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*“Working better together to make South Ribble and its communities great places to live, work, visit & play – places to be proud of and places where everyone has equal opportunity to contribute and to reach their full potential.”*

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Progress Report and Future Outlook  
June 2017

Report: Compiled for South Ribble Scrutiny Committee, June 2017

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## Foreword from the Chair

I am pleased to introduce our Partnership update, which sets out our achievements since we last reported to you in June 2015.

I was elected chair late last year and since then we have been busy as a Partnership looking at our strategy and how we as a group work better together to make South Ribble a great place to live, work and play. We have an exciting year ahead and I am looking forward to working closely with all our partners; especially South Ribble Borough Council with who we have a strong and special relationship.

At the last scrutiny review, you asked how we as a Partnership will address the challenge of sustainability so that we can continue to deliver, together, all the amazing work this Partnership has produced.

The greatest threat to the Partnership, would be the loss of our Partnership Manager post, when funding for that position runs out in March 2018.

The capacity provided by the role of the manager is essential to ensuring that on a day to day basis the Partnership is active in developing opportunities and bringing existing and new partners together.

The Partnership manager's post is hosted within South Ribble Borough Council, and we continue to value the strong and special relationship we have. In particular our close links with the Council's My Neighbourhood teams, we believe offers us great opportunities as we undertake and lead in South Ribble on the agenda of Public Service Reform.

In the immediate term, we will be looking for opportunities with Partners to fund the role of the Partnership Manager and secure revenue contributions to support the public service reform agenda.

Longer term, as a Partnership we have developed vehicles to support our evolving direction so we are agile and responsive to opportunities as they arise.

Key themes for us all as partners over the coming months, will be largely focused on public service reform, integrated working and developing community resilience as we address the challenge of demand on services against the background of contracted public spending.

We remain strong as a Partnership and we hope to work with you closely over the coming months.



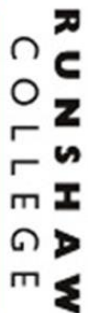
**Karen Sharrocks**  
Chair of South Ribble Partnership

**Head of Strategy and Corporate Services**  
Chorley, South Ribble and Greater Preston  
Clinical Commissioning Groups



## Our partners

South Ribble Partnership is made up of many different partners. At its heart is our Strategic Board which is made up of;



Outside of the Strategic Board we work with a wider number of partners and organisations who help us to deliver projects, inform and develop plans. These are too numerous to list, but we estimate that at any one time we are actively working both directly and indirectly with up to 30 organisations.

## Since you Last Saw Us...

Since our last presentation in June 2015, we have been busy focussing on what we do as a partnership and addressing the recommendations you made.

You asked us to;

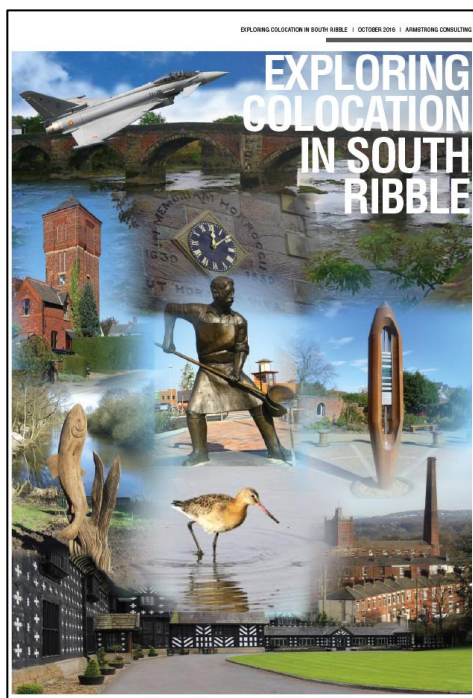
1. Keep you updated on the Co-Location Project
2. Requested information on the partnership's targeting of non-users of services within the Health Care Close to Home project
3. That we further consider and plan as a priority our future financial sustainability.

## What we did

### Colocation

Completed towards the end of 2016, we shared the final copy of the co-location report with the Chair of Scrutiny, the Senior Management team of South Ribble Borough Council and our Partners.

As a result, we are building on the learning from the report and are contributing to the Leyland Health and Community Masterplan, building links with key local partners who were involved in the study.



## Targeting of Non Users of Services

As part of the Better Together in the Home initiative, you wanted us to consider how we engage with individuals who are not using service in response to issues around social isolation and loneliness.

We worked with a number of key partners to look at how we can improve referral pathways and 'making every contact count'.

As we developed this we recognised the need for a co-ordinated approach and capacity to help support implementation. As a result it is one of the key areas that we will seek to address under the agenda of Public Service Reform, where we will look at sharing of data between organisations and an integrated and targeted approach to early help and prevention.

## Consider and Plan the Partnership's Sustainability

Immediately after our last Scrutiny review, Sustainability has been a standing item on the Partnership's agenda.

To address this, the Partnership has proactively reviewed its purpose and structure to develop a refreshed plan focussed on the key issues for South Ribble.

In the short to medium term, the Partnership will be seeking to access revenue from partners in order to support key local plans to address Public Service Reform.

It is hoped that this will release revenue funding to meet the costs of the Partnership Manager's post and continue the work of the Partnership in bringing together organisations from across the sectors; addressing issues collectively.

We have further addressed the inability of the Partnership to enter into agreements and obtain funding in its own right and will be establishing a community interest company; which provides a long-term solution, providing a legal framework to enter into agreements and contracts to generate income and facilitate integrated working;

## Our Structure

### Innovating the Way we Work

We have been focussed on ensuring that the Partnership is in the best position to address the issue of sustainability. The structure of the Partnership has been carefully reviewed and developed so that it is agile and able to respond effectively to the challenges ahead.

The Partnership has many partners, each involved in different ways and at different levels. At its core is the Strategic Board; which makes the key decisions about the direction of the Partnership's focus.

The structure of the Partnership is now based on a three pin model; adopting a series of approaches, based on need. Made up of three delivery vehicles, the Partnership will be agile in being able to use the most appropriate vehicle based on the needs of the project.

- Sub Group
- Better Together Partnership CIC
- South Ribble VCFS Network

The Sub Group, continues to meet regularly; and oversees the delivery of all of the

Partnership's projects as well as receiving regular updates from the VCFS Network and the CIC and makes key recommendations to our Strategic Board members. The Sub Group is the conduit through which all of the Partnership's and its associated activities are funnelled to ensure co-ordination and remove duplication.

A Community Interest Company (CIC), is being established, enabling the Partnership to address its lack of a legal identity which has been a barrier to it pursuing grant and investment opportunities. As a consequence, the CIC will facilitate access to a range of grants and potential commissioned work which will generate an income to move the Partnership towards a sustainable future.

South Ribble VCFS Network, has been supported by the Partnership with funding to aid its development. Now a Charitable Incorporated Organisation, it is well positioned to access funding and support the Partnership as it addresses community resilience and public sector reform.



**Strategic Board**

The board is made up of over 15 organisations which include some of the big decision makers in South Ribble.

Together they agree the direction on how we can work together to make South Ribble a great place to live, work and play.



**Better Together Partnership CIC**

The CIC works with us to help deliver some of our projects; raising revenue and managing key pieces of work



**Sub Group**

Sub Group co-ordinates and leads in implementing our plans. They consider key projects and work streams that will meet our aims



**South Ribble VCFS Network**

A separate organisation, the South Ribble VCFS Network supports the 3rd Sector and enables effective communication and engagement with the Partnership to help it deliver its aims



**Public Service Reform**

Focused on health and early intervention services to develop ways of working that meets the needs of service users and those most in need



**Task & Finish Groups**

We may have more work that we need to do, so we sometimes set up individual task and finish groups for new projects or pieces of work we feel are needed

### South Ribble VCFS Network

The Partnership has a strong track record and relationship with the voluntary, community and faith sector (VCFS). As part of our refreshed plan the Partnership has again stated its commitment, as a priority, to developing a strong voice that is equipped for change.

To achieve this, the Partnership has over the past 12 months, supported South Ribble VCFS Network, to develop its structure and governance arrangements in-order to become a charitable incorporated organisation. This gives it a legal and charitable status, allowing it to develop funding bids and deliver projects in their own right.

The purpose of the investment made by the Partnership, is to ensure that the Network becomes sustainable in the long term; ensuring that;

- The Public Sector can engage effectively and efficiently with a broad spectrum of organisations in the 3<sup>rd</sup> sector.
- The 3<sup>rd</sup> sector have the space to come together to learn and develop best practise between each other and support joint working

Independent from the Partnership, it has membership at both a Strategic Board level and Sub Group level, to ensure good communication and close working. It is recognised within both the Partnership and the Network, that it can be utilised as one of the vehicles to;

- Engage communities and the sector
- Lever investment in to South Ribble
- Support cross sector 'bids' where the 3<sup>rd</sup> sector takes the lead role.



### Better Together Partnership CIC

South Ribble Partnership has developed a strong track record of project delivery together with long standing relationships with its main cohort of partners. Developing our long-term sustainability the vehicle of a CIC will enable it to make applications for grants and enter in to contractual arrangements ensuring the Partnership remains responsive and effective in the environment in which it operates.

The aim in establishing a trading arm is to;

- ensure the Partnership can respond effectively to opportunities which support the Borough Plan
- enable revenue to be raised by grants/contracts to deliver the Borough Plan
- act as the principle vehicle to deliver key projects and activities
- provide a sustainable footprint to meet the running costs of the Partnership



Examples of where the CIC could be deployed potentially includes projects around;

- Public Service Reform
  - Co-location and service design
- City Deal and Community Infrastructure

The CIC model is closely linked with South Ribble Partnership and the Sustainable Community Strategy.

- the CIC's business plan will reflect the Sustainable Community Strategy
- a task group of the Partnership acts as nominations committee for directors
- directors will sit on the Sub Group and report back
- membership is open to any organisation to ensure inclusivity



## Our Priorities

In consultation with stakeholders and partners together with reviewing local intelligence and plans we developed the priorities we as partners are focussed on going forward.

**The risk of losing the Partnership Manager post on March 2018 will remain the most significant priority for the Partnership.**

Paramount to our success and delivery of the Sustainable Community Strategy and work plan is the capacity to be able to deliver it. Leading Public Service Reform and seeking to maximise the benefit of City Deal; we will seek commitment from partners to ensure we can continue to deliver for the Borough.

### The Partnership is sustainable and effective



- The Partnership continues to develop its model to enable it to become more sustainable to ensure it remains effective and strong.

### Local Services are supported to meet the challenge of Public Sector Reform



- Organisations are better connected and integrated to ensure services meet the needs of all local residents and service users.
- We focus on vulnerable people who may require additional support to be empowered to take action to improve outcomes for themselves
- Integration take place at an operational level for effective services that provide value for money

### Maximise the benefit of City Deal focusing on skills, education & community infrastructure



- Residents are supported to access education and develop skills to benefit from the employment opportunities that will arise from City Deal
- To work with partners to aid in the successful delivery of the local Skills and Employment Strategic Framework
- To support the delivery of Community Infrastructure projects that support the aims of City Deal.

### The Voluntary, Community and Faith Sector (VCFS) has a strong voice and is equipped for change



- South Ribble has a strong and sustainable VCFS Forum, led by the sector, for the sector.
- The forum enables groups from across the sector to meet the challenge of change, share learning and ensure their voice is heard where it matters to shape and influence decision making

### Networking is facilitated to identify opportunities to work together



- Partners and organisations are supported in networking and making new connections.
- New ideas and innovative projects are developed between partners
- Key local messages are communicated to residents and visitors in a co-ordinated way, making best use of resources

A full copy of the Partnership's plan is in Appendix A.

## Public Service Reform

Public Service Reform is the key agenda for the Partnership and its members as we move forward. The programme is led by partners, who have identified the need to look at a number of areas where we can begin to shape the services of the future; providing outcomes for service users as well as ensuring effective and efficient use of public sector resources.

Demand on public services is a common theme for most partners. Reducing demand for public services relies on identifying those individuals and families who are not yet accessing specialist services but are at risk from escalating problems. It is these individuals and families who generate most demand for all agencies.

The Partnership agreed as part of its refreshed strategy for 2017-2018 to establish a working group focused on Public Service Reform which will shape the Borough’s approach and identify the key streams of work.

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*The outcomes we seek to achieve with our programme of reform are;*

*Organisations are better connected and integrated to ensure services meet the needs of all local residents and service users.*

*We focus on vulnerable people who may require additional support to be empowered to take action to improve outcomes for themselves*

*Integration take place at an operational level for effective services that provide value for money*

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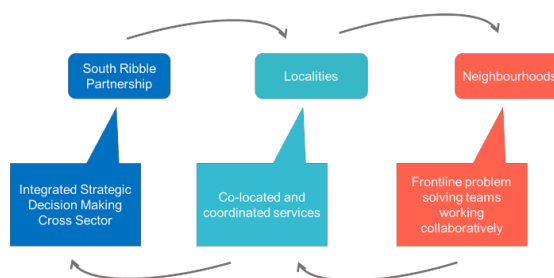
## What we are doing

We have looked at our neighbours, Preston and Chorley; where public service reform and associated initiatives are being taken forward.

We have determined the three strands of work we will be focused on, which has been based on intelligence gathered by Partners and their knowledge and expertise. The three strands Public Service Reform in South Ribble will focus on is;

- **Integrated Working and Colocation**
- **Multi-Disciplinary Teams**
- **Community Resilience**

Leadership and accountability are critical to developing an integrated model of reform. South Ribble Partnership’s role is taking the strategic governance lead and will be working with partners to develop joint accountability for the Public Service Reform program.



Integrated working and Co-location is already happening, and we are learning from Chorley and Preston districts, who already have in place integrated place based teams.

We will be working in localities and neighbourhoods to address issues based on need. South Ribble has a strong record of looking at an asset based approach and we will be building on this as part of the public service reform plan.

Our initial focus will be to work in Broadfield and Golden Hill as a test bed area. This will build upon the previous scrutiny task group which developed the appreciative inquiry ‘Broadfield: You Matter’. We are already talking with partners in health and education around our approach and will be seeking to develop that over the coming weeks.

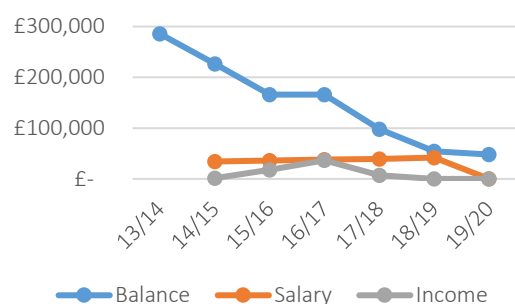
## Sustainability

Sustainability of the Partnership is focused around the retention of the Partnership Manager post, which is at risk from March 2018.

Performance Reward Grant, has since 2010, enabled the Partnership to deliver its projects, supporting the delivery of the Sustainable Community Strategy. We received a total of £647,416 and had no time limit within which money must be spent.

Historically the Partnership, received recurring income from Second Homes Council tax. However this contribution ended in 2013. PRG as a one off provision, means the Partnership faces a funding challenge from March 2018.

### Finance Trend



After all commitments are taken in to account, which includes salaries, projects and day to day running costs the Partnership’s balance is;

Bottom Line	Rev.	Cap.	Total
PRG Balance	£13,348	£24,477	£37,825
Ringfenced*	-£ 8,000	£ -	£ -
<b>Available Balance</b>	<b>£ 5,348</b>	<b>£24,477</b>	<b>£29,825</b>

\*ringfenced in event of winding down

### Challenge

The Partnership Manager is an essential position which co-ordinates meetings, develops policies, strategies and delivers and manages a range of projects. Whilst Partners are committed to working in Partnership; they do not have the capacity in their own organisation to provide the level of management and strategic support we need.

The cost to the Partnership to provide this role is approximately £45,000 p.a. In addition a small operational budget of £5,000 per annum

would help to facilitate meetings, events and other small expenditure.

### How do we address this challenge?

#### Short Term

Immediately the Partnership seeks to address the challenge of funding by working with Partners to identify revenue sources to support mutually beneficial work streams, principally around Public Service Reform.

We believe as a Partnership that we are best placed to work collectively;

- in the best interests of South Ribble; focused on our residents and making it a great place to live, work and play
- exploit our strong track record and relationships with partners across all sectors
- to continue to deliver locally

#### Longer Term

##### Management Fees

Going forward the Partnership needs to begin charging management and consultancy fees in return for the expertise it provides. The Partnership has a strong record of levering in funding to the area and this is something we can build on. For example;

- Coastal Communities: £131,500
- Innovation Agency: £36,000
- Walled Garden: £100,000

Further to this we have a good track record of investing funds to enable larger projects. Community Bids Fund invested £115,000 with a return of over £0.6 Million worth of projects supported.

##### The Vehicle: Better Together Partnership CIC

The establishment of the Better Together Partnership CIC provides a long term opportunity to further develop income streams through project management and delivery. The ability to contract work and enter into grant agreements will provide the Partnership the opportunity to attract further revenue and build on opportunities to lever in funding to the area; supporting the costs of that delivery through management and consultancy fees.

## Current Work Streams and Plan for 2017 – 2018

In addition to the Public Service Reform work and South Ribble VCFS network which has already been detailed we have a number of areas we continue to support and specific projects we deliver.

### South Ribble Dementia Action Alliance

We work closely to support the Council in pursuance of its aim of developing a Dementia Friendly Community in South Ribble.

We helped to develop a formative strategy for the alliance which is focused on a range of activities to raise awareness across all sectors about how we can all work together to support those living with Dementia.

Supporting the delivery of the strategy we have sponsored and supported with staff time the Dementia Carers Day and Masquerade Ball earlier this year. We have also began to work with partners to develop a Living Well Guide which will detail key services, activities and things people can do to support people living with Dementia.

### Big Do and Community Awards

Building on the success of the previous Big Do events, we will be hosting a bigger 'Big Do' at Leyland Hotel, Thursday October 26<sup>th</sup> from 3pm to 7pm.

The Big Do will aim to make new connections and relationships;

- Providing a skill sharing 'bank'
- Workshops on a range of issues including
  - Dementia Friends Sessions
  - Business and Communities
  - Consultations on Key local plans

This is followed by the South Ribble Community Awards, where we will be joined by Vice Lord Lieutenant Colonel Alan Jolley who will present the awards to 6 recipients.

These awards have grown in stature and have quickly become recognised and loved locally.

We have once again had support from the public, private and 3<sup>rd</sup> sector to make these awards happen.



### Street Checks, Healthy Steps

The project seeks to build resilience and empower people to take more responsibility for their own health, and for the health of their families and is focused on three themes;

- Healthy Lifestyle
- Healthy Weight
- Healthy Mind

Addressing South Ribble's significantly below average rate for Breastfeeding initiation we have worked with Families and Babies to pilot a Breastfeeding Friendly Town centre. Targeting 5 businesses, we have exceeded our initial expectation and over 10 businesses have signed up, together with all public council buildings which are now accredited breastfeeding friendly centres.

We are developing a package for local businesses to develop health checks and wellbeing days within work places. This will involve training champions providing them with a recognised qualification; establishing a sustainable model of promoting health and wellbeing across workplaces in South Ribble.

Aiming to raise awareness of mental health, reduce stigma and build resilience, our Healthy Mind element is linked with, and jointly funded by the Chorley & South Ribble and Greater Preston Clinical Commissioning Group. We are currently developing a central Lancashire proposal for working with Young people on developing a plan for mental health. We will further be hosting the first 'Change Talks' at the Civic Centre in September, which is a large event aimed at opening up the mental health conversations.

It's a busy year ahead for us and we hope that we get the opportunity to see you all at some of our events and involved with our projects.



Priorities	Goals	Action	Measures
<p>Local Services are supported to meet the challenge of Public Sector Reform</p>	<p>Organisations are better connected and integrated to ensure services meet the needs of all local residents and service users.</p> <p>We focus on vulnerable people who may require additional support to be empowered to take action to improve outcomes for themselves</p> <p>Integration take place at an operational level for effective services that provide value for money</p>	<ol style="list-style-type: none"> <li>1. Establish a Community Interest Company to support the delivery of the key priorities and goals of the Borough Plan and to lever in external funding</li> <li>2. Establish a Public Service Reform Task Group to identify and define a clear position</li> <li>3. Deliver the South Ribble Big Do and Community Awards</li> <li>4. Continue to support South Ribble VCFS Network through a joint delivery task group</li> <li>5. Continue to support the Dementia Action Alliance, bringing organisations together to make South Ribble a Dementia Friendly Community</li> <li>6. Establish a Borough communications forum, linking together all main communication leads</li> <li>7. Partners are engaged and involved in key local plans and programs including;                             <ul style="list-style-type: none"> <li>• Our Health, Our Care</li> <li>• Co-location</li> <li>• One Public Estate</li> <li>• Public Service Reform</li> <li>• Central Parks</li> <li>• Leyland Station Regeneration</li> </ul> </li> <li>8. Funding Opportunities to support the operating costs of the Partnership are identified and secured.</li> </ol>	<p>South Ribble CIC is established by end of April 2017 with at least 3 directors in place and a business plan drafted</p> <ol style="list-style-type: none"> <li>a. At least one project is completed by March 2018</li> <li>b. Revenue is raised</li> </ol> <p>Public Service Reform is defined with a clear position and actions by September 2017.</p> <p>Big Do and Community Awards is delivered in October 2017 with action plan prepared and drafted by May 2017</p> <p>South Ribble VCFS Network has increased its membership by at least 25% from its baseline in April 2017</p> <p>South Ribble Dementia Action Alliance reports and demonstrates clear progress on its published strategy</p> <p>Partners are updated quarterly on key local programs</p> <p>The Partnership reaches a target of £50k in revenue towards continuation of its operating costs</p>
<p>Maximise the benefit of City Deal focusing on skills, education &amp; community infrastructure</p>	<p>Residents are supported to access education and develop skills to benefit from the employment opportunities that will arise from City Deal</p> <p>To work with partners to aid in the successful delivery of the local Skills and Employment Strategic Framework</p> <p>To support the delivery of Community Infrastructure projects that support the aims of City Deal.</p>		
<p>The Voluntary, Community and Faith Sector (VCFS) has a strong voice and is equipped for change</p>	<p>South Ribble has a strong and sustainable VCFS Forum, led by the sector, for the sector.</p> <p>The forum enables groups from across the sector to meet the challenge of change, share learning and ensure their voice is heard where it matters to shape and influence decision making</p>		
<p>Networking is facilitated to identify opportunities to work together</p>	<p>Partners and organisations are supported in networking and making new connections.</p> <p>New ideas and innovative projects are developed between partners</p> <p>Key local messages are communicated to residents and visitors in a co-ordinated way, making best use of resources</p>		
<p>The Partnership is sustainable and effective</p>	<p>The Partnership continues to develop its model to enable it to become more sustainable to ensure it remains effective and strong.</p>		

Appendix B - Sustainable Community Strategy

<p>Our Vision</p>	<p>“Working better together to make South Ribble and its communities great places to live, work, visit &amp; play – places to be proud of and places where everyone has equal opportunity to contribute and to reach their full potential.”</p>				
<p>Key Themes</p>	<p>People &amp; Communities</p>	<p>Prosperous Economy</p>	<p>Healthy Communities</p>	<p>Safe Neighbourhoods</p>	<p>Sustainable Environment &amp; Borough</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Our Aspirations Where we want to be in 2020</p>	<p>The people of South Ribble are at the heart of everything the Partnership does. We understand, engage and listen to the views, concerns and ideas of local people</p> <p>Local people have the ability to influence decisions that affect them and communities are empowered to take action to improve outcomes for themselves – with support from partners where they need it – and can hold partners to account for service delivery in their area</p> <p>Local people get on well together and feel part of their communities. All newcomers to the Borough are given a warm welcome</p> <p>Community, voluntary and faith organisations in South Ribble are valued, healthy and prospering. They play an important part in the development and delivery of better services for local people and are funded effectively to make this contribution</p> <p>Inequality of any kind is not tolerated, but where it does exist, local people and partners work together to eradicate it. Everyone has equal opportunity to contribute and to reach their full potential</p>	<p>South Ribble is at the heart of a thriving, prosperous and diverse Central Lancashire economy and makes a vital contribution to the wider Lancashire and North West economies</p> <p>The people of South Ribble are highly skilled, flexible and ready to meet the needs of existing and new employers in the Borough. Schools, colleges and universities are focussed on equipping local people with the skills and capabilities employers are looking for</p> <p>New businesses thrive in South Ribble. Start-up and survival rates are high – and continue to grow</p> <p>South Ribble is recognised as a great place to live, work, visit and play – attracting employers and potential employees to the Borough</p> <p>South Ribble is known across the North West as a great place to have a day out. Visitors come to South Ribble for its heritage, museums, open spaces and award-winning parks</p> <p>Housing accommodation, cultural opportunities and the natural environment ensure that South Ribble is the first choice location for those working within the borough and wider area</p>	<p>People in South Ribble are healthier, feel better and are empowered to take responsibility for their own health. Health inequalities have been reduced</p> <p>People are aware of the lifestyle choices that determine their own health, such as smoking, alcohol consumption, exercise and activity levels, social participation and risk-taking behaviour. They are encouraged and supported to take positive lifestyle choices</p> <p>Opportunities to exercise, play sport and participate in wellbeing activities are plentiful, accessible and affordable</p> <p>Children and Young People have access to great health and wellbeing education and South Ribble is a leader in combating issues around risk taking behaviour from an early age</p> <p>Social care services are flexible, tailored to individual needs and are focussed on supporting vulnerable people to live independent, safe and fulfilling lives. Carers are valued and supported</p> <p>Health care services and resources are excellent, easily accessible and responsive to local need</p>	<p>People feel safe in South Ribble. Crime and disorder are not only at very low levels, but are seen as such by our communities</p> <p>Local people work in partnership with the Police and other organisations to free their communities of crime, vandalism, graffiti, littering and anti-social behaviour, with an emphasis placed on prevention and diversionary activities</p> <p>People understand the harm caused by alcohol and drug abuse and are supported to avoid these and other risk-taking behaviours</p> <p>South Ribble has a culture of local people respecting themselves, each other and their communities</p> <p>Road accidents are minimised through road safety education and appropriate improvements to the road network in South Ribble</p> <p>Fire safety and prevention is a key priority for local people and partners. Local people and organisations understand fire risks and are supported to take steps to avoid them</p>	<p>South Ribble is a beautiful, clean, green, sustainable place that has well designed and well maintained buildings, streets and open spaces that are welcoming and accessible to everyone</p> <p>Sustainability is an important part of everything the partnership does and issues such as energy sources, use of materials, pollution and transport are considered in relation to delivery of all of the Partnership’s priorities</p> <p>Local people are aware of the effects their personal behaviour and lifestyle choices can have on the environment and are encouraged and supported to make positive choices to limit their impact</p> <p>Equally, employers and organisations of all kinds are aware of the impact their activities have on the environment and take proactive steps to minimise and mitigate this impact</p> <p>The natural environment and its inhabitants are appreciated, protected and enhanced and are seen as an integral part of what makes South Ribble a great place</p>



South Ribble Partnership is the Local Strategic Partnership for South Ribble. We bring together people from across the public sector, businesses and voluntary and community organisations with an aim to deliver better services in South Ribble, based on what local people want.

For more information about South Ribble Partnership and South Ribble's Sustainable Community Strategy visit our website or contact the partnership office:



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**SOUTH RIBBLE PARTNERSHIP**  
**[www.southribblepartnership.org.uk](http://www.southribblepartnership.org.uk)**