

East Midlands Objective 2 Programme

**Action Plan
for the
Indicative Financial Envelope**

**PEAK DISTRICT RURAL DEVELOPMENT PARTNERSHIP
Objective 2 TRANSITIONAL Area - Multiple Measures Package
February 2002**

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Rural Areas (Peak District) Indicative Funding Envelope

For the Objective 2 Transitional Area – Multiple Measures Package

1. Introduction

1.1 Purpose

This Transitional Area Action Plan will support initiatives that will tackle five main objectives; enterprise and innovation, sustainable communities, climate for investment, learning and skills, information and communications technology revolution. This will be done within a framework of environmental sustainability, making best use of ICT and ensuring equal opportunities for the people living and working in the Peak District.

The time period is between 2000 – 2005 subject to annual reviews and a review of the programme due in mid 2004. A map of the Peak District Transitional Objective 2 area is shown as Appendix 1.

The impact of this Action Plan will be felt through a turnaround in the economy as jobs available in the traditional areas of the local economy such as farming, quarrying and mining decline, a skills base that is updated and relevant will result. The tourism industry has, for many years, been a mainstay of the Peak District economy and work will continue to improve tourism skills and opportunities.

The recent impact of Foot and Mouth has been nothing short of catastrophic. Elements within the Action Plan aim to reverse the widespread effects of FMD in the Peak District.

This package of actions strongly supports key objectives of the local partnership:

1. To diversify and strengthen the local economy which relies too heavily on declining industries, including agriculture and quarrying
2. To build on the strength and opportunities of the area including tourism, micro businesses and creative industries
3. To aid the recovery from the impacts of Foot and Mouth, in particular, by strengthening the marketing of the Peak District and the quality of the local tourism product
4. To strengthen the capacity of village communities to identify their opportunities for the future and to take action on them

In pursuit of these objectives this package will:

- Increase the range of business support available to start-up, micro and small businesses and provide small financial packages to assist their start-up, growth and adaptation
- Increase the availability of high quality workspace and incubator centres
- Develop new products and joint initiatives based on environmentally sustainable resources from the area
- Provide an extension to existing child care facilities to enable parents to attend training or enter employment
- Create for the first time joint tourism marketing initiatives for the Peak District based on both ICT and more traditional marketing and media approaches

- Develop the range of local tourism attractions and infrastructure based on the high quality landscape and cultural assets of the area
- Provide a pioneering interface for all sections of the tourism industry to aid its development and recovery from Foot and Mouth
- Develop community enterprise as a diversification for economic activity and employment
- Significantly extend local access to ICT
- Promote and support action in local communities to improve local living conditions, particularly for those socially excluded and to improve access to local services

Mechanisms to continue consultation:

The Peak District Rural Development Partnership has been highly successful since its formation at bringing together a wide range interest groups to define the area's needs and find ways of addressing them. It is important to note that the Partnership effectively extends way beyond the formally constituted members (see para 7) to include and work with groups focused on fighting poverty, helping people with disabilities, providing training, adult education, housing issues, helping local businesses, as well as fighting the cause of Equal Opportunities. It also has links via some of these groups to village communities throughout the Peak District.

The great strength of the Partnership is this comprehensive reach and understanding, which has enabled it to attract a wide range of funding and ensure effective, targeted and relevant local delivery.

This reach has been used to stimulate interest in Objective 2 projects from across the Peak District. With only a couple of exceptions the projects detailed in this IFE have been worked up in some detail and scored by the Objective 2 Working Group. This means that the projects are real and viable, and that the costs and outputs have been thought through.

Further and ongoing consultation will continue via:

- Through the established networks radiating out from theme groups (covering Economic Development, Skills and Lifelong Learning and Social & Community) run by the Partnership.
- Business networks supported by UoD and Business Link, STAG and PBS will provide a forum for the business community views to be heard and fed into the work of the Partnership.
- Tourism Forum providing co-ordinated support and information for the tourism industry.
- Partners and Officer Group members will have continued communication with projects.
- Local Authority work towards Community Strategies, local people will be consulted and involved in the emerging LSP for High Peak and Derbyshire Dales.
- Publicity activity at project and programme level to keep people informed.
- Sub Regional Strategic Partnership (SSP) and all its key links with local Partnerships and networks.

2. Strategic Objectives

2.1 Strategic Fit

Projects have been selected to ensure that they strongly support and contribute to relevant strategies under the Transitional/Objective 2 programme and the economic strategies of the Regional Development Agencies covering the Peak District. All of the projects fit with, and in some cases are part-funded by, one or more of the following:

- Integrated Regional Strategy (IRS) Sustainable Development Framework “England’s East Midlands IRS (Dec 2000)
- SRB 5 and SRB 6 Delivery Plans
- Peak District Sustainable Tourism Strategy
- Local Authority Tourism Strategies
- Peak District Strategy for Life Long Learning, Skills & Training, (PDRDP, 2001)
- Derbyshire County Council Learning Plan, December 2000
- Community Action Plans resulting from work with Village Agents
- Leader +
- Research resulting from FMD commissioned work
- Emda Market Towns Strategy
- AWM Market Town’s Initiative

‘Prosperity through People’, has 5 Strategic Objectives that projects within this IFE directly contribute to. Tourism and culture is a major component of *emda*’s strategy for economic growth and recognises it as a force for diversification in many rural areas. This IFE has activities in place to develop sustainable communities, increase the capability for individuals and businesses to make use of ICT, with particular initiatives in place to create a climate for investment to stimulate enterprise in the region.

AWM’s economic strategy ‘Creating Advantage’ highlights tourism as a major investment sector for creating jobs in both town and countryside under it’s objective ‘developing a ‘Diverse and dynamic business base’. Other activities within this IFE will also contribute to the promotion of a learning and skilled region and support local communities.

Consideration has also been given to the role of the emerging Sub Regional Strategic Partnership (SSP) and the National Rural White Paper.

2.2 Links with key component elements of the Action Plan

Priority and Measure actions and targets

The Rural Areas (Peak District) IFE for the Transitional 2 Programme Area will contribute to all of the three Priorities by addressing a number of the Measures within these Priorities. This will be achieved through indicative activities detailed below. A brief description of the proposed activity for this area follows under each relevant measure.

Programme targets for each measure are set out in Section 5, Outputs, showing the total contribution from the Rural Areas (Peak District).

Flagship projects for the area will support tourism and businesses and the development of sustainable communities and are:

- Peak District Tourism Marketing Initiative
- Peak District Tourism Forum
- North East Staffordshire Technology (NEST)
- Peak District Community Planning

Early start projects have been identified as:

- Riverside Works
- Peak District Tourism Forum
- North East Staffordshire Technology (NEST)
- Peak District Community Planning

PRIORITY 1 ENTERPRISE AND INNOVATION

Measure 1.1 Supporting the ICT Revolution, Technology Development and Business Innovation:

Indicative activities

Support for initiatives that support the transfer of technology, especially environmentally sustainable technologies, from higher education institutions, research centres or large companies to SMEs. Business support which allows SMEs to access research facilities and technology transfer, assistance to help SMEs innovate including improvements to products and processes, the organisation, management and promotion of networks and industry/sectors groups; company specific advice and support aimed at improving the technical competence of the company or to introduce innovative products, processes and services including energy saving and waste minimisation leading to improved competitiveness. Support to assist SMEs to assess the implications of ICT and introduce ICT into their business, to increase the use of ICT in the development of solutions to key environmental issues, actions in support of business specialising in ICT or knowledge based industries where ICT plays a prominent role, promotional and advocacy work to raise SME awareness of ICT. Activities focus on and are targeted at specific disadvantages groups (women, ethnic minorities and disabled people).

Proposed activity

The North East Staffordshire Technology (NEST) project will increase access and use of ICT through the establishment of local ICT resource centres in N E Staffordshire. Job related training initiatives would lead to improved skills and greater employability.

Measure 1.2 Financial Support for SMEs and the Social Economy

Indicative activities

The development or enhancement of venture capital funds and other financial instruments so as to be able to offer appropriate financial packages including support to start ups, micro enterprises, the social economy sector, small business expansion and financial incentives to promote the integration of environmental management systems into business planning. Support for environmental improvements by existing businesses or as part of an

integrated approach to support new business with particular encouragement targeted at specific disadvantaged groups.

Proposed activity

New Environmental Economy Programme will help the economy adjust to the decline in traditional industries by creating new business opportunities. It also forms a key element of the tourism strategy as it will create new tourism products and services reinforcing the image and primary tourism asset of the Peak District – the high quality environment. The NEE Programme aims to forge new links between traditionally separate business sectors and to create new public/private sector partnerships through an Action Group mechanism. NEE is a major means of achieving the environmental cross-cutting theme.

Measure 1.3 Business Development for SMEs and Community Enterprises

Indicative activities

Business support for SMEs and social economy enterprises support services including start up advice, aftercare, support to assist businesses develop new markets in the UK and overseas, support to SMEs for financial planning and advice; support for consultancy and technical support for business related issues; support for companies to exploit renewable energy, energy efficient processes, water and waste management measures and to produce environmentally friendly products; joint activity in targeted marketing and the establishment of critical mass including supply linkages; support to promote business networking, industrial co-operation and local supply linkages Activities will focus, where possible on targeting disadvantaged groups.

Proposed activity

Through the creation of the Peak District Tourism Forum, a network will be established that both includes and assists SMEs in the tourism field with support from key public sector agencies from the local area.

Measure 1.4 Business Infrastructure for SMEs and Community Enterprises

Indicative activities

Support for assessments of existing provision and potential demand at the local level, to ensure an appropriate range of workspace provision at the local level, to ensure an appropriate range of workspace provision is maintained, support for site servicing, including the provision of basic services, access to sites, where required to enable development to proceed, the development of premises for SMEs including conversions, workshops and stand alone units, managed workspace, other types of accommodation for SMEs with common services including redevelopment of existing premises and buildings with appropriate off-site services, and environmental enhancements including reclamation and decontamination. Support will also be available for activities encouraging companies to meet increased environmental standards and/or to develop premises to high environmental standards, and will encourage energy saving.

Proposed activity

The Peak District managed workspace and business incubator units initiative will provide new and/or upgraded premises for SMEs. Services will be modern, with ICT provided to current standards. Premises will be designed and developed with due regard to their rural location and operate with high levels of energy efficiency to be environmentally sustainable.

PRIORITY 2 CLIMATE FOR INVESTMENT – STRATEGIC DEVELOPMENT OPPORTUNITIES

Measure 2.2 Economic Infrastructure

Indicative activities

Support will be available for the provision of vocational training facilities including local learning and training centres and community based advice, information and ICT facilities relating to employment and training. The provision of research, technology and innovation centres designed to offer services to SMEs; analysis and provision of infrastructure and revenue transport support demonstrating direct economic links; ICT demonstration centres and support centres offering assistance and services to SMEs sector investment; support may also be available for the provision of ICT backbone infrastructure on strategic sites or where there is an identified market failure.

Proposed activity

Provision of vocational training facilities including local learning and training centres with business and community-based information and advice, enhanced by ICT provision.

SPITS (South Pennines Integrated Transport |Service) is the provision of a series of mini-public transport interchanges, where local services and in some cases National services interconnect., designed to improve access and use of public transport. Key is the use of IT to give real time information to waiting passengers.

The Hope Valley Rail Enhancement scheme will supplement the existing rail service with a bus service in order to increase frequency of services and to improve links from surrounding villages. This will give easier access to training and employment for local residents, and reduce road usage by tourists.

Matlock / Buxton / Chinley Rail Study: this is a study to assess the viability of re-opening this stretch rail line, closed in '63. Opening it would potentially remove large numbers of HGVs carrying quarrying materials from already-congested Peak District roads, and offer an additional rail access route to the Peak for tourism visitors to also relieve road congestion.

Measure 2.3 Investing in Sustainable Tourism and the Cultural Industries as Drivers for Economic Development

Indicative activities

Revenue and capital projects including sustainable tourism and cultural activities, community cultural projects, events and festivals and promotional activities; for new and up-graded sustainable tourism and cultural attractions, facilities and infrastructure of the highest quality, rural culture and tourism, with capital projects in keeping with the environment, marketing (for events, attractions and the Objective 2 area or sub areas or the Peak District), new tourist and culture related facilities normally provided by the public sector including support for actions that utilise and help preserve the area's cultural and environmental assets.

Proposed activity

The Peak District Tourism Marketing Initiative – Phase 2 will develop a major and sustained advertising campaign for the Peak District as a sustainable tourism destination, using new promotional materials, media advertising to target markets, direct mail marketing and public relations.

The Peak District Interpretation project will provide signage and information to a wide range of tourist sites across the area. Many heritage sites are seldom visited because their background is not clear and an appreciation of what they mean is difficult. By improving them in this way sustainable tourism will be encouraged, which will bring economic benefits to nearby villages.

PRIORITY 3 SUSTAINABLE COMMUNITIES

Measure 3a Community Economic Development

Measure 3a.1 Community Capacity Building

Indicative activities

Support will be available for the development of local area partnerships, representative structures and community fora; community needs analyses, audits appraisals and surveys; the development of strategies, action plans and delivery frameworks; activities which encourage community involvement in economic development and image enhancement; provision of an information and communications service, awareness raising activities and opportunities to exchange experience.

Proposed activity

The Peak District Community Planning project will deliver capacity building work with the aim of creating sustainable communities. This will include community wide social, economic and environmental needs surveys and professional advice to implement community plans.

Measure 3a.2 Creating Sustainable Communities

Indicative Activities

Support will be available in the form of financial support for development costs, economic activity and business loans by credit unions, provision of micro credit to beneficiaries in the

targeted areas, social risk capital for innovative projects with economic outcomes, community development venture funds, LETS and voucher schemes, other innovative projects providing access to small scale finance for communities and pilot schemes. Capital and revenue support will be available for the provision of a full range of advisory support for businesses, including community businesses; the development of joint purchase schemes; provision of care facilities to enable local residents to access training or job opportunities; provision of ICT facilities that cannot be covered by Measure 1.1; community transport schemes and improved access to jobs and training; dedicated officer support. Provision of recycling/waste management related to creation of training, employment and enterprise opportunities. Support will also be available for rehabilitation of public spaces and development of community space linked to attracting economic end use.

Proposed activity

None

Measure 3b.1 Sustainable Rural Communities

Indicative activities

Capital support (with associated revenue support where linked to necessary maintenance of the assets) for the access to key services for the rural economy, primarily in key locations where special effort is required to enhance economic development. Childcare, relative care and similar facilities linked to training activities or leading to the exploitation of employment opportunities. Image improvement schemes and associated promotional activities, restoration and development of the built and soft environment as well as town and village enhancement where an economic benefit can be shown. Rural tourism, not involving products from farming, to develop the economic potential of rural heritage Logistic expenditure in connection with transport schemes linked to the exploitation of job and training opportunities. Support will also be available for the management of environmental and conservation areas linked to attracting economic end use.

Proposed activity

This element of the Peak District Community Planning project will deliver environmental benefits through projects that improve the physical fabric of a community where this will have a positive impact on the economy and the life of the community.

Hope Valley Community Project - provision of vocational training facilities including local learning and training centres with business and community-based information and advice, enhanced by ICT provision.

Schedule A

Transitional Objective 2 area, IFE Baseline Table

Strategic Objectives	Baseline Position	Position at the end of the Plan lifetime see <i>note 1</i>
PRIORITY 1		
Increase the range of business support available to start-up, micro and small businesses and provide small financial packages to assist their start-up, growth and adaptation.	<p>No assistance given to business start-ups.</p> <p>Peak Business Support scheme assisting 40 businesses per annum covering the Transitional area.</p> <p>No initiative for targeting assistance and developing a support network and joint marketing initiative for tourism businesses.</p>	<p>30 new start SMEs assisted.</p> <p>90 additional businesses supported in the Objective 2 and Transitional area.</p> <p>150 Tourism SME's assisted through the established Forum</p> <p>250 new jobs created</p>
Increase the availability of high quality workspace and incubator centres	Few identified opportune sites for new workspace and incubator centres.	200 SMEs housed
PRIORITY 2		
To promote Tourism in the Peak District both by improving / extending range of attractions and by more effective marketing.	To extend visitor spending and indirect employment in the tourism sector. (baseline 2000 but impacted by FMD)	<p>Study undertaken to assess the impact of FMD over recent years.</p> <p>10 new jobs</p> <p>15 new attractions / facilities</p>

PRIORITY 3		
Promote and support action in local communities to improve local living conditions, particularly for those socially excluded, and improve access to local services.	To assist the development of village plans in targeted areas.	6 community groups assisted 4 Community Partnerships formed/sustained 10 village renewal programmes

Notes:

1. Figures less than sum of individual projects to allow for some project under-delivery

3. Target area and population

- The Peak District Transitional Objective 2 area comprises parts of Western Derbyshire and North East Staffordshire and has a population of 30,436.
- The key characteristics of the area centre around low densities of rural populations relatively isolated from urban areas, with low incomes. The area is heavily dependent on farming and tourism, the two increasingly coming together as farmers seek to augment plummeting incomes with diversification into B&B and farm shops etc.
- Most of the area has had Rural Development Area (RDA) status since 1984. RDA status is conferred in recognition of the scarcity of the population, its isolation, the high proportion of elderly people, its fragile and agriculturally-dependent economic base and its inadequate levels of essential social services.
- Settlements are typically small, with the pub, village hall, school and church/chapel as the basis of community activity. The area's sparse population suffers problems of rural isolation engendered by communication and transport difficulties.
- The fine natural and built environments often give an impression of the Peak District being a wealthy area. In fact, there are pockets of deprivation and there is evidence of considerable hidden deprivation.
- Only about half of women, c.f. 74% nationally, are in employment. Working hours are typically longer than average - 54 hours c.f. 44. A half of those employed are self-employed - much higher than the National average of 12% - but usually in artisan sole trader roles rather than entrepreneur. Severe problems amongst the least well-off of access to jobs and training make escape to better income and lifestyle very difficult.
- In an area heavily dependent on tourism income, even though that is often part-time and nearly always seasonal, Foot & Mouth has been a particularly heavy blow with visitor numbers halved.
- The majority of the area falls within the Peak District National Park, which is identified, protected and promoted for its special environmental quality. The remainder of the area, outside the National Park, is also identified in the relevant local authority Development Plans as of high environmental value.
- The area is strikingly attractive upland moorland and farmland at the southern end of the Pennine hills. It is surrounded by more fertile lowlands and dense urban development. It is rural and relatively isolated from the urban centres.
- Much of the area lies at altitudes of 300 - 400 metres. It has a bleak climate with a high annual rainfall. Its attractive landscape consists of limestone plateau, shale valleys and limestone gorges. Over 100,000 years of human occupation

has produced stone walled fields, meadows and rough grazing, forestry and woodlands, farmsteads, villages large and small and country houses.

- A high percentage of the area is marginal hill farming land. Farming is almost exclusively sheep, beef and dairy with the area being too high and the climate too bleak for arable farming.

3.1 Consultation

- Business Link surveys of local business views have informed the Action Plan
- Initial consultation at Officer level to establish priorities, trends and SWOT to be included in the overall SPD for the region.
- Peak District Tourism Conference in March 2001, welcomed 150 delegates. The conference coincided with the FMD outbreak and a main focus was on how recovery work could be organised. A follow up Tourism Conference was held in December 2001 to agree the mechanism for the Tourism Forum and maintain momentum for the project. Over 150 delegates views were heard through a series of workshops.
- Further consultation including wide participation of statutory, voluntary and private sector in identifying themes and emerging project ideas to encourage integration and development of outline bids
- Community Consultation through Village Agents Project encouraging support for emerging project ideas being developed through the Objective 2 Working Party.
- Officer support to project applicants, particularly in the private and voluntary sector in the development phase and writing of the project bids to round 1, 1 ½ and 2 of the programme.
- Rural White Paper Conference (19 October 2001) hosted by the Peak District Rural Deprivation Forum welcomed 150 delegates to share views and produce action points
- Consultation has occurred through existing networks of organisations and Partnerships in the eligible areas, e.g. SRB, RDP, Leader II, the CVS, CAB.

3.2 Needs of the Area

- Over the past 10 years British agriculture has seen a major decline in farm incomes and a serious increase in farm debt. Farm incomes fell by 60% between 1995 and 2000¹. In marginal farming areas like the Peak District the situation has traditionally been even worse.² The area has suffered from a combination of the BSE crisis, Foot & Mouth crisis, the high value of the pound and changing agricultural subsidy.
- Research shows that the Index of Multiple Deprivation does not pick up rural deprivation, which, because of its dispersed nature, is often hidden. There are

¹ 'Our Countryside: the Future' – DETR, 2000

² 'Low Income in the Peak District' – Peak District Rural Deprivation Forum, 1991

³ 'Indicators of Social and Economic Need in the Midlands Uplands – MORI (1999) for the Peak District Rural Development Partnership

few “off the shelf” measures of rural deprivation. Nonetheless, from a range of statistics related to the Peak District, supplemented by a survey of residents of Hartington & Dovedale and Warslow wards, carried out by MORI ³ on behalf of the Peak District Rural Development Partnership, a reasonable picture of need in the Peak District can be established:

- 22% of households have an income of less than £200 per week (£10400 per annum).
 - The quality of employment is generally low, with average working hours being 10 hours per week longer than the national average and 14% of workers working more than 80 hours per week.
 - Employment amongst women, at 52%, is 20% lower than the national figure.
 - Housing costs are high, with average rents/mortgage payments being £74 per week, compared with £64 per week nationally.
 - There is an over-representation of older age groups in the area (30% aged 55+ compared with 25% nationally) and loss of working age young people.
 - There is poor access to basic services for a large section of the population, particularly acute for those people without a car. The need for a car is consequently given a very high priority, with over half of those with household incomes of less than £120 per week owning at least one car.
 - The declining quarrying industry, a significant employer in the Peak District has left a legacy of low incomes, under-employment, and poor job choice. Within the High Peak, jobs in quarrying have fallen from 3813 in 1991 to 704 in 1996 and are projected to decline by a further 50% by 2010. (Sources: Derbyshire County Council; York Consulting Baseline Economic Analysis for High Peak 1997).
 - There is under-representation in service industries, which fell from 61% to 60% between 1991 and 1996 in the Peak District, whilst rising from 74% to 77% nationally. (Source: ONS Census of Employment).
 - There is evidence of low skills levels, skill shortages, poor training opportunities and poor understanding of the value of training. Survey work shows that 52% of employers in the area do not provide any training and 39% of the workforce do not believe they need to develop their present skills or acquire new ones. (Source: Midlands Uplands Skills Audit, BMG consultants 2000).
- The tourism industry has, for many years, been a mainstay of the Peak District economy. A study was undertaken in 2000 into the employment impacts of the tourism industry.
 - The survey found that 1 million leisure trips involving an overnight stay are taken per year, with 22 million day leisure visits. 2,670 tourism businesses were identified creating 5,435 FTE jobs. There was a fragile employment position for many of those employed with over one third being part time jobs and over one fifth of jobs seasonal. Direct employment in the tourism industry is a major part of the local economy but the business linkages outside direct employment make it even more important as an economic sector.³

⁴ ‘Peak District Tourism Employment Study’ – [Heart of England Tourist Board 2000](#)

- A major role for the Peak District Rural Development Partnership has been addressing the need for the economy to increasingly diversify as the numbers of jobs available in the traditional areas of the local economy – farming, quarrying, mining – have continued to slump. Decline has had a knock-on effect on SMEs, which provide services to these sectors.
- The impact has also been felt in the wider economy. Over 3000 jobs were lost to the wider economy in 1999, including in the business services industry where the Peak had never fully gained from the advantages of the growth in this sector experienced in other parts of the country.⁴
- On top of this situation the recent impact of Foot and Mouth has been nothing short of catastrophic.
- There have been serious consequences for the supply chain, with whole sectors of the rural economy grinding to a halt.
- Nowhere has this been witnessed more graphically than in tourism. Figures for those accommodation bookings made through Buxton TIC are as follows:

	<u>2000</u>	<u>2001</u>
<i>March</i>	92	16
<i>April</i>	127	47

- Edale car parking figures

	<u>2000</u>	<u>2001</u>
<i>March</i>	1465	19

- A conference for the Tourism industry organised by the Partnership in March 2001 had accommodation providers reporting cancellations of 95%-100%. Attraction figures were down by 66%. Though day-trippers started returning in the early summer, staying visitor numbers were slower to pick up and many chose to avoid rural areas of Britain, including the Peak District, for their 2001 summer holiday.
- The National Park itself has more than 22 million visitors each year, making it the second most-visited national park in the world. However, it has the lowest visitor staying rates and visitor spend of all UK National Parks. (Source: Visitors to National Parks Survey 1994).
- Factors presently inhibiting a healthier climate for business investment in the Peak District include:

⁵ 'The Case for Objective 2 Eligibility' – Peak District Rural Development Partnership, 1999

- the supply of appropriate development sites, which is restricted by topography and environmental constraints;
- lack of private sector investment in potential employment sites due to high infrastructure costs and low levels of return;
- poor ICT infrastructure;
- shortage of modern accommodation suitable for growth sector businesses;
- poor road and rail communications within, and through, the Peak District;
- shortage of skills in key areas, including management development and ICT skills.

3.3 Contribution to the Environmental Sustainability Cross Cutting theme

Protection and improvement of the environment is vital to the success of the Peak District tourism industry, which depends on the conservation of the unique local landscape and local culture.

The IFE put forward by the Partnership is largely within the Peak District National Park where stringent environmental policies are in force which are fully consistent with Government and EU environmental legislation, for example Local Agenda 21. These policies seek to ensure that all projects proposed within the Peak District IFE not only safeguard but also make a positive contribution to the environment. Such contributions will include;

- re use of redundant buildings and brownfield sites
- promoting sustainable transport
- use of sympathetic and traditional materials in physical development
- locating new developments where they are accessible by public transport or by other sustainable means.
- encouraging the development of local markets and suppliers particularly from the agricultural sector
- developing the tourism sector in a sustainable manner through visitor management measures and increased use of public transport and non-private vehicle uses
- tourism, interpretation and marketing projects will directly increase awareness of residents, businesses and visitors of the value and importance of the local environment
- creating new business opportunities in projects that make creative use of the environmental features of the area – thereby creating benefits for economic development and environmental management simultaneously
- training, advice and support to new and existing SMEs on environmental management techniques, waste minimisation, energy efficiency and recycling
- promoting community economic development by creating local jobs for local people.
- encouraging local communities to be actively involved in environmental improvement initiatives in their area
- capacity building to create sustainable communities

- developing all projects in a way which have regard to the special environmental qualities of the Peak District

The PDNPA planning process ensures a rigorous appraisal of all new developments in respect of environmental impact. The Partnership will seek to ensure that the requirements to monitor environmental effects and impacts are incorporated in ongoing monitoring processes during the lifetime of the IFE. All applicants will be encouraged to undertake and raise awareness and to put in place systems for the protection and improvement of the environment.

3.4 Contribution to the Equal Opportunities Cross Cutting theme

All partners in The Peak District Rural Development Partnership adhere to their respective, adopted equal opportunities policies. Derbyshire County Council has a comprehensive equal opportunities policy, which will be incorporated in the management, and delivery of this IFE and a copy is attached. This Policy “is to provide services fairly to all sections of the community and to give equal treatment to its employees and service users regardless of their age, disability, HIV status, marital status, race, religion, sex, sexuality or national origin”. It will form the basis of the Partnership’s inclusive approach to regeneration initiatives.

However the Partnership’s focus on Equal Opportunities goes much deeper than this. The area’s rural characteristics, principally:

- poor access to basic services, particularly for the elderly, and childcare
- poor access to jobs
- limited, low skilled employment opportunities and low wages, particularly for young people, women and disabled people
- an ageing population

define those groups where Equal Opportunities is an issue.

The Partnership has since its inception worked very closely with the Peak District Rural Deprivation Forum, a highly successful group that has lead the way in addressing issues around poverty and therefore focused on those groups. This link is central to ensuring that meeting the needs of these groups are at the forefront of the Partnership’s thinking and delivery.

The Partnership will make full use of published evidence, research and studies such as that produced by the Peak District Rural Deprivation Forum, to identify barriers experienced by targeted groups and introduce remedial actions in all aspects of the IFE.

Project sponsors will be encouraged and assisted, given the Partnership’s access to understanding and expertise resident in the Rural Deprivation Programme, during the life of the IFE to address equal opportunities in accordance with the Partnership’s adopted Policy including:

- targeting the needs of specific disadvantaged groups such as, elderly, women and disabled people.
- applicants and beneficiaries to have access to training, guidance and advice on equal opportunities legislation or issues
- improving childcare and support facilities
- providing where possible facilities and other aspects of projects which are sensitive to disabled persons' needs
- through project monitoring and evaluation ,steps will be taken address gaps in provision and participation by targeted groups, and take appropriate actions.
- at the design and planning stage projects will be required to undertake an access audit prior to acceptance into the IFE

The Partnership will also not accept any proposals under the IFE which do not comply with the current Equal Opportunity policies enforced by local authorities, training providers, business support agencies etc.

Many of the projects envisaged are village based and will involve developing local capacity and greater engagement. All projects will therefore consult widely within the community and engender participation as a basis for development and delivery.

The ethnic minority population of the Peak District is less than 1% and exists as very scattered individual households. Any changes will be identified and given consideration and support offered. The needs of disabled people and women is taken very seriously and this is currently reflected in virtually all projects and initiatives in this IFE.

3.5 Contribution to the ICT Cross Cutting theme

The project partners have given due consideration to addressing access to the benefits of ICT for one or more of the following;

- local communities
- local businesses
- provision of quality interpretation of information to visitors to the Peak District

Many projects in this IFE will contribute to the increased use of ICT which will result in increased competitiveness and employment in the Peak District and the region. ICT will also maximise links between training centres, education establishments, local businesses, service providers and local communities.

ICT based training and education with the flexibility of distance learning training packages will help underpin the environmental sustainability objectives of the IFE. The IFE will promote a growing network of ICT based training clubs with support such as childcare provision which will be accessible to people living in remote areas giving rise to opportunities for self employment, micro business (many owned by women) and community enterprise,. This will also ensure local people are better equipped and qualified to take advantage of local job opportunities. ICT will be also utilised as an integral part of tourism advertising campaigns and information networks.

The IFE Partnership will fully embrace ICT in the management and delivery of the programme. ICT based surveys and questionnaires will be incorporated into the project selection and appraisal process where applicants will be required to explain how ICT will be incorporated into their projects and the anticipated results and benefit.

4. Financing

The Peak District Partnership Transitional Objective 2 IFE Action Plan financial tables are shown as Appendix 2.

5. Outputs

The Peak District Partnership Transitional Objective 2 IFE Action Plan output tables are shown as Appendix 3.

6. Partnership/Management Arrangements

See Appendix 4 for the Peak District Rural Development Partnership arrangements.

7. Composition of the Partnership

There is a Partnership Agreement that all partners have signed up to and abide by. A copy of which is shown as Appendix 5.

Partners include:

- Peak District National Park Authority
- Derbyshire County Council
- Staffordshire County Council
- High Peak Borough Council
- Derbyshire Dales District Council
- Staffordshire Moorlands District Council
- Staffordshire Moorlands CVS
- University of Derby
- Derbyshire Learning & Skills Council
- Staffordshire Learning & Skills Council
- Advantage West Midlands
- East Midlands Development Agency

The lead partner for the IFE has been named as the Peak District National Park Authority.

8. Making Partnerships work

Strategic Management -

The Partnership is well established with key organisations and agencies that have a thorough knowledge and understanding of the needs of the area. These agencies

have been involved with tackling many of the difficult issues that people in the area of the Peak District face on a daily basis.

The Partnership has a well-established Objective 2 Working Group that has already been engaged with GO-EM in developing the Single Programming Document and Programme Complement. It has also co-ordinated the submission and carried out a local appraisal for strategic fit, for Round 1 and Round 2 applications.

Project Management –

The Objective 2 Working Group is responsible for selecting, appraising and recommending projects to take forward for the Partnership's consideration. The monitoring role will also be taken on by the Working Group with necessary input from GO-EM with whom the contractual arrangements lie. Project progress will be carried out by this Group and any concerns that GO-EM may have will also be followed up by the Working Group.

Financial Management -

The Action Plan and projects being included plays a key role to ensure best use of resources, however, more in depth financial monitoring will be the responsibility of GO-EM supported by the Working Group.

9. Strategic Management

The Peak District Rural Development Partnership formed in 1995 with the key partners involved to meet the overall objectives for the area. The breadth of experience in regeneration and area based working that Partners bring to the table is impressive. Systems are set in place to nurture and support projects through the Officer Group and the Partnership, who's members authority comes through their elected role to represent the various agencies; meets at least quarterly and more regularly as necessary to ensure that the direction is consistent with the agreed objectives.

10. Organisation

An organisation chart illustrating the partnership structure and linkages is shown as Appendix 6 to this IFE. It shows the structures and links between agencies and communities across the Peak District.

11. Monitoring Performance for the IFE

Through the Rural Development Unit and the work of partners, there are many years' experience of delivering and monitoring funding programmes, including the Rural Development Programme, Objective 5b, Leader II and SRB.

The Objective 2 Working Group will act as the local monitoring group for the Programme. It is committed to:

- Setting up and maintaining appropriate systems, including schedules of performance indicators, expenditure and milestones, to ensure effective monitoring;
- Liaising with individual local project managers to ensure sufficient notice can be given to the Secretariat of any potential difficulties or deficiencies;
- Act as an initial appraiser of project ideas and make recommendations to applicants to ensure that all bids coming forward as eligible actions meet the criteria of the IFE and that all potential strategic and local linkages have been identified;
- Supplying evidence of progress towards meeting key outputs to the *GOEM* Secretariat, as required;
- Analysing the quarterly reports produced by the Secretariat;
- Facilitating new projects, where appropriate, to ensure that a balanced local programme is achieved, consistent with the Programme Complement and the IFE;
- Reviewing and rolling forward the IFE, including ensuring that any deficiencies are addressed;
- Bringing any significant matters to the attention of the Secretariat.
- Initiate briefing of applicants and exchanging best practice on all matters concerning the successful delivery of projects within the IFE

12. - 15 Project Management - Application – Monitoring Phases

The initial appraisal system has been modelled on the current SRB 6 Buxton and the Peak District process using a scoring system to help to improve projects prior to their consideration by GO-EM and the PMC.

Following approval from GO-EM, further consideration is required as to exactly how the Partnership and Working Group can usefully contribute to the on-going monitoring process. In reality, local partners will continually be working with projects to ensure they are progressing well, however, formal monitoring returns and activity reports will be passing between GO-EM and Project. With the co-operation of GO-EM it is requested that areas of particular concern be quickly highlighted for Partners to take necessary steps to support projects and fulfil its responsibilities to GO-EM in terms of the Action Plan.

NB 16 – Financial management – which we are not responsible for
 17 Payment of Grant – which we are not responsible for

18 – 21 Competitive tenders for ERDF/Records/auditing/recovery of grant

These issues are not applicable at this stage by the Partnership. It is, however, possible that the future SSP may have the capacity and authority to take on these roles if, at some time in the future, the SSP became Accountable Body for Objective 2/Transitional and the SDO.

Partners have experience of Accountable Body status for a number of Funding Programmes, with robust systems and structures in place.

22. Forward Strategy for rural areas in transition – Peak District

The transition region of the Peak District is made up of five dispersed clusters of rural parishes on the margins of the Objective 2 area. It is thus not a homogeneous area and the clusters of parishes do not have particularly distinct rural issues from their neighbouring Objective 2 parishes. This strategy has to therefore ensure that the needs and priorities across the separate clusters are fairly consolidated within an overall exit strategy. It also needs to maintain the linkages between neighbouring parishes across Objective 2 and transitional region boundaries in terms of sustainable solutions to common rural issues.

The previous Objective 5b programme brought about the creation of the Peak District Rural Development Partnership to co-ordinate and develop local partnerships and projects within the region towards overcoming problems and becoming sustainable. The Partnership has led the development of a set of integrated local regeneration and strategy plans that cover the needs and opportunities across all populations of the previous Objective 5b area. These plans are now the main basis for taking the region forward.

Using these integrated local regeneration and strategic plans will be the fairest way to target transition funding across the priorities of the dispersed clusters of the transition region. All the clusters are represented in these plans and their priority needs and opportunities have been considered alongside both other transition clusters and neighbouring Objective 2 parishes.

The Partnership and its plans are now a focus for all interests within the region and its work to co-ordinate and guide new partnerships and projects will ensure future sustainability is built into the Objective 2 and transition programmes for the region.

EXIT STRATEGY PRINCIPLES AND TARGETS

The exit strategy for the transition regions of the Peak District has the following principles:

That the transition funding will be targeted strategically by being used to complete key stages of existing local regeneration and strategy plans for sustainable communities within the transition regions. These plans include:

- the UK Single Regeneration Budget Programmes for Buxton and the Peak District and NE Staffordshire
- the programmes initiated under previous EU Leader II and Objective 5b programmes
- the Peak District Sustainable Tourism Strategy
- the local plans for strategic economic development

That within these plans the following common needs of the dispersed clusters of the transition region will be targeted:

a) The need for priority locations and better accessibility for SMEs.

The transition regions have a number of priority undeveloped locations where local economic development plans have identified a need for new or improved facilities for local SME development. As well as new locations, rural SMEs require access within the rural areas to be substantially improved through transport and information infrastructure. It is a key aim of the transition regions to ensure these opportunities are fulfilled within the period of transition funding.

b) The need for local cultural and tourism services and products to be developed and improved which encourage more sustainable forms of tourism in the transition regions in and around the Peak District's National Park.

The transition regions in and around the Peak District National Park are important areas of cultural heritage and offer the opportunity to develop local tourism services and products consistent with a protected and valued landscape. It is a key aim of the transition regions to establish a number of priority local tourism initiatives that will become sustainable services and attractions after the transition funding period and are based on the new sustainable tourism strategy for the Peak District. Such initiatives will include tourism SMEs, visitor information services, leisure and transport schemes, etc.

c) The need to assist SMEs towards greater sustainable activity.

New and existing SMEs have been a target for a range of assistance and support under previous and current regeneration plans, particularly through Objective 5b and Leader II. It is a key aim of the transition regions to focus this support on enabling SMEs to become more sustainable, and to ensure assistance after the transition funding period to be assimilated within mainstream regional support programmes.

d) The need to unlock the potential of local people in contributing to the local economy and a sustainable community.

Objective 5b and Leader II programmes also started an important process of working to support the development of individuals and of community initiatives towards local employment and a sustainable community. It is a key aim of the transition regions to continue this process as far as possible within the transition funding period and to ensure the initiatives within villages can be sustained through their own endeavours with assistance through mainstream programmes and other appropriate funding streams. 14.1% of unemployed people had been unemployed for more than one year (NOMIS July – October 2000).

EXIT STRATEGY TARGETED ACTIONS

Local Regeneration and Strategy Plans

The exit strategy for use of transitional funding for the Peak District is to use the funding where it can have the most significant contribution towards the fulfilment of existing local regeneration and strategy plans for sustainable communities within transition regions. This will ensure there is an integration of resources (e.g. from the Single Regeneration Budget and the Rural Development Programme) on the recognised and agreed priority activities within these plans. These plans include:

- the UK Single Regeneration Budget Programmes for Buxton and the Peak District and NE Staffordshire
- the programmes initiated under previous EU Leader II and Objective 5b programmes
- the Peak District Sustainable Tourism Strategy
- the local plans for strategic economic development

UK Single Regeneration Budget 6 Programme for Buxton and the Peak District

About $\frac{3}{4}$ of the total transition regions is covered by parts of this local regeneration plan (Buxton is outside of the transition regions). Within the programme there are some specific sustainable activities where the use of transition funding will have greatest impact:

- business support to SMEs and micro-businesses
- new tourism information management services
- new village cultural and tourism initiatives
- village agents and project support (for sustainable communities)
- community transport initiatives
- a study for a new Peak Line railway

UK Single Regeneration Budget 5 Programme for North East Staffordshire

About $\frac{1}{4}$ of the total transition regions is covered by parts of this local regeneration plan. Within the programme there are both strategic locations and specific sustainable activities where the use of transition funding will have greatest impact:

- business support to SMEs and micro-businesses
- new tourism information and interpretation services
- village agents and project support (for sustainable communities)
- village facilities and centres
- village school safety

Programmes initiated under previous EU Leader II and Objective 5b programmes

The previous Objective 5b programme funded a number of strategic initiatives that the transition funding will aim to complete in the transition regions. The Objective 5b area also became a Leader II area in which several important community experiments have now become projects which aim to become sustainable. In the transition regions, the transition funding will be targeted on the following activities:

- supporting opportunities for new rural enterprise and local products
- regenerating redundant rural buildings
- improving access for all within the National Park

- improving visitor centres and interpretation
- improving visitor management, car parks and other facilities
- improving cycle and footpath trails
- finishing off regeneration schemes (e.g. Bakewell)
- rural transport and community rail schemes
- village agents and project support (for sustainable communities)
- new village cultural and tourism initiatives

The Peak District Sustainable Tourism Strategy

This strategy is particularly important for the transition regions to enable the evolution of a more sustainable tourism sector in terms of economic and environmental development. A number of key activities within the strategy would become sustainable by the end of the transition funding period:

- new tourism information management services
- improving visitor centres and interpretation (e.g. the Hope Valley)
- improving visitor management, car parks and other facilities
- support for tourism SMEs
- specific tourism attractions (e.g. Bugsworth Basin, Froghall Station)
- cultural heritage tourism initiatives
- sustainable tourism training

The local plans for strategic economic development

The availability of significant workspace sites within a rural area and in and around the Peak District National Park is very limited and constrained. A number of priority sites have been identified in the local plans for economic development and some of these are significantly within the transition regions in areas where there is a great need for new SME development. It is thus a priority to see if the transition funding will enable some of these sites located across the transition region to be developed (e.g. Chapel-en-le-Frith, Ashbourne airfield, Froghall, Lumford Mill in Bakewell, Waterswallows near Buxton).

CROSS LINKS TO SINGLE PROGRAMMING DOCUMENT (SPD) PRIORITIES

The exit strategy is being targeted through the existing priorities of the local regeneration and strategy plans relevant to the transition regions (see 3). The range of priority activities fall within a broad range of the Objective 2 SPD Priorities and Measures of which the key ones are shown below.

Priority 1

Assisting small start up and micro-businesses to access finance and to overcome some of the disadvantages they face in transitional rural regions. It will include support for creating/expanding new rural enterprises and the development of local products.

Providing comprehensive business assistance in moving SMEs and community enterprises towards sustainability.

There are some specific undeveloped workspace locations and facilities for SMEs in transition regions that this will support, as well as a programme of bringing small individual rural buildings back into productive use.

Priority 2

There are a couple of possible key investment sites for expanding industrial workspace within transition regions as well as some finishing off of previous strategic development sites under Objective 5b.

This measure will support some studies into key transport improvement schemes which will serve a number of key transition areas and some parts of these schemes implementation.

The transition regions are important locations for developing local cultural and tourism services and products. This will support a range of key tourism initiatives within the Sustainable Tourism Strategy including tourism SMEs initiatives, improvements in visitor information services, and leisure and transport schemes.

Priority 3

Support work to develop local area partnerships across transition regions as well as initiatives in community economic development targeted at specific villages (e.g. village agents).

Supporting a range of community based initiatives such a community transport schemes, new access schemes to local services and local finance, etc. across the transition regions.

A number of village priority initiatives within transition regions will be supported including new village cultural and tourism initiatives, village facilities and centres, village enhancements etc.

PLANNING FOR SUSTAINABILITY

Within the Peak District it is intended to establish a co-ordination group of public authorities for Objective 2 projects under the umbrella of the Peak District Rural Development Partnership. One of the roles of this group will be to take on the principles of the exit strategy for the transition regions to ensure the objectives of sustainable activity are seen through by partners beyond the transition funding period. It is not possible to specify with certainty the mechanisms for each individual project, which will enable them to become sustainable by the end of the transition funding period. One of the responsibilities of the individual project managers/groups will be to set out the plans for this as part of the project application. This will be encouraged and guided by the Partnership in assistance given to individual projects.

Nonetheless, some assumptions can be reasonably made:

- a) Several projects will have been concluded by the end of the transition funding period:

- the priority workspace projects identified within the local plan
- the main capital works at tourism attractions and visitor centres
- the derelict rural building projects
- a range of village cultural and tourism facilities
- a range of village centres

b) Proposed revenue projects, where they continue beyond the transition funding period, will normally become assimilated within mainstream programmes of partners with any continuing revenue costs either absorbed by partners or secured by other funding streams:

- assistance to SMEs
- supporting opportunities for new rural services and local products
- rural transport and community rail schemes

c) The transition programme will seek to involve, motivate and empower local people. This will increase the capacity of local communities to contribute to local regeneration for many years to come, by taking more responsibility upon themselves for community activities, including developing their own fund raising programmes. Such initiatives include:

- village agents and project support (for sustainable communities)
- a range of village cultural and tourism facilities

23. Significant Changes

Close working with GO-EM, the Partnership will monitor and identify such changes by projects and discuss the way forward with projects. Any contractual amendments would, however, be agreed between GO-EM and each individual project.

APPENDIX 2

Detailed financial tables, by project.

Email version see attached Excel file "Trans IFE £ Details Feb '02.xls"

APPENDIX 3

Detailed output tables, by project

Email version see attached Excel file "Output tables Trans Area Feb '02.xls"

APPENDIX 4

Briefing Note

The Partnership

The Partnership was formed in May 1995. It comprises:

Derbyshire County Council	Derbyshire Learning and Skills Council
Derbyshire Dales District Council	Staffordshire Learning and Skills Council
East Staffordshire Parishes	High Peak Borough Council
Peak District National Park Authority	University of Derby
Staffordshire Moorlands District Council	Derbyshire RCC
Community Council of Staffordshire	Staffordshire Moorlands Council for Voluntary Service
Staffordshire County Council	East Midlands Development Agency
Advantage West Midlands	

Its formation was in response to a need to co-ordinate and develop rural development activity in the Peak District.

The Grant Funds

The Partnership manages two grant funds:

Rural Development Programme

This is a Government programme allocated to rural areas of special need. It is managed locally by the

Partnership who are accountable to East Midlands Development Agency and Advantage West

Midlands. Grants can be given for a wide range of economic, social, community and environmental

projects. The Programme is worth £232,000 per year.

LEADER II

This is a European programme available to areas designated by the European Commission as being heavily dependent on agriculture and having a sparse population. The Partnership manages the LEADER II Programme through an independent LEADER Development Group. Grants are available for a mix of projects but the emphasis is more towards economic development than social and community services. The Programme is worth £600,000. Allocation of the Programme finished in 1999 and the spend period will be complete at the end of 2001.

In addition the Partnership assists with the management and development of other funds available to the area:

Objective 2

This is the main European programme available in the area. It is managed by the Government Office in Nottingham but the Partnership carries out local development

work. The emphasis of the Programme is heavily economic development. Approximately £8.5 million is available between 2000 and the end of 2006.

SRB5 in NE Staffordshire.

This grant programme from the Government's Single Regeneration Budget is available for specific activities detailed in the Programme bid. It is managed by Staffordshire Moorlands District Council and is available between 1999 and 2006

SRB6 in West Derbyshire

This SRB Programme managed by High Peak Borough Council is available for specified activities between 2000 and 2005.

External Funding Recruitment

The Partnership has a co-ordination and/or lead responsibility for the development of external funding bids. It has recently been responsible for developing bids for Objective 2, SRB and LEADER +.

DEVELOPMENT WORK

In order to make the most effective use of the Programmes by ensuring that the different funds are used in an integrated way, the Partnership carries out a considerable amount of project development work by bringing together a wide range of partners in a variety of development groups.

STAFF

Bob Littler	Partnership Development Officer
Sharon Hewer	Programmes Administrator
Jackie Pugh	Administrative Assistant
Amanda Brown	Admin. Assistant to the Programmes Administrator

Local development work is carried out in a team approach together with the Rural Development Fieldworkers. These are financially supported by the Partnership but employed by Staffordshire Moorlands Council for Voluntary Service and the Derbyshire Rural Community Council team of 11 Village Agents who work in small clusters of villages.

Lesley Savage	Staffordshire Fieldworker
Alan Lloyd	Derbyshire Fieldworker

APPENDIX 5

PEAK DISTRICT RURAL DEVELOPMENT PARTNERSHIP

Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE

Tel: (01629 816268 Fax: (01629 816310)

Rural Development Liaison Officer: Bob Littler

AGREEMENT

BETWEEN THE PARTNERS OF THE PEAK DISTRICT RURAL DEVELOPMENT PARTNERSHIP

1. THE PARTNERSHIP

1.1 It has been agreed that a partnership be formed to create and manage a Peak District Rural Development Project and any other rural development work as may be determined from time to time.

1.2 That partnership will be called the Peak District Rural 'Development Partnership (herein after referred to as 'the Partnership').

1.3 The members of the Partnership are:

Derbyshire County Council
Derbyshire Dales District Council
East Staffordshire Borough Council
High Peak Borough Council
North Derbyshire TEC
Peak District National Park Authority
Rural Development Commission
Southern Derbyshire Chamber of Commerce, Training and Enterprise
Staffordshire County Council
Staffordshire Moorlands District Council
Staffordshire TEC
Stockport and High Peak TEC

2. THE AGREEMENT

2.1 This agreement describes:

- (i) The duties and responsibilities of the Partners
- (ii) The arrangements for the day to day management of Partnership Projects through a 'Host' partner.
- (iii) The services which will be provided within that arrangement
- (iv) Arrangements for resolving matters of dispute between the Partners and the 'Host'.

3. DUTIES AND RESPONSIBILITIES OF THE PARTNERS

3.1 The prime responsibilities of the Partners are to:

- (i) Ensure the provision of sufficient financial resources to enable the work of the

- Partnership to continue, as defined from time to time, within an agreed budget.
- (ii) Provide overall policy guidance for the Partnership, the work of the Rural Development Project and other work the Partnership may undertake from time to time.
- (iii) Supervise the correct and efficient management and administration of all monies applied to the work of the Partnership.
- (iv) Agree staffing resources necessary to enable the, work of the Partnership to proceed.
- (v) Ensure that appropriate accommodation, equipment, services, staff resources and day to day management are provided to enable the work of the Partnership to proceed efficiently and effectively.

3.2 The prime duties of the Partners are to:

- (i) Select a representative of their agency to represent their interests at meetings of the Partnership. In the case of a local authority the representative could be an elected member and/or an officer.
- (ii) Hold a meeting of the Partnership at least once per year
- (iii) Approve, or otherwise, an account of the income and expenditure of the work of the Partnership at least on an annual basis
- (iv) Approve an annual budget for the work of the Partnership which will include annual contributions to be made by each of the Partners towards the work of the Partnership.
- (v) Select one of the partners to act as 'Host' to any particular item of the work of the Partnership unless other arrangements are made for the effective implementation of that piece of work.
- (vi) Select a Partner representative to act as Chair of the Partnership and Partner representatives for other offices such as may be decided from time to time.

3.3 For the time being the day to day work of the of the Partnership is vested in the Rural Development Unit.

4. 'HOST' ARRANGEMENTS

- 4.1 From time to time the Partnership may determine that work should be managed and supervised on a day to day basis by one of the partners acting as 'Host'. The Partnership will select one of the Partners for this purpose.
- 4.2 In return for providing a 'Host' service the Host will not be required to make a cash contribution to the work of the Partnership, such as may have been determined from time to time, but will instead be required to make a contribution 'in kind', comprising accommodation, services and the use of equipment. The minimum expectation of these is listed below:
- (i) Responsibility for employing staff on behalf of the Partnership on the normal terms and conditions of the Host except where exceptions are made to this rule at the request of the Partnership.
 - (ii) Reasonable management supervision, which should be carried out on behalf of the Partnership as a whole and not on behalf of the Host agency.
 - (iii) Financial administration
 - (iv) Personnel administration (salary, expenses administration, etc.) and personnel services.
 - (v) Overflow typing and other normal office services (post, reception, etc.)
 - (vi) Serviced office accommodation adequate to accommodate the complement of project staff (currently three) such as to afford reasonable working conditions and such as not to cause unnecessary disruption to the work of those staff accommodated by the Host.

- (vii) Adequate, discreet computer facilities such as to enable the efficient progress of the Partnership's work.
- (viii) Adequate office equipment.
- (ix) Reasonable use of other services and equipment as may be expected by those engaged in the work of the Host agency itself.

5. RESOLUTION OF DISPUTES

5.1 In the case of disputes between the Host and members of the Partnership over issues relating to the host arrangements the following procedure will apply:

- (i) Matters of potential dispute should be raised with the senior Partnership officer engaged in the project in question (currently the Rural Development Liaison Officer). The Partnership officer shall have two weeks to resolve the matter to the satisfaction of the two, parties.
- (ii) In the event of no agreement being reached either the Partnership Officer or the Host agency may raise the matter with the Chair of the Partnership who shall have one month to try to resolve the matter.
- (iii) In the event that no agreement can be reached within one month a dispute between the Partners and the Host shall be deemed to exist. At this point the Chair of the Partnership shall call a meeting of the Partnership within two weeks.
- (iv) The decision of the Partnership shall be final.
- (v) If that decision is unacceptable, the Partnership shall be at liberty to terminate the Host arrangement. In this event, a minimum notice period of three months shall be given.
- (vi) In any matters of concern or dispute not regarding host arrangements the Chair of the Partnership shall call a meeting of the full Partnership either at her/his discretion or upon request from three or more Partners.

6. ALTERATION TO, OR TERMINATION OF, THIS AGREEMENT

6.1 Any alteration to, or termination of, this agreement, may be made by a simple majority vote of all Partners; but not by a simple majority vote of Partners present at any one meeting.

December 1996

Amended 10th July 1998

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