



South Ribble Community Strategy 2019-2024

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South Ribble Community Strategy 2019-24



FOREWORD



Jacqui de Rose

South Ribble was identified in 2017 as the Best Place to Live in the UK! We welcome everyone to South Ribble and are proud of our friendly communities. This Community Strategy sets out a shared vision for South Ribble between communities, service providers and businesses. Through our better together approach, we will work collaboratively so South Ribble continues to be an amazing place to live, work and do business.

A task group of Partners have worked together over the past 12 months to develop our strategy; engaging in detail with local service providers, business representatives and other partners, and most importantly, our communities. Each voice has been welcomed and contributed to this strategy, this is reflected in our priorities which focus on improving local services and supporting the aspirations of our communities.

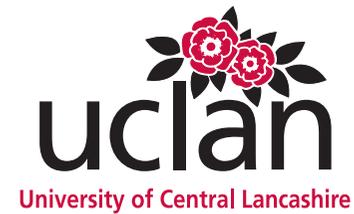
Our values underpin everything we do because we believe that it is how we work together which will bring the success and deliver outcomes we all want. Communities are at the heart of everything we do and we hope they will actively participate to forge an even better future for the areas in which we live and work.

'There are challenges ahead, and lots of opportunities too. Working together, we can turn these into a bright, sustainable future'

Jacqui de Rose

Chief Executive, Progress Housing Group
Member of South Ribble Partnership

South Ribble Partnership Task Group Members who have developed this strategy



OUR VALUES

Our strategy is ambitious; we believe it is achievable if we work together and every voice is heard.

We think that to be effective we need values that each participant's actions reflect:

Leadership and accountability

The statutory partners, businesses and community organisations that make up the Partnership lead by example and demonstrate real progress in delivering this strategy. They make sure we have the right people at the table who can make decisions and influence change.

Honesty, respect and trust

We trust each other to use information and have challenging, honest and respectful discussions so that the Partnership can make the right (and sometimes bold) decisions for the benefit of South Ribble.

Collaborative, integrated and innovative approach

We believe we can achieve more by working together with common aims and objectives. South Ribble has a proud culture of innovation spanning a century and we are keen to redesign services with other organisations to put outcomes for citizens first.



Communities at the core

Everything we do must be done in partnership with the diverse communities within South Ribble. Communities have their part to play in delivering this strategy; they should have their voices heard and get the support and tools they need to make things happen.

Diversity and inclusiveness

We believe that everyone has the right to be involved and we all promote, support and encourage individuals to take up the opportunity to engage with and benefit from the work of South Ribble Partnership.

We speak in Plain English

Each organisation and sector has its own jargon, abbreviations and language. We strive to make language accessible, so that everyone is able to take part and understand what is being said.

OUR VISION

“South Ribble will continue to be known as one of the best places in the UK to live, work and do business.

Our communities will continue to be amongst the best places to learn, thrive and grow.”



EFFECTIVE PARTNERSHIPS driving effective reshaping of Local Services that delivers:

GROWTH

Realising the Opportunities



- ✓ People can realise their ambitions and access the opportunities that the City Deal presents (see p15).
- ✓ Skills, education and job opportunities reflect local people's ambitions and promote social mobility.
- ✓ Homes, towns, villages and transport networks are well designed.

CONNECTED

Strong and Resilient Communities



- ✓ A new relationship between communities and service providers.
- ✓ Community leaders, organisations and groups have the resources and tools they need.
- ✓ Communities are connected to what is going on.
- ✓ People can actively participate in their communities.

PLACE

Attractive, Recognised and Known



- ✓ A place known locally, regionally and nationally for its green spaces, welcoming and friendly communities and its vibrant cultural offer.
- ✓ A place that is well connected to major transport routes providing opportunities to live and do business well.



EFFECTIVE PARTNERSHIPS OUR PRIORITY

A place where service providers, businesses and communities work together effectively so that people have access to the local services they need and get a helping hand when they need it.

Strong Partnerships

There is a clear desire for partnership working with South Ribble Partnership focusing on strategic matters, in particular the reshaping of local services.

You told us the challenges and opportunities are:

- ✓ Reinforcing the Partnership's strategic board/executive with decision makers and influencers, including from a regional level.
- ✓ Development of shared delivery models and greater integration between services (Radical Reshaping of Local Services).
- ✓ Better sharing and coordination of information and intelligence between partners, including collaboration in community engagement, to support an integrated approach.
- ✓ Rationalisation of operational/project based partnership working is needed. Connections between partnerships and their effectiveness was raised as a concern by partners; it is not always clear who is doing 'what', which hinders collaboration.

EFFECTIVE PARTNERSHIPS OUR FOCUS WILL BE ON



Practical, effective reshaping of local services:

- ✓ Service providers and businesses work with communities to develop creative solutions that drive change.
- ✓ Partners will put in place solutions to use information more effectively so that they make better decisions.
- ✓ Partners will work together to align and share resources and integrate services to improve the way people are supported by local services.

Effective partnerships that promote, encourage and implement solutions that work, including:

- ✓ Shared service delivery models.
- ✓ More co-located services and hubs (both physically and online) to enable better access to services for everyone.
- ✓ Addressing causes and not just symptoms (we call this early action and prevention).
- ✓ Partners working together to develop action plans that meet community needs and tackle issues such as persistent inequalities and social isolation.

“With our partners we recognise the need for services to be purposefully designed and delivered to meet the needs of people living in South Ribble. This strategy creates the opportunity to make this a reality, driving better care, through the integration and development of local care teams for local people and we are proud to be a part of this.” Lancashire Care Foundation Trust

GROWTH OUR FOCUS WILL BE ON

A place where people can realise their ambitions and access the opportunities the City Deal presents; where skills, education and job opportunities reflect local people's ambitions and promote social mobility.

A place where our homes, towns, villages and transport networks are well designed. There is choice in how we travel, town centres offer variety, and those who live here feel secure that their homes and communities will meet their needs throughout their life.

"The Federation of Small Businesses is pleased to have been involved in helping to shape the Community Strategy for South Ribble. Small businesses play an important role through the borough as employers, service providers and community hubs and it is vital that they are included in the future plans for the area."

Federation of Small Businesses



GROWTH OUR FOCUS WILL BE ON

Growth

South Ribble is set for accelerated growth as a result of the ambitions of the Preston, South Ribble and Lancashire City Deal. This provides opportunities for investment and development, and the potential to tackle persistent issues of inequality through skills development and employment.

You told us the challenges and opportunities are:

- ✓ Local plans, the Community Strategy and City Deal need to be aligned so that we can recognise their interdependencies and succeed.
- ✓ Make land available for affordable housing so that people are supported into the housing market.
- ✓ Recognition of the need for developers to build 'lifetime' homes of 'quality' that fulfil the needs of residents as they get older or face changes.
- ✓ Town centres as destinations that meet the challenges of changing consumer habits, and a place where new and existing communities connect as the area grows.
- ✓ The need to address congestion and air quality issues through transport solutions that embrace new ways to get around.
- ✓ Promote opportunities to gain new skills and access to education/training so local people benefit from new employment opportunities.
- ✓ Work across the City Deal sub-region to promote the sub-regional brand nationally and internationally.

A well planned area:

- ✓ Housing will be affordable and designed to meet lifelong needs.
- ✓ Transport will be managed to keep our communities connected and mobile; we will work to reduce congestion and improve air quality.
- ✓ Town centres and businesses supported to provide the experiences and services people want in the modern world.

Good jobs where people can grow and develop:

- ✓ Schools, colleges, universities and employers will provide access to qualifications, training and support to meet the demands of the City Deal and support the ambitions of local people.

What is City Deal?

City Deal is an investment of £434 million to enhance transport and other infrastructure in Preston and South Ribble, driving the creation of some 20,000 new jobs and generating the development of more than 17,000 new homes over the next ten years.

CONNECTED COMMUNITIES

A place where community leaders, organisations and groups have the resources and tools they need so that our communities are connected to what's going on and people can actively participate in building the resilient communities they aspire to.

The topics of communication and communities were consistent themes from all those involved in the consultation. South Ribble already benefits from leaders in our communities such as the Leyland Town Team, Veterans Café and Friends Groups. With changing service delivery landscapes, it will be increasingly important to build resilient communities and people who can take more responsibility for each other and their own neighbourhoods and well-being.

You told us the opportunities and challenges are:

- ✓ There is a need to develop effective community networks and infrastructure to support community and voluntary sector organisations.
- ✓ Investment is needed to support community groups and build capacity in larger organisations in the voluntary, community and faith sector.
- ✓ Individuals want to get involved in their community but need information to find out about opportunities and how to access them.
- ✓ Understand, connect and build on the assets and activities already within communities and build on those.

CONNECTED COMMUNITIES OUR FOCUS WILL BE ON



"We are excited to be involved because the opportunity to work in partnership has to be the best solution for the community. No one of us has the ability to be the best solution in every situation."

Citizens Advice Lancashire

A renewed relationship between communities and organisations that benefits everyone:

- ✓ Communities and service providers will work towards agreement on how each can play their part in building resilient communities.
- ✓ We will establish an agreed model of community action and volunteering that delivers real impact.

People can find out what is happening when, and can participate if they wish:

- ✓ We will develop an effective communication strategy so that individuals know what is happening, when, and how to get involved.

Effective infrastructure to support communities:

- ✓ By investing in the right infrastructure, we will ensure that communities and groups have the tools to organise effectively and have the support they need to grow and develop.
- ✓ We will provide incentives that recognise the value of participation/volunteering.
- ✓ We will nurture community leadership, working with education, advice and support services.

PLACE OUR PRIORITY

PLACE

A place known locally, regionally and nationally for its green spaces, its welcoming and friendly communities, a vibrant cultural offer and a place that is well connected to major transport routes providing opportunities to live and do business well.

Place

South Ribble is situated at the heart of Central Lancashire (geographically and economically) and is known locally for its high quality environment; great parks, green spaces and connectivity to major road networks. In 2017 it was identified as the best place to live in the UK.

“UCLan has been transforming lives since 1828 and supports communities to be strong, sustainable and vibrant. We have been pleased to join partners to help develop South Ribble’s Community Strategy.” UCLan



PLACE OUR FOCUS WILL BE ON

You told us the opportunities and challenges are:

- ✓ South Ribble should emphasise its quality of place and warm, friendly and welcoming communities.
- ✓ South Ribble benefits from significant and large sites that are attractive to developers, large businesses and retailers, including the Cuerden strategic investment site and the former Leyland Test Track.
- ✓ South Ribble is not always a brand or 'name' that is known; it is an administrative area that people from outside often do not recognise.
- ✓ South Ribble needs a clear, shared vision that promotes the area in targeted ways to each different audience, resident, investor, visitor, etc.
- ✓ Communication to each audience should build on established brands and locations that the audience recognises: Leyland, Lancashire, UCLan, BAe Systems, Northern Powerhouse, etc.
- ✓ Local businesses of all sizes could, with more support, do more as ambassadors for the area.

People knowing where we are and what the area has to offer:

- ✓ We will have the right communication strategy with a clear and shared vision between partners, targeted to audiences in the right way with the brand and message that attracts the right investment to South Ribble.
- ✓ Local businesses, big and small, will work together as ambassadors to attract investment.
- ✓ South Ribble will be known locally and beyond as the place to be in Lancashire and the North West.

Building our communities so that they continue to be open and welcoming as we become more diverse:

- ✓ Celebrate and enhance local identities; building on the existing strong sense of place.
- ✓ Investment in the quality of the area, and its green spaces; in particular supporting the development of the 'Green Links' and Campus programmes.

Green Links

The Green Links is an ambitious project from South Ribble Borough Council that aims to support residents to stay healthy and maintain their wellbeing by providing the right spaces and facilities. This includes;

- Green Parks
- Open spaces
- A New Health and Wellbeing Campus in Leyland

Connecting green spaces across South Ribble is part of a much wider programme bringing together neighbourhoods across South Ribble, enabling sustainable travel options, extensive walking and cycling routes and improved play facilities.

DELIVERY

To deliver the strategy the Partnership needs to form a robust structure based on our Values that enables;

Clear decision making and accountability

Membership that reflects local and wider sub-regional groups

Participation from those who deliver services

Participation from communities



The details of the delivery model will be defined by those who adopt this strategy to ensure that it works for them. The ingredients we believe are necessary to establish effective partnerships are:

A Leaders Group: This group are the guardians of the Community Strategy and consists of key strategic decision makers such as the Chairs of Governing Bodies, Leaders of Councils' and senior leaders at a County and Regional Level.

An Executive Board: Senior leaders from across South Ribble and Central Lancashire will manage and co-ordinate delivery of the Community Strategy action plans. These people are able to make decisions, commit resources and drive change.

Thematic Groups: Members of these groups are the experts. They will be focused on individual priorities and bring their skills, knowledge and expertise to develop solutions that the Executive Board can make happen.

Interest Groups: These groups may be established when needed, and enable the Partnership to respond where there are gaps. Existing networks and interest groups can access the Partnership via the Executive Board through representatives who can be invited to join when specialist support and advice is required.

The operation of the partnership needs to be:

- ✓ **Effective - delivering agreed outcomes**
- ✓ **Efficient - making the best use of resources**
- ✓ **Essential - doing what needs to be done**

To manage capacity and ensure that it is designed in the most effective way, the Partnership will collectively agree how often it meets and when, and rationalises the way we work strategically across the locality, the Central Lancashire area, Lancashire and the North West.

As the structure of the Partnership becomes operational, action plans will be developed to implement each priority with clear timescales and outcomes defined.

How will we measure impact?

We will agree with partners an effective framework for managing the effectiveness of the Partnership.

It is important to acknowledge that the role of the Partnership is to ensure we work together efficiently and effectively. Some elements of our work may only appear over time, so we will be open and honest about what we can and will deliver and by when.

Partners will collectively agree any key indicators and measures, which will be recorded in a clear action plan.

Timescales

The delivery of the strategy is over a five year period and its implementation will be phased.

Partners have acknowledged the capacity and demand placed on organisations in attending meetings. Our initial focus will be on developing effective partnerships which will be essential to achieve our vision in the long term.

Phase 1 - Development Phase

The first phase is to ensure the Partnership has the right infrastructure in place.

- ✓ Developing an effective partnership structure, governance and membership; defining and agreeing our action plan. (by October 2019)
- ✓ Establishing key thematic groups that will begin to identify the areas of action, developing and scoping activities. (October - December 2019)

Phase 2 - Programme Delivery

The second phase is focused on the implementation of the action plans and agreed work programme.

- ✓ Begin to deliver key programmes and work on the action plans. (January 2020)

BACKGROUND AND JOURNEY

“To help communities thrive, the government believes we need to look at five foundations of social value, people, places, the social sector, the private sector, and the public sector.”

(Cabinet Office, CIVIL SOCIETY STRATEGY: Building a future that works for everyone, 2018)

Nationally

The national context for this strategy is set against the backdrop of continuing challenges of rising demand on local services, coupled with limited availability of resources.

In addition to this, the Government Transformation Strategy (Cabinet Office, 2017) seeks to rebalance the relationship between citizens and the state; putting more power in the hands of citizens and being more responsive to their needs.

UK Government Policy on the Civil Society, which was refreshed in 2018, believes that its purpose is:

This approach is about working in partnership across sectors to develop our communities where there is social value which is taken to mean ‘enriched lives and a fairer society for all’.

In many ways this reflects the spirit of our community strategy:

- ✓ **Enabling a lifetime of contribution.**
- ✓ **Empowerment and investment for local communities.**
- ✓ **Supporting charities and social enterprises.**
- ✓ **Promoting business, finance and tech.**
- ✓ **Collaborative commissioning.**

THE NATIONAL AND REGIONAL CONTEXT

Regionally

The North West and Lancashire areas are the focus for investment and growth. This provides both challenges and great opportunities.

The Northern Powerhouse brings together key cities, towns and rural communities to grow the national economy; developing transport links, building new governance models, increasing investment and raising education and skills levels across the North.

The Lancashire Economic Partnership has a £1 billion growth plan to benefit all parts of Lancashire. Highlights include:

- ✓ **£434m Preston South Ribble and Lancashire City Deal.**
- ✓ **£320m growth deal delivering 11,000 new jobs, 3,900 homes and attracting £1.2 billion in private investment by 2021.**

The impact locally will be to see accelerated growth; new homes, an enhanced road network and infrastructure development, and new retail and industrial development. There will be opportunities to tackle pockets of deprivation by working to raise aspirations and provide access to skills and jobs. It also means that we need to be prepared and work together as businesses, communities and service providers to meet the increase in population and subsequent demands on services.



Over the past nine months we have consulted widely with the community, business sector, local service providers and representatives from voluntary, community and faith organisations.

If you want to follow our journey and find out what we did and what we found out, we have included some highlights in the following pages.

BACKGROUND AND JOURNEY OUR FOCUS

Two key overarching themes emerged from our consultation, which form the bedrock of the Partnership's purpose and journey over the next five years:

- ✓ **Big and Small**
- ✓ **Effective Public Service Reform**

Big and Small

Following the conversations we have had with partners and the community, it is clear that the Partnership needs to be, what we call, 'Big' and 'Small'.

Big and Small is a way of bringing together interested groups in a strategic way that supports them to achieve their goals and aspirations. Big and Small is about the Partnership's role to enable action across local, regional and national footprints.

BIG means: We have strategies for action and influencing all major service providers and stakeholders at national, regional and sub-regional levels.

SMALL means: We have strategies for action, influencing and supporting local groups, partners and service providers at local, neighbourhood and street levels and amongst communities of interest (groups of people who come together around a particular purpose or identity).

Effective Reshaping of Local Services

'Public' service reform is not new and been on our agenda since 2010. However, partners have clearly articulated a need to step up the pace of reshaping the way we collectively deliver local services.

The need for reshaping services comes from three underlying issues:

1. **Rising demand for services.**
2. **Increased complexity of demand (those using services increasingly have a number of needs that require more resource and integrated support).**
3. **Resources are increasingly stretched.**

To address this, it is clear that service providers need and want to work together in new and creative ways.

It is the Partnership's role to provide space for them to come together in an environment of trust and respect and provide an environment where partners can be open to ideas and agree actions to deliver the reforms that are needed.

DISCUSSIONS AND CONVERSATIONS

Our consultations with local partners, businesses and communities have helped us to understand the challenges and opportunities and priorities we should be focused on. From all that we have heard, we have distilled the four priority areas for action:

EFFECTIVE PARTNERSHIPS GROWTH CONNECTED COMMUNITIES PLACE

What did we do?

We started in April 2018, when we hosted a meeting with partners at Samlesbury Hall. There was unanimous agreement to completely refresh the Community Strategy. A task group of key partners (including business representatives, education, health, uniformed services, local government and community representatives) has overseen the process and supported our programme of engagement. The activities we delivered were:

- ✓ Interviews with key stakeholder organisations.
- ✓ Workshops open to organisations and the community to identify priorities and areas of focus.
- ✓ A Borough-wide Community Survey to understand what is important to local people.
- ✓ South Ribble PoWWow event focused on volunteering and participation.

Highlights of our consultation includes;

1-1 Interviews

- ✓ Over 20 interviews with partner organisations and key service delivery groups (full list in appendix A).
- ✓ Collectively they identified key themes around growth, tackling inequalities, and strengthening partnerships to ensure they are effective, and developing tools and channels to stimulate community action.

Workshops

Our workshops echoed the issues raised in the 1-1 interviews by again identifying key themes around:

- ✓ Addressing partnership working and ensuring it delivers outcomes and is effective.
- ✓ Improving the way services and delivery organisations communicate with citizens; giving them the information they need to get involved.
- ✓ Developing infrastructure to support increasing demand on the voluntary and community sector.
- ✓ Ensuring there is support for growth and the benefits that come with it; that opportunities for local people are realised and the character and nature of South Ribble is preserved.
- ✓ South Ribble is not a recognised name; we need to play to our strengths in promoting South Ribble as a place in Lancashire and the North West.

BACKGROUND AND JOURNEY BETTER TOGETHER SURVEY

We undertook a survey of people who work and or live in South Ribble, so we could understand what it is they like about the place, what don't they like and what we can do to make things even better.

Over 1600 people took part, representing a good cross section of the local community, with a 95% confidence rating provided by the independent data analysis that was undertaken.

"We value our involvement in the South Ribble Partnership and believe the new ambitious Community Strategy will focus and influence matters that impact on communities and benefit South Ribble." BAE Systems

The full survey results are published on the South Ribble Partnership's website and a brief summary is below:

More frequently people said they like South Ribble because of:

- ✓ Good transport infrastructure.
- ✓ Parks and open spaces.
- ✓ Community spirit.
- ✓ Good shopping facilities.
- ✓ Local amenities nearby.
- ✓ A feeling that the area is safe, with a low crime rate.



The areas that people feel there could be improvement included:

- ✓ Traffic and congestion.
- ✓ Facilities for young people.
- ✓ Investment in parks and green spaces.
- ✓ Improving the retail offer.
- ✓ Public transport.
- ✓ Worries about over development.

We asked questions about getting involved in the local community and were humbled by the good will of local people. Equally, it is clear they need more support to find out what is happening and how they can get more involved to build and support communities.

BACKGROUND AND JOURNEY SOUTH RIBBLE PoWWow

As part of our wider consultation we hosted a special workshop called 'PoWWow' which was focused around volunteering, infrastructure and support to build and strengthen communities.

We invited a range of guest speakers from across the country to come and talk about their experiences in developing community action. We were joined by over 20 different organisations who heard from others who described tools such as incentivised volunteering schemes and funding portals, together with approaches such as 'Cities of Service' and 'Active Citizens'.



The workshop has helped to shape our emerging approach to building and strengthening communities by:

- ✓ Adopting and developing an approach that is citizen led and meets South Ribble's needs – this should be collectively delivered and supported across organisations.
- ✓ Continuing to involve organisations and citizens in the design of how we work with each other to agree a new relationship between 'citizen' and 'state'.
- ✓ Investing in the tools to support participation and volunteering so that it is accessible and acknowledges the value placed on people's time.

As part of this strategy we will be continuing to work in a number of ways with these groups, and anyone else who wants to get involved.

BACKGROUND AND JOURNEY CONTRIBUTORS

The Partnership would like to acknowledge the following for their participation in developing this strategy.

To the following organisations who attended one of our workshops or took part in our 1-1 interviews

Active Lancashire

Age Concern Central Lancashire

BAE Systems

Balshaws High School

Brothers of Charity Services

Chorley and South Ribble Clinical Commissioning Group

Chorley and South Ribble Homestart

Churches Together in Leyland

Citizens Advice Lancashire

Community Futures

Creatability Ltd

Creative Hands Foundation

Federation of Small Business

Galloways Society for the Blind

Job Centre (Department of Works and Pensions)

Lancashire Association of Councils for Voluntary Service

Lancashire Care Foundation Trust

Lancashire County Council

Lancashire Fire and Rescue

Lancashire LGBT (Lesbian, Gay, Bisexual, Transgender)

Lancashire Police

Lancashire Skills and Employment Board

Lancashire Teaching Hospitals Trust

Leyland Lions

Methodist Action

N|compass

Ozonefit

POUT (Lesbian, Gay, Bisexual, Transgender - LGBT)

Preston Community Transport

Preston North End Community and Education Trust

Progress Housing

Runshaw College

South Ribble Leisure Trust

Syenxus Clinical Research

The Co-operative

The Kick Ass Donkey Group

University of Central Lancashire

Thank you to over 1600 members of the community who took part in our survey

Consultant: Almond Tree Strategic Consulting

DOCUMENTS AND FURTHER READING

We have published the results of our consultation and event reports on our website. The links are provided below. However, if you wish to have a printed copy, they can be provided on request.

Better Together, Community Survey 2018 Results and Findings

southribblepartnership.org.uk/wp-content/uploads/2019/01/Summary-Report-SRP-Surveyv2-1.pdf

Report of the Workshop – 18th July 2018

southribblepartnership.org.uk/wp-content/uploads/2018/09/SOUTH-RIBBLE-COMMUNITY-STRATEGYv2-FINAL.pdf

Report of the Workshop – 20th September

southribblepartnership.org.uk/wp-content/uploads/2019/01/SOUTH-RIBBLE-COMMUNITY-STRATEGY-WORKSHOP-2-Publication-Version.pdf

South Ribble Community Strategy 2019-2024

For more information about South Ribble Partnership visit:

www.southribblepartnership.org.uk

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