

Good Practice In Rural Development

No. 4

Structures for Local Rural Partnerships

**Rural Forum
Scotland**

1998

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Foreword

The Scottish National Rural Partnership (SNRP) ¹ is charged with the task of promoting rural development. To do this, it is publishing a range of titles in a series under the heading '*Good Practice in Rural Development*'. These highlight principles of good practice in a number of aspects of rural development. The good practice notes are intended for the attention of all those involved in rural development, particularly local rural partnerships, as guidance which merits careful consideration. Whether or not to follow the guidance in all cases is, of course, a decision for each local rural partnership or other body to make in their particular circumstances.

This publication is the fourth of the series, and addresses the issue of structures for local rural partnerships.

A list of other publications in this series is contained in the Annex.

¹ The Partnership comprises of representatives of The Scottish Office, Scottish Tourist Board, Scottish Natural Heritage, Rural Forum, Scottish Agricultural College, COSLA, Highlands and Islands Enterprise, Scottish Homes, Forestry Commission, Scottish Enterprise, Scottish Landowners Federation, Scottish Council for Voluntary Organisations, National Farmers Union of Scotland, CBI Scotland and Scottish Crofters Union.

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Executive Summary

This guidance aims to assist both new local rural partnerships and existing partnerships adopt an appropriate organisational and administrative structure. It highlights the advantages of adopting a structure and recommends that partnerships think carefully about the choice of an appropriate structure at the outset.

The choice of an appropriate structure should take account of the purpose and objectives of the partnership, as well as its membership.

In developing a structure to cover working arrangements, local rural partnerships will have to prepare and agree a structure document. The guidance provides an overview of the issues that should be covered by this document.

The guidance describes the main types of structure appropriate for local rural partnerships, setting out the advantages and disadvantages of each and highlighting the issues that partnerships will have to consider in choosing a particular type of structure. In particular, attention is drawn to the differences between formal and informal structures.

The conclusion is drawn that:

- informal structures, such a memorandum of understanding or agreement, are, in general, more suited to partnerships with a strong public sector involvement which intend to adopt a ‘hands off’ strategic approach, or to act as a focus for information and debate;
- formal structures, such as a company limited by guarantee, an unincorporated association or a trust, are suitable for locally based partnerships, with a strong community involvement and which intend to handle funding for projects directly.

In addition, the guide discusses briefly the advantage of acquiring charitable status and how to apply for this.

Whatever type of structure is chosen, partnerships should seek the advice of a solicitor with relevant experience, who will be able to advise on the exact type of structure and the wording of the structure document.

1. Introduction

This guidance provides practical advice to encourage and assist all types of local rural partnerships - strategic, area and topic - to adopt an appropriate organisational and administrative structure. It provides practical advice and information for new local rural partnerships and for existing partnerships which may be considering a change to their structure. The guide:

- highlights the range of structures which local rural partnerships may adopt;
- examines the legal, financial, management, accountability, and representative issues associated with different partnership structures;
- discusses the circumstances under which particular structures are more appropriate in relation to local rural partnerships and the type of activity that they might wish to undertake;
- draws attention to the opportunities to move between one structure and another.

The information given here is for guidance only and local rural partnerships which intend to develop a particular structure should seek guidance from a solicitor on how to proceed and establish the legal responsibilities and requirements of the structure chosen.

Community groups that do not intend to register as local rural partnerships may also find this guidance of use, but should not feel constrained to follow a partnership approach or to adopt one of the structures described here. The choice of structure will depend mainly on the objectives of the group.

This guidance note expands on the information given in the first of this series 'Effective Partnership Working'² and has been based on information contained in existing publications and from telephone interviews with a range of existing local rural partnerships, selected to cover a number of different types and circumstances.

The guidance follows from a mapping exercise of local rural partnerships carried out by Rural Forum during 1997. This found that local rural partnerships felt further guidance would be helpful on the type of structures suitable for their work. Annex C describes the administrative structures currently adopted by registered local rural partnerships, along with a contact name and address.

The guidance does not provide advice on organisational structures and working arrangements between local rural partnerships working in the same locality. The SNRP intend to publish guidance on coordinating activity between partnerships in the future.

²*Good Practice in Rural Development No. 1: Effective Partnership Working* by Bill Slee and Patrick Snowdon, University of Aberdeen (1997)

2. Why have a Structure?

Local rural partnerships will benefit from adopting a structure of some sort, whatever their type, to assist in their administration. Local rural partnerships can undertake a wide variety of roles and activities and these can include: developing a strategy for the area; coordinating the programmes of local agencies; providing information and guidance to local people; assisting local communities identify and address their local needs; securing the funding for, assisting with and directly undertaking project work. It is important that a partnership chooses a structure which allows it to carry out its chosen activities as effectively as possible, make sure that its working practices can be easily communicated and understood and that it is accountable to the local rural community and its members.

There are some important advantages to be gained from adopting an agreed structure, and this task need not be very involved or time-consuming. These include:

- The process of writing and agreeing a structure document, even if this is fairly brief and workmanlike, will help to generate a sense of commitment and common ground between the partners;
- A document setting out the working arrangements for the partnership helps to avoid any uncertainty for the partners over how it will operate and how it can be dissolved;
- Partners will be clear about the demands that are likely to be made of them, for example, in attending meetings;
- The existence of a formally agreed structure document helps to make the partnership more accountable to those it is aiming to serve; and
- A structure document that is freely available makes it clear to those outside the partnership how it intends to operate and how decisions will be made, increasing transparency.

3. General Issues for a Structure Document

Whatever the framework adopted by a local rural partnership, the result will be an agreed structure document setting out information about how the partnership will operate. A number of different terms are used to describe such a document and to avoid confusion it is referred to here as the structure document of the partnership.

This section examines some of the issues that will be commonly covered in a structure document, whatever structure is adopted. Some of this information builds on advice already contained in the good practice guidance note on Effective Partnership Working, by examining in more detail how these issues might be addressed in a structure document.

Name

The name chosen by a partnership can signal its main purpose, for example by including the word 'economic' or 'community care' in the title. Generally, local rural partnerships have chosen the name of the area they cover as a title. The word partnership is a natural choice for the title, but 'forum', 'initiative' or 'group' are also acceptable and convey slightly different types of organisation. Care must be taken to avoid choosing a name that might be easily confused with other groups, particularly where there are several initiatives at work in the same area.

Purpose and Objectives

The local rural partnership should set out in broad terms the kinds of activities it intends to engage in. These should be framed so that it is clear what the main purpose of the partnership will be, but allow flexibility so that the partnership may change its sphere of activities in response to changing circumstances. Similarly, it is important not to make the list of objectives too long or too short, so that a balance is struck between limiting flexibility and ruling nothing out.

Examples of broad objectives might be:

- To promote the economic, cultural and social development of a rural area through the involvement of local people, public organisations, the private sector and voluntary groups
- To act as a focus for information on local issues
- To act as a means for raising issues of local concern at national level and with individual organisations with responsibility for these
- To promote cooperation and consensus between relevant organisations in the area in order to promote its development and improve the quality of life for local people.

These examples are not intended to act as a model, but to show in general terms the kinds of activities that might be covered. For a legal document, such as the constitution of a limited company, particular wording may be required and legal advice should be sought on this.

At some stage the partnership will wish to consider these general aims in more detail and develop as a separate exercise a set of objectives which are more specific and which in turn will lead to measurable targets.

Powers

A formal legal constitution requires the setting out of the powers the organisation wishes to take. A section such as this might not be required for a less formal document, but might be a helpful way to set out the scope of the partnership. A section on powers should show how the partnership intends to achieve its objectives, for example through employing staff, fundraising or other financial activity. Powers are discretionary and need not be exercised, so it is probably better to be inclusive rather than exclusive in this section.

Membership

The operation of the membership of the partnerships should also be set out in the structure document. This could include: setting a minimum (and maximum) limit on the number of members in the partnership; the criteria for membership and different types of membership. For example, the operation and membership of different committees of the partnership, could be described. The partnership may also wish to stipulate that individuals cannot be members, for example, and establish the rules for organisations in choosing a representative and a substitute. The circumstances under which a representative cannot serve on the partnership may also be described and the process that the partnership will go through when it wishes to terminate the membership of an organisation.

It is worthwhile setting out clearly the procedures for reviewing membership, bringing in new members, or terminating membership as this is an area where partnerships have occasionally experienced difficulties.

Meetings

Many partnerships have a large number of members, which would make regular meetings of all the partners impractical. The solution often adopted is to hold meetings of the full partnership relatively infrequently, for example once a year, and to appoint a management group or executive committee which is more closely concerned with the day to day running of the partnership and meets more frequently. Other groups can also be convened and the arrangements for these can also be covered by the structure document. For example task groups can be a useful way to address a specific topic over a limited period of time and involve a wider range of interests in the work of the partnership. Further information on this is provided in the third of this series.

The structure document can set out how often each of these groups will meet and the business that will be covered by each, as well as how each will relate to the others in terms of reporting back and decision making. Provision can be made for calling special meetings of the groups, when circumstances demand it. The quorum for all meetings can be stipulated in the structure document.

Other issues that could be covered include: the arrangements for chairing the meeting, in the event that the official chairman cannot be present for example; and how votes will be taken such as whether decisions can only be carried by a vote in favour by a certain proportion of the committee.

The method of choosing the management committee should also be discussed and set out, as well as the length of term the members will serve for and how they should be replaced.

In developing this part of the structure document, the partnership should also consider the administrative support required to run the proposed system and make suitable arrangements for this.

Office Bearers

In many cases, the partnership will wish to elect officer bearers to carry out certain tasks on behalf of the partnership, in addition to any staff employed by the partnership. These are usually a convenor, or chairman, a secretary and a treasurer. The structure document can set out when these office bearers will be elected, usually at a general meeting, the length of the term to be served and how many terms an individual can serve as an office bearer.

Finance

A section describing how the finances of the partnership will be managed is important. Issues to be included in the consideration of financial arrangements are: where any funds in the partnership's name will be held; who will have access to these funds; and the responsibilities of the individual(s) who deals with the finance of the partnership on a day to day basis.

4. Formal and Informal Structures

Whilst any document that is prepared and agreed by the partnership is likely to cover the issues discussed above, there are a number of different types of structure that local rural partnerships can choose as the framework for their operations. The most fundamental distinction between structures is between those that confer a formal legal identity on the local rural partnership and those that do not, termed 'informal'. This section discusses the advantages and disadvantages of these two basic types of structure, in relation to the proposed objectives of the partnership. It aims to guide local rural partnerships in the kinds of issues they should consider before choosing to develop an informal structure or choosing to take on a formal legal structure. The next section then goes on to describe in more detail some of the formal structures that are appropriate for local rural partnerships to adopt.

In choosing a particular structure, local rural partnerships should bear in mind that their objectives and method of working may change over time and therefore that the type of structure they need might also change. The mapping exercise carried out by Rural Forum found, for example, that 8 of the 12 partnerships that had begun their work with an informal structure now intended to adopt a more formal arrangement at some point in the future. Partnerships should not feel that an initial decision to adopt one structure means that there is no potential to change to another structure later, but should bear in mind that it is generally more straightforward to move from an informal to a formal structure.

Some local rural partnerships have adopted formal legal structures in order to carry out their work, whilst others prefer a less formal working arrangement, such as a memorandum of agreement. A list of the existing structure of registered local rural partnerships is contained in Annex C.

Informal structures:

- memoranda of understanding
- memoranda of agreement.

Formal structures:

- companies limited by guarantee,
- trusts,
- unincorporated associations.

Informal structures differ quite widely, and there is no straightforward way of classifying these. A model structure document for an informal structure is given at Annex A, which can be adapted to meet the needs of individual partnerships. It is important to note that a memorandum of understanding can have a legal status, even though it does not confer a legal identity on the partnership. A solicitor's advice should be sought to clarify the legal standing of the structure document.

Informal structures tend to suit partnerships that have as their main goals the development of a strategy for the rural area it covers and building consensus and agreement between local organisations. In this case, a legal identity is probably not required and as informal structures are generally more straightforward to prepare, agreement between the partners can be achieved more quickly. This avoids any loss of impetus and can generate an important sense of commitment, which can then be built upon.

An informal structure is also suitable for partnerships with a strong public sector involvement, as these organisations sometimes have a policy of officers not acting as directors of companies. This is because of concern that officers may find their role as a company director conflicts with their other duties. In practice, public sector employees do occasionally become directors of companies, but an informal structure may be the best way of avoiding difficulties arising for these partners.

Local rural partnerships that intend to operate in a 'hands off' way, through generating consensus and acting as a focus for information exchange may also prefer an informal structure. Here a formal structure may be felt to create an independent entity with a policy and objectives of its own, rather than a forum for creating common ground.

Case Study: Argyll and Bute Rural Partnership

The Argyll and Bute Rural Partnership was formally launched on 1 October 1996 on the formal signing of its Memorandum of Agreement. Various options for a structure for the partnership had been considered and the factors that most strongly influenced the final choice included:

- The partnership felt its role to be primarily strategic, encouraging coordination and joint initiatives and providing a focal point for rural communities in the area.
- The partnership did not intend to engage in project work or service delivery on its own behalf, but rather encourage members to pool resources and integrate existing programmes.
- A structure that formalised the working arrangements of the partnership without creating a body with an identity separate from the member bodies was felt to be most suitable.
- The partnership has a strong public sector representation and it was felt that becoming directors of a company, for example, might create potential conflicts of interest for these representatives.

The *Memorandum of Agreement* has the following sections:

- **Purpose** - giving a summary of the main objectives of the partnership
- **Partners** - a list of the members
- **Management Group** - describing the main committee of the partnership
- **Aims and Objectives** - listing in more detail the objectives of the partnership
- **Finance** - explaining the funding arrangements for the partnership and related responsibilities
- **Administrative Support** - how this will be provided
- **Commissioning of Work** - setting out how this will be managed
- **Duration** - the period the partnership will operate before it is reviewed and how members may withdraw from the partnership
- **Amendments** - how the agreement can be changed.

Formal structures tend to be suitable for partnerships which intend to undertake a significant amount of project work, particularly where this will be in the name of the partnership itself. This is likely to require the partnership or its officers, to handle money and it is important that formal legal arrangements are put in place to ensure proper accounting and agreed procedures for the control of funds. In addition, many funding bodies require that recipients of grants have strict financial controls and a formal legal status.

Adopting an informal structure, however, does not rule out partnerships from getting involved in project work. Partnerships can help community based groups to develop their ideas and make applications for funding on their own behalf, avoiding the need to handle money directly. Funding for projects can also be channeled through one of the members, for example the local authority, or contributed from the funds of several members directly, rather than through the partnership itself. In this way the partnership is acting as a means to coordinate funding rather than as a direct source of finance.

Partnerships that feel a strong driving force is needed to achieve practical results sometimes find that a formal structure is helpful in that it creates an independent entity that can follow an agreed action programme of its own.

For the reasons set out above, formal structures are perhaps more suited to partnerships with a relatively small public sector involvement. One way to retain the involvement of the public sector and adopt a formal structure is for public sector representatives to act as observers on one of the committees of the partnership, an approach which has been adopted by the Highland Perthshire Communities Partnership. Their role will be more limited than full members, but their input is secured.

Highland Perthshire Communities Partnership

The Highland Perthshire Communities Partnership became a company limited by guarantee on 10 February 1997. Although it covers a significant geographical area, it is primarily a community based partnership, bringing together a range of local voluntary organisations and the community councils for the area. Factors that influenced the partnership's decision to become a company limited by guarantee were:

- The partnership wanted to be as publicly accountable as possible and felt that this type of structure ensured that all its dealings were as open as possible.
- The partnership intended to undertake a significant amount of project work on its own behalf and felt a separate organisation was needed for this.
- Creating an autonomous organisation that could act as a driving force for rural development in the area was thought to be important.
- The partnership sought the wider range of potential powers that would be available as a company limited by guarantee.

The partnership used a local solicitor to help draw up the *Memorandum of Association and Articles of Association* for the company. These form a fairly lengthy and technical document that covers:

- the objectives and powers of the partnership,
- the different types of members and the criteria for membership,
- the arrangements for general meetings and voting procedures,
- how the board of partners and executive committee shall operate, the election of the chairman and the appointment of the secretary,
- accounts, audit, notices and indemnity,
- how the partnership can be dissolved.

5. Types of Formal Structure

Where a local rural partnership takes the decision to adopt a structure that confers a legal status, there are three suitable types of formal structure: a company limited by guarantee; an unincorporated association and a trust. A short description of each follows.

Company Limited by Guarantee

A partnership which chooses to become a company limited by guarantee creates a legal entity which is separate from the individual members of the partnership. A company limited by guarantee:

- means that the liability of the members is limited;
- can own property in its own name;
- can borrow money more easily than bodies whose member's liability is not limited;
- is overseen by a management committee, or board of directors, which are appointed by the members for a fixed period and are therefore subject to democratic control. In the case of local rural partnerships it would be more usual for each of the members of the partnership to become a director of the company. Additional members can be co-opted onto the partnership as required. As directors of a company limited by guarantee have legal responsibilities, they may wish to consider taking personal and professional insurance, depending on the scope and type of the partnership's activities;
- is registered with the Registrar of Companies and have its accounts audited by qualified auditors;
- can apply for charitable status to the Inland Revenue.

This type of structure is suitable for partnerships that expect to deal with significant sums of money, wish to hold property in the name of the partnership itself, or wish to borrow money. It enables the partnership to fund projects in the name of the partnership, rather than in the name of the individual members or member organisations;

Unincorporated Association

An unincorporated association:

- does not have a legal status separate from that of its members;
- means that members are liable personally for any debts of the association;
- is simpler and more straightforward to set up than becoming a company limited by guarantee;
- cannot hold property in its own name and may have difficulty in borrowing money;
- can apply for charitable status to the Inland Revenue.

Members of the partnership do not become directors of a company and this may resolve the difficulties for public bodies in sitting on a partnership with a formal structure.

Trust

A trust is:

- a body with an independent legal status, which is regulated by at least two trustees.
- established by a trust deed, similar to the constitutions usually adopted by unincorporated associations and companies limited by guarantee.

A trust is a suitable structure for cases where a partnership is likely to hold substantial funds or wishes to acquire property, but does not wish to become a company limited by guarantee. One drawback is that the trustees are not subject to democratic control and can be difficult to remove, once appointed. It is not practical to have a large number of trustees and is unlikely, therefore, to be suitable for partnerships with a large number of members.

Other Structures

Other formal structures exist, such as friendly societies for example, but these are unlikely to meet the needs of local rural partnerships and are not included here. Further information about other types of structure can be obtained from the sources listed in Annex B. In all cases, the local rural partnership should seek the advice of a solicitor with relevant experience, who will be able to advise on the exact type of structure to be chosen and the wording of the constitution.

Charitable Status

Local rural partnerships should consider applying for charitable status, if they expect to handle significant funds in the name of the partnership itself, rather than the individual members. There are a number of important tax advantages to be gained by registering as a charity including:

- charities do not pay tax on interest earned on bank deposits, income from investments or rent on their property and are exempt from capital gains tax;
- charities may claim back tax deducted from dividends;
- charities can claim back tax on donations and outright gifts to them are exempt from inheritance tax.

The formal structures outlined above are compatible with charitable status and this can be obtained by the local rural partnership demonstrating through its constitution that its objectives are charitable in law. The normal approach to drawing up a constitution that qualifies for charitable status, is to adapt one from an existing charity with similar aims.

The partnership must also show that its membership is open, that its funds will be used for charitable purposes and that its assets will be given to a similar charity should it cease to exist. In the case of a company limited by guarantee, the board members must demonstrate that they are unpaid, so that the partnership can qualify for charitable status. The Inland Revenue grants charitable status and will give an informal opinion on whether a partnership's constitution will meet its requirements for this.

Summary of Relevant Factors in Choosing a Structure

	Memorandum of understanding	Company limited by guarantee	Trust	Unincorporated Association
Primarily strategic aims	*			
Primarily focus for consensus building	*			
Primarily coordinating policy & projects	*			
Independent local body		*	*	*
Significant project work		*	*	*
Ease of handling of commonly held funds		*	*	*
Ease of setting up & administration	*			*
Suitable for charitable status		*	*	*
limit on legal liability		*	*	
Democratic control	*	*		*

* shows the strengths of each type of structure in terms of each factor

6. Conclusions

Local rural partnerships should give careful consideration to developing and agreeing an appropriate structure and draw up a framework document at an early stage. This can be a memorandum of understanding, which confers no legal identity, or a constitution conferring on the partnership a formal structure of some kind.

The structure document should cover a certain set of issues, whatever its exact form and legal standing. These include:

- the objectives and powers of the partnership,
- how members are chosen,
- the meetings structure and arrangements,
- the election of office bearers, and
- financial matters.

In choosing a structure, partnerships should consider the suitability of an informal structure against a formal structure. Much of this decision will hinge on the purpose and objectives of the partnership and its type of membership. To summarise:

- Partnerships which intend to act mainly as a forum for generating consensus and undertake project work mainly or only through the member organisations may find an informal structure most suitable.
- Partnerships which intend to undertake a significant amount of project work in the name of the partnership and feel an independent driving force is needed to achieve their objectives may find a formal structure most suitable.

In practice each local rural partnership should consider its individual circumstances carefully as these will vary according to the local picture. This guidance should be used to inform this decision, rather than as a prescription. Further information and advice can be obtained from the sources listed at Annex B.

Annex A A Model Memorandum of Understanding

The model Memorandum of Understanding sets out headings to assist partnerships in preparing a structure document. This could be developed, intentionally, as a legal document and appropriate legal advice should be sought.

1. Organisations

- 1.1 List of organisations signing up to the Memorandum of Understanding
- 1.2 Why each organisation is subscribing
- 1.3 Method of representation (i.e. officers, members etc.)
- 1.4 Individual and collective delegated responsibilities
- 1.5 Lines of accountability

2. Aims and Objectives

- 2.1 Aim/Mission
- 2.2 Objectives
- 2.3 Purpose

3. Inter-organisation relationships

- 3.1 Sharing Information
- 3.2 Joint Working
- 3.3 Communication

4. Operations

- 4.1 Membership (qualifications and procedures)
- 4.2 Meetings (chair, frequency etc.)
- 4.3 Secretariat
- 4.4 Finance (bank account, reporting, audits etc.)
- 4.5 Tasks to be undertaken

Annex B Further Sources of Information and Advice

Publications

Legal Structures for Voluntary Organisations
Industrial Common Ownership Movement Ltd, Vassalli House, 20 Central Rd Leeds LS1
6DE

Making Partnership Work: A practical guide for the public, private, voluntary and community
sectors
Joseph Rowntree Foundation, 1997

Partnership Structures for the Development of Local Strategies to Tackle Rural Disadvantage
CoSLA, 1991

Roles and Responsibilities of Company Directors: A handbook for Community Organisations.
Community Enterprise in Strathclyde, 1995
SCVO's Guide to Constitutions and Charitable Status in Scotland
SCVO, 1995

Local Rural Partnerships: guidance notes
Scottish Office, 1996

Local Rural Partnerships: Mapping Exercise April 1997
photocopy available from Rural Forum

Organisations

Rural Forum
Highland House
46 St Catherine's Rd
Perth
PH1 5RY
01738 634565
Fax 01738 638699
email rural@ruralforum.org.uk
www.ruralforum.org.uk

Scottish Council for Voluntary Organisations
Information Department
18/19 Claremont Cres
Edinburgh EH7
0131 556 3882

Your local authority, Council of Voluntary Service or Association of Voluntary Organisations

Annex C Structures Of Registered Local Rural Partnerships

Local Rural Partnership	Structure	Contact
Angus Rural Partnership	Memorandum of Understanding	Claire Broadhurst 01575 574155
Argyll & Bute Rural Partnership	Memorandum of Understanding	Robert Stevenson 01546 602127
Caithness Economic Strategy Group	Informal meetings	Brian Whitelaw 01955 607701
Crieff and West Strathearn Initiative Trust	Company Ltd by Guarantee - have Trust status	David Kerr 01764 653297
Doon Valley Local Rural Partnership	Informal meetings	David Hewet 01290 424423
Dumfries & Galloway Rural Partnership	Memorandum of Understanding (considering change)	Jane Gray 01387 260000/ 01683 221403
East Lothian Rural Partnership	Informal meetings	01620 827278
Fife Rural Partnership	Memorandum of Understanding	Norma Graham 01334 412255
Formartine Area Partnership	Memorandum of Understanding	Robert Tinch 01467 628201
Foveran Partnership	Memorandum of Understanding	as for Formartine
Harris Development Ltd	Company Limited by Guarantee	Donald Morrison 01859 502367/ 01859 502171
Highland Perthshire CommunitiesPartnership	Company Limited by Guarantee	Gil Orr 01796 472772
Highland Primary & Community Care Forum	Informal meetings	Ann Clark 01463 718817
Huntly Ltd	Company Limited by Guarantee	Emma Plumpton 01466 794478
Irvine Valley Local Regeneration Partnership	Company Limited by Guarantee	Jane Overton 01563 576241

Laggan Community Partnership	Company Limited by Guarantee	Sheena Slimon 01528 544383
Lochaber Economic Forum	Informal meetings	Dot Ferguson 01397 707044
Marr Area Partnership	Informal meetings	Morag Nicoll 01339 887222
Moray Firth Partnership	Unincorporated Association with a draft Memorandum of Understanding (considering change)	Rachel Harding-Hill 01463 712221
Out of School Care Federation in the Highlands and Islands	Company Limited by Guarantee	Alana Albee 01463 230335
Perth & Kinross Local Rural Partnership	Memorandum of Understanding	Dave Roberts 01738 475003
Portsoy & District Partnership	Company Limited by Guarantee	Alison Simpson 01261 842951
Rural Stirling Partnership	Memorandum of Understanding	Hugh Lightbody 01786 479000
Scottish Borders	Memorandum of Understanding	Roger Hemming 01835 824125
Shetland Islands Partnership	Company Limited by Guarantee	Alec Millar 01595 695903
South Lanarkshire Rural Partnership	Informal meetings	Ian Hodge 01555 666506
Sutherland Partnership	Company Limited by Guarantee	Gordon Todd 01862 810491
Uist 2000	Company Limited by Guarantee	Helen McDonald 01870 602039

Annex D Scottish National Rural Partnership Publications

'Good Practice in Rural Development' Series

No 1: Effective Partnership Working by Bill Slee and Patrick Snowdon (with Robert Gordon, Bill Marshall and Andrew Wells), University of Aberdeen (1997) ISBN: 0-7480-6440-0 £2.50

No 2: Community Involvement in Rural Development Initiatives by Rural Forum and Rural Research Branch, The Scottish Office Central Research Unit (1997) ISBN: 0-7480-6482-6 £2.50

No 3: Preparing Local Rural Development Strategies: Frameworks for Action by Rural Research Branch, The Scottish Office Central Research Unit and COSLA (1997) ISBN: 0748-66107-7 £2.50

No 4: Structures for Local Rural Partnerships by Rural Forum (1998) ISBN: 0-7480-7067-2 £2.50

No 5: Consensus Building by Roger Sidaway, Independent Research and Policy consultant with Judith Annett, Countryside Consultancy and David Rothe, Rural Forum Scotland (1998) ISBN: 0-7480-7068-0 £2.50

No 6: Developing Projects and Securing Funding by Halcrow Fox Consultants (1998) ISBN: 0-7480-7069-9 £2.50

'New Ideas in Rural Development' Series

No 1: Promoting the Development of Effective Information and Advice Services for Rural Areas: A Framework for Action in Scotland by Juliet Harvey, The Scottish Office Central Research Unit (1996) ISBN: 0-7480-5599-1 £2.50

No 2: Action on Scottish Rural Transport - Helping Local Communities Tackle their Transport Problems by Stephanie Herbert, The Scottish Office Central Research Unit (1996) ISBN: 0-7480-5675-0 £2.50

No 3: Involving Rural Communities: The CADISPA Approach by Geoff Fagan, University of Strathclyde (1997) ISBN: 0-7480-6105-3 £2.50

No 4: Community Involvement in Small Scale Tourism Initiatives by Stephanie Herbert, The Scottish Office Central Research Unit (1997) ISBN: 0748-66042-9 £2.50

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