

## ABERDEEN CITY COUNCIL

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| COMMITTEE           | Finance Policy and Resources         |
| DATE                | 9 <sup>th</sup> March 2017           |
| DIRECTOR            | Bernadette Marjoram                  |
| TITLE OF REPORT     | Fairtrade Update and Resolution 2017 |
| REPORT NUMBER       | CHI/17/003                           |
| CHECKLIST COMPLETED | Yes                                  |

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### 1. PURPOSE OF REPORT

To reassert Aberdeen City Council's support of Fairtrade and to update the Resolution on Fairtrade 2015 (appendix 1) by agreeing the Resolution on Fairtrade 2017 (appendix 2).

### 2. RECOMMENDATION(S)

It is recommended that the Committee:

- (a) Approves the updated and renewed 'Fairtrade Resolution 2017'.
- (b) Notes Aberdeen City Council's on-contract spend of Fairtrade produce and the notable actions completed in support of the Resolution on Fairtrade 2015 - *and*
- (c) Instruct the Head of Planning and Sustainable Development to nominate a suitable officer of the Council to attend the Aberdeen Fairtrade Steering Group meetings and to oversee the implementation of the resolution.

### 3. FINANCIAL IMPLICATIONS

Should the Council procure more products from the Fairtrade range available from the contracts there would be little to no effect on existing budgets.

There are no additional resource requirements being requested.

### 4. OTHER IMPLICATIONS

Fairtrade City status requires that the local authority has passed a Fairtrade Resolution. Fairtrade City status was successfully renewed in December 2016 for another two years.

There is a reputational risk for the Council if it does not support the Fairtrade City status through its procurements. This reputational risk will be reduced if the Council has a Fairtrade Resolution, purchases Fairtrade products and publicly reports on progress.

The Council needs to be compliant with the Procurement Reform (Scotland) Act 2014 which requires that we have a general policy on 'the procurement of fairly and ethically traded goods and services'. The wording of the Fairtrade Resolution 2017 reflects this.

## 5. BACKGROUND/MAIN ISSUES

### 5.1 **The Fairtrade Resolution 2017**

5.1.1 In response to Aberdeen successfully achieving Fairtrade City status in December 2016 for another two years; the Fairtrade Resolution 2017 mirrors that commitment internally. The Fairtrade Resolution 2017 is strengthened to include the requirement to nominate a person from the Council to attend the Aberdeen Fairtrade Steering Group meetings and to oversee the implementation of the resolution.

5.1.2 This is currently resourced within the Environmental Policy Team.

## 5.2 Update on Council Fairtrade on-contract spend 2015 – 2016.

This report captures how much Fairtrade produce the Council purchased from April 2015 to April 2016 from contracts. This is compared to the baseline which was established for the previous year (in response to item 8.4 of the Finance, Policy and Resources Committee of 18 February 2015 'to create and publicly report on the Aberdeen City Council (ACC) Fairtrade baseline and progress').

5.2.1 The scope of this report includes budgets over which the Council has direct control and does not extend to its arms-length external organisations such as Bon Accord Care nor Sport Aberdeen. Only on-contract spend was collected.

5.2.2 The Fairtrade baseline established for 2014-2015 showed that 6.4% of the Council's total spend on bananas, coffee, tea, sugar and cocoa was Fairtrade. Incomplete data from the groceries suppliers means that it has not been possible to accurately calculate the percentage Fairtrade spend from the total spend on these five items this year. However the actual spend on Fairtrade items is known and is shown below.

**2014-2015** ACC Fairtrade on-contract Baseline Spend was: **£6183.27**

- Fairtrade spend on bananas, coffee, tea, sugar and cocoa: **£2344.05**
- Fairtrade spend on other products (fruit juice, chocolate bars and wine): **£3839.02**

**2015-2016** ACC Fairtrade on-contract spend was: **£4666.23**

- Fairtrade spend on bananas, coffee, tea, sugar and cocoa: **£3792.10**
- Fairtrade spend on other products (fruit juice, chocolate bars and wine): **£874.13**

*(please note that the 2015- 2016 figures include best estimates from the Beach Ballroom)*

5.2.3 Spend data from Council groceries suppliers shows a 24% decrease (£1517.04 less) in the amount spent by the Council on Fairtrade produce compared to the previous year.

5.2.4 It should however be noted that the Aberdeen Art Gallery closed for refurbishment in the Spring of 2015 so consequently it did not contribute to these 2015-2016 figures. Its' Fairtrade spend was however a significant part of the 2014-2015 baseline figure (over £1700). If the figures are adjusted to reflect that the Aberdeen Art

Gallery was not trading then the 2015-2016 Fairtrade spend is slightly above the previous year.

### 5.3 Notable Actions in support of Fairtrade 2015-2016

This report also lists actions undertaken in support of Fairtrade throughout 2016. It includes the submission which was successfully put forward to the Fairtrade Foundation to renew Aberdeen's Fairtrade City status for the period December 2016 – December 2018 (see appendix 3).

- The Fairtrade City status was successfully renewed on 8<sup>th</sup> December 2016 for another two years (see Appendix 3).
- Secretariat support was given to six meetings of the Aberdeen Fairtrade Steering Group throughout the year.
- Fairtrade Fortnight was celebrated with a display of Fairtrade material in Marischal College and the support of a business networking event on-board a Northlink ferry.
- A Fairtrade category was added to the annual EcoCity Awards.
- Forty Aberdeen schools are registered in the national Fairtrade Schools Award scheme.
- The Fairtrade Schools Award is run nationally by the Fairtrade Foundation:
  - *FairAware* status has been achieved by Kingsford School. This first stage encourages schools to find out about Fairtrade activities already going on and learn about issues around Fairtrade. It includes two audits and a learning challenge.
  - *FairActive* status has been achieved by Ashley Road Primary, Bramble Bae School and Albyn School. This is the second stage in the Fairtrade Schools Award. The school sets up a Fairtrade Group, holds a Fairtrade Assembly, creates an action plan and takes on a Fairtrade challenge.
  - *FairAchievers* status has been achieved by St Josephs' Primary School and Manor Park. The final step in the Fairtrade Schools Award is FairAchiever; at this point the school has fully embedded Fairtrade into their daily life and work to raise awareness of Fairtrade in their local community.

- Local Fairtrade Organisational Pledges have additionally been made by Airyhall Primary, Bucksburn Academy, Manor Park School, Cornhill Primary, Scotstown Primary, Brimmond Primary and Ashley Road Primary.

This is a scheme run by Aberdeen City Council in support of the Aberdeen Fairtrade Steering Group. Local organisations can take their own pledge and receive a certificate.

Sixteen other local organisations have also pledged support together with 267 individual pledges.

## 6. IMPACT

### **Improving Customer Experience –**

Aberdeen City Council operates several retail outlets where it sells refreshments to its customers. It should provide an ethical and fairly-traded choice to its customers through its outlets.

The Aberdeen Fairtrade Steering Group is a customer and we should support them in their efforts to keep Aberdeen a Fairtrade City. The Fairtrade category of the EcoCity Awards will reward and promote the efforts of the people of Aberdeen in support of Fairtrade.

### **Improving Staff Experience –**

Aberdeen City Council operates several retail outlets where it sells refreshments to its employees. It should provide an ethical and fairly-traded choice to its employees through its outlets.

Many staff support Fairtrade themselves and would like to work for an employer which holds similar values.

### **Improving our use of Resources –**

Fairtrade City status recognises the good work being done by the people of Aberdeen in support of Fairtrade. The Council should support these efforts through its own purchasing power and influence. By buying fairly-traded products the Council demonstrates that it is conscious of wider resource issues beyond those just affecting Aberdeen.

### **Corporate -**

Aberdeen - The Smarter City vision states:

*‘At the centre of the vision lies the concept of 21st century sustainable living. This will require smarter connections both within Aberdeen and to the world beyond.’*

*‘We will challenge inequalities wherever they exist and bring our communities closer together.’*

*‘We will seek to develop a sense of community in Aberdeen based on principles of openness, fairness, reciprocity and responsibility.’*

The principles of sustainability, fairness and challenging inequalities are central to the Fairtrade movement.

The Local Outcome Improvement Plan 2016-26 states:

‘We are clear that our focus going forward is on helping disadvantaged families and communities to escape this cycle of deprivation by creating the conditions for prosperity.’

We should equally want this for other citizens and communities around the world.

Aberdeen City Council 5-year Business Plan 2013/14-2017/18 states: We will seek to develop a sense of community in Aberdeen based on principles of fairness, reciprocity and responsibility. The societal outcome of this is that ‘Aberdeen is a fair and equal city’.

Supporting Fairtrade extends these aspirations beyond our city boundaries.

**Public –**

It was considered that the Equality and Human Rights Impact Assessment (EHRIA) and Privacy Impact Assessment (PIA) were not required during completion of this report.

7. MANAGEMENT OF RISK

There is a reputational risk for the Council if it does not support the Fairtrade City status through its procurements. This reputational risk will be reduced if the Council has a Fairtrade Resolution, purchases Fairtrade products and publicly reports on progress.

There is also an opportunity risk where the Council has an opportunity to promote itself and showcase its Fairtrade and ethical principles.

8. BACKGROUND PAPERS

‘Aberdeen –the Smarter City’

<http://thezone/nmsruntime/saveasdialog.asp?IID=23838&sID=8987>

The Local Outcome Improvement Plan 2016-26

<http://thezone/nmsruntime/saveasdialog.asp?IID=38474&sID=12548>

Aberdeen City Council 5-year Business Plan 2013/14-2017/18

<http://thezone/nmsruntime/saveasdialog.asp?IID=25372&sID=8695>

Procurement Guidance Note 10 issued by Commercial & Procurement Services.

<http://thezone/cg/Commercial & Procurement Services/CPS Procurement Guidance Notes.asp>

9. REPORT AUTHOR DETAILS

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**Fairtrade Resolution 2015**

Aberdeen City Council as an important consumer and opinion leader, should research, develop, and support the promotion and purchase of foods, drinks and other items with the FAIRTRADE Mark, or equivalent, as part of its commitment to 'Aberdeen- the Smarter City'; in pursuit of sustainable development; and to give marginalised producers a fair deal.

Aberdeen City Council aims to be recognised by the residents and business community of Aberdeen, suppliers, employees and other local authorities, as a council that actively supports and promotes Fairtrade by increasing the use of products with the FAIRTRADE Mark, or equivalent.

Aberdeen City Council resolves to support the activities of the Aberdeen Fairtrade Steering Group in striving to maintain Fairtrade status for Aberdeen through the Aberdeen Fairtrade Steering Group's Action Plan.

The Council is committed to:

- Widely offer FAIRTRADE Marked, or equivalent, food and drink internally and make it available for internal meetings.
- To specify Fairtrade goods, or equivalent, in Council contracts, including office catering, vending machines and public outlets, wherever possible.
- Promote the FAIRTRADE Mark internally to staff and in refreshment areas and promote the Fairtrade City initiative in internal communications and external newsletters.
- Support the Aberdeen Fairtrade Steering Group in its efforts to continually renew Fairtrade City status, organise events and promote Fairtrade especially during national Fairtrade Fortnight.
- Report on the progress of this Fairtrade resolution annually to committee.

**Approved by the Finance, Policy and Resources Committee on 18th February 2015**



## Fairtrade Resolution 2017

Aberdeen City Council as an important consumer and opinion leader, should research, develop, and support the promotion and purchase of foods, drinks and other items **which are fairly-traded and ethically sourced**, with the FAIRTRADE Mark, or equivalent, as part of its commitment to ‘Aberdeen- the Smarter City’; in pursuit of sustainable development; and to give marginalised producers a fair deal.

Aberdeen City Council aims to be recognised by the residents and business community of Aberdeen, suppliers, employees and other local authorities, as a council that actively supports and promotes Fairtrade by increasing the use of products **which are fairly-traded and ethically sourced**, with the FAIRTRADE Mark, or equivalent.

*Aberdeen City Council is committed to:*

- Widely offer **fairly-traded and ethically sourced**, FAIRTRADE Marked, or equivalent, food and drink internally and make it available for internal meetings.
- To specify **fairly-traded and ethically sourced goods**, FAIRTRADE Marked or equivalent, in Council contracts, including office catering, vending machines and public outlets, wherever possible.
- Promote **fairly-traded and ethically sourced goods** and the FAIRTRADE Mark internally to staff and in refreshment areas and promote the Fairtrade City initiative in internal communications and external newsletters especially during national Fairtrade Fortnight.
- **Support the activities of the Aberdeen Fairtrade Steering Group (AFSG) in striving to maintain Fairtrade City status for Aberdeen through the implementation of the AFSG Action Plan.**
- **Nominate a person from ACC to attend AFSG meetings and oversee ACC’s implementation of this Fairtrade resolution.**
- Report on the progress of this Fairtrade resolution annually to committee.

### **Appendix 3:**

#### **The Submission by the Aberdeen Fairtrade Steering Group to the Fairtrade Foundation in order to renew Aberdeen's Fairtrade City status.**

The Aberdeen Fairtrade Steering Group (AFSG) remains an active group with a core membership of committed volunteers. There have been challenges to engage with new audiences over the last two years, however the appointment of a flagship employer, Northlink Ferries, has proved to be a catalyst to achieving rather more than had been set out in the last action plan. Despite challenges, which are no doubt shared with activist groups throughout the country, the AFSG has successfully reached out to a range of new organisations and it feels that there is a potential to reach out further.

Here is a selection of what has been achieved between November 2014 and October 2016:

- Increased local pledges since November 2014. The Aberdeen Fairtrade Pledge scheme has received 249 individual pledges, 7 school pledges and 15 business / organisational pledges.
- Northlink Ferries was appointed the Flagship Employer in January 2015.
- Fairtrade Fortnight 2015 was celebrated with visiting speakers around the topic of Fairtrade cotton. The community event during Fairtrade Fortnight in 2015 introduced Koolskools, a Fairtrade cotton importer, and a visiting cotton producer. The connections made from this event led to Northlink Ferries and St Josephs' Primary School buying Fairtrade cotton uniforms. The University of Aberdeen Centre for Global Development and several other university societies have also purchased Fairtrade corporate clothing and three other schools are also investigating Fairtrade uniforms.
- Aberdeen City Council (ACC) approved its Fairtrade Resolution 2015 at its Finance, Policy and Resources Committee and established a baseline of its own Fairtrade purchases to report against annually.
- ACC ran the 90kg rice challenge internally during Fairtrade Fortnight 2015.
- The University of Aberdeen ran a programme of events throughout each Fairtrade Fortnight.
- Aberdeen University staff and students engaged directly with Albyn School in two sessions and encouraged their involvement.
- Aberdeen for a Fairer World identified funding to re-employ a staff member to work on promoting Fairtrade. This has had implications for closer working and the development of co-ordinated activity.
- Aberdeen for a Fairer World delivered four CPD sessions to 45 school teachers to encourage them to take action for Fairtrade.

- The knitted character 'Effie' successfully engaged with 1500 people on Facebook.
- Northlink Ferries collected an award in November 2015 from the Scottish Fairtrade Forum for its work with the AFSG and the fairtrade campaigns on Orkney and Shetland.
- Aberdeen City Council assisted Aberdeen for a Fairer World in its procurement of a Fairtrade Tricycle.
- The AFSG organised a business networking event on-board a Northlink ferry during Fairtrade Fortnight 2016 for which it won the Highly Commended Award from the Fairtrade Foundation.
- The Co-operative, Bon Accord Care and a Trades Union representative joined the Aberdeen Fairtrade Steering Group (AFSG) during 2016.
- Aberdeen City Council oversaw a student placement in March 2016 for three Robert Gordon University students to research how Fairtrade could be better promoted to local businesses.
- Two elected members joined the Aberdeen Fairtrade Steering Group in 2016.
- Aberdeen for a Fairer World oversaw the development of a Fairtrade pop-up shop before Christmas 2015 and again during Fairtrade Fortnight 2016 in the Central Library.
- The Soroptimists lobbied local and national politicians to support the re-establishment of a Fairtrade shop in Aberdeen.
- Aberdeen for a Fairer World (AFW) has overseen the opening of a Fairtrade Shop in temporary premises on Union Street, coordinating volunteers, stock and publicity, which successfully ran for four months.
- A representative from AFSG attended the Aberdeenshire Zone Fairtrade Steering Group meeting and they in turn will be invited to AFSG meetings in the future.
- A Fairtrade category was added to the annual Aberdeen EcoCity Awards for 2016, organised by the ACC Environmental Policy Team, to recognise the efforts of local individuals and organisations. The Soroptimists and the AFSG sponsored the category.

## **Action Plan for the coming two years:**

Please note, ongoing activity is required from the Council (developing Goal 1) and there must be a Steering Group that meets regularly to ensure progress and continued commitment to the campaign (Goal 5). We strongly recommend that the Steering Group also sets themselves at least one aim to develop activities around Goal 2 (Retail and catering outlets), Goal 3 (community involvement, including workplaces, places of worship, educational establishments and other community organisations) and Goal 4 (events and media coverage). Your group knows what will have the greatest impact locally and what works in your community. Be brave, be creative and be imaginative. We look forward to hearing your plans!

## Taking Goal 1 forward: Required

**The local council passes a resolution supporting Fairtrade, and agrees to serve Fairtrade products (for example, in meetings and in its offices and canteens)**

**A few questions to start the group thinking!** How will the steering group build on the relationship with the Council, developing action and support on the commitments made in the original resolution? Are there new ways the Council can use its buying power to benefit producers and workers in developing countries (for example, use of more Fairtrade products by council staff e.g. cotton uniforms or use in other places eg school canteens or libraries)? Are there different ways your council can support the work of the steering group and help increase awareness and understanding across the community?

**Overall aim or aims** (what do we want to achieve in the next two years?):

- Maintain and enhance the council support for Fairtrade, by building on the Fairtrade Resolution of 2015 and annually reporting on progress to committee.

**Planned activities** (what are we going to do to get there?):

- Investigate collaborative procurement opportunities with Aberdeenshire Council to procure Fairtrade items: for example a stock of Fairtrade footballs for schools.
- Work to strengthen the relationship with Aberdeenshire Council and the Aberdeenshire Fairtrade Zone.
- Work to bring more council staff to the AFSG meetings especially procurement staff, Beach Ballroom staff and representatives from the Communications team.
- Add information on Fairtrade to Elected Member induction training.

**Measuring success** (how will we measure progress?):

- Annual report to the appropriate council committee eg. Finance, Policy and Resources Committee.
- Increased procurement of Fairtrade items (demonstrated from 2015 baseline).
- Number of meetings which include other representatives from the Council.

## Taking Goal 2 forward: Recommended

**A range of Fairtrade products are readily available in the area's shops and served in local cafés/catering establishments.**

**A few questions to start the group thinking:** How does the campaign aim to increase the range and availability of Fairtrade locally and encourage businesses to make more of a commitment? Are there specific companies we want to influence and how will we make it easy for anyone to choose Fairtrade every time they shop or enjoy a coffee in town?

**Overall aim or aims** (what do we want to achieve in the next two years?):

- We aim to continue to promote the local pledge scheme.

**Planned activities** (what are we going to do to get there?):

- The Fairtrade Trike will bring Fairtrade products to people around Aberdeen.
- Encourage businesses to apply for the Fairtrade EcoCity Award each year through the Chamber of Commerce and other groups.
- Build on the experience of our Flagship Employer to inspire other businesses.

**Measuring success** (how will we measure progress?):

- Number of pledges made by businesses.
- Number of businesses represented on the AFSG.
- Number of businesses putting in a submission to the EcoCity Awards.
- Number of people spoken to when 'out and about' on the Fairtrade Trike.

## Taking Goal 3 forward: Recommended

**Local work places and community organisations (places of worship, schools, universities, colleges and other community organisations) support Fairtrade and use Fairtrade products whenever possible. Populations over 100,000 will also need a flagship employer**

**A few questions to get the group thinking!** How will the campaign reach new work places and community organisations, encouraging them to make their own commitment to Fairtrade and get involved with the local campaign? Are there partners that could help the steering group reach and inspire new audiences or events and activities that could encourage more organisations to get involved, or take their involvement to the next level?

**Overall aim or aims** (what do we want to achieve in the next two years?):

- Broaden the range of organisations committed to Fairtrade, in part through continued promotion of the Aberdeen City Fairtrade pledge scheme and as a result of the AFSG's ongoing promotion of Fairtrade events and activities.

**Planned activities** (what are we going to do to get there?):

- Promotion of the Pledge scheme as part of all Fairtrade events and activities.
- Focussed activity to identify particular groups e.g. new school participation.
- Renewed efforts to engage Robert Gordon University and NE Scotland College.
- Renewed communication with church groups.
- Renewed communication with local community councils.
- A major Schools Event will be held on a Northlink Ferry for ten schools in

November 2016 to promote Fairtrade.

- Work with the Fairtrade Foundation to better understand which schools are active on their Fairtrade journey locally.

**Measuring success** (how will we measure progress?):

- Number of new organisational pledges.
- Number of schools participating in AFTSG / AFW events and activities.

## Taking Goal 4 forward: Recommended

**Events and media coverage raise awareness and understanding of Fairtrade across the community.**

**A few questions to get the group thinking!** What events do you want to organise over the coming two years? Are there any established community events that you want to make Fairtrade a part of? How will the campaign 'make a noise' through the local press, local newsletters and perhaps social media? How will your campaign spread the word over the coming two years?

**Overall aim or aims** (what do we want to achieve in the next two years.):

- Build on the success of the past two years with a particular focus on communicating the message beyond our existing supporters.

**Planned activities** (what are we going to do to get there):

- The Fairtrade Tricycle will be used at events, local parks and in shopping areas.
- Liaise with libraries to make use of noticeboards.
- Continue to update Facebook with the adventures of 'Effie' and have 'live appearances' in cafes.
- Showcase the publicity benefits that organisations have achieved as a result of supporting Fairtrade, eg Northlink Ferries.

**Measuring success** (how will we measure progress):

- Number of events attended.
- Number of people directly engaged with using the Fairtrade Trike.
- Number of hits to the 'Aberdeen Fairtrade' Facebook page.
- Number of hits to the Aberdeen for a Fairer World social media accounts.

## Taking Goal 5 forward: Required

A local Fairtrade steering group representing a range of local organisations and sectors meets regularly to ensure the Fairtrade Town continues to develop and gain support

Please give details of the current Steering Group (include a full list of present members with roles and any organisations they may represent):

Donna Clark, ATUC  
Claudia Cowie, Aberdeenshire Council  
Nigel Dower, Aberdeen for a Fairer World  
Councillor Lesley Dunbar, Elected Member ACC  
Jorge Espinola, Bon Accord Care  
Ian Forbes, Aberdeen for a Fairer World  
Sue Good (Chair)  
Sandy Highton, Sustainable Development Officer ACC (Secretary)  
Barbara Holligan, Co-operative  
Peter Hutchinson, Northlink Ferries  
Peter Kennedy, Co-operative  
Councillor Graeme Lawrence, Elected Member ACC  
Lewis Macleod, Aberdeen University students  
Anne McAlister, Soroptimists  
Fraser Lovie, University of Aberdeen  
Geraldine McNeill, Aberdeen for a Fairer World  
Steve Roberts, Aberdeen for a Fairer World  
Hannes Sundkvist, Aberdeen for a Fairer World

**A few questions to get the group thinking!** Does our group represent different sectors across the community? How could we recruit new members? Could we join forces or work with other Fairtrade Town Steering Groups close by? How can we work more closely with active schools, colleges, workplaces or businesses?

**Overall aim or aims** (what do we want to achieve in the next two years?):

Work to maintain the broad range of organisations currently represented on the AFSG and actively recruit new members to maintain a balance.

**Planned activities** (what are we going to do to get us there?):

Provide a broad spread of activities and information as shown above, for example:

- Promotion of the Pledge scheme as part of all Fairtrade events and activities.
- Focussed activity to identify particular groups e.g. new School participation.
- Renewed efforts to engage Robert Gordon University and NE Scotland College.
- Renewed communication with church groups.
- Renewed communication with local community councils.
- A major schools event will be held on a Northlink Ferry for ten schools in November 2016 to promote Fairtrade.

**Measuring success** (how will we measure progress?):

- Number of new pledges.
- Number of organisations participating in AFTSG / AFW events and activities

## And finally... Beyond the Five Goals!

Fairtrade Towns have come a long way since the core five goals were developed in 2001 and Steering Groups since then have come up with some amazing and inspired ways to take their campaign forward. If your group has a dream, an idea or activity that falls outside the core five goals but that you think will make a difference, make it part of your plan!

**Overall aim or aims** (what do we want to achieve in the future?):

- Investigate a long-term governance arrangement by discussing whether Aberdeen for a Fairer World (AFW) could become the parent organisation for the AFSG to ensure its long-term sustainability. AFW's status as a charitable organisation could open further opportunities.

**Planned activities** (what are we going to do to get us there?):

- A governance meeting has been planned to discuss the possible new arrangement.

**Measuring success** (how will we measure progress?):

New governance arrangement in place.

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