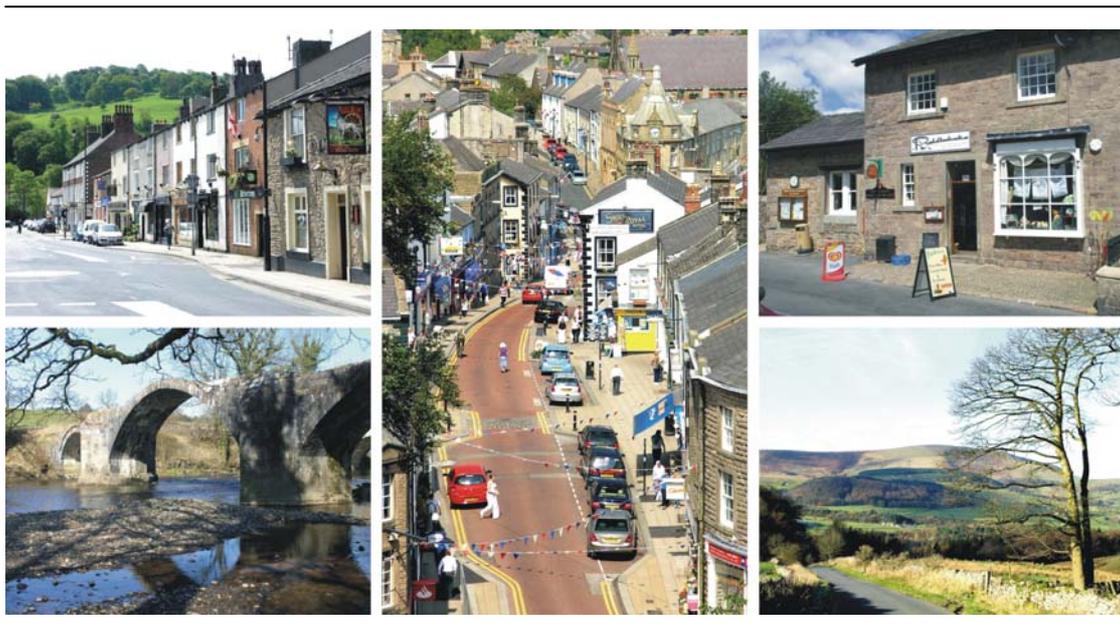


RIBBLE VALLEY SUSTAINABLE COMMUNITY STRATEGY

2007- 2013



March 2008

FOREWORD

[Foreword by the Chair of the Ribble Valley Strategic Partnership & the CEX/Leader of Ribble Valley Borough Council]



Cllr Michael Ranson
Leader RVBC



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Chair RVSP



CONTENTS

Introduction

What is a Sustainable Community Strategy?

Who are the Ribble Valley Strategic Partnership (RVSP)?

The Ribble Valley today

What is the purpose of a Sustainable Community Strategy?

What has changed since the last Strategy?

Successes from the last Community Strategy

Our Regional Setting

Who is the Sustainable Community Strategy for?

Our Vision

Major Issues for Ribble Valley

Key Priorities

Strategic Objectives

Appendices

- 1. Structure and Membership of the RVSP**
- 2. Baseline Indicators**
- 3. Key Priorities from the Open Consultation Day**
- 4. Strategic Objectives and Action Plans**

Glossary

RVSP	Ribble Valley Strategic Partnership
LCC	Lancashire County Council
CVS	Council for Voluntary Service
RVBC	Ribble Valley Borough Council
LAA	Lancashire Area Agreement. This is a three-year agreement between Lancashire County Council and its strategic partners, including the twelve district Councils, to address the delivery of services which target County and Local priorities.
NHS	National Health Service
SPAA	Sport and Physical Activity Alliance
SELNET	Social Enterprise Lancashire Network. SELNET is the representative body for social enterprises in the Lancashire sub region. It provides a range of services to member companies to support their growth and development needs and be the advocate for the sector in Lancashire.



Introduction

Ribble Valley has produced two previous Community Strategies which covered the period 2002-2007. Both of these documents were compiled after extensive community engagement and reflected the issues that the people of the Borough felt were important to them at the time.

This document will lead on from that work, providing a vision for the Borough; key objectives across a range of topic areas and action plans clearly detailing a shared commitment from partners to address issues of concern to the community.

There has been extensive public involvement and consultation on this document through special thematic group meetings including harder to reach groups, consulting with parish Councils, many of which include members from the farming community, open public consultation and website questionnaire. Now these views have been incorporated into the Strategy along with issues raised in discussion with neighbouring district Councils, Government Office North West, Lancashire Economic Partnership and the North West Development Agency .

What is a Sustainable Community Strategy?

A Sustainable Community Strategy is the over-arching document that should inform the work of partners within the District, including the Borough and County Councils, Primary Care Trusts and Police. It provides; base-line data and information revealing the current state of the District, a Vision outlining the aspirations for the Borough and includes actions and projects that show how that Vision can be achieved. The Strategy is informed by many different groups, tackling issues, which people within the Borough feel are important and recognising that these issues are often inter-linked.

This document, whilst not a planning document, covers issues of affordable housing, the identification of employment land and impact on the environment and so will in turn set priorities to be considered within the Ribble Valley Local Development Framework.

All Councils are required by Part 1 of the Local Government Act 2000 to publish a Community Strategy. Although this obligation lies with Ribble Valley Borough Council, it is the Ribble Valley Strategic Partnership, which informs its content. In the White Paper 'Strong and Prosperous Communities', the Government has now placed a duty on Local Authorities to produce a 'Sustainable' Community Strategy.

The Department of Communities and Local Government defines a sustainable community as one that is active, inclusive and safe with a sense of identity. The community should be well run with effective participation, representation and leadership particularly at a neighbourhood level with a strong community and voluntary sector possessing a sense of civic value and a pride in their area. The surrounding environment should be protected and an active attempt made to minimise climate change, waste and pollution. The communities should be well connected and well served with good transport services and communication linking people to jobs, schools, health and other services. Above all the community should be thriving with a flourishing and diverse local economy.

As part of the development of the Strategy a parallel piece of work will be required to assess the sustainability credentials of the Community Strategy. This is being

completed under a project funded by the Rural Pathfinder. This will ensure that the impact of the document will enhance the overall social, economic and environmental needs of the area.

Who are the Ribble Valley Strategic Partnership? (RVSP)

The most important body in ensuring the co-ordination of actions identified within the Sustainable Community Strategy is the RVSP. This Partnership was established in 2002, but underwent a restructuring in 2005 to ensure that it was fit for purpose to deliver the objectives of the last Community Strategy. The RVSP includes representatives from the community, businesses, the voluntary and faith sector, elected members and service providers of the Borough and County Council, the Primary Care Trust and the police. Within the partnership there are many thematic and task groups which involve an even wider number of people who are working to make the Ribble Valley a better place to live in.

The Board are committed to the Strategy and as chairs and champions of the theme groups are also committed to the implementation and performance management of the Action Plans. For a structure chart of the Partnership and details of member organisations, please see Appendix 1.

Often the issues and problems encountered are inter linked and so the co-ordination and integration of our endeavours results in a more efficient way of working. This should lead to better quality services and projects which answer directly the needs and issues of the community living and working in the Ribble Valley and the generations to come.

The Ribble Valley Today

The Ribble Valley Borough is situated in the North East of Lancashire and with an area of 585 square kilometres is the largest district in the County.

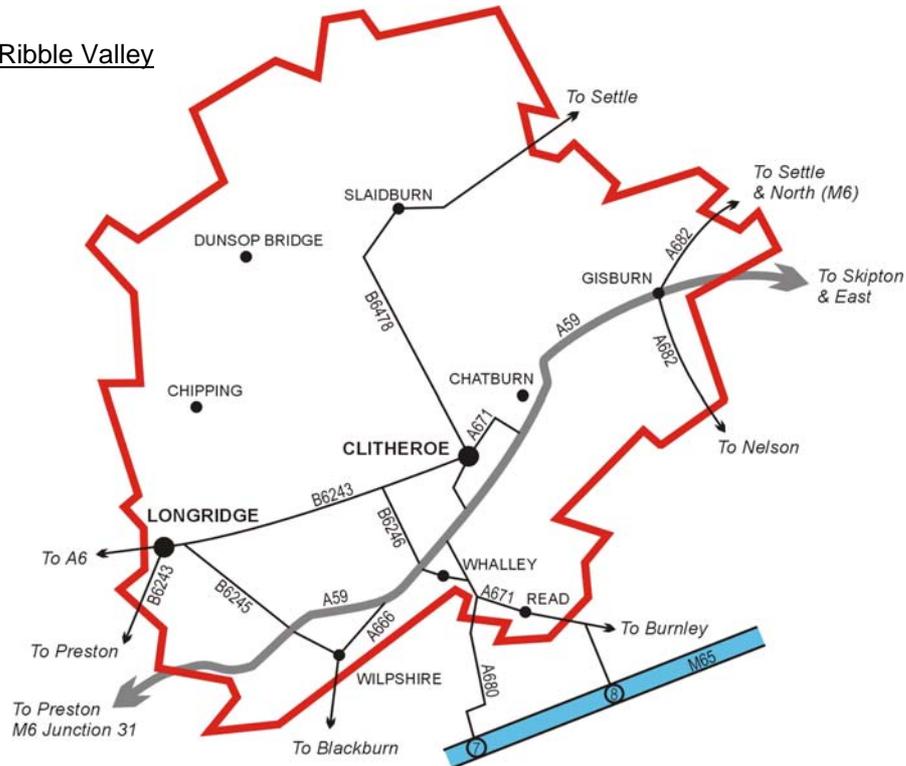


Over seventy percent of the Borough is in the Forest of Bowland Area of Outstanding Natural Beauty, a clear reflection of the landscape quality of the area.

The Borough has a population of around 56,900 with Clitheroe, the main administrative centre having 13,200 inhabitants. Clitheroe lies at the heart of the Borough whilst Longridge, the other main town, lies in the west. Longridge has a population of approximately 7,500. The remainder of the area is mainly rural with a number of villages ranging in size from large villages such as Whalley, Sabden and Chatburn through to small hamlets such as Great Mitton and Paythorne.

The Ribble Valley has excellent communications that open up the area to the rest of the country. The A59 is a main artery that dissects the Borough from the west through to the east, linking directly to the M6 and serving access routes to the M65 motorway. There are rail services from Clitheroe to Preston and Manchester.

Borough of Ribble Valley
Roadlinks



Statistics including current baseline indicators can be found within Appendix 2 of this document. These add to our understanding of the current economic and social position of the Borough.

Although the Ribble Valley is often described as being an affluent area there are within the district pockets of disadvantage that are frequently hidden by the affluence of their neighbours.

The Health Profile for Ribble Valley is in the main far better than that for the region and nation.

Life expectancy is in line with national levels but higher than neighbouring areas in Pennine Lancashire.

There are fewer teenage pregnancies and GCSE achievement is good. It is estimated that far fewer adults smoke than the national average and less than five per cent of the population reported their health as “poor” which is much lower than the regional and national average.



Whilst crime levels are particularly low there is still a significant fear of crime among the residents in the Ribble Valley. However, communities are particularly interested in issues such as anti social behaviour and speeding. The Strategy, therefore highlights a citizen focussed police service which naturally requires changes in the way that resources are used whilst maintaining the aspects of crime control which makes the Ribble Valley such a safe place to live and work in.



What is the Purpose of a Sustainable Community Strategy?

The **Purpose** of a Community Strategy is to:

1. Support our Communities in articulating their hopes, needs and priorities
2. Co-ordinate the actions of all public, private, voluntary, community (including the faith sector) organisations operating locally
3. Focus and shape existing and future activity of those organisations to meet community needs and aspirations
4. Contribute to local and wider sustainable development
5. Give clear prioritised targets for Ribble Valley Strategic Partnership members to achieve
6. Create a working document directing service and budget planning of partner organisations
7. Help the local authorities prepare their land-use plans
8. Emphasise those priorities and actions that rely on efficient partnership working for their achievement

What has Changed Since the last Strategy?

The last Community Strategy was published in 2004 and covered the period 2004-2007. During this time a few key things have happened, some positive and some offering future challenges:

- The Ribble Valley Strategic Partnership underwent a re-structure in 2005. This has included the creation of a code of conduct, role and responsibilities, the consolidation of the Steering Group and Board jointly comprising over 50 members into a Board of 15 members and fewer thematic groups.



- The agreement by Lancashire County Council, Ribble Valley Borough Council, the Police and Fire Service to gift their additional revenue, through an increase on tax on second homes in the district to the Strategic Partnership.
- The appointment of a Ribble Valley Strategic Partnership Officer in October 2005, to co-ordinate the work of the Partnership and oversee the development and delivery of this document.

The development of the Lancashire Area Agreement and its possible incorporation into a Pennine Lancashire Multi Area Agreement.

- The creation of Lancashire Locals – these create an opportunity for the local community and individuals to comment on issues and plans being developed by the County Council.

Successes from the Last Community Strategy

There were a number of priority objectives and actions within the last Strategy, which have been achieved either as a result of partnership working or strongly led by one specific member of the Partnership.

- Physical expansion of the Health Centre in Clitheroe through the Local Improvement Finance Trust (LIFT) Scheme.
- The creation of a Rural Children's Centre in Ribble Valley.
- The successful delivery of the Clitheroe Market Towns Initiative Action Plan, due to end in March 2008 by Clitheroe the Future.
- The development of projects by The Longridge Partnership linked to their Local Action Plan.
- The Muslim Community have acquired a building in Clitheroe in which to develop a worship and community centre.
- The Borough Council have been successful in their bid for £2 million from the Heritage Lottery Fund to redevelop Clitheroe Castle. Other partners both Public and Private have contributed funding towards the scheme.



Our Regional Setting

The Sustainable Community Strategy links to a number of other relevant strategies for the district, county, region and nationally.



The Lancashire Economic Strategy identifies programmes and projects that are of sub regional significance and provides a coherent framework for the delivery of the North West Regional Economic Strategy in Lancashire.

Strategic economic priorities have been established which affect Ribble Valley and these are:

- Pennine Lancashire Transformational Agenda;
- Aerospace and other Advanced Manufacturing;
- Skills;
- Tourism and Rural Economy.

The Sustainable Community Strategy covers several of these themes and will ensure that Ribble Valley is able to present projects and actions to address these economic priorities.

Ambition Lancashire is the Community Strategy for the County. It has provided the base for the Lancashire Area Agreements. This is a three-year agreement between Lancashire County Council and its strategic partners, including the twelve district Councils, to address the delivery of services which target County and Local priorities. The role of the Ribble Valley Strategic Partnership is to work with local partners to deliver aspects of the Local Area Agreement. With this in mind the Partnership has ensured its work links to the delivery of the relevant agreement and targets under the themes of; Safer, Stronger Communities; Healthier Communities and Older People; Economic Development and Environment and Children and Young People. The Ribble Valley Strategic Partnership also has a Board member who represents each of these four themes. It is anticipated that the Lancashire Area Agreements will shortly be changed, in their delivery and targets. This Strategy has therefore taken account of this through its emphasis on 'People, Places and Prosperity'.

The Sustainable Community Strategy is the over-arching document for all those partners working within the District and through the Ribble Valley Strategic Partnership. It will inform all other relevant strategies such as the Local Primary Care Trusts' Local Delivery Plan and the Council's Corporate Plan, Regeneration and Tourism Strategies and policies yet to be developed through the District's Local Development Framework. This latter document will be the spatial interpretation of the Sustainable Community Strategy as well as outlining land available for housing and employment until 2021.

Who is the Sustainable Community Strategy For?

Citizens of the Ribble Valley are the central audience. The views of businesses, organisations, visitors and those travelling here to work or shop are also extremely important. The Strategy is also especially for those people or groups with particular needs but often without a strong voice. If Ribble Valley is to be a sustainable community their interests must be reflected.

Several consultations have been undertaken which means we can be confident that this Strategy identifies both short term actions and longer term objectives that truly reflect the community's priorities. These consultations have been primarily through



the Partnership but have been augmented by results from the recent Best Value General Household Satisfaction Survey, the highest proportion of respondents ranking "the need for affordable housing" as the top priority area for improvement in the District. Further results of this survey can be found within Appendix 3. Specific work in the Ribble Partnership Theme Groups and a Conference held as an Open Day in October 2006 provided responses which are included in the appendices and addressed within the objectives and actions within this document.

Further consultation among the parishes and communities has revealed issues that concern residents including the need for involving young people in discussing their needs, providing better public transport, reducing traffic levels and speed, reducing the fear of crime, improving street cleanliness, road and pavement repairs and improving access to health services.

Parishes and communities will play a big role in the consultation on and management of specific actions to address key local challenges through the overarching partnership of agencies and service providers that are constituent members of the Ribble Valley Strategic Partnership. It is important that the Parish Plans and community aspirations are considered in strategies which will shape the physical development of the Ribble Valley.

Our Vision

The Vision for the Ribble Valley is based on the challenges and opportunities that have been expressed by partners in the community on behalf of all sectors of the population of Ribble Valley in terms of ethnicity, disability, faith, gender and sexual orientation.

The Vision can be stated as

'An area with an exceptional environment and quality of life for all, sustained by vital and vibrant market towns and villages acting as thriving service centres, meeting the needs of residents, businesses and visitors'

A "market town" is defined as a key service centre, a distinct settlement which is the largest in a wide rural area, serving rural hinterlands; not merely commuter or retirement towns.

Initial consultations on the Sustainable Community Strategy confirmed that the vision for the area was indeed justified. It was felt that people in Ribble Valley are proud of their 'uniqueness' and value their heritage.





During the Open Day in October 2006, it was apparent that there were many things people felt were good about the Borough; the quality of the environment, the low crime rate, good schools, overall good health, busy market towns, new business growth and a strong sense of community. It was clear that people in Ribble Valley value their surroundings and have a real sense of belonging and attachment to the district area.



Major Issues for Ribble Valley

There are, however, major issues and key priorities that have arisen from consultation already undertaken. The major issues relate very closely to the feedback from the Open Day, listed as Appendix 3 with this document.

Housing

Affordable and appropriate housing is a major issue for the District and the provision of more affordable housing is one of the highest priorities for the Borough Council.

There is also a hidden homeless problem particularly amongst young people within the district, which is related, but not exclusively, to the need for affordable housing.

There will be a significant challenge posed by the increasing need to find ways of providing for the projected growth in those over 50 within the district.

Housing conditions must also be improved within the most disadvantaged areas, with special focus on ensuring that all social housing is appropriate to need, and meets the decent homes standard.

Facilities

The theme of Rural Isolation impacts upon many of the issues highlighted within this document. Rural Isolation in regards to the young and the old was mentioned and this linked to the provision of facilities and particularly the provision of activities for young people through Sport and Physical Activity and Play Activity. The Government has set a national agenda for sporting activity which looks for a major increase in sport and physical activity. Some of this will be achieved by more exercise specifically encouraging fifty per cent of the population to undertake thirty minutes of moderate exercise five times a week.

A series of physical activity initiatives are being developed and will require extensive consultation across the Borough. The opportunity to train coaches and encourage volunteers in the parishes and amongst voluntary groups could greatly enhance opportunities for young people in sport and recreational activities. As well as the expansion of current facilities within the Borough these initiatives will also mean increased outreach to the parishes.



Education and the Economy

Whilst the education resources and results in the Ribble Valley Schools are excellent and a high proportion of students move on to further education, there is a lack of vocational training provision for 16-19 year olds. An exciting initiative known as the Aspire Project will aim to promote achievement of NVQ Level 2 for a significant proportion of 16 -19 year olds. This provision and the Extended Schools scheme should provide the basis for a Family Learning Project in the area and increased participation in Adult Education.

Other elements of the Strategy include improving the transition from primary to secondary schools and the formation of a children's trust.

Opportunities must be available for businesses to develop in the area, through continued business support and the encouragement of entrepreneurship and enterprise in the district. This is a priority given the need to ensure the continued sustainability of our distinctive local economy as it experiences change. The businesses should be concentrated on the high growth sectors such as creative/media, advanced manufacturing, added value food and drink, support services for financial and professional sectors, environmental technologies and tourism, particularly eco-tourism.



Initiatives to market and regenerate our service centres and villages as places to do business will be important. The provision of appropriate employment land so that businesses can start-up and grow within the area is essential. There is a need to attract high-growth business that would employ highly skilled individuals and therefore pay higher wages. Similarly the demand for live/work provision and high bandwidth Internet connection across the Ribble Valley should be assessed and encouraged where appropriate.

The existence of a successful culture of social enterprise in Ribble Valley will also lead to further opportunities which may in turn support the sustainability of the communities.

There are concerns for the economic support for the area as there is a need to attract higher paid jobs and create good quality careers for young people. Farming and rural businesses need support to help them diversify and survive in the future.

Transport

The issues of public transport particularly after 6pm and accessibility to isolated villages were part of a perceived need for a more flexible approach and a more accessible service.

Tourism

There was a lack of leisure and cultural facilities and events in the area and a perceived shortfall in marketing the area as a tourist destination. More could be made

of the leisure and culture sector, whilst also encouraging greater levels of spend through tourism.



Health

Key priorities within health, in addition to those within the county as a whole, include obesity, mental health, substance and alcohol misuse, and the health of children and young people, and older people. Other issues identified as causing concern included access to dental services, sexual health and infant mortality along with the need to ensure that tobacco use continues to decline.

There is also the need to adopt a Strategy for an Ageing Population. At present just under half of the Ribble Valley population is fifty years old or over. This is the third highest level in the County and one in three of those have a long term limiting illness which in turn will put a high demand on services. The higher life expectancy in our locality and the higher than average growth in population for the area predicts that in 2025 the population in Ribble Valley of an age above 50 will be significantly higher than neighbouring areas and above the national average. These issues will place a high potential demand on local services and could result in increased social exclusion. In a recent NHS health profile it stated that the level of support for older people to remain in their own homes is significantly worse in the Ribble Valley than the national average. Older people will play a key role in establishing a sustainable community in the Ribble Valley and we need to facilitate this by empowering older people to live their lives how they choose. Fully involving local older people in decision making, service provision and strategic planning will ensure that the contribution to local communities by older people is recognised valued and fully utilised.

Key Priorities

As mentioned earlier, this document is designed to reflect the envisioned future changes to the Lancashire Area Agreement. Therefore the key priorities and objectives are presented under the headings of 'People, Places and Prosperity', which are presented as the structure for that agreement.



PEOPLE

Key Priorities:

- Promote community cohesion
- Tackle rural isolation
- Encourage more involvement in community participation
- Address the implications to the district of an ageing population
- Maintain the sustainability of our rural community across Ribble Valley

PLACES

Key Priorities:

- To address the lack of affordable housing in the Ribble Valley
- Conserve and enhance the environmental quality and natural and man made beauty of the area
- Ensure there is access to appropriate public transport
- Maintain the sustainability of our towns and villages as service centres
- Ensure that Ribble Valley is a place providing equality of opportunity for people from all sections of the community living in the Borough

PROSPERITY

Key Priorities:

- Ensure that there are opportunities for businesses to survive and flourish.
- Develop the tourism offer in the area
- Encourage and support social enterprises

Strategic Objectives

The main objectives arising out of the priorities above are listed with the actions plans, at the back of this document in Appendix 4, which will be reviewed annually.

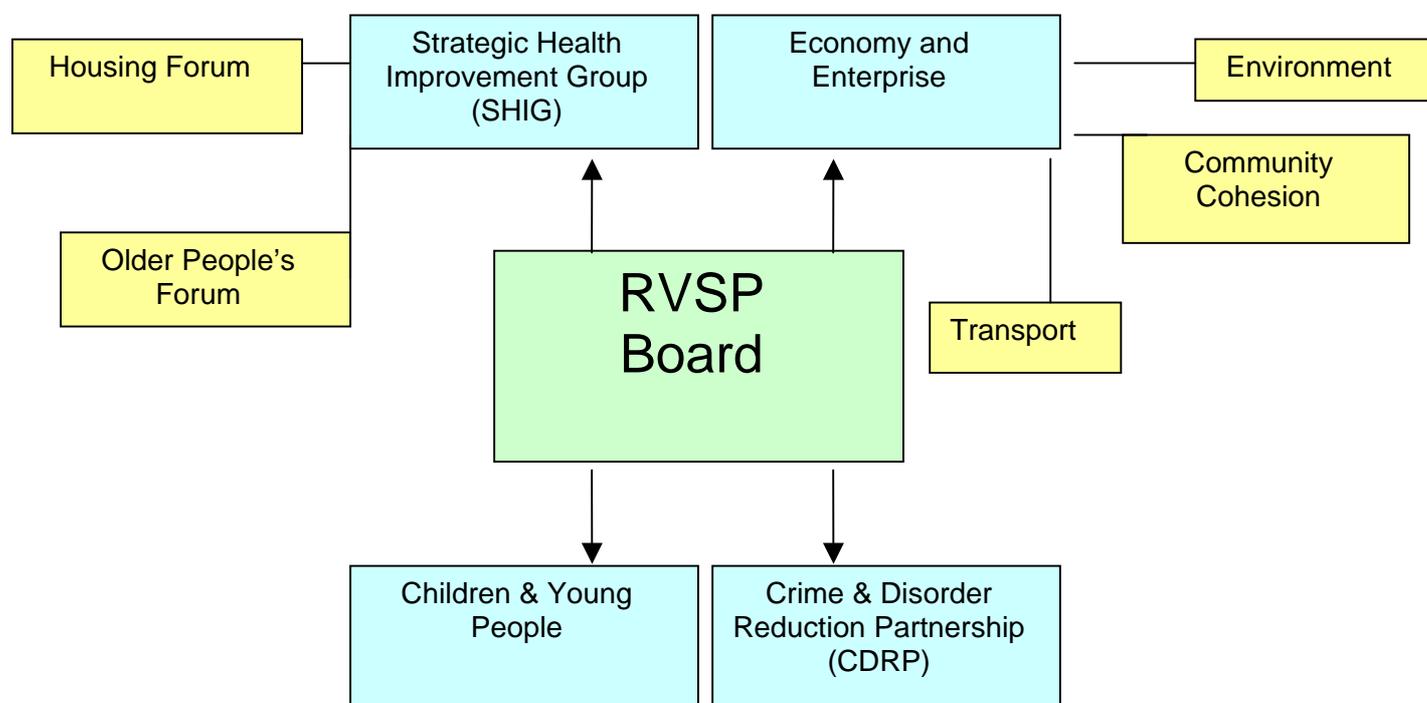
The Partnership is introducing a method of Performance Management alongside the Borough Council. This will enable the partnership to monitor progress against the objectives outlined in this Strategy.



APPENDICES

Appendix 1

Structure and Membership of the Ribble Valley Strategic Partnership



Members of Ribble Valley Strategic Partnership (RVSP) Board – May 2007

15 members (inclusive of Chair)

Representative Body	Representative
2 x Ribble Valley Borough Councillors	Cllr Michael Ranson Cllr Simon Hore
2 x Lancashire County Councillors	Cllr Chris Holtom Cllr Stephen Sutcliffe
2 x Parish and Town Councillors	Marjorie Birch Richard Schofield
2 x Community Representatives	Trinity CEO (Geoff Jackson) CVS CEO (Chris Fish)
1 x CEO of RV Enterprise Agency	Aileen Evans
1 x Chief Inspector of Police-Public Safety	T.B.C.

1 x Consultant of East Lancs. Primary Care Trust	Anthony Sudell
1 x Area Manager Children's Services	Paul Hegarty
1 x Retail Economy	Awaiting confirmation
1 x Land Economy	Rupert Swarbrick (also Chair of RVSP)
1 x Manufacturing Industry	Awaiting confirmation

Officer Support

RVSP
RVBC
LCC

David Ingham
Stewart Bailey/Colin Hirst
Colin Everett

Appendix 2

BASE LINE INDICATORS

PEOPLE

87% of respondents think that the Ribble Valley is an excellent or good place to live and 88% feel safe there during the day (58% after dark)

50.1% of people surveyed believe that people from different backgrounds get on well (only 14.8% disagree)

26.8% of residents agree or tend to agree that they can influence decisions affecting their local area

45.9% of population are over 45

74.6% of 16 year olds achieve A-C GCSE

4% of 16-18 year olds not in education employment or training

34.5% of population with NVQ 4/5 level skills

Life expectancy for a man is 76.6 years and for a woman is 81.4years

20.8% of people claim they binge drink

55 under 18 teenage pregnancies per year

12.3% of children under 11 are obese

30.8% of population eat 5 portions of fruit and vegetables per day

24.3% of population involved in physical activity (30 minutes, 3 days a week)

67% of schools have National Healthy Schools Status

PLACES

Average house price is £213,114 (Qu 4: 2006)

61% of people felt that there was a worsening in the availability of affordable housing in the area over the last three years

The Ribble Valley is the safest place to live in the North West region

The annual crime rate is 27 per 000 population

There are 13 incidents of criminal damage per 1000 population per annum

56% of residents are satisfied with sports and leisure facilities

59.4% of respondents think that Clitheroe has become more congested in the last three years

PROSPERITY

There are 83.6% of Ribble Valley residents of working age in employment

There are 45 business formations per 10000 population per annum

£99 million is spent by visitors on tourism

Appendix 3

KEY PRIORITIES FROM CONSULTATION OPEN DAY

Transport

- Flexibility
- Delivery particularly in isolated areas

Tourism

- A clear tourism programme
- More marketing
- Has the potential to add 'vibrancy'

Service Delivery

- Joined up working – better use of resources
- Community single point of contact (SPOC)
- Childcare in rural wards
- Day centres under threat – funding for low level needs
- Better community networks
- Neighbourhood engagement
- Better sharing of information

Health

- Binge drinking
- Youth drinking
- Childhood obesity

Housing

- Housing /homeless Strategy
- Live/work concept
- Linked to affordable housing – employers housing needs
- Affordable housing – reduced commuting
- Accessible, affordable housing, suitable for older people and people of all ages and needs. Good mix of housing essential.
- Affordable housing – linked to retention of young people

Economy

- Employment – support for small businesses to grow / new start – up businesses/ advanced manufacturing
- Keeping younger people in the area by supporting them in finding jobs/careers

Environment

- Retaining the environment whilst ensuring it remains a working rural area

Planning

- Land/housing industrial mix
- Local development framework

Facilities

- More sports facilities

- Increased cultural events and activities/facilities

Policy

- Effective rural proofing
- Influence external partners

Market Towns

- Better signage to car parking and maps
- Traditional market under threat – does this affect the character of the town

BVPI General Household Survey Findings

May 2007

The survey revealed that the top three issues people felt needed improving in the District were: Activities for Teenagers (44.8%), Road and Pavement Repairs (42.1%) and Affordable Decent Housing (39.2%).

Over the last three years it was perceived that affordable decent housing; traffic congestion and road and pavement repairs have become worse.

Prior to the roll out of the three stream waste collection service Ribble Valley had a low level of satisfaction with waste receptacles and the satisfaction with individual aspects of the doorstep recycling service is the lowest in East Lancashire. Results from the pilot scheme showed a 97% satisfaction with the service, 73% rating it better than before. Recycling centres are well received.

Satisfaction with museums and theatres has declined since 2003.

Nearly half of respondents felt that the Council keeps local people well informed and 80% of residents in Ribble Valley would like to become involved in decision making.

Only 14.3% and 15.9% of under 25's and 25-40's respectively, agree that they can influence decisions made in their local area. This figure rises to 28% for people over 61.

70% of respondents had lived in the area for over 11 years. Nearly 60% had lived in the District for over 21 years. 86% of respondents were owner occupiers with 6% in social renting and 7.6% renting from a landlord.

A fifth of respondents had a long standing illness, disability or infirmity. 50% were working either as employees or self employed. Just under 30% were retired.

Appendix 4

Within this appendix are the action plans which will deliver the objectives within the Sustainable Community Strategy. These plans are attached to the Strategy as unlike the document, which will cover 6 years, the Action Plans will be reviewed and updated annually, thereby allowing the document to be continually evolving and responsive to community needs.

PEOPLE

Welcoming Ribble Valley

Key Targets:

- Increase the number of people who agree they can influence decisions made locally from 26.8% to 40.0% by 2010
- Increase the number of people who felt that they had the opportunity to participate in local decision making from 21.3% to 35.0% by 2010
- Increase voter turn out in Council elections from 41.9% to 45.0%
- Increase the number of people who agree that the local neighbourhood is a place where people from different backgrounds get on well together from 50.1% to 60.0% by 2010

Increased participation in communities

Strategic Objective	Action	Lead Organisation	Due Date
Introduce new mechanisms to strengthen local democracy and allow people to have a greater say in local decision making	Convene Strategic Partnership Assemblies every six months with workshops to help inform local Strategy and gather community opinion	RVBC/ Partnership Network	July 2008
Establish a process for ensuring that the concerns of all communities within service centres are recognised	Conduct consultations that are representative of people from all sections of the community to establish parish plans and action plans for all of the major service centres in the Ribble Valley	LCC/ Parishes	November 2008

Strengthen support for the Voluntary, Community and Faith Sectors and encourage their work and promote volunteering	Provide continued support through the community partnership network	CVS/ Partnership Network	Established March 2008
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Ensuring community cohesion in Ribble Valley

Strategic Objective	Action	Lead Organisation	Due Date
Ensure community cohesion by developing strong and positive relationships between people from different backgrounds and develop a widely shared sense of the contribution of all sections of the population to a vision for the future of Ribble Valley	Organise 3 community events, cultural festivals, sporting events, or other opportunities in the next year	RVBC/ Partnership Network	December 2008
Work in partnership with a range of agencies and partners in other parts of Lancashire to support innovative approaches to achieving community cohesion	Work with agencies to support and pilot at least 2 innovative community cohesion projects	CVS	December 2008
Celebrate diversity and promote cultural and faith awareness through the media	Restate and strengthen commitment of all partners to the principle of equality and diversity and implement a celebrate diversity campaign in the Ribble Valley	CVS	September 2008

Safety and well being in the Ribble Valley

Key Targets

- Increase the number of people who feel safe in their local neighbourhood after dark from 51.8% to 60.0% by 2010
- Increase the number of people who feel safe in their local neighbourhood during the day from 87.9% to 90.0% by 2010
- Increase the number of people who have heard about Police and Community Together meetings from 63% to 65%
- Increase the number of people who have attended those meetings from 7.7% to 10.0%
- Reduce the number of crimes per '000 population from 18.0 to 16.0 by 2010

Reduce the fear of Crime amongst all communities

Strategic Objective	Action	Lead Organisation	Due Date
Engage with communities at all levels to identify local priorities	Continue to monitor incident reporting to identify and co-ordinate trends and action required and provide base line data for publication	Police/ RVBC	Review December 2008
Engage with communities at all levels to identify local priorities	Develop and support the Police and Community Together activity at local levels to promote Neighbourhood Management	Police/ RVBC	Review December 2008
Engage with communities at all levels to identify local priorities	Establish and implement media Strategy to inform and reassure on crime prevention, reduction and detection	Police/ RVBC	July 2008

Reduce the fear of Crime amongst all communities

Strategic Objective	Action	Lead Organisation	Due Date
Assess and co-ordinate resources to match local needs in the communities	Identify the incidents and Strategy through crime and victim analysis	Police/ RVBC	Review December 2008
Assess and co-ordinate resources to match local needs in the communities	Establish and monitor contact and follow-ups on a neighbourhood basis	Police/ RVBC	Review December 2008

Impact of alcohol and substance misuse

Strategic Objective	Action	Lead Organisation	Due Date
Assess and co-ordinate resources to respond to alcohol and substance misuse in the communities	Establish the need and potential funding for alcohol/substance misuse referral teams	LCC/Police/PC T	July 2008
Assess and co-ordinate resources to respond to alcohol and substance misuse in the communities	Develop and implement a campaign for parent awareness on young persons' whereabouts, potential harm and consequences	LCC/Police/PC T	September 2008

Health Improvement for all Ribble Valley Residents

Key targets:

- Increase the number of adults and young people participating in sport and physical activity from 24.3% currently by a 1% increase each year over three years
- Increase the percentage of mothers breast feeding at 8 weeks from 15.4% to 15.7% by September 2008
- Increase the number of schools achieving National Healthy Schools Status from 67% to 100% within 3 years
- Increase the number of people eating 5 or more portions of fruit and vegetable per day from 30.3% to 40% and a commensurate rise in the other portion levels
- Reduce the proportion of adult smoking rates from 16.7% males and 12.7% females to 14% and 11% respectively by 2010

Less Obesity in adults and children by improving nutrition and increasing physical activity

Strategic Objective	Action	Lead Organisation	Due Date
Increase the number of adults and younger persons participating in at least 30 minutes of sport and physical activity on 3 or more days a week	Deliver projects through the Sport and Physical Activity Alliance which will increase the number of adults and young people from all sections of the community participating in sport and physical activity	SPAA	December 2008
Increase the number of people who eat at least five portions of fruit and vegetables every day.	Through the use of the Food web Promote 5 portions of fruit and vegetables per day	PCT	Review December 2008

Improved health and well-being of older people

Strategic Objective	Action	Lead Organisation	Due Date
Improve the health and well being of older people	Safeguard the Physical, mental and emotional well being of local older people from all sections of the community by promoting healthy ageing and well being initiatives	PCT	Establish July 2008
Improve the health and well being of older people	Provide local older people from all sections of the community with good social networks and access to community based activities	CVS Age Concern	Establish July 2008
Improve the health and well being of older people	Improve the accessibility older people have to local services by extending the Longridge "Reaching Out" project to the rest of the Ribble Valley District	Age Concern	December 2008

Improve accessibility and service delivery to address rural isolation and rural mental health issues for all communities

Strategic Objective	Action	Lead Organisation	Due Date
Improve accessibility and service delivery to address rural isolation and rural mental health issues	Develop a Strategy and find resources to co-ordinate an approach for all agencies involved in tackling rural mental health issues	LCC/PCT	December 2008
Improve accessibility and service delivery to address rural isolation and rural mental health issues	Support volunteering in the community by piloting self support groups to work with people who will benefit from including themselves in the running of local organisations	CVS/PCT	July 2008
Improve accessibility and service delivery to address rural isolation and rural mental health issues	Establish a Forum for all agencies involved in tackling rural mental health issues	PCT/ Partnership Network	July 2008

Reduce alcohol and substance misuse and reduce tobacco use

Strategic Objective	Action	Lead Organisation	Due Date
Reduce alcohol and substance misuse and reduce tobacco use	Increase number of alcohol treatment episodes	PCT	Review December 2008
Reduce alcohol and substance misuse and reduce tobacco use	Reduce adult smoking rates	PCT	Review December 2008

Safeguard the health of children and younger people for all communities

Strategic Objective	Action	Lead Organisation	Due Date
Safeguard the health of children and young people	Achievement of National Healthy Schools Status by 100% of all schools by 2010	LCC	December 2010
Safeguard the health of children and young people	Promote positive sexual health information and advice in schools and other appropriate places	PCT/LCC/ Trinity Partnership/ Partnership Network	Establish July 2008
Safeguard the health of children and young people	Increase number of retailers refusing to sell alcohol or cigarettes to under age young people by test purchases	RVBC/ Police	Review December 2008

Older People and an Ageing Population in the Ribble Valley

Key Targets

- Maintain number of people claiming to be in good health at 79% of Ribble Valley population
- Increase the number of people who undertake formal/informal voluntary work from the position at October 2007
- Decrease the number of people who feel disadvantaged when dealing with the Council through rural isolation from the position at October 2007

Local Older People need to be materially and financially secure

Strategic Objective	Action	Lead Organisation	Due Date
Assist the older people of the Ribble Valley to have material and financial security to improve their overall wellbeing	Increase benefit take up by local older people through information and advice from Age Concern and Citizens Advice Bureau	Age Concern	Review December 2008
Assist the older people of the Ribble Valley to have material and financial security to improve their overall well-being	Provide more opportunities for older people to work by replicating the Lancaster Multi Agency 50 Forward project in the Ribble Valley	RVBC/ Age Concern	July 2008

Older People able to access mainstream services

Strategic Objective	Action	Lead Organisation	Due Date
Ensure that older people are able to access mainstream services	Improve the accessibility all older people have to local services by extending the Longridge "Reaching Out" project to the rest of the Ribble Valley District	Age Concern/ PCT	December 2008
Ensure that older people are able to access mainstream services	Effectively provide decent and appropriate accommodation for local older people (cross linked to Housing Forum)	RVBC	Review December 2008

Enable Older People to make a positive contribution

Strategic Objective	Action	Lead Organisation	Due Date
Help older people make a positive contribution to the community	Engage local older people in the Strategic Partnership at all levels	Age Concern	December 2008
Help older people make a positive contribution to the community	Develop an inter-generational cross cutting cohesion project across the RVSP	Age Concern	March 2008

Safe and supported Older People

Strategic Objective	Action	Lead Organisation	Due Date
Enable older people to maintain their independence and feel safe within their own home	Ensure that older people and their carers receive appropriate support as in other Pennine Lancashire areas	PCT/Age Concern/ LCC/ Crossroads/Care rs Link	Review December 2008
Enable older people to maintain their independence and feel safe within their own home	Help to make older people feel safer in their homes and neighbourhoods through new policing policy	Police	July 2008
Support carers	Provide individual carer assessment and respite services to meet the needs of the carers	LCC	Gateway Review December 2008

Children and Younger Persons in the Ribble Valley

Key Targets

- Borough specific targets will be derived from County wide targets as the Action Plans are reviewed

Stay Safe			
Strategic Objective	Action	Lead Organisation	Due Date
Develop out of school support across all local communities, which provide a safe environment for children, young people and their families	Produce a Strategy to develop family based activities, based in local communities, to promote parenting skills and safe physical activity	LCC/ Parishes/ Ribble Valley Schools	December 2008

Enjoy and Achieve

Strategic Objective	Action	Lead Organisation	Due Date
Facilitate the provision of Vocational Learning for 14-19 year olds	Provide Vocational Learning for 14-19 year olds through the ASPIRE project particularly to encourage take up of training to develop skill qualifications in construction, business, hair and beauty, IT skills and other vocational learning linked to growth sectors of the regional economy which may lead to new enterprise starts or further education/training	LCC/ Ribble Valley Schools	December 2008
Develop a Children's Centre in Longridge and maintain the existing children's centre in Clitheroe	Work in partnership to establish a Children's Centre in Longridge and assess ways in which the Clitheroe centre can be further supported	LCC/ Ribblesdale Children's Centre	December 2008
Ensure the promotion of a positive view of children and young people within the Ribble Valley and celebrate their contribution and achievements	Establish a news letter/magazine, web site prepared and published by younger people	LCC/Juice Bar	July 2008

Making a Positive Contribution

Strategic Objective	Action	Lead Organisation	Due Date
Increase the opportunities for children and young people from all sections of the community to volunteer and be engaged in the planning, delivery and evaluation of services provided for them	Further develop the Youth Forum to include existing school and youth Councils alongside the youth outreach work currently undertaken in the service centres Develop the Youth Forum to be representative of the youth population of Ribble Valley in terms of ethnicity; disability; faith; gender; and sexual orientation	LCC/CVS/ Trinity Partnership	July 2008

Proposed Children's Trust

Strategic Objective	Action	Lead Organisation	Due Date
Create a partnership of relevant organisations to address and promote the issues contained within 'Every Child Matters' for the Ribble Valley	Establish a Children's Trust in Ribble Valley	LCC	July 2008

Cultural Alliances in the Ribble Valley

CULTURAL PLAY ALLIANCE

Strategic Objective	Action	Lead Organisation	Due Date
Develop a play culture and identify projects to offer opportunities to enhance play provision	Establish and consult on a Play Strategy appropriate to the needs of all sections of the community and as a mechanism for promoting community cohesion	RVBC/CVS	December 2007
Develop a play culture and identify projects to offer opportunities to enhance play provision	Map "gaps" in play provision	RVBC/CVS	July 2008
Develop a play culture and identify projects to offer opportunities to enhance play provision	Assist improvements to listed parks in the Play Strategy	RVBC/ Parishes	December 2008

CULTURAL SPORT and PHYSICAL ACTIVITY ALLIANCE

Strategic Objective	Action	Lead Organisation	Due Date
Establish a sports infrastructure and identify opportunities for projects that will raise physical activity	Establish a Sports and Physical Activity Strategy appropriate to all sections of the community that will result in an increase in physical activity in villages and utilise and improve facilities and space in rural areas	RVBC	December 2007
Establish a sports infrastructure and identify opportunities for projects that will raise physical activity	Develop a sports infrastructure and identify projects and match funding that will increase physical activity	RVBC/PCT/CVS	July 2008
Increase participation in physical activity amongst young people, older people, women and girls, disabled people, low income groups and people from ethnic minorities	Identify projects for these targets groups within the Sport and Physical Activity Strategy	RVBC	July 2008

CULTURAL ARTS ALLIANCE

Strategic Objective	Action	Lead Organisation	Due Date
Develop opportunities for the growth of arts opportunities and showcase events in the Ribble Valley	Undertake an Arts Audit and create an Arts Strategy for Ribble Valley appropriate to the needs of all sections of the community and as a mechanism for promoting community cohesion	RVBC/ Mid Pennine Arts	July 2008
Develop opportunities for the growth of arts opportunities and showcase events in the Ribble Valley	Hold an Artist and Agency information exchange event to increase participation in Arts Alliance Activity	RVBC/ Mid Pennine Arts	December 2007

PLACES

Housing in Ribble Valley

Key targets:

- Increase the number of affordable houses provided in the District from 62 per year to 100 annually
- Increase the number of empty properties brought back into use from 18 to 20 per year
- Achieve 100% decent homes standard from Social Housing Landlords by 2010, current 98%
- Reduce the length of time homeless clients spent in temporary accommodation from 9 weeks currently, to 7 weeks

Increase the amount of affordable and appropriate housing brought on stream

Strategic Objective	Action	Lead Organisation	Due Date
Increase the amount of affordable and appropriate housing brought on stream that is decent and of high quality in a well designed living environment	Maintain the Housing Needs Survey and affordable Housing Register so that new schemes can be readily identified and delivered	RVBC	Review December 2008
Increase the amount of affordable and appropriate housing brought on stream that is decent and of high quality in a well designed living environment	Promote existing successful schemes to raise the awareness and profile of affordable and appropriate housing	RVBC/ Ribble Valley Homes*	July 2008
Increase the amount of affordable and appropriate housing brought on stream that is decent and of high quality in a well designed living environment	Continue to assist in delivery of affordable and appropriate housing by providing access to a total of 100 new affordable / appropriate homes per year	RVBC/ Ribble Valley Homes*	Review December 2008
Increase the amount of affordable and appropriate housing brought on stream that is decent and of high quality in a well designed environment	Work with private landlords to establish an accredited landlord scheme	RVBC	July 2008

*If established

Improve and maintain the condition of housing stock

Strategic Objective	Action	Lead Organisation	Due Date
Improve and maintain the condition of private sector stock	Investigate the potential for developing an equity release product for owners of empty properties	RVBC	July 2008
Improve and maintain the condition of private sector stock	Bring back into use 12 empty properties per year	RVBC	Review December 2008
Improve and maintain the condition of private sector stock	Continue to develop the affordable private rented sector in the Borough. Increase by 10 per year the number of affordable properties to be rented using the Landlord/Tenant Grants together with a Tenancy Protection Scheme	RVBC	Review December 2008
Improve and maintain the condition of private sector stock	Facilitate partnership working with the private sector through two newsletters and two forums per year	RVBC	December 2008
Improve and maintain the condition of private sector stock	Monitor the achievements of all social housing landlords in relation to achieving 100% decent homes by 2010	RVBC	December 2010

Promote energy efficiency

Strategic Objective	Action	Lead Organisation	Due Date
Promote energy efficiency across the private sector	Develop an Affordable Warmth Strategy that will increase take up of existing resources and educate residents on energy efficiency	RVBC	July 2008
Promote energy efficiency across the private sector	Investigate the potential for use of other renewable energy sources in planning and meeting energy efficiency in new builds	RVBC	July 2008

Ensure supported housing is available for vulnerable households from all sections of the community

Strategic Objective	Action	Lead Organisation	Due Date
Ensure that supported housing is available for vulnerable households	Reduce the length of time homeless clients spent in temporary accommodation to seven weeks	RVBC	Review Dec 2008
Ensure that supported housing is available for vulnerable households	Survey users of the homeless service to continue to improve the performance in terms of satisfaction	RVBC	July 2008
Ensure that supported housing is available for vulnerable households	Support the review of rent reference issue in Ribble Valley and the impact on benefits payable to disadvantaged and vulnerable groups	RVBC	Dec 2008
Ensure that supported housing is available for vulnerable households	Increase the amount of support to sustain tenancies and help prevent homelessness in vulnerable groups	RVBC	July 2008
Ensure that supported housing is available for vulnerable households	Establish the level of need and identify the funding for an Occupational Therapist in order to reduce excessive waiting times for adaptations to 12 weeks	RVBC/ PCT	July 2008

Help build cohesive and safer communities

Strategic Objective	Action	Lead Organisation	Due Date
Help build cohesive communities and community safety	Pilot the use of a community land trust to deliver affordable and appropriate housing in rural villages	RVBC	July 2008
Help build cohesive communities and community safety	Promote "Telecare" to all Elderly households in the Borough to achieve 1000 installations by 2010	LCC	December 2010

Ribble Valley Environmental Issues

Key targets:

- Increase the percentage of waste recycled from 21.5% to 45.0% by 2010 (30% to 53.5% if Household Waste Recycling Centres are included)
- Decrease the amount of household waste going to landfill from 313 kgs to 236 kgs per head by 2010
- Complete all school travel plans and encourage the publication of 20 Business Travel Plans by 2008
- Reduce number of road injuries and deaths from 38 per 100,000 population to 35 by 2010

ENVIRONMENT TRAFFIC

Strategic Objective	Action	Lead Organisation	Due Date
Contribute to making Ribble Valley roads safer and that related environmental issues are reduced	Assess and identify an action plan to consider the safety aspects of the A682 and A59	Police/LCC	December 2008

ENVIRONMENT TRANSPORT

Strategic Objective	Action	Lead Organisation	Due Date
Reduce the need to travel or the distances needed to travel	Undertake research and consultation across all sections of the community on sustainable communities serving as service centres	LCC/ RVBC	July 2008
Encourage pedestrian and non-motorised travel	Map out current transport provision and create awareness of public transport offer	Trinity Partnership	July 2008
Encourage pedestrian and non-motorised travel	Encourage the compilation of School and Business Travel Plans	LCC	Review December 2008
Improve access to the country side for all groups of people through footpaths, bridleways and organised walking, horse riding and mountain biking/cycling	Develop a Rights of Way Improvement Plan appropriate to the needs of all sections of the community and publicise the Lancashire Cycle Way Hub at Whalley and Healthy Walks in the Ribble Valley	LCC/ RVBC	July 2008
Promote the use of public transport through the communities and parishes	Identify ways and means of implementing a cost effective "ring and ride" system for the voluntary and private sector	Trinity Partnership	July 2008
Increase the demand for public transport through the communities and parishes	Continue to promote improvements to the Ribble Valley Railway line	Community Rail Partnership/LC C	Review December 2008

ENVIRONMENT WASTE

Strategic Objectives	Action	Lead Organisation	Due Date
Promote waste minimisation and reduction through recycling and reducing waste generation	Undertake campaign and action on waste minimisation, reduction and recycling by assessing recycling rates	RVBC/ Ground Work	December 2008
Promote waste minimisation and reduction through recycling and reducing waste generation	Assess specific work into analysing and supporting rural recycling through consultation with Parishes and Resource Centres	LCC/ Parishes	December 2008
Promote waste minimisation and reduction through recycling and reducing waste generation	Assess potential of specific encouragement of schools and business to achieve eco school status and winning environmental awards	LCC/ Ground Work	July 2008

ENVIRONMENT CLIMATE CHANGE / AIR POLLUTION

Strategic Objectives	Action	Lead Organisation	Due Date
Evaluate contribution of habitat management to achieve carbon offset	Establish a task group to assess whether the Ribble Valley could be carbon neutral	Groundwork	December 2008
Evaluate contribution of habitat management and built development to flood alleviation	Establish a task group to assess land management and potential flooding	Environment Agency	December 2008
Work with the private sector to evaluate schemes that result in positive changes in energy use and pollution minimisation	Create a business environment forum linked to the business support simplification (BSSP) agenda and encourage and facilitate moves by local businesses to switch from road to rail freight	Groundwork	July 2008

ENVIRONMENT HERITAGE

Strategic Objective	Action	Lead Organisation	Due Date
Maintain, protect and enhance all natural and built features that contribute to the quality of the environment	Establish consultations and publish the Local Development Plan in accord with the Local Development scheme	RVBC	Review December 2008
Maintain, protect and enhance all natural and built features that contribute to the quality of the environment	Establish community task groups to investigate solutions to litter, dog waste, fly tipping and graffiti and other environmental issues, such as protecting and improving rivers, at a local scale	RVBC	July 2008
Maintain, protect and enhance all natural and built features that contribute to the quality of the environment	Evaluate the success of the Parish Lengthsman scheme and identify potential opportunities to continue and extend the scheme	LCC/RVBC	March 2008
Maintain, protect and enhance all natural and built features that contribute to the quality of the environment	Maintain progress with the county wide minerals and waste plan to ensure balance of protection and appropriate use of raw material resource within the Ribble Valley	LCC	July 2008
Ensure that design of buildings respects local character and enhances local distinctiveness	Establish consultations and publish the Local Development Plan	RVBC	December 2008
Assess and protect the Biodiversity of the District	Support action to protect and enhance identified species and habitats	Ground Work	December 2008
Sustainably manage and protect Industrial and Historical sites	Continue to manage and promote Clitheroe Castle and establish working groups to map, potentially manage and publicise other sites	LCC/Ground Work	December 2008

PROSPERITY

Prosperous Ribble Valley

Key target:

- Increase the number of new businesses surviving in the District from 91% to 95% over three years.
- Maintain the net job gain in Ribble Valley at 8% annually
- Increase the visitor spend on tourism from £99 million to £110 million by 2010
- Increase the number of businesses registered for VAT from 2590 to 2750 by 2010
- Maintain the increase seen recently of Gross Value Added in the food and beverage sector from £18 million to £25 million by 2010
- Maintain the strength and presence of smaller companies (employing less than 10 people) currently at 2426 (91.9% Ribble Valley vs. 86.9% North West)
- Decrease the numbers of employed people currently working outside of the District from 47% to 40% (Achievement of target known on publication of 2011 Census)

Encourage economic activity to increase business and employment opportunities

Strategic Objective	Action	Lead Organisation	Due Date
Diversify the economy by encouraging and supporting a broader range of business sectors and support existing businesses to provide a basis for diversification	Increase number of new high growth business starts and the survival rates of new and existing businesses through the provision of appropriate business advice and support in Ribble Valley linked to the BSSP agenda, Business Link and specific NWDA provision for growth sectors	RVBC/ RVEA	Review December 2008
Diversify the economy by encouraging and supporting a broader range of business sectors and support existing businesses to provide a basis for diversification	Take all appropriate steps to ensure the availability of a locally accessible business support service for rural enterprises	RVBC/ LCC	July 2008

Encourage young people to be more enterprising and develop business opportunities	Undertake research into youth enterprise initiatives specifically looking at the 14-30 age and improve career opportunities and the take up of those opportunities	RVEA	July 2008
Ensure that there is a supply of suitable employment sites	Identify suitable business workspace and employment sites through the production of the Local Development Framework and consider all methods by which designated employment land can be implemented	RVBC/ LCDL	December 2008
Co-ordinate, innovate and diversify sustainable tourism building on our strengths and developing new initiatives	Co-ordinate and diversify our tourism offer by forming a Tourism Forum which will work alongside the Tourism Association and Forest of Bowland AONB to help produce a Strategy and action plan	RVBC	July 2008
Improve the competitiveness and productivity of local businesses by promoting local produce and local employment opportunities	Launch a "Campaign to think and act Ribble Valley"	LCDL	July 2008
Explore opportunities to further develop Ribble Valley's Business base	Undertake a strategic review of the economic development potential based on the A59 corridor	LCDL	January 2008

Support the regeneration of Market Towns and sustainable service centres

Strategic Objective	Action	Lead Organisation	Due Date
Support the regeneration of Longridge, Whalley and Clitheroe	Assess the viability of the Market Towns and key service centres through specifically commissioned market research	LCDL/ RVBC/ LCC	January 2008
Strengthen community services and facilities and enhance capacity for the service centres at Ribchester, Slaidburn, Chipping, Gisburn, Chatburn and Dunsop Bridge to engage in social and economic regeneration	Undertake research and consultation across all sections of the community on sustainable communities serving as service centres particularly with reference to better communication with high band width internet connectivity	LCC/ RVBC	July 2008

Foster and support social and financial inclusion

Strategic Objective	Action	Lead Organisation	Due Date
Foster and support social enterprises and community businesses	Encourage and support at least three social enterprises and community businesses as they are identified in the Ribble Valley	Trinity Partnership	December 2008
Foster and support social enterprises and community businesses	Identify members and develop a community enterprise network linking to bespoke NWDA programmes supporting social enterprise development	Trinity Partnership	December 2008
Foster and support social enterprises and community businesses	Investigate the opportunities for development of a credit union model for the Ribble Valley	Trinity Partnership	July 2008