and Filbert*.

Year 6: Fire Escape Plans and Smoke Alarms using the video *Front Room Fire* and taking part in a Fire Safety quiz.

Venue: Primary schools

Delivered by: Operational fire crews.

Evaluation:

- Recording knowledge retained through pre- and post- session questioning. Measuring level of information retained from Year 2 to Year 6.
- Independent parental survey and evaluation report undertaken by Opinion Research Services (ORS) in summer 2006.
- Teacher Evaluation Form

Success Criteria: Long term, a reduction in the instances and impact of fire through increased community fire safety knowledge. Questions relating to experience of a Childsafe visit are asked by Incident intelligence Officers (specialist researchers) during visits following domestic fires.

FIRE SMART

Fire Smart is a module of seven lessons designed for Key Stage 3. It is supported by '*For Pete's Sake Jake!*' a booklet specifically commissioned by LFRS.

Aims: When used in its entirety Fire Smart provides opportunities for pupils to develop much of the required knowledge, skills and understanding not only relating to fire safety but the wider Citizenship and Personal Social and Health Education (PSHE) curriculum.

Objectives: To build upon the fire safety lessons learned through Childsafe visits and to introduce the pupils to the consequences of making hoax calls and deliberate fire setting. The aims are to:

- Inform and educate on specific areas of fire safety
- Boost self-esteem
- Help pupils to realise that they can make good choices for themselves
- Give them the confidence to inform and positively influence others, including family and friends

Client Group: Years 7 or 8 in High Schools that have experienced problems regarding hoax calls or arson attacks and on specific requests from secondary schools where practicable.

Content: Seven sessions covering:

1. Fire and its causes
2. Consequences of fire
3. Fire safety in the home
4. Making a fire plan
5. Consequences of deliberate fire-setting
6. Hoax calls
7. Making choices.

Delivery can be flexible, with practitioners delivering all of the sessions, or focus only on those that they see as being most beneficial, and by agreement with an individual school's priorities.

Venue: Classrooms

Delivered by: Community Fire Safety Practitioners

Evaluation and Success Criteria: To be developed.

4.3 Working directly with individual young people

These programmes are delivered to individual young people who have set fires or who are displaying a concerning fascination with fire.

LFRS recognise that during its work with young people there may be occasions when young people disclose offences of a criminal nature to LFRS personnel. Any 'intensive' work with young people by LFRS personnel will be preceded by an explanation of the exceptions to the confidential nature of the interaction i.e. disclosures of a criminal nature will be passed to other agencies. Any disclosures of a criminal nature will be reported to the appropriate line manager who will decide on the appropriate course of action, whilst taking into account the nature and seriousness of the offence.

F.A.C.E. (Fire Awareness Child Education)

F.A.C.E has been in place in Lancashire since 1995, since when there have been over 2,000 referrals.

Aims: To highlight the dangers of fire-play, whilst promoting basic fire safety in the home.

Objectives: To deliver a one-off educational visit, to known or suspected young people who have demonstrated fire-play.

Client Group: 4 – 12 year olds that have demonstrated fire-play tendencies. Referrals may be received from a variety of sources including parents, guardians or carers, Fire Service, police, schools, doctors and health workers.

Content: The program consists of a single visit, always in the presence of a parent or guardian. The duration of the visit will usually be less than an hour during which the fire service personnel will give the youngsters referred to them the benefit of their insight into the hazards of fire.

Venue: The family home.

Delivered by: Community Fire Safety Practitioners

Evaluation: One month after the initial visit, the practitioner responsible contacts the parents by telephone to see if fire-play has ceased. A further follow-up call is planned after six months.

Success Criteria: Fire-play ceases. In the vast majority of cases the child does not continue to play with fire.

THE ARSON PROGRAMME

The Arson Programme has been in place since 2002. Between 2002 and 2006 a total of 358 young people have been through the scheme. The programme is a collaboration between Lancashire Fire and Rescue Service and other agencies such as Youth Offending Teams (YOT), Adult and Community Services (formerly Social Services), Parents, Schools, Health Authorities, Police or the Courts.

Aims: To prevent a young person who has admitted or been found guilty of a crime involving fire, from re-offending.

Objectives: To deliver an Individual Educational Programme to increase awareness in :

- The dangers of fire;
- The consequences of fire, in relation to human and financial costs;
- Basic fire safety;

Client Group: 10 – 18 year olds who have offended in respect to arson and young people who aren't suitable for the FACE Programme. Referrals mainly received from Youth Offending Teams.

Content: Three programmes available – Single, Short, and Full.

- Single: 1 hour session
- Short: 3x1 hour sessions, plus home study
- Full: 5x1 hour sessions, plus home study

Those referred under the scheme will undergo an Individual Education Plan, which is designed to increase their awareness of subjects such as the dangers and consequences of fire, both in human and financial terms as well as basic fire safety.

Venue: YOT offices, GRIP offices, schools, family centres, as appropriate.

Delivered by: Community Fire Safety Practitioners

Evaluation: After 12 months the referring YOT is to provide statistical data on levels of re-offending.

Success Criteria: The young person does not re-offend in respect of arson.

4.4 Youth Training, Diversion and Development Programmes Outside of School

Lancashire Combined Fire Authority believes that the Fire and Rescue Service can provide and deliver effective schemes to develop children and young people whilst simultaneously achieving other core objectives. The Fire and Rescue Service is working with partners to develop and deliver planned youth development schemes, responding to the needs and risks identified as part of our Integrated Risk Management Planning. As a consequence, we can start to address the acknowledged link between general anti-social behaviour and fire related activity and provide overall improvements in community well being.

The programmes have been developed in consultation with partner organisations. These include the National Fire Services Youth Training Association, Lancashire Youth Association, Lancashire County Youth and Community Office, Lancashire School Education Advisors, Lancashire Teenage Pregnancy Partnership, Blackburn with Darwen Community Safety Partnership and the Princes Trust.

The programmes are designed, within the framework of a disciplined organisation, to give young people opportunities to develop skills and abilities that they would not usually encounter during their day to day lives, whilst being delivered in a challenging but safe environment. Examples of these skills are teamwork, problem solving, self-esteem, self-confidence, communication, leadership, and risk assessment. During the programmes, the young people will be offered the opportunity to work towards qualifications in non-formal learning, e.g. AQA Unit Awards⁷ and/or Youth Achievement Awards⁸.

These programmes are not designed to benefit the objectives of the Combined Fire Authority in isolation, but those of all organisations who want to prevent children and young people from failing to reach their full potential. To make these programmes readily available, we will need the continued support of our partners to identify the funding necessary and the young people who would benefit from attending.

With exception of Young Firefighter Schemes, all the programmes described below are delivered at Lancashire Fire and Rescue Service's International Training Centre at Euxton, Chorley using external funding sources.

⁷ The Assessment and Qualifications Alliance ; visit <http://www.aqa.org.uk/qual/uas.html> for and overview of the AQA Unit Awards Scheme

⁸ Visit <http://www.ukyouth.org/index.php?module=pagesetter&tid=7&tpl=YAA&topic=8> for more information on Youth Achievement Awards.

FIREWISE

Firewise was introduced in 2005 to coincide with the introduction of the Firebreak programme.

Aims: Firewise is a one day induction programme to give identified at risk young people from within the educational system an opportunity to be selected for the twelve week Firebreak programme. On request, Firewise can also be used as a pre-selection day for F.L.A.R.E. Firewise can also be used simply as a stand alone, one day diversionary activity.

Objectives: The Firewise induction programme works towards delivering a final group of twelve young people who have a balance of strengths and personalities, ensuring that participants fully understand their commitment to Firebreak.

Client Group: Young people aged 12+ who are still in formal education but whose anti-social and / or risk taking behaviour means that they are in danger of permanently falling out of the educational system. Referrals come through individual schools.

Content: The day includes activities based around numeracy, communication, working with others, problem-solving and improving their own performance.

Venue: LFRS International Training Centre, Washington Hall, Chorley.

Delivered by: LFRS Training Centre staff.

Evaluation: Firewise takes place approximately 6 weeks prior to Firebreak to allow schools to begin to monitor attendance and risk-taking behaviour.

Success Criteria: A group of twelve young people are selected to go onto, and successfully begin, the Firebreak course.

FIREBREAK

Firebreak is a three-month diversionary course for those young people identified through Firewise. The LFRS pilot programme took place between January and April 2006. It operates on a 'day release' basis.

Aims: To raise the awareness of students in key learning areas and to reduce risk-taking behaviour.

Objectives: To develop the personal skills and qualities of students, improve their performance in the school environment and assist in their progression through the educational system.

Client Group: KS3 / KS4 students (11-16 years) who are still in the educational system but are exhibiting one or more of the following characteristics:

- Very low confidence and self-esteem

- Struggle to communicate with peers
- Underachievers who are in danger of disengaging completely
- Disaffected with the education system/truanting
- In danger of being excluded from school
- Joyriding
- Substance misuse
- Vandalism
- Fire-setting

Content: A fire service work experience course covering a range of skills through activities including:

- Fire service drills and use of fire service equipment (including breathing apparatus, fire fighting and road traffic collision extrication and cutting equipment)
- Team building activities
- Education and advice on first aid, substance misuse and healthy living
- Abseiling and rope rescue

During the course the young people have the opportunity to gain AQA Unit Awards.

Venue: LFRS International Training Centre, Washington Hall, Chorley.

Delivered by: LFRS Training Centre staff.

Evaluation: Each training day is given learning outcomes and behavioural objectives. Written assessments are provided for each student in the form of a daily log and an end of course evaluation. Daily learning outcomes are monitored and reinforced by end of day debriefs, discussions and simple tests. A final assessment form shows the student's performance during the programme and against the course objectives. In order to measure the impact that Firebreak has, both on students and their schools, school staff complete pre and post-course student evaluation forms.

Post-course assessment forms are issued to both schools and parents 6 weeks after the course. These forms also allow teachers and parents to provide feedback that informs improvements to, and guides, course content and teaching methods.

Success Criteria: Re-engagement with education with reduced levels of unauthorised absence. Improvements in self-esteem, self-confidence, communication skills, acceptance of responsibility and society's norms, teamwork skills, self-discipline and elimination of risk taking behaviour.

F.L.A.R.E. (Fire, Life-skills and Rescue Education)

F.L.A.R.E is an intensive full-time course that takes place over five days.

Aims: To reduce risk taking and offending behaviour.

Objectives: To change the attitudes and perceptions of the young people taking part, developing life-skills and a sense of personal responsibility by providing challenging activities and opportunities designed to increase self-confidence and self-esteem.

Client Group: 12-18 year olds who are either already offenders and in the Youth Justice system or who are deemed to be at risk of offending.

Content: A fire service work experience course covering :

- A range of fire service drills (breathing apparatus, fire extinguishers, pump drills etc)
- Team building activities
- Education and advice on first aid, substance misuse and healthy living
- Abseiling and rope rescue
- Opportunity to gain AQA Unit Awards (Life-Skills, Team Building, Fire and Fire Extinguisher Training and First Aid)
- Classroom sessions on the consequences and impact of offending behaviour on society.

Venue: LFRS International Training Centre, Washington Hall, Chorley.

Delivered by: LFRS Training Centre staff.

Evaluation: Learning outcomes, evidence and assessment for the AQA Unit Awards recorded through the daily learning log. Six month tracking of post-course offending behaviour by the Youth Offending Team, comparing with pre-course baseline data in order to analyse course impact.

Success Criteria: Significantly reduced level of re-offending. In the group of those at risk of offending, after six months all remaining out of trouble.

YOUNG FIRE FIGHTERS (YFF)

There are currently three Young Firefighter Units in the county, based at Lancaster, Bacup and Rawtenstall.

Targeting young people at risk of failing to meet their potential will be improved with the increased delivery of the FLARE and Firebreak programmes. Such programmes will allow the Fire and Rescue Service to work with challenging young people and also impact more directly on the incidence of deliberate fire setting and fire related nuisance and disorder.

Young Firefighter units are internally funded and wholly dependent on the involvement of volunteers. Any expansion in the number of Units is contingent on the development of an effective volunteering strategy and external funding. Young Firefighter Units will only operate in addition to FLARE and Firebreak as an appropriate response to the needs and risks identified in the Integrated Risk Management Plan.

Aims: To give young people from all areas of the community the opportunity to develop key skills and to help prepare them for the challenges that face them in adulthood. It aims to encourage personal development and strengthen community links, providing young people with a sense of belonging.

Objectives: To allow the Young Firefighters an opportunity to undertake training in line with the recommendations from the Fire Service Youth Training Association (FSYTA).

Client Group: Up to eighteen young people aged 13-18 years, reflecting a fully inclusive cross-section of youth in the area including those with special needs.

Content: One x 2-hour evening session per week at the host Fire Station. Content includes a combination of fire related skills training (hose drills, ladder drills etc), outward bound trips or residential visits, other practical skills including First Aid and food hygiene, and personal development issues. Opportunity to gain Youth Achievement Awards and AQA Unit Awards.

Venue: Local fire stations.

Delivered by: Volunteers (operational fire-fighters and other LFRS personnel).

Evaluation and Success Criteria: YFF has a long-term development focus and young people have the opportunity to participate for a period of several years. After the age of 16 it is possible to train as a Junior Instructor.

4.5 Developing Young People Beyond School

The role of the Fire and Rescue Service in developing young people does not stop once they leave school. Lancashire Fire and Rescue Service is a principal delivery partner for the Prince's Trust Team Programme. This brings the Service into contact with young people disadvantaged by unemployment, social deprivation, inequality and 'fading hope'. The Team Programme brings the Fire and Rescue Service into closer partnerships with local communities.

THE PRINCE'S TRUST (Team Programme)

Aims: To engage with young people and to facilitate their personal development and team-work skills through a 12-week personal development programme.

Objectives:

- To re-engage a range of young people and help by enabling them to develop the skills, confidence and motivation to increase their employability

and also to get their lives working.

- To help young people gain nationally recognised qualifications.
- Lancashire Fire and Rescue Service, as a delivery partner for the Team Programme, aims to develop young people by modifying behaviour and changing attitudes. This is achieved through working directly with young people, developing them for further education, progression into the workplace or creating opportunities for those already in employment. This process creates 'friends' of the fire service who become socially aware, respect the dominant social beliefs and values, and can assist with the Fire Service's aim of reducing the incidence of arson and accidental ignition. This, in turn, reduces casualties and death by fire thus corresponding with the Service's primary objective of *making Lancashire a safer community*.

The Service also works in partnership with the Lancashire Constabulary who supply Police Officers on secondment to act as Team Leaders to work directly with and develop disadvantaged and disengaged young people.

Client Group: The key target groups are young people who are unemployed - particularly those who are long term unemployed, those young people who are in and leaving care, young offenders/ ex-offenders and educational underachievers – particularly those young people who have low basic skills. In addition the recruitment of young people to the Team programme focuses on those young people who are over represented among the four target groups, which are: those from the black and ethnic minorities, those with disabilities, refugees and asylum seekers and lone parents. A small number of employed young people are included in each Team.

Content: Team is a full time 12-week programme of personal development for 16-25 year olds. Teams of about 12-15 people take part in a challenging and action packed programme which begins with team building activities, including a week at a residential activity centre, and included team work in the local community as well as work placements. It culminates in each Team presenting its achievements to an invited audience as they receive their certificates.

Team members select their own projects, fund raise, plan and carry them out. Activities used during the programme are designed to suit the needs of the particular Team and its individual members. Personal development takes place through the process of planning, risk assessment, action and review. Full-time Team Leaders, Programme Support Workers and Basic Skills Tutors support learning.

Evaluation: Lancashire Fire and Rescue Service is subject to an annual review by The Prince's Trust to monitor their recruitment, retention, positive outcomes of the young people and quality of delivery. All the young people recruited onto the programme are enrolled through Preston College and therefore the Service is subject to inspection from the Adult Learning Inspectorate (ALI) and OFSTED. Surveys are undertaken of all Team members at the end of the programme and 3 months after the finish of the programme.

Success Criteria: The programme is packed with activities that enable Team

members to develop a diverse range of skills. A key objective of the skills development is to increase the employability of Team members and the numbers of unemployed young people who move into 'positive outcomes' i.e. employment or further education/training to enable employment.

A key feature is the relationship between LFRS and Lancashire Constabulary. Successful engagement with young people will challenge attitudes and in some instances encourage them to refrain from offending behaviour. The programme aims to engage with the local area where they live and requires the young people's efforts to have real and lasting impact on the community. The programme aims to create friends of both LFRS and the Lancashire Constabulary.

5. LINKS WITH OTHER STRATEGIES, POLICIES AND KEY DOCUMENTS

This section describes links between the LFRS Risk Reduction Strategy for Children and Young People and other key strategies, policies and plans. It does not sit in isolation, but comes at a time when a range of other strategies and plans have been, or are in the process of being, developed. To ensure effective partnership working and to avoid duplication, the strategy has been written to complement, or make reference to the following:

5.1 The Fire and Rescue Service National Framework

The Government is responsible for setting clear priorities and objectives for the Fire and Rescue Service. The Fire and Rescue National Framework does this by making clear:

- the Government's expectations for the Fire and Rescue Service;
- what Fire and Rescue Authorities are expected to do; and
- what support Government will provide.

The National Framework is a strategic plan outlining how the Government's new fire Public Service Agreement target for England and other objectives can be delivered. The document is not a national blueprint. It gives Fire and Rescue Authorities flexibility to meet the specific needs of their local communities. The Framework is designed to give authorities a firm foundation on which to build local solutions.

5.2 Lancashire Combined Fire Authority Integrated Risk Management Plan

The Lancashire Combined Fire Authority produces an Integrated Risk Management Plan (IRMP), which is developing a flexible risk based approach to service provision. It is integral to the future planning of the Service and will ensure resources are located and deployed in areas where they can be most effective in reducing the risk from fire to children and young people.

5.3 Lancashire Combined Fire Authority Community Safety Strategy

This Risk Reduction Strategy for Children and Young People is designed to complement the Combined Fire Authority Community Safety Strategy 2005-09. The Community Safety Strategy describes our philosophy and approach and how the different facets of the Fire and Rescue Service—prevention, protection and emergency response—are inter-linked in the pursuit of making Lancashire a safer community.

5.4 Lancashire Combined Fire Authority Deliberate Fire Reduction Strategy

Children and young people cause a disproportionate number of deliberate fires and therefore the Deliberate Fire Reduction Strategy has significant overlap with this strategy. However, this strategy is not

designed to deal only with the fire setting behaviour of children and young people but also their long-term safety from fire.

5.5 Lancashire Combined Fire Authority Road Traffic collision Strategy

Children and young people also figure as a disproportionate number of road traffic collision casualties. We are examining and seeking to improve on our existing arrangements for reducing the risk posed by road traffic collisions to all groups of people. To that end we are developing a Road Traffic Collision Strategy alongside this strategy that will explain our role in detail.

5.6 Respect Action Plan

The Prime Minister announced the *Respect Action Plan* in January 2006, *Give Respect, Get Respect*. The agenda covers a wide range of preventative and punitive measures in areas such as parenting, schools, housing, community and local public services. It draws together existing measures and proposals, principally included in the white paper *Youth Matters* (see section 4.8), alongside new initiatives and programmes for parenting and the community. The plan, which is described as 'deepening, widening and furthering' the Government's commitment to tackling anti-social behaviour, includes initiatives for parents, schools, 'problem' families, communities and local authorities.

5.7 Prolific and Other Priority Offenders Strategy

On 30 March 2004, the Prime Minister announced an end to end strategy to address this group of offenders. There are three complementary strands in the strategy:

Prevent and Deter: To stop people (overwhelmingly young people) engaging in offending behaviours and graduating into prolific offenders.

Catch and Convict: Actively tackling those who are already prolific or other priority offenders.

Rehabilitate and Resettle: Working with identified prolific offenders to stop their offending by offering a range of supportive interventions. Offenders will be offered the opportunity for rehabilitation, or face a very swift return to the courts.

This strategy builds on the work done under the Persistent Offender Scheme and will replace it. The new strategy allows local areas to identify and select offenders using the following criteria:

1. The nature and volume of the crimes they are committing
2. The nature and volume of other harm they are causing (e.g. by virtue of their gang leadership or anti-social behaviour)
3. Other local criteria based on the impact of the individual on their local communities.

This will identify those individuals who are the most prolific offenders, the most persistently anti-social in their behaviour, and those who pose the greatest threat to the safety and confidence of their communities. The main strand that will influence the youth training, diversion and intervention work undertaken by the Fire and Rescue Service is *Prevent and Deter*.

5.8 Children Act 2004

The Act provides a legislative spine for the wider strategy for improving children's lives. This covers those universal services which every child accesses, and more targeted services for those with additional needs. The overall aim is to encourage integrated planning, commissioning and delivery of services as well as improve multi-disciplinary working, remove duplication, increase accountability and improve the co-ordination of individual and joint inspections in local authorities. The legislation is enabling rather than prescriptive and provides local authorities with a considerable amount of flexibility in the way they implement its provisions. The framework for implementation is *Every Child Matters: Change for Children*.

5.9 Every Child Matters: Change for Children

Every Child Matters: Change for Children is a new approach to the well-being of children and young people from birth to age 19. The Government's aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

This means that the organisations involved with providing services to children - from hospitals and schools, to police, fire service and voluntary groups - will be teaming up in new ways, sharing information and working together, to protect children and young people from harm and help them achieve what they want in life. Children and young people will have far more say about issues that affect them as individuals and collectively.

Over the next few years, every local authority will be working with its partners, through children's trusts, to find out what works best for children and young people in its area and act on it. They will need to involve children and young people in this process, and when inspectors assess how local areas are doing, they will listen especially to the views of children and young people themselves.

5.10 Children's and Young People's Plans (Blackburn with Darwen, Blackpool, Lancashire)

The Children and Young People's Plan (CYPP) is an important element of the reforms underpinned by the Children Act 2004. Implementing a new statutory duty and following best local planning practice, local areas will produce a single, strategic, overarching plan for all services affecting children and young people.

The CYPP should support more integrated and effective services to secure the outcomes for children, as set out in the Ten Year Childcare strategy, the National Service Framework for Children, Young People and Maternity Services and the Children Act 2004. It is a key part of the children's services improvement cycle, set out in *Every Child Matters: Change for Children*.

Plans identify where children and young people need outcomes to be improved, and how and when these improvements will be achieved. Improvement must be based on an accurate and comprehensive assessment of the current position. The LFRS Risk Reduction Strategy for Children and Young People will work to support the achievement of the key strands of *Staying Safe* and *Making a Positive Contribution* as outlined in the plans of each LEA in the area covered by Lancashire Combined Fire Authority.

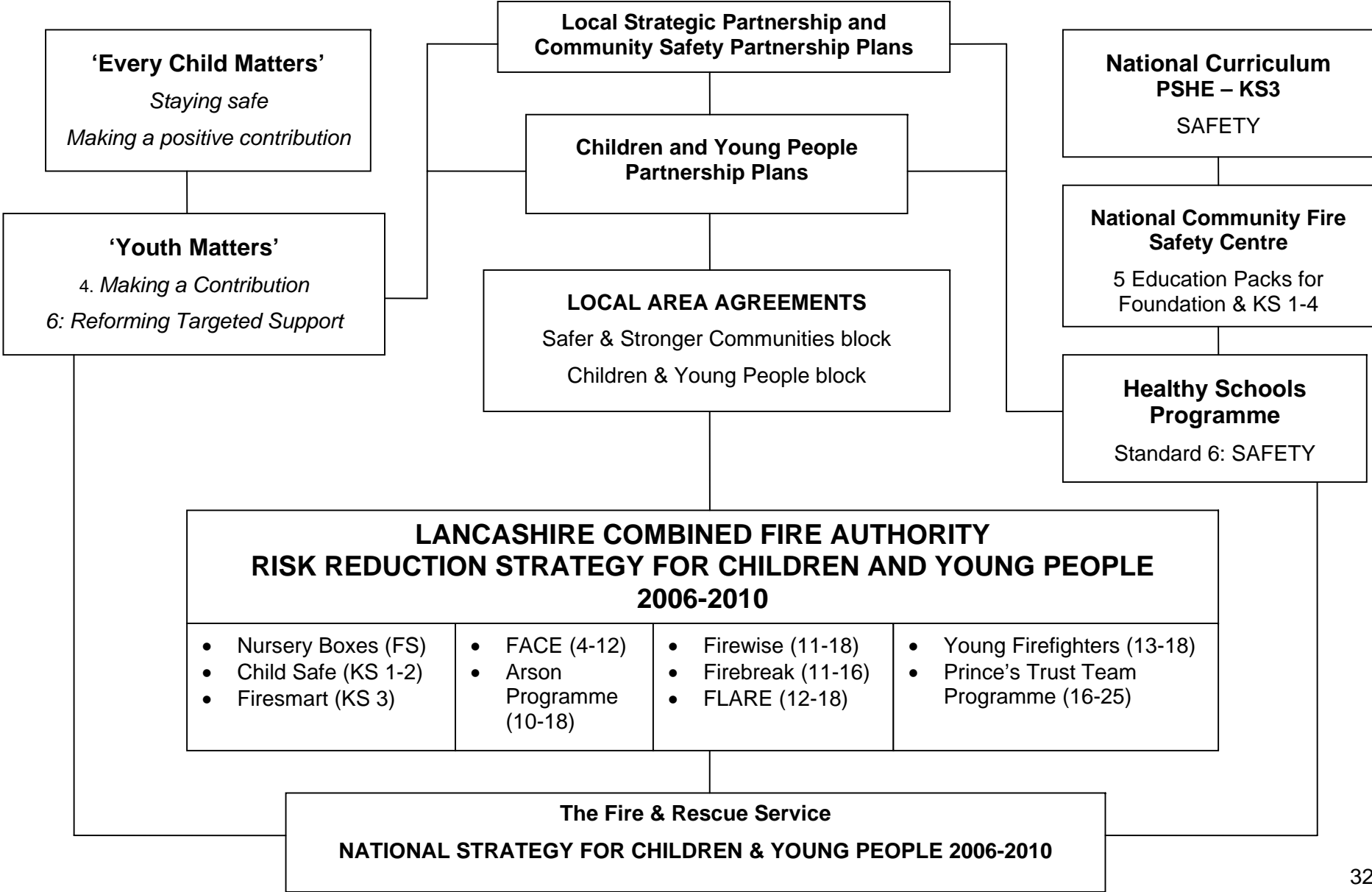
5.11 Youth matters: Next Steps

Youth Matters: Next Steps was published in March 2006 and sets out the vision for empowering young people, giving them somewhere to go, something to do and someone to talk to. Young people will have more choice and influence over services and facilities that are available to them. They will also be encouraged to volunteer and contribute to their local community. Information, advice and guidance services for young people will be more flexible and accessible. For young people experiencing difficulties there will be better-targeted support, co-ordinated by a lead professional. As authorities develop new and innovative ways of delivering services to young people it is hoped that, together, we can share these new ways of working with others to bring about real and positive change for young people.

5.12 Healthy Schools Programmes

In September 2005 a new national *Healthy School Status* was introduced which will be included as a National Standard. By 2006 half of all schools are expected to achieve Healthy School Status with *all* schools having achieved this by 2009. There are six strands to be achieved – sex and relationship education, drug education, healthy eating, physical activity, emotional health and wellbeing and safety and environment. LFRS will be working closely with all schools to deliver strand 6 (safety and environment) and to enable them to self-audit and meet their responsibilities in respect of safety education.

5.13 Links Between LFRS Development Programmes and Local and National Plans and Strategies



6. PARTNERSHIPS

We acknowledge that fire is one of a range of risks facing children and young people and their development. Many of the children and young people that come to our attention are the focus of other agencies too and we often share one broad objective: preventing children and young people from failing.

Our major partners in this strategy include Local Education Authorities, the Primary Care Trusts and Youth Offending Teams and we continue to work together in the structures described below.

6.1 Lancashire Strategic Partnership: Ambition Lancashire

The Lancashire Partnership works together in the belief that many of the County's opportunities and challenges can be identified and met more effectively by working in partnership. The Local Government Act 2000 places a duty on Lancashire County Council to prepare a Community Strategy to promote the economic, social and environmental well-being of the County through a multi-agency partnership.

The County Council and other organisations, including the Fire and Rescue Service, decided to work together through The Lancashire Partnership to prepare Ambition Lancashire, the first Community Strategy. Ambition Lancashire describes the key ambitions for developing Lancashire through until 2025. One of the headline ambitions is achieving the statement:

'Prevent offending by children and young people by tackling the risk factors for offending at an early stage through universal and targeted services.'

6.2 Group Intervention Panels and Youth Inclusion Support Panels

Group Intervention Panels (GRIP's) and Youth Inclusion Support Panels (YISP's) operate throughout Lancashire and are multi-agency early intervention programmes for children and young people believed to be at risk of becoming involved in crime or anti-social behaviour. These panels provide a single route of referral for children and young people and ensure that agencies work together in providing a holistic service. Agencies involved in these panels include police, social services, health, youth services and education.

6.3 Local Strategic Partnership Plans and Local Area Agreements

In addressing the broader issues of community development, environmental and economic improvements local strategic partnership plans provide the umbrella under which all local improvement strategies operate. They also provide a strategic perspective under which funding opportunities are considered.

Local Area Agreements (LAAs) are a new way of striking a deal between central Government, local authorities and major local delivery partners in an area. LAAs will be structured around four themes:

- **Children and young people**
- **Safer and stronger communities**
- **Healthier communities and older people**
- **Economic development and enterprise**

The Home Office has been given the leading role in negotiating LAAs, in order to provide local partners with a single point of contact with central Government, and to respond better to local issues using their local knowledge.

Government Offices are now working to negotiate clear targets and outcomes with local authorities and their partners, who will then have the freedom to decide locally how best to achieve them. LAAs will also simplify funding streams, allowing greater discretion with the use of funding, and reduce the bureaucracy attached to multiple funding streams.

Both Local Public Service Agreements and the Neighbourhood Renewal Fund (NRF) can also form part of an LAA, with the NRF maintaining its focus on deprived areas and the attainment of targets. Where local partners agree targets that stretch performance beyond what would have been expected, they will be rewarded for the extra performance.

In relation to children and young people, there is significant overlap between the two suggested blocks: Safer and Stronger Communities and Children and Young People.

Local Area Agreements have the potential to harness and improve on Lancashire Fire and Rescue Service's work in partnership with other agencies, further reducing risk to children and young people.

6.4 Crime and Disorder Reduction Partnerships (CDRPs)/ Community Safety Partnerships and Local Strategic Partnerships

Community Safety Partnerships and Local Strategic Partnerships are major structures through which partnership work to reduce the risk to children and young people will be planned and orchestrated. When engaging with partnerships we will try to align strategies, plans, objectives and targets to avoid duplication of effort and to ensure that we are working towards the same goals.

Under the Crime and Disorder Act, Lancashire Combined Fire Authority, in collaboration with other responsible authorities audit levels of crime and disorder across the County and prepares reduction strategies that also deal with drugs and alcohol misuse—a common factor in fire deaths. Members of the Fire and Rescue Service will continue to contribute to the 14 community safety partnerships and help other partners to recognise how they can contribute to a reduction in accidental fire deaths and injuries.

The Prolific and Other Priority Offender strategy will be led by the CDRP, with schemes set up to cover every CDRP in the country. The emphasis will be on a multi-agency approach with Police, CPS, Prisons and Probation working together, to effectively catch, convict, monitor and manage these offenders in the community or custody and work towards rehabilitating them.

7 IMPLEMENTATION

Following consultation, an action plan will be produced outlining the mechanisms, planned projects and other methods that will be implemented in order to achieve each of the identified aims. This will be reviewed and updated annually.

8 EVALUATION AND REVIEW

Adequate and rigorous mechanisms for evaluation and review will be put into place. This will not only allow tracking of achievements and progression through the Strategy but will ensure that individual plans and programmes can change and develop in the light of ongoing evaluation and feedback