



BROMSGROVE DISTRICT COUNCIL

CABINET

WEDNESDAY 7TH APRIL 2010, AT 6.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

AGENDA

MEMBERS: Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), Dr. D. W. P. Booth JP, J. T. Duddy, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Cabinet held on 3rd March 2010 (Pages 1 - 8)
4. Minutes of the meeting of the Overview Board held on 2nd March 2010 (Pages 9 - 10)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
5. Minutes of the meeting of the Joint Overview and Scrutiny Board held on 9th March 2010 (Pages 11 - 16)
 - (a) to receive and note the minutes
 - (b) to consider any recommendations contained within the minutes
6. Minutes of the meeting of the Performance Management Board held on 15th March 2010 (Pages 17 - 20)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
7. Minutes of the meeting of the Audit Board held on 15th March 2010 (Pages 21 - 24)

- (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
8. Minutes of the meeting of the Scrutiny Board held on 23rd March 2010 (to follow) (Pages 25 - 26)
- (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
9. To receive verbal updates from the Leader and/or other Cabinet Members on any recent meetings attended in an ex-officio capacity (Pages 27 - 28)
10. Fairtrade Town (Pages 29 - 36)
11. Countywide Home Improvement Agency for Worcestershire - Progress on Delivery (Pages 37 - 48)
12. Council Plan 2010/2013 Part 2 (Pages 49 - 52)
13. Pre-application Planning Advice - Introduction of Charges (Pages 53 - 60)
14. Artrix - Restructuring of Operating Trust (Pages 61 - 66)
15. Improvement Plan Exception Report (February 2010) (Pages 67 - 78)
16. Performance Monitoring Report (February 2010) (Pages 79 - 82)
- Appendices For Agenda Item 10 - Fairtrade Town (Pages 83 - 144)
 - Appendices For Agenda Item 11 - Countywide Home Improvement Agency (Pages 145 - 168)
 - Appendix For Agenda Item 12 - Council Plan 2010/2013 Part 2 (Pages 169 - 228)
 - Appendices For Agenda Item 16 - Performance Monitoring Report (February 2010) (Pages 229 - 248)
17. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting
18. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

"RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraph of that part, being as set out below, and that it is in the public interest to do so:-

<u>Item No.</u>	<u>Paragraph</u>	
19	3	"

19. Write Off - Housing Benefit (Pages 249 - 254)

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

29th March 2010

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Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 3RD MARCH 2010, AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Chairman), G. N. Denaro (Vice-Chairman), J. T. Duddy, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP and M. J. A. Webb

Observers: Councillors Mrs. M. Bunker, D. L. Pardoe and C. B. Taylor.

Officers: Mr. K. Dicks, Ms. J. Pickering, Mr. H. Bennett, Mrs. C. Felton, Mr. J. Godwin, Mr. A. Coel and Ms. R. Cole.

156/09 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dr. D. W. P. Booth JP, R. D. Smith and P.J. Whittaker.

157/09 DECLARATIONS OF INTEREST

Councillor Mrs. M. A. Sherrey JP declared a personal and prejudicial interest during the discussion on Agenda item 6 (Performance Management Board Minute 77/09 (Annual Artrix Performance Report)) as a member of the Bromsgrove Arts Centre Operating Trust and left the meeting during the consideration of the item.

158/09 MINUTES

The minutes of the meeting of the Cabinet held on 3rd February 2010 were submitted.

RESOLVED that the minutes be approved as a correct record.

159/09 OVERVIEW BOARD

The minutes of the meeting of the Overview Board held on 2nd February 2010 were submitted.

RESOLVED that the minutes be noted.

160/09 SCRUTINY BOARD

The minutes of the meeting of the Scrutiny Board held on 25th February 2010 were submitted.

There was discussion on Minute No 66/09 relating to the Climate Change Presentation and the recommendation that the Council sign up to the 10:10 campaign which aimed to reduce CO2 emissions by 10% in one year. It was accepted that in signing up to the campaign the Council was able to commit to a reduction of a 2% reduction and that this would signal the Council's aspiration to reduce emissions further through the Climate Change Strategy which was being developed at present.

RESOLVED:

- (a) that the recommendation contained at Minute No 66/09 relating to Climate Change be approved, on the basis that when the Council's Climate Change Strategy is approved, a press release be issued to include details of the Council's participation in the 10:10 Campaign;
- (b) that the remainder of the minutes be noted.

161/09 **PERFORMANCE MANAGEMENT BOARD**

The Minutes of the meeting of the Performance Management Board held on 15th February 2010 were submitted.

It was noted that in relation to Minute No 77/09 (Annual Artrix Performance Report), the Board had raised concerns regarding the potential for disturbances of performances taking place at the Artrix from vehicles travelling from the proposed Blue Light Campus. The concern was noted and the Director of Policy, Performance and Partnerships confirmed he had already raised the issue with the Executive Director (Planning, Regeneration, Regulatory and Housing) for consideration at the Town Centre Steering Group.

RESOLVED that the minutes be noted.

162/09 **SHARED SERVICES BOARD**

The minutes of the meeting of the Shared Services Board held on 1st March 2010 were submitted.

RESOLVED that the minutes be noted.

163/09 **VERBAL UPDATES FROM THE LEADER AND/OR OTHER CABINET MEMBERS ON ANY RECENT MEETINGS ATTENDED IN AN EX-OFFICIO CAPACITY**

There were no updates on this occasion.

164/09 **OLDER PEOPLE TASK GROUP REPORT**

The Cabinet considered the report of the Overview Board Task Group on issues relating to Older People. The Leader welcomed Councillor Mrs. M. Bunker, Chairman of the Task Group to the meeting. Councillor Mrs. Bunker briefly introduced the report and presented the recommendations from the Task Group and these were then considered in detail by the Cabinet.

It was recognised that the Sustainable Community Strategy and the Council Plan included older people as a priority for the Council, particularly in view of the national and local trends and the need to prepare for an ageing population by “age-proofing” services.

It was noted that a key recommendation was the production of an A to Z Directory of Services available for older people in the Bromsgrove District and that a budget had been allocated for this in the Medium Term Financial Plan. Members were informed that the County Council may now be considering the production of a similar publication but felt it was important that information specifically relating to Bromsgrove was readily available.

Following discussion it was

RESOLVED:

- (a) that recommendations 1 (a and b) relating to UK Older People’s Day be approved;
- (b) that recommendations 2 (a and b) relating to free swimming at the Dolphin Centre be approved;
- (c) that recommendation 3 relating to gym facilities at the Dolphin Centre be approved;
- (d) that recommendations 4 (a and b) relating to Community Transport Services (BURT) be approved;
- (e) that recommendation 5 relating to THE TRUNK be approved;
- (f) that recommendation 6 relating to the Older People’s Strategy for Worcestershire be approved;
- (g) that recommendations 7 (a and b) relating to the mapping exercise be approved. It was noted that whilst the Older People Theme Group was no longer in existence, the work would be undertaken across the other Local Strategic Partnership Groups and in conjunction with the Champion for Older People;
- (h) that recommendations 8 (a and b) relating to an A – Z Directory of services for older people be approved;
- (i) that recommendations 9 (a and b) relating to Information Management be approved;
- (j) that recommendation 10 relating to Older People’s Champions be approved;
- (k) that recommendation 11 relating to the Older People’s Housing Strategy for Worcestershire be approved;
- (l) that in relation to recommendation 12 relating to Housing, the desire to ensure there is an appropriate housing mix in the District and that older people’s needs are catered for be endorsed, but that the limitations on the Council’s ability to achieve this be recognised and the Portfolio Holder, the Strategic Housing Manager and the Strategic Planning Manager be requested to ensure that all appropriate steps be taken to achieve the aim of the recommendation;
- (m) that recommendation 13 relating to the Lifeline Service be approved;
- (n) that recommendations 14 (a and b) relating to the Benefit Service be approved;

- (o) that recommendations 15 (a and b) relating to employment be approved;
- (p) that recommendation 16 relating to adult learning opportunities be approved;
- (q) that recommendation 17 relating to funding opportunities be approved;
- (r) that recommendation 18 relating to Worcestershire County Council Highways Department be approved and that this Council's representatives on the Highways Partnership Forum be requested to raise the issues with the Forum;
- (s) that recommendations 19 (a) to (e) relating to future vision be approved;
- (t) that recommendation 20 relating to the Older People's Strategy for Worcestershire – Phase 2 be approved.

Following consideration of the recommendations, the Leader thanked the Task Group for its hard work and for the production of an excellent report.

165/09 **BROMSGROVE ROVERS FC/VICTORIA GROUND UPDATE**

The Cabinet considered a report on the current situation regarding Bromsgrove Rovers Football Club Limited which was now in administration, and in particular the lease of the Victoria Ground, together with future lease implications for the site. Members raised issues relating to some of the practicalities involved and following discussion it was

RESOLVED:

- (a) that the position relating to the current lease of the Victoria Ground be noted;
- (b) that it be noted that officers are working on changing the conditions on which the Council holds the Victoria Ground; and
- (c) that officers be requested to seek expressions of interest for the lease of the Victoria Ground to ensure that the Council's community objectives and priorities are met and sustained.

166/09 **BROMSGROVE LOW COST HOUSING SCHEME**

Consideration was given to a report regarding the Council's Low Cost Housing Scheme. The report referred to the current low demand for the properties and suggested this could be addressed through the extension of the current eligibility criteria, together with revised methods of marketing the scheme and the available properties.

RESOLVED:

- (a) that the eligibility criteria for the Low Cost Housing Scheme be extended to align with the local connection criteria for the Housing Register to include applicants who are employed in the Bromsgrove District and to those who have family already resident in the District;
- (b) that the Low Cost re-sale properties be marketed by way of the advertising opportunity available through the Home Choice Plus, Choice Based Lettings Scheme.

167/09 **SUPPORTING PEOPLE STRATEGY FOR WORCESTERSHIRE 2010/2013**

Consideration was given to the Supporting People Strategy 2010/2013 developed by the Worcestershire Supporting People Team. The Strategic Housing Manager reported that the period for submitting comments on the Strategy had been extended.

RESOLVED:

- (a) that the Supporting People Strategy for Worcestershire 2010/2013 be approved ;
- (b) that the Strategic Housing Manager in consultation with the Portfolio Holder be authorised to approve any further amendments arising from the extension of the period for comment on the Strategy.

168/09 **HOMELESSNESS GRANT FUNDING - OUTTURN FOR 2009/2010 AND PROPOSED USE FOR 2010/2011**

The Cabinet considered a report on Homelessness funding including the use of funding for 2009/2010 and an update on the proposed use of grant for homelessness preventative schemes for 2010/2011. Following discussion it was:

RESOLVED:

- (a) that the latest position on the homelessness prevention and support schemes funded through the Communities and Local Government Homelessness Grant (CLG) 2009/2010 be noted;
- (b) that the Council's performance in continuing to more than halve the use of temporary accommodation in advance of the Government's 2010 target date be noted;
- (c) that the schemes recommended by the Bromsgrove Homeless Strategy Steering Group as set out in section 7 of the report be approved and funded from the Council's CLG Homelessness Grant for 2010/2011 as detailed within that section; and
- (d) that the Strategic Housing Manager in consultation with the Portfolio Holder for Strategic Housing be authorised to allocate any under spend or make further adjustments necessary to ensure full utilisation of the grant allocation for 2010/2011 in support of existing or new schemes and to approve expenditure of the Non Tenure Specific Economic Recovery Fund.

169/09 **TREASURY MANAGEMENT STRATEGY AND INVESTMENT STRATEGY 2010/2011 TO 2012/2013**

Consideration was given to a report on a Treasury Management Strategy Statement and Investment Strategy 2010/2011 to 2012/2013. Following discussion it was

RECOMMENDED:

- (a) that the Treasury Management Strategy Statement and Investment Strategy 2010/2011 to 2012/2013, together with the prudential indicators set out in appendix B be approved;

- (b) that the Authorised Limit for borrowing be set at £6,500,000;
- (c) that the maximum level of investment to be held within each organisation be set at £3,000,000 subject to market conditions;
- (d) that the unlimited level for investment in Debt Management Account Deposit Facility be approved; and
- (e) that the Treasury Management Policy statement set out in appendix F be approved.

RESOLVED:

- (a) that it be noted that the Audit Board will be undertaking additional scrutiny of the Strategy during 2010/2011 to ensure the Council's investments are being managed in a risk free environment; and
- (b) that it be noted that Member training for Treasury Management will be incorporated into the Modern Councillor Programme and prioritised in accordance with other training needs.

170/09 **HARDSHIP RELIEF POLICY**

The Cabinet considered a report on the introduction of a National Non Domestic Rates Hardship Policy. Following discussion it was

RECOMMENDED:

- (a) that the National Non Domestic Rates Hardship Policy be approved; and
- (b) that the Council's Section 151 Officer be authorised to determine any applications in accordance with the Policy.

171/09 **IMPROVEMENT PLAN EXCEPTION REPORT (JANUARY 2010)**

Consideration was given to the Improvement Plan Exception report for January 2010 together with the corrective action being taken. Members requested that the basis of the figure given relating to suspended and reprogrammed actions be clarified in future reports.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception report together with the corrective action being taken be noted;
- (b) that it be noted that for the 83 actions highlighted for January within the plan 77.1 percent were on target (green), 3.6 percent were one month behind (amber) and 7.2 percent were over one month behind (red). In addition it was noted that 12.1 percent of actions had been reprogrammed or suspended with approval.

172/09 **PERFORMANCE REPORT (JANUARY 2010)**

The Cabinet considered a report on the Council's performance as at 31st January 2010 (period 10). It was noted that some of the indicators had inevitably been influenced by the recent bad weather conditions.

RESOLVED:

- (a) that it be noted that 37 percent of Performance Indicators were stable or improving;
- (b) that it be noted that 65 percent of Performance Indicators that had a target were meeting their target as at the month end and 85 percent were projected to meet their target at the year end;
- (c) that the performance figures for January 2010 as set out in the report be noted;
- (d) that the particular areas of improvement as set out in section 3.5 of the report be noted;
- (e) that the areas of concern as set out in section 3.6 of the report be noted.

173/09 **LOCAL GOVERNMENT ACT 1972**

RESOLVED that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the item of business the subject of the following minute on the grounds that it involves the likely disclosure of "Exempt Information" as defined in part 1 of schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below and that it is in the public interest to do so.

Minute No.
174/09

Paragraph
3

174/09 **WRITE OFFS REPORT - COUNCIL TAX AND BUSINESS RATES**

The Cabinet considered a report on a request to write off a number of debts in relation to Council Tax and Business Rates.

RESOLVED that the Council Tax and Business Rates debts listed in the appendix to the report be written off as irrecoverable in accordance with the Council's Write Off Policy.

The meeting closed at 8.22 p.m.

Chairman

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Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW BOARD

TUESDAY, 2ND MARCH 2010 AT 6.00 P.M.

PRESENT: Councillors S. R. Colella (Chairman), Mrs. M. Bunker (Vice-Chairman), Mrs. J. M. L. A. Griffiths, D. L. Pardoe, Mrs. C. J. Spencer and L. J. Turner

Officers: Mr. H. Bennett, Mrs. S. Sellers, Mr. M. Carr and Ms. A. Scarce

52/09 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

53/09 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

No declarations of interest or whipping arrangements were received.

54/09 **MINUTES**

The minutes of the meeting of the Overview Board held on 2nd February 2010 were submitted.

RESOLVED that the minutes be confirmed as a correct record.

55/09 **VERBAL UPDATE ON PROGRESS OF COMMUNITY INVOLVEMENT IN LOCAL DEMOCRACY TASK GROUP (TASK GROUP CHAIRMAN: COUNCILLOR L. J. TURNER)**

The Chairman of the Community Involvement in Local Democracy Task Group provided the Board with a comprehensive list of the witnesses the Task Group had either interviewed or received presentations from to date, including:

- Customer First Manager
- Senior Corporate Policy and Performance Officers
- Elections Manager
- Equality Officer
- Committee Services Officer
- IT Manager

Members were also provided with details of the planned future meetings and it was confirmed that a press release had been issued inviting members of the public to share their views on the subject. The Chairman confirmed that the Task Group was on a tight schedule which had resulted in a lot of meetings in a very short space of time.

The Board noted that there had been disappointing Member attendance at several of the meetings and a general discussion followed covering the following points:

- Lack of Member volunteers
- The number of Task Groups
- The good quality work produced by Task Groups
- More detailed Work Programme planning
- Lessons learnt

The Board asked the Chairman of the Community Involvement in Local Democracy Task Group if it had planned to look at petition procedures and Calls for Action. The Chairman confirmed that this would be included in the work of the Task Group and Officers advised that they were working on a formal procedure for the presentation of petitions.

56/09 **FORWARD PLAN OF KEY DECISIONS**

The Board considered the Forward Plan of Key Decisions 1st March to 30th June 2010 and discussed the Countywide Home Improvement Agency for Worcestershire (Progress on Delivery) and the County Wide Housing Strategy for Worcestershire in detail. Following this discussion it was

RESOLVED that the Strategic Housing Manager be asked to provide a report on the Countywide Home Improvement Agency and the County Wide Housing Strategy and present it to the Overview Board, together with the Portfolio Holder for Strategic Housing, Environment and Climate Change.

57/09 **WORK PROGRAMME**

The Board were informed that the Work Programme had been amended in order to provide Members with more detail on each item that was to be considered at future Board meetings. Officers agreed to update the Work Programme with the details of the new Heads of Service. It was also noted that the Anti-Social Behaviour and Alcohol Free Zones Task Group would be reviewed in March 2010. Officers confirmed that the Task Group Members would be contacted shortly.

RESOLVED that the Overview Board Work Programme be noted.

The meeting closed at 6.40 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE JOINT OVERVIEW AND SCRUTINY BOARD

TUESDAY, 9TH MARCH 2010 AT 6.00 P.M.

PRESENT: Councillors S. R. Colella (Chairman), D. L. Pardoe (Vice-Chairman), A. N. Blagg, Mrs. M. Bunker, R. J. Deeming, Mrs. R. L. Dent, Mrs. J. M. L. A. Griffiths, S. R. Peters, C. B. Taylor and C. J. Tidmarsh

Officers: Ms. J. Pickering, Mrs. A. Heighway, Mrs. S. Sellers, Mr. C. Santoriello-Smith, Mr. M. Carr and Mrs. A. Scarce

21/09 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J. D. Luck, Mrs. C. J. Spencer and L. J. Turner.

22/09 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

Councillor S. R. Peters declared an interest in the Worcestershire Hub Joint Scrutiny Committee in view of the fact that he was a Member of an Overview and Scrutiny Committee at Worcestershire County Council that was considering the matter.

23/09 **MINUTES**

The minutes of the meeting of the Joint Overview and Scrutiny Board held on 19th January 2010 were submitted.

RESOLVED that the minutes of the Joint Overview and Scrutiny Board be approved as a correct record.

24/09 **BROMSGROVE COMMUNITY SAFETY PARTNERSHIP - PRESENTATION**

The Chairman drew Members' attention to the resolutions of the Board on 1st December 2009. These included that the Chairman of the Joint Overview and Scrutiny Board (JOSB) meet with a representative from the Bromsgrove Community Safety Partnership (BCSP), to discuss the approach for the scrutiny of crime and disorder in line with statutory requirements and that any proposed protocol be submitted to the Joint Overview and Scrutiny Board and the BCSP for formal approval.

He reported that he had met with the Chairman of the BCSP and officers to discuss the approach. It had been agreed that a presentation from the Head of Community Services on the role of the BCSP and its responsibilities would be a good introduction for Members of the Board. He reminded the Board that

there was a need to identify and consider the strategic level issues for the BCSP and crime and disorder in Bromsgrove.

Ms. A. Heighway, Head of Community Services, provided the Board with a presentation on the BCSP (also known as the Crime and Disorder Reduction Partnership) and its responsibilities. She provided the Board with the background of what community safety partnerships are and why they came into existence. She briefed Members on the requirements of Section 17 of the Crime and Disorder Act 1998, which first established the requirements for partnerships between the police, local authorities, probation service, health authorities, the voluntary sector, and local residents and businesses, to reduce crime and disorder. Section 17 placed a statutory duty on police and local authorities to develop and implement a strategy to tackle problems in their area. BCSP was established in August 1998.

Members were informed that Section 5 (1-3) of the Crime and Disorder Act 1998 defined responsible authorities as: local and county level authorities, the police, the Metropolitan Police Authority, the Fire and Rescue Authority, and the Primary Care Trust.

The Head of Community Services explained that responsible authorities were also required to work with other 'co-operating bodies', including: the Probation Board, parish councils, NHS Trusts, NHS Foundation Trusts, governing bodies of schools, proprietors of independent schools, governing bodies within further education sector, social landlords and other partners invited to participate.

The BCSP also worked in partnership with a range of local private, voluntary and other public and community groups such as Neighbourhood Watch scheme representatives, the Environment Agency, bodies established to promote retail business, voluntary organisations (e.g. youth work) and drug and alcohol action teams.

It was noted that the members of the BCSP were:

- Hereford and Worcester Fire and Rescue Service,
- Herefordshire and Worcestershire Youth Offending Service,
- Bromsgrove District Council,
- Bromsgrove Neighbourhood Watch,
- West Mercia Police,
- West Mercia Police Authority,
- West Mercia Probation Trust,
- Worcestershire County Council,
- Worcestershire Drug and Alcohol Action Team,
- Worcestershire Primary Care Trust.

Examples of the relevant local authority departments involved, included Worcestershire County Council Education, Social Services, Highways, Trading Standards, transport departments, and Planning, Housing, Environmental Services, Environmental Health, Licensing/public entertainment departments at District Council level.

The Head of Community Services also outlined the statutory objectives for Section 17. These were:

- To place ownership and responsibility for crime reduction beyond the police and on to a range of agencies.
- To make it a statutory responsibility to ensure that crime and disorder (etc) is given the same importance in the decision making process as other statutory responsibilities.
- To encourage local authorities to think creatively about crime and disorder reduction strategies.

The new responsibilities for crime and disorder partnerships were also outlined. The Police and Crime Act 2009, which received royal assent in November 2009, had resulted in 3 key changes to Section 17 for CDRPs:

- 1) partnerships would have a statutory duty to reduce re-offending,
- 2) the Probation Service would change in legal status from a co-operating body to a responsible body, and
- 3) responsible authorities would extend Section 17 duties to include routinely reducing re-offending.

The new duties were expected to come into force in April 2010. In response to a query as to whether extra funding would be provided from central Government for the new responsibilities; none was expected. In response to a query as to what would happen if the responsible authorities were unable to achieve the targets for reducing re-offending and if there were any penalties, the Head of Community Services responded that this was not known but that it was expected that pressure would be brought to bear by some means to meet the new duties. A Member queried if there were some areas, such as homelessness, that the responsible authorities might not be able to change and therefore impede their ability to meet the targets. The Head of Community Services explained that the responsible authorities may, for example, be expected to support offenders to prevent the cycle of homelessness and crime and there was a link between the homelessness and re-offending.

The Head of Community Services provided examples of the types of work undertaken by crime and disorder partnerships in different fields. In Housing this included crime prevention training, tenancy enforcement, through Neighbourhood Wardens and tackling hate crime. In Planning this included consultation with the police on planning applications. In Environmental Services this included removal of refuse and abandoned vehicles and the regulation of pub licences. In Education Services this included supporting children affected by domestic violence targeted work with persistent truants and excluded pupils.

The Head of Community Services explained the structure of BCSP (see diagram at Appendix 1). The Strategic Board provided leadership and agreed the priorities of the partnership.

It was reported that the BCSP met quarterly, with the following scheduled meeting dates in 2010:

- 24th March

- 23rd June
- 20th October
- 15th December

The Board was informed that the Operational Tasking Group met monthly on the first Wednesday of every month and that it provided operational support, drove activities, monitored performance, facilitated information sharing and identified common issues. The meetings were not held in public, as there may be sensitive issues being discussed, but CSPs were expected to find ways to engage with the public. The PACT meetings had been very effective at the beginning of the process but had possibly become less effective. The Head of Community Services explained that the Portfolio Holder was the link back to elected Members of the Council.

The Head of Community Services explained the funding arrangements for the BCSP. Funding was provided through an Area Based Grant via the Worcestershire Partnership and partner agency contributions. Spending by the BCSP contributed to projects that support delivery of the BCSP priorities.

Mr. C. Santoriello-Smith, the Senior Community Safety Project Officer, provided the Board with examples of projects delivered through the BCSP, including Community Action Days and the "Adopt a Box" scheme to tackle graffiti on utility company boxes in the street. He also advised that the 2010-2011 Partnership Plan would be published in April 2010 and that this may be useful to inform the work of the Board.

The Head of Community Services invited Members of the Board to attend a meeting of BCSP to gain a better understanding of its work. Members of the Board suggested that they would also like to receive an update from the Chairman of the BCSP at a future meeting.

The Chairman thanked the Head of Community Safety and the Senior Community Safety Project Officer for the presentation.

RESOLVED:

- (a) that the Chairman of the Bromsgrove Community Safety Partnership be asked to attend the next meeting of the Joint Overview and Scrutiny Board; and
- (b) that the Portfolio Holder for Community Safety be formally requested to attend all future meetings of the Joint Overview and Scrutiny Board.

25/09 **WORK PROGRAMME**

The future work programme for the Board was discussed. As there were only two meetings currently scheduled in the Council Calendar of meetings, which were to discuss the annual budget setting reports, the Board was asked to consider the number of meetings required for the next municipal year. It was suggested that four extra meetings should be scheduled around the BCSP meeting dates provided by the Head of Community Services and that the first meeting should be in June 2010. The Scrutiny Officer said that he would inform Members of the Board of the new meeting dates once they had been

scheduled in the Council Calendar.

RESOLVED that the Joint Overview and Scrutiny Board Work Programme be updated and that four additional meeting dates be scheduled.

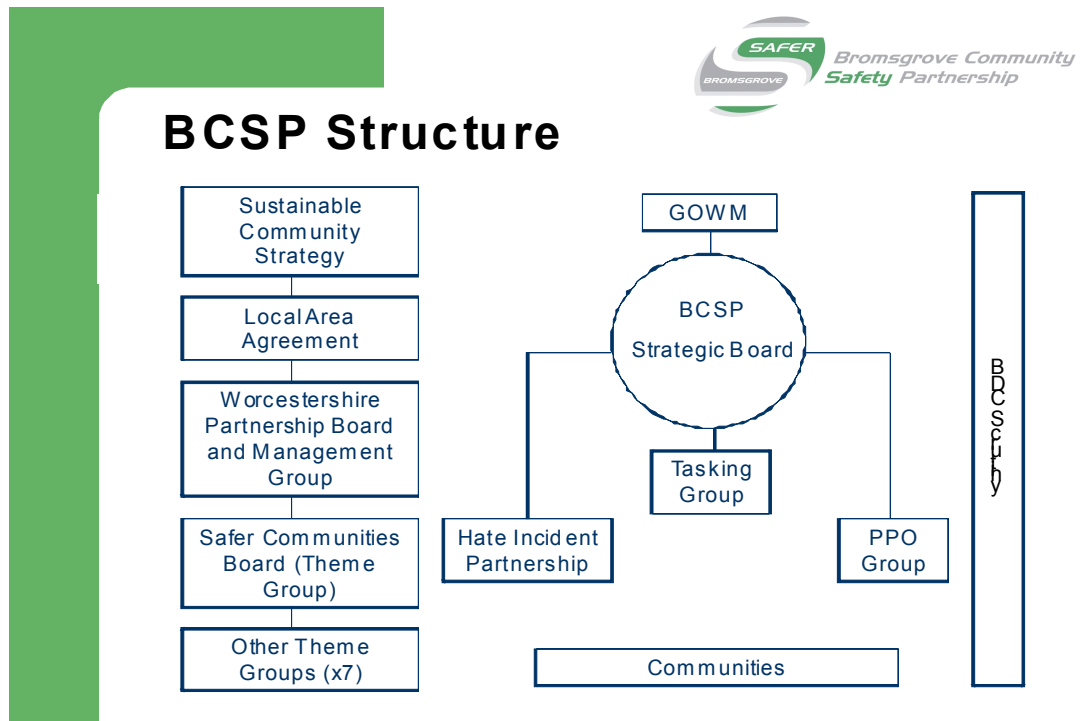
26/09 **VERBAL UPDATE ON PROGRESS OF THE WORCESTERSHIRE HUB JOINT SCRUTINY TASK GROUP (COUNCILLOR C. B. TAYLOR)**

Councillor C. B. Taylor provided the Board with an update on the progress of the Worcestershire Hub Joint Scrutiny Task Group. He spoke about a presentation delivered to the Joint Scrutiny Task Group and Members asked if a copy of this could be distributed for information.

The meeting closed at 8.00 p.m.

Chairman

APPENDIX 1



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Agenda Item 6

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 15TH MARCH 2010, AT 6.00 P.M.

PRESENT: Councillors C. B. Taylor (Chairman), Mrs. M. Bunker (Vice-Chairman), Mrs. A. E. Doyle, Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

Observers: Councillor G. N. Denaro

Officers: Mr. H. Bennett, Ms. J. Pickering and Ms. A. Scarce

85/08 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors S. R. Colella and L. J. Turner.

86/08 DECLARATIONS OF INTEREST

No declarations of interest were received.

87/08 MINUTES

The minutes of the Performance Management Board meeting held on 15th February 2010 were submitted.

RESOLVED subject to the request for a customer satisfaction indicator for DFGs to be included in the Minute No. 76/09, the minutes be approved as a correct record.

88/08 TRAINING ON VALUE FOR MONEY

The Board were advised by the Executive Director (Finance & Corporate Resources) that the Council was currently looking at the integration of the Financial Plan, efficiencies and transactional measures and explained what Value Form Money (VFM) meant to the Council, residents' expectations and the need for residents to see that the Council was providing VFM.

The Executive Director (Finance & Corporate Resources) gave background information on the Audit Commission rating system for VFM and advised that the Council was currently rated 2 out of 4, the highest rating being 4 and was hoping to progress to 3 at the next inspection. Examples were given of other authorities who had received high ratings, including authorities who were also moving towards Shared Services. The Executive Director (Finance & Corporate Resources) confirmed that this rating was based on information

provided for 2008/09 and therefore many of the issues raised had already been addressed.

The Executive Director (Finance & Corporate Resources) gave information on, and Members discussed, the following items which had been raised by the Audit Commission:

- Customer Services and identifying customer priorities
- Managing capital programme
- Improving procurement
- Identifying efficiencies
- Options and identifying these
- Comparisons with other authorities

Members discussed how the Council was not good at publishing success stories and the Director of Policy, Performance and Partnerships agreed that the Council could make better, more positive use of the media. This could be done by reviewing the current Communications Planner and planning further ahead what the Council was able to communicate to the public and what opportunities the Council had available to promote these. It was confirmed that this was being considered as part of the Scrutiny Task Group, Improving Residents' Satisfaction, as a recommendation.

The Executive Director (Finance & Corporate Resources) advised that a trend analysis would be prepared to measure a number of areas per department with red, amber and green indicators to pick up key issues to enable the Council to monitor these.

Members then discussed residents' negative perception of the Council and how it would be possible to turn this view around. The Director of Policy, Performance and Partnerships advised that the Council needed to continue the promotion of services through such schemes as the Budget Jury and U Decide and also more positive publicity through the local media about what the Council were doing, either by articles in the press or via "wrap rounds" providing information on specific topics. The Council had already begun to work towards this by producing the Older Peoples Directory and Members discussed the possibility of using the Council website to reach a wider audience for the Budget Jury. Members shared the view that this would be a continual process year on year in order to show residents that the Council Tax they paid was well spent and value for money.

89/08 **IMPROVEMENT PLAN EXCEPTION REPORT (JANUARY 2010)**

The Board considered the Improvement Plan Exception Report for January 2010 and Members noted that the Executive Director (Planning & Regeneration, Housing Services) would attend a meeting on 24th March in respect of the Railway Station's revised design and costings. The purchase of the oil depot by Network Rail was also noted. Members shared their concerns over the potential for street parking and the introduction of a civil parking enforcement scheme. The Director of Policy, Performance and Partnerships

reminded Members that this would be considered at the Overview Board meeting on 30th March 2010.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective action being taken be noted; and
- (b) that it be noted that for the 83 actions highlighted for December within the plan 78.3% of the Improvement Plan is on target (green), 2.4% is one month behind (amber) and 4.8% is over one month behind (red). 14.5% of actions have been reprogrammed or suspended with approval.

90/08 **PERFORMANCE REPORT (JANUARY 2010)**

The Board considered the report on the Council's performance as at 31st January 2010. The Director of Policy, Performance and Partnerships advised that although the percentage of performance indicators that were stable or improving was lower than usual, it was not a cause for concern, and was expected to return to a higher figure next month.

Members discussed the following points:

- The number of domestic burglaries
- Number of attendances at arts events
- Town Centre car park useage
- Number of complaints
- Average speed of answered calls at the Customer Service Centre

The Director of Policy, Performance and Partnerships advised Members that sickness absence had remained at the same low level for the fifth consecutive month, which confirmed excellent progress had been made in this area.

RESOLVED:

- (a) that it be noted that 37% of performance indicators are stable or improving;
- (b) that it be noted that 65% of performance indicators that have a target are meeting their target as at the month end and 85% are projected to meet their target at the year end;
- (c) that the performance figures for January 2010 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as summarised in section 3.5 of the report be noted; and
- (e) that the areas of concern as set out in section 3.6 be noted.

The meeting closed at 7.15 p.m.

Chairman

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE AUDIT BOARD

MONDAY, 15TH MARCH 2010 AT 6.00 P.M.

PRESENT: Councillors S. R. Peters (Chairman), D. Hancox, D. McGrath,
C. R. Scurrall (during Minute Nos. 35/09 to 43/09) and E. C. Tibby

Also in attendance: Ms. L. Cave, Audit Commission (during Minute Nos.
35/09 to 39/09), Ms. J. Hill, Audit Commission (during Minutes Nos. 35/09
to 45/09)

Observers: Councillor G. N. Denaro, Portfolio Holder for Resources

Officers: Ms. J. Pickering, Mrs. D. Randall, Ms. M. Wall and Ms. P. Ross

35/09 **APOLOGIES**

Apologies for absence were received from Councillors B. Lewis F.CMI and
Ms. H. J. Jones.

36/09 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

37/09 **MINUTES**

The minutes of the meeting of the Audit Board held on 14th December 2009
were submitted.

RESOLVED that the minutes be approved as a correct record.

38/09 **ANNUAL AUDIT AND INSPECTION LETTER 2008/2009**

The Chairman welcomed Ms. L. Cave, District Auditor and Ms. J. Hill, Audit
Manager with the Audit Commission. Ms. L. Cave presented the Annual Audit
and Inspection letter 2008/2009.

On presenting the report Ms. Cave included an overall summary of the Audit
Commission's assessment of the Council, highlighting that it was the first year
the Council had been assessed using the more demanding and more outcome
focused approach to Use of Resources. The report drew from information
contained within the recent Comprehensive Area Assessment (CAA) together
with the findings of other inspections undertaken since the previous letter in
2009.

The findings of the report recognised that the Council had made significant progress in improving service delivery and performance management over the last few years and that the formal engagement process that had been in place was no longer necessary.

Ms. L. Cave referred to the retrospective capitalisation directive that the Executive Director, Finance and Corporate Resources was seeking from Central Government, the Department of Communities and Local Government (DCLG). Ms. L. Cave had requested that the Executive Director, Finance and Corporate Resources liaised with the Audit Commission with regards to the specific wording of the directive that the funds were carried forward from the Financial Statements for 2008/2009 to 2009/2010.

In addition the report stated that the Council was progressing with shared services, had utilised funds to help provide housing and that Bromsgrove was a safer place to live.

RESOLVED the Annual Audit and Inspection Letter for 2008/2009 be accepted.

39/09 **EXTERNAL AUDIT OPINION PLAN 2009/2010**

A copy of the draft Audit Opinion Plan 2009/2010 was considered. Ms. J. Hill presented the report. The Plan set out work that the Audit Commission proposed to undertake in 2009/2010 in relation to the following specific risks which had been identified:

- Determination of Accounting treatment of the spatial project
- Review the treatment of bad debtors
- Shared Service arrangements

Ms. L. Cave responded to questions from Members regarding other matters to be monitored during the course of the audit, namely the monitoring of redundancies arising from the creation of a Joint Management Team with Redditch Borough Council.

RESOLVED that the Audit Commission's 2009/2010 Audit Opinion Plan as set out in Appendix 1 to the report be noted and agreed.

40/09 **RISK MANAGEMENT TRACKER QUARTER 3**

Members considered a report which presented an overview of the current progress in relation to Actions/Improvements as detailed in the business area risk registers for the period 1st April 2009 to 31st December 2009. The Accountancy Services Manager responded to questions from Members on the high proportion of actions due to be completed in Quarter 4. Members were informed that the new Heads of Service would review where necessary and take remedial action and that the Corporate Management Team would continue to monitor these.

RESOLVED that the progress to date against all business area risk register actions for the period 1st April 2009 to 31st December 2009, Quarter 3, be noted.

41/09 **INTERNAL AUDIT PERFORMANCE AND WORKLOAD**

Consideration was given to a report that provided a summary of the current performance and workload of the Internal Audit Section. Members were informed that the work regarding investigations had transferred to the Corporate Anti Fraud Team (CAFT) and that Members would receive verbal updates on any investigations. The Accountancy Services Manager and Executive Director, Finance and Corporate Resources provided a number of updates on the current status to date and informed Members of the factors impacting on the percentage of productive time figure of 57%.

RESOLVED

- (a) that the current status and work completed on the 2009/2010 Audit Plan be noted and approved;
- (b) that the work completed by the Internal Audit during the first three quarters of the year to the end of December 2009 be noted;
- (c) that the Current Performance Indicators statistics be noted; and
- (d) that it be noted that there are no new or updated amendments to the Section's standard documentation.

42/09 **INTERNAL AUDIT ANNUAL PLAN 2010/2011**

Consideration was given to the Council's Internal Audit Plan for 2010/2011. The Council was required under Regulation 6 of the Accounts and Audit Regulations 2003, (as amended 2006), to "maintain an adequate and effective system of internal control in accordance with the proper practices in relation to internal control". The Executive Director, Finance and Corporate Resources responded to questions from Members and provided some background information on the Worcestershire Enhanced Two Tier (WETT) Internal Audit Shared Service. Members were informed that, during the period of transition to the Shared Management Team, officers would review the plan to ensure it met the objectives of the improvements across the Council with any revisions to the plan being reported to Members when finalised.

RESOLVED that the Internal Audit Plan for 2010/2011, as set out in the report, be approved.

43/09 **INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)**

Consideration was given to a report which informed Members of the current position of the Council regarding the transition to International Financial Reporting Standards (IFRS). The report highlighted the benefits in consistency and comparability between financial reports in the global economy and to follow private sector best practice. Members were informed that it was important throughout the transition period to engage with the Council's external auditors, the Audit Commission.

RESOLVED that the Council's preparations for the introduction of International Financial Reporting Standards be noted.

44/09 **INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) - TRAINING UPDATE VERBAL DISCUSSION**

The Executive Director, Finance and Corporate Resources briefly informed Members that she would notify them with details of specific training on International Financial Reporting Standards (IFRS).

45/09 **LOCAL GOVERNMENT ACT 1972**

RESOLVED that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business the subject of the following minute on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraphs of that part being as set out below, and that it is in the public interest to do so:-

<u>Minute No.</u>	<u>Paragraphs</u>
46/09	3 and 7

46/09 **RECOMMENDATION TRACKER**

Members considered a report that presented a summary of progress to date against audit report 'priority one' and key 'priority two' findings and agreed actions. The Executive Director, Finance and Corporate Resources responded to questions from Members on information contained within the report.

RESOLVED

- (a) that the 'priority one' and key 'priority two' findings and agreed actions as set out in Appendices 1 and 2 of the report be noted; and
- (b) that any necessary action and reporting process be agreed.

The meeting closed at 7.34 p.m.

Chairman

Agenda Item 8

THE ENCLOSURES FOR THIS ITEM WILL FOLLOW ON A
SUPPLEMENTARY AGENDA

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Agenda Item 9

THERE ARE NO ENCLOSURES FOR THIS AGENDA ITEM

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BROMSGROVE DISTRICT COUNCIL

CABINET

07 APRIL 2010

FAIRTRADE TOWN

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

1. SUMMARY

- 1.1 Cabinet are asked to consider the arguments for and against Bromsgrove town seeking Fairtrade status.
- 1.2 The Joint Overview and Scrutiny Board (19 January 2010) received a public petition entitled "Fairtrade Bromsgrove", submitted by Mr. Art Lavelle, Chairman of the Fairtrade Bromsgrove Steering Group. The petition contained approximately 150 signatures. The petition read as follows:

"This petition asks for support for the Fairtrade Bromsgrove Steering Group. In signing this you will be-

- *Encouraging Bromsgrove District Full Council to pass a resolution in favour of gaining Fairtrade status*
- *Considering seriously purchasing Fairtrade products where they are available in Bromsgrove outlets".*

- 1.3 It was resolved that Cabinet should receive a report from the Director of Policy, Performance and Partnerships on the full cost implications of supporting Fairtrade status for Bromsgrove town. Three neighbouring town councils with Fairtrade status has been contacted on this issue. In summary, the officer time and financial resources are considered minimal. The decision on whether to support Fairtrade town status rests on whether Fairtrade is viewed as successful in reducing third world poverty. UK Fairtrade argues it is, the Adam Smith argues it is not. The Council does not have the research capacity of either of these organisations. The report provides information from both perspectives which Cabinet are asked to consider and determine whether to recommend to Full Council a resolution in support or otherwise of Fairtrade.

2. RECOMMENDATION

2.1 It is recommended that Cabinet:

- i. Considers the arguments for and against Fairtrade;
- ii. Determines whether to support Fairtrade or not;
- iii. Makes a recommendation to Full Council for a resolution supporting Fairtrade, if it is convinced of the merits of Fairtrade;
- iv. Does not make a recommendation to Full Council, if it not convinced of the merits of Fairtrade;
- v. By recommending a resolution to Full Council that supports Fairtrade: works with the Fairtrade Bromsgrove Steering Group on working with local businesses on stocking and serving Fairtrade products; works with the Fairtrade Bromsgrove Steering Group on working with local employers on using Fairtrade products; works with the Fairtrade Bromsgrove Steering Group on a PR and marketing campaign to promote awareness and understanding of Fairtrade; and generally supports the Fairtrade Bromsgrove Steering Group.

3. BACKGROUND

Support for Fairtrade

- 3.1 Fairtrade aims to ensure that farmers and workers in developing countries obtain a fair price for their goods and labour. Producers registered with Fairtrade Labelling Organisations receive a minimum price that covers the cost of production and an extra premium that is invested in the local community.
- 3.2 According to Oxfam two-thirds of the world's coffee growers live in absolute poverty. When prices collapse they can fall below the cost of production for many farmers. Fair trade buyers pay the "floor price" when world market prices are low, but pay the market rate when it rises above the "floor". A social premium is also paid, which is the extra money, on top of the guaranteed price, that goes to the producer community. The premium is small, perhaps 4% of the current fair trade price for coffee. Under fair trade rules the premium is saved or invested by the growers' co-operative and a collective decision is made how to use it. For the producers this small amount of money can go a long way. In Sri Lanka a tea co-operative uses the premium for a vaccination programme, to build playgrounds and award scholarships so that more children can attend school. Pensioners, orphans and people with disabilities receive financial support. Windward Island banana growers invest in small loans for on-farm improvements and supporting health clinics. Tea pickers in Tanzania use theirs to build a maize mill, thus saving a 15km walk by local women (the Fairtrade

Foundation website ¹ has comprehensive information, including short videos of communities benefitting.)

- 3.3 In an ideal world governments would provide for all their people in the areas of healthcare, education etc. and there would be little need for the social premium, but we know that this is impossible in the poorest areas of the world. African economies have, overall, been shrinking in the last 20 years whilst the developed world has become richer.
- 3.4 Fairtrade is usually associated with plantations such as tea, coffee, cocoa and bananas grown in developing countries, but it now encompasses a much expanded and very varied set of products, 3,000 in all, including cotton, fruits, juices and wines.
- 3.5 In the UK Fairtrade is a well recognised brand, with sales in 2008 up 43% compared with the previous year. Fairtrade is now mainstream and available in most supermarkets.
- 3.6 The Fairtrade mark is managed in the UK by the Fairtrade Foundation, a charity that is supported by Christian Aid, Oxfam, the Women's Institute and many others. To continue to raise the profile of Fairtrade and ensure Fairtrade produce is widely available, the Fairtrade Foundation has introduced the nationally recognised Fairtrade Town initiative.
- 3.7 To qualify as a Fairtrade Town the following five goals must be realised –
 1. Local council passes a resolution supporting Fairtrade, and agrees to serve Fairtrade products
 2. A range of Fairtrade products are available locally
 3. Schools, workplaces, places of worship and community organisations support Fairtrade and use Fairtrade products whenever possible
 4. Media coverage and events raise awareness and understanding of Fairtrade across the community.
 5. A Fairtrade steering group representing different sectors is formed to co-ordinate action around the goals and develop them over the years.
- 3.8 By passing a resolution supporting Fairtrade, the Council would agree to serve Fairtrade products at its meetings and in its offices. The Fairtrade Foundation also recommends the following optional activities:

¹ Fairtrade website: <http://www.fairtrade.org.uk/>

- Promoting Fairtrade through Council publications
- Allocating Fairtrade responsibilities to a member of staff or committees
- Erecting town signs declaring Fairtrade status, once awarded.

3.9 Gaining Fairtrade status is a process, enabling local and Council actions to develop over time.

3.10 A steering group has already been formed in Bromsgrove. Members have experience of gaining Fairtrade status, one involving Higher Education, others in local churches, a number of which have already gained the status. One member is experienced in working with councils and business, including Fairtrade in Oxford.

3.11 The steering group has established that Fairtrade products are available in local outlets, for example Morrisons, ASDA, Oxfam, the Co-ops shops in the District and some cafes. Schools are beginning to take note of Fairtrade too; Bromsgrove School has a Fairtrade café and North Bromsgrove High School has taken part in Fairtrade fortnight (first two weeks of March each year.)

3.12 It is becoming easier for more outlets to be recognised as Fairtrade supporters (a minimum of 2 products/outlet is required) with the recent announcement that Cadbury's Dairy Milk will be Fairtrade, and Tate and Lyle's entire range of sugars will be Fairtrade by the end of 2009.

3.13 Fair Trade sits alongside free trade, and working side by side they have the potential to alleviate poverty where it is most needed. The very recent Conservative Party green paper ² specifically supported Fairtrade. The Government also supports Fairtrade, Douglas Alexander noting in the run-up to Fairtrade fortnight "Helping people in the developing world to help themselves is the right thing to do." (February 2009). The Government's white paper (July 2009) also supports Fairtrade ³.

3.14 By supporting Fairtrade status the Council will be affirming and encouraging the role of local groups, so enhancing Bromsgrove's 'social capital'. Bromsgrove is a more varied town that might first appear. Fairtrade involves a range of people and so brings the community together, so contributing to One Community. Fairtrade status can be instrumental in improving Bromsgrove's own economy. It can be linked to supporting local producers

² One World Conservatism, A conservative Policy for International Development (page 57)
<http://www.conservatives.com/~media/Files/Green%20Papers/OneWorldConservatism.ashx?dl>

³ DfID: Eliminating World Poverty. <http://www.dfid.gov.uk>

at the Farmer's Market and street market and be the focus of events and other initiatives that may attract shoppers into the town. As a number of local groups are already on board, these benefits can be gained with comparatively little work by the Council and with limited cost as the process recognises that any changes will be incremental.

- 3.15 It is anticipated that it will take a minimum of two years to gain Fairtrade status, proving during this time that Bromsgrove deserves the Fairtrade trademark. The steering group's current membership of five is enough to carry the initiative through the beginning of the campaign and, with the knowledge of Council support, the group will extend its membership to include representatives from the wide geographical area of the District to include Council, school, and retail and churches membership ("Churches Together in Bromsgrove" have recently written to the Council asking that their support for this report be registered).

Unfair Trade?

- 3.16 The Adam Smith Institute has produced a paper that argues against fair-trade. The full paper is attached at Appendix 2. Marc Sidwell the report's author describes Fairtrade as a "marketing exercise" in an "increasingly competitive marketplace for ethically-branded products". Sidwell argues that the most effective route to poverty reduction is free trade, not fair trade, which he views as a form of restrictive practice. Sidwell argues that Fairtrade discriminates against farmers who are unable to gain Fairtrade certification and that the country with the biggest number of Fairtrade Farmers is Mexico, a relatively developed country and that.
- 3.17 There is clearly an ideological divide between those who support Fairtrade and those that do not. The range of facts and figures is very wide (and probably subject to careful use to either support or argue against Fairtrade). The District Council does not have the research capacity to undertake a detailed piece of research on this issue.

Resourcing Fairtrade Status

- 3.18 The Joint meeting of Overview and Scrutiny on 19 January asked the Director of Policy, Performance and Partnerships to provide further information to Cabinet on the officer support required to deliver Fairtrade town status. Droitwich, Stratford Upon Avon and Alcester town councils have all been contacted to discuss the resourcing issue. The key conclusion is that the resourcing impact on officers would be minimal and consequently the decision on whether to support Fairtrade town status really rests on the arguments for and against the impact of Fairtrade in reducing poverty.
- 3.19 In all three cases, a community group was established, with no officer representation, but some councillor representation. Support from the councils (if any) involved: using the equivalent of "Together Bromsgrove" to

support Fairtrade, the use of rooms at the Council House and in one instance a one off grant from the Stratford District Council to support the launch of Fairtrade. The grant was for £1,200. A request for a grant was received through the Equality and Diversity Forum from Mr Art Lavelle, Chairman of the Fairtrade Bromsgrove Steering Group, for £750 to fund producing literature in support of Fairtrade, supporting Fairtrade Fortnight and a Fairtrade stall. This bid was rejected as part of the 2010/11 budget deliberations.

4. FINANCIAL IMPLICATIONS

- 4.1 Fairtrade tea, coffee, juices and sugar prices are comparable to those of other quality brands that may be served at Council meetings. It should not have material implications for Council budgets. The Council may have to consider its current sourcing of refreshments; however, given the current ban on sandwiches this is likely to be minimal.
- 4.2 The Council would be expected to support the steering group with press releases, advertising and promotion through current Council literature including on its website. The steering group is seeking minimal funding e.g. to be able to buy a stall for promoting Fairtrade during Fairtrade fortnight and at appropriate venues and event throughout the District. The Steering Group did apply for a small one off grant through our community grant scheme, which is supported by the Equalities and Diversity Forum. The grant application was for £750.
- 4.3 There may also be some costs associated with celebrating achieving Fairtrade town status. Stratford Upon Avon District Council gave a grant to Stratford Town Council of £1,200 to support this.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

- 6.1 Fairtrade is consistent with One Community and with our equalities value. The Equalities and Diversity Forum would like to support Fairtrade as part of their work on the Gambia link and Black History Month.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 7.1 The main risks associated with the details included in this report are:
- Non Delivery through lack of support.
 - Poor public perception if not approved.
- 7.2 These risks are being managed as follows:

- *Non Delivery of Fairtrade Status and Poor Public Perception:*

Risk Register: Corporate Communications, Policy and Performance.

Key Objective Ref No: 17.1

Key Objective: Delivery of Fairtrade Status

8. CUSTOMER IMPLICATIONS

8.1 This report does relate directly to customer service.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 The Equalities and Diversity Forum supports this bid.

10. VALUE FOR MONEY IMPLICATIONS

10.1 Not applicable.

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

11.1 Fairtrade products will invariably come from the developing countries and this therefore means transport from overseas which will have an adverse impact on CO2 emissions.

12. OTHER IMPLICATIONS

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues: Some minor impact on the Council's procurement.
Personnel: None.
Governance/Performance Management: None.
Community Safety including Section 17 of Crime and Disorder Act 1998: None.
Policy: Possible development of a Fairtrade policy.
Biodiversity: None.

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes.
Chief Executive	Yes.
Executive Director and Deputy Chief Executive	Yes.
Executive Director (S151 Officer)	Yes.
Director of Policy, Performance and Partnerships	N/a
Heads of Service	At CMT.
Head of Resources	At CMT.
Head of Legal, Equalities & Democratic Services	At CMT.
Corporate Procurement Team	N/a

14. WARDS AFFECTED

Initially all wards that are within the Bromsgrove town boundary and eventually all wards across the District.

15. APPENDICES

Appendix 1 – The Fairtrade Town: Action Guide.
Appendix 2 – Unfair Trade, Adam Smith Institute.

16. BACKGROUND PAPERS

Not applicable.

CONTACT OFFICER

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BROMSGROVE DISTRICT COUNCIL

CABINET

DATE 7th April 2010

RECOMMISSIONING OF HOME IMPROVEMENT AGENCY SERVICES

Responsible Portfolio Holder	Cllr P. J. Whittaker
Responsible Head of Service	Head of Community Services
Key Decision	

1. SUMMARY

- 1.1 In April 2009 the Executive Cabinet approved the participation in the joint recommissioning of a new countywide Home Improvement Agency (HIA) and authorised the Portfolio Holder for Strategic Housing in consultation with the Head of Planning & Environment to finalise the necessary contractual arrangements for the commencement of the new service on the basis of the revenue and capital contributions that are committed to the existing service arrangements with the North Worcestershire Care & Repair Agency. The Executive Cabinet also approved the implementation of a Worcestershire Kick Start Scheme equity release scheme.
- 1.2 This report provides members with an update upon the progress of recommissioning the HIA service and the development of a new Kick Start Equity Release Scheme service.
- 1.3 To provide consistency for customers and to facilitate the implementation of the new Countywide HIA, it has been necessary for the six Districts to work together to achieve uniformity in the way that discretionary Home Repair Assistance grants are made available. Accordingly this report asks Members to approve changes to this Council's Housing Assistance Policy set out at Appendix 1.

2. RECOMMENDATION

- 2.1 **That Members note the progress and arrangements being made for the re-commissioning of a Worcestershire Home Improvement Agency and Kick Start Equity Release Scheme.**
- 2.2 **That the revised Housing Assistance Policy set out at Appendix 1 of the report be approved.**

3. BACKGROUND

3.1 National Context

As outlined in my previous report to Executive Cabinet of the 29th April 2009, central to the Government's framework for delivery of older people's services are the roles of Home Improvement Agencies. This was clearly outlined in the Government strategy "**Lifetime Homes, Lifetime Neighbourhoods – National Strategy for Housing in an Ageing Society**"

This national strategy (published in February 2008) is particularly relevant to the question of Home Improvement Agencies and other statutory services such as the provision of adaptations to the homes of disabled people. It sets out a comprehensive strategic approach to older persons housing and contains key proposals to strengthen local housing advice, simplify the system of delivering Disabled Facilities Grants, encourage the use of equity release for home improvement and the expansion of handyperson services.

A further report "The Future Home Improvement Agency: Supporting choice and maintaining independence" outlined the importance of HIAs in delivering advice services, supporting people to remain in their own home and their preventative role in terms of ill health.

3.2 The Current position in Worcestershire - There has been a longstanding intention to ultimately bring together the two existing HIAs that have been operating in the county, namely the North Worcestershire HIA covering Redditch, Bromsgrove and Wyre Forest and Festival Housing Group operating the South Worcestershire HIA covering Wychavon, Worcester City and more recently Malvern Hills.

3.3 In April 2009 the Executive Cabinet approved participation in the joint recommissioning of a new Countywide Home Improvement Agency (HIA) for Worcestershire and authorised the Portfolio Holder for Strategic Housing in consultation with the Head of Planning & Environment to finalise the necessary contractual arrangements for the commencement of the new service on the basis of the level of revenue and capital contributions that are currently committed to the existing service arrangements with the North Worcestershire Care & Repair Agency.

3.4 The Executive Cabinet also approved the implementation of a Worcestershire Kick Start Equity Release Scheme to provide an alternative option for home owners to fund necessary home repair and improvements to supplement the declining capital funding that is available to provide local authority Discretionary Grants.

4.0 PROGRESS IN RECOMMISSIONING THE NEW COUNTYWIDE HOME IMPROVEMENT AGENCY.

- 4.1 The Worcestershire Chief Executives Panel endorsed the unification of the two HIAs back in September 2008 with a view to delivering a more comprehensive and consistent service across the whole county and to give the District Councils the opportunity to deliver much improved housing-related services to growing numbers of older people.
- 4.2 Following this, a Project Management Group, consisting of officers from the District Councils, Worcestershire County Council, Supporting People, the PCT and Foundations (the Government's co-ordinating agency for HIAs) was set up to oversee the review. Additional project management was provided by Foundations, through grant funding provided by Worcestershire County Council and this service has provided technical expertise and useful examples of service delivery in other parts of the country.
- 4.3 In addition, an officer sub group was established to review each District's current Housing Assistance Policies (HAP) and to develop a countywide HAP that covered the majority of services on offer including disabled facilities grants, home improvement grants and loans, with the aim of achieving consistency of service across the County for customers.
- 4.4 The Project Management Group has mapped the existing provision within the county, identified best practice examples and outcomes being met and also identified potential organisations to tender for this piece of work. From this work Worcestershire County Supporting People, the project lead, believed that a full tender exercise would not deliver the best outcomes in terms of a service model for Worcestershire and considered that direct negotiations with an existing service provider, Festival Housing Group, was the appropriate way forward because:
 - a) A consortium was already established providing the majority of the related provision within Worcestershire; the consortium is made up of Festival Housing, Evesham and Pershore Housing Association, Worcester Community Housing, Wyre Forest Community Housing. Supporting People currently contracted with Festival Housing and had no concerns over their ability to manage the Home Improvement Agency under the consortium umbrella.
 - b) The consortium would be strong contenders in a tender due to their available capacity, the quality of the current provision and the opportunity to have improved value for money within this arrangement.
 - c) The market place in terms of appropriate and suitable providers is limited; in regards to the providers who could have tendered for this contract (other than Festival) there were concerns over capacity to deliver in addition to a requirement to provide longer implementation phases within the contract due to the work

involved to establish networks and working arrangements (which have mostly been adopted by the Consortium already).

- d) It was also felt that greater benefits and outcomes could be delivered from the Consortium contract and the Project Management Group would be able to negotiate greater value for money than through a tender exercise with a new provision. Many of the staff within the existing HIAs worked with members from within the consortium, making the transition to the new organisation likely to be more acceptable and seamless for those officers with TUPE rights. This in turn would benefit service users who wouldn't, in the majority of cases, even experience a change of personnel dealing with their case in the transition period and they would therefore experience some continuity in case management.

- 4.5 The development of the Consortium and the intent to bring services together in a more strategic manner was endorsed by Officers within the CLG, and also acknowledged by Officers of the Worcestershire Partnership as an effective partnership arrangement which may increase the opportunity to access additional funding / utilise existing funding more effectively and subsequently achieve greater value for money and improved service provision for service users.
- 4.6 The decision to proceed with a direct negotiation with Festival Housing Group was discussed by the Chief Executives Panel on 11th September 2009 and agreement reached that this approach could proceed.
- 4.7 Discussion has taken place with a representative from the County Procurement Officers Group and they will continue to support the process and take all steps to ensure compliance with procurement rules before entering into necessary and contractual arrangements.
- 4.8 The current NW Care and Repair Agency service provided by Redditch Borough Council implements for BDC, approximately £400k of Disabled Facilities Grants and Home Repair Assistance Grants to the occupiers in the Private Sector with one member of the Council's Strategic Housing Team (who will TUPE into the new organisation) providing DFGs directly to BDHT's social housing tenants. The new Countywide HIA will provide all the grants currently available irrespective of tenure.

5.0 SERVICES TO BE DELIVERED BY THE NEW HIA

- 5.1 The new Home Improvement Agency (HIA) service will be a tenure neutral service with the specific aim: *"...to provide an integrated housing support service, by providing a single point of contact and a seamless co-ordination of services to enable vulnerable people to exercise their choice about their home environment"*.

5.2 Each of the four service elements – Support for Choice, Repairs and Improvements, Major Adaptations and Connecting with Health is being fully described in a Service Specification.

5.3 The County Council Adult & Community Services let a handy person contract last year. It has therefore been agreed to amend this existing contract to include all tenures and ages and with a wider menu of handy person services than are currently on offer. Therefore, the provision of a handyperson service will not be part of the HIA development proposals at this time but signposting and referral mechanisms will be put in place.

5.4 Specification

5.5 The new county service will be available to all recipients of Disabled Facilities Grants and Home Repair Assistance Grants (these are the rebrand of local authority discretionary grants for the private sector). For the first time there will be a countywide policy and procedures for these grants with the emphasis on ensuring a housing options appraisal with clients is completed before proceeding with an adaptation.

5.6 Included within the new service specification are:

General advice - Initial visit and Casework assessment for:

- housing options including under occupation;
- house condition;
- energy efficiency;
- home safety;
- home security;
- financial information;
- Kick start – equity release for private owners;
- Liaison, referral and assistance to other services for example Telecare and other support services.
- A technical service which gives appropriate support to Clients to enable them to repair, improve, maintain or adapt their homes and to secure any appropriate grants/contributions to which they may be entitled.

5.7 Ongoing development of the service will target:

- Common IT systems
- Electronic Data Transfer of files
- CBL Vulnerable Workers
- Reduced reliance on fee income
- Further development of the Housing OT service

- 5.8 Staffing - A new staffing structure has been developed bringing the two existing services together under one Agency Manager. It is anticipated there will no requirement to make any redundancies and all transferring staff colleagues will be able to maintain their existing terms and conditions or transfer to Festival Housing Group.
- 5.9 The new HIA will employ 22 staff to deliver core services. It is anticipated this will increase to 26 full time equivalents to support the new funding streams. The new staff will be employed on fixed term contracts and this will enable workloads to be assessed once the new agency is operating.
- 5.10 Location - Office Accommodation - In the short to medium term services will stay decentralised across the Districts but joined together by technology. A new central phone number for services will be created which allows the joining up of several locations and ease and consistency for customer access.
- 5.11 Funding - The local authority partners have agreed to maintain their existing funding arrangements allowing the new agency to charge a uniform 10% fee.
- 5.12 In addition, three new funding streams have been identified to meet specific objectives.
- i) The first is two year funding for a project to provide Housing Options Advice and information to older people as part of a national exemplar programme;
 - ii) The second to support the creation of two hospital discharge workers who will look at housing advice for all patients and particularly those who are homeless and unable to return home;
 - iii) and finally the County is in the process of being approved to become a Kick Start Equity Release partner and this service will be delivered through the new Agency.
- 5.13 The first year's budget for the HIA is being carefully set relying on grant generated income with revenue from private clients estimated only to be very small. However, this in the longer term a vision to help sustain the service through private contributions.
- 5.14 The proposed start date for the service, subject to agreement being reached by all parties, is 1 April 2010 and the financial estimates have been prepared on this basis. The contract will expire on 31 March 2013 unless one of the parties gives six months' notice of termination, or an extension to the contract is agreed.
- 5.15 Governance - The new agency will remain a division of Spa Housing Association part of Festival Housing Group. The new HIA will also report to a Performance Management Board made up of the local authority and PCT stakeholders including registered provider

consortium partners: The Community Housing Group, Worcester Community Housing and Rooftop Housing Group. This body will provide a valuable forum for sharing ideas, communicating with stakeholders, reviewing policy and procedure and engaging with service users. At the end of each quarter a full management report will be published and provided to members and the stakeholders who fund the HIA.

6.0 INTRODUCTION OF KICK START EQUITY RELEASE SERVICE

- 6.1 During the process of establishing the HIA a Kickstart Sub-Group chaired by The Strategic Housing Manager formulated and submitted the Worcestershire bid / proposal (Local Delivery Plan) to the West Midlands Kickstart Partnership Board.
- 6.2 Kickstart is a regionally funded scheme that provides an additional or alternative form of assistance to help home owners improve and renovate their dwellings through subsidised equity release loan facilities. The funding for this scheme is held centrally by Birmingham City Council and administered by them on behalf of the partnership.
- 6.3 The Local Delivery Plan (LDP) outlines the mechanisms for delivery of the Kickstart programme, the timescales and the required level of funding. The Strategic Housing Manager and Festival's HIA Manager presented the LDP to a Regional Peer Assessment Panel in January and we currently await approval of our bid for £360,000 capital grant to fund loans and £90,000 revenue support for the HIA's involvement in delivering the service.
- 6.4 The Kickstart scheme will introduce a mix of equity and non-equity loans for those people needing to undertake home improvements to their property. The equity products are secured against equity in a person's home. The Partnership envisages that based upon the projected available funding, the service will be able to provide up to 30 Non Equity (such as unsecured loans) and 36 Equity Loans in Year 1 building up to 48 Equity Loans and 50 Non Equity loans by year over the three year programme.

7.0 COUNCIL GRANT FUNDED WORKS THAT WILL BE DELIVERED THROUGH THE HIA.

- 7.1 Disabled Facilities Grants (partly funded from Government Grant and topped up by local authority capital grant) will continue to be delivered in the same way as at present but with all staff currently involved in the case work and project management coming together under the HIA. Grant administration, monitoring and approval will remain the responsibility of the Council's Private Sector Housing teams.
- 7.2 The Kickstart Equity Release Scheme set out above is a new additional option for customers to consider that will supplement (and possibly in

time ultimately replace) the diminishing availability of local authority capital grant to fund discretionary Home Repair Assistance Grants.

- 7.3 All districts have agreed that whilst local authority capital funding remains available, the councils, through the HIA, will continue to offer Home Repair Assistance Grants up to a maximum of £5,000 for Decent Homes work to vulnerable households not eligible for Kickstart loans for example due to a lack of equity in their property or for particularly vulnerable clients for whom the equity release approach would be unreasonable.
- 7.4 As stated earlier in this report all six district councils have worked together to achieve maximum consistency for customers in the discretionary grants that are to be provided through the new HIA.
- 7.5 Agreement has been reached that one standard Home Repair Assistance Grant will be provided (availability being subject to each local authority's budget). This grant will be available up to a maximum of £5,000 to address repair works relating to Category 1 Hazards as defined in the Housing and Health Safety Rating System (HHSRS). Eligibility will be limited to persons in receipt of means tested benefits. A 'Claw Back' condition will mean that the original amount of the grant will be recovered when the applicant dies or their property is sold. This will be secured by a Local Land Charge for works under £500 and through Land Registration for works above £500.
- 7.6 A revised Private Sector Assistance Policy is attached at Appendix 1 of this report for approval. This policy remains unchanged from when it was originally approved by the Executive Cabinet on the 13th October 2004 with the exception of the following alterations:
- Deletion of the Housing Renovation Grant of up to £10,000.
 - Alteration to the 'Claw Back' condition relating Home Repair Assistance Grant making it no longer time limited to only being recoverable within 10 years, but no longer index linked.
 - Inclusion of Kick Start as an option for customers to consider.
- 7.7 To achieve maximum consistency with other authorities across Worcestershire, Members are therefore asked to approve the revised Private Sector Assistance Policy set out at Appendix 1.

8.0 FINANCIAL IMPLICATIONS

- 8.1 The Council will continue to contribute the overall current level of funding that it provides to the North Worcestershire Care & Repair Service under the existing service level agreement with Redditch BC.
- 8.2 A key objective of the new organisation will be to attract additional funding as the enhanced services offered will meet key outcomes for

partner agencies and the agency can begin to offer similar services to non-eligible households for a charge.

- 8.3 The delivery of the Kickstart loans and the cost of scheme management and supervision within the proposed new HIA will be funded (in region of £440kpa) from the ring fenced regional funding that is allocated to the districts for the purposes of promoting Kickstart. This funding is held centrally by Birmingham City Council on behalf of the Regional Kickstart partnership.
- 8.4 Additional funding has also been identified by Supporting People to both pump prime the service and develop the Housing Liaison Officer posts over two years in addition to the First Stop pump priming funding to assist in establishing a signposting and advice service on housing options to older and vulnerable residents. The funding for First Stop and the SP funds will be paid directly to the new HIA in addition to the existing SP contribution of £187,381.
- 8.5 One BDC full time post will TUPE into the new HIA achieving a salary saving to this authority.

9.0 LEGAL IMPLICATIONS

- 9.1 As commissioning authority, Worcestershire County Council, Supporting People (SP) will require the Festival Group to sign a steady state contract which sets out the full terms and conditions of the arrangements.
- 9.2 Festival will also enter into a Service Level Agreement (SLA) with the six District Councils, the terms and conditions of which will be aligned with those in the SP contract and both would run concurrently.
- 9.3 The proposed start date for the service, subject to agreement being reached by all parties, is 1 April 2010. The contract will expire on 31 March 2013 unless one of the parties gives six months' notice of termination, or an extension to the contract is agreed.
- 9.4 Redditch BC and Festival are negotiating a formal agreement for the transfer of staff and service relating to the North Worcestershire Care & Repair Agency.

10. COUNCIL OBJECTIVES

- 10.1 CO1 - Regeneration – Housing
CO3 - Sense of Community and Wellbeing
CO4 – Environment – Climate Change

11. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 11.1 The Council will not be in a position to deliver the enhanced level of services to older and disabled people unless it works in partnership with all of the main partners across the County and benefits from the additional resources being made available to the HIA through Supporting People, Kickstart and the First Stop grant.
- 11.2 Failure to implement the Kickstart scheme will mean that the Worcestershire authorities will be unable to access ring fenced regional funding that is allocated to them. This funding will be critical if, at some stage in the future, other funding opportunities cease to be available to assist vulnerable home owners improve their homes.

12. CUSTOMER IMPLICATIONS

- 12.1 The implementation of a Worcestershire HIA aims to:
- Provide the ageing population with more services and provide greater choice and quality and independence.
 - Target scarce resources for those at higher risk and provide preventative services.
 - Strengthen local housing advice, information and 'moving home' services for older people.
 - Provide more rapid repairs and adaptations services and expanding the coverage of handyperson schemes.
 - Where housing services are needed they will be personal, progressive, high quality and joined-up. They will provide choice and will give individuals more control to make housing-related decisions.
 - Provide consistency in the application of services across the County.

13. EQUALITIES AND DIVERSITY IMPLICATIONS

- 13.1 An Equality Impact Assessment has been undertaken to cover the role of the Private Sector Housing team in relation to their work with the Home Improvement Agency and for the Housing Assistance Policy that determines eligibility under the current grant / loan regime

14. VALUE FOR MONEY IMPLICATIONS

- 14.1 Implementation of the new arrangements offers a saving to this authority of one full time post.
- 14.2 The outcomes achieved by the new HIA and the access to additional financial resources are anticipated to be greater than through existing arrangements.
- 14.3 The recommissioning of the HIA will provide an opportunity to enhance partnership working, to pool resources, attract additional funding streams and expand a range of services aimed at improving the independence of older and disabled residents.

15. CLIMATE CHANGE AND CARBON IMPLICATIONS

- 15.1 The work of Home Improvement Agencies is fundamental to reducing carbon emissions as affordable warmth and insulation issues are one of the major contributors to homes failing under Decent Homes Standards. The HIA will deliver works that directly address these issues and signpost clients to other services such as Warm Front for home energy advice, assistance and grant support.

16. OTHER IMPLICATIONS

Procurement Issues Addressed by Chief Executives Panel in September 2009.
Personnel One member of staff with TUPE rights to transfer to new HIA.
Governance/Performance Management The Council will have Member and officer representation on the new HIA Performance and Financial Management Board that will meet quarterly.
Community Safety including Section 17 of Crime and Disorder Act 1998 Part of HIA role is to carry out security and safety checks to customer's homes.
Policy Change to Housing Assistance Policy is recommended in this report.
Biodiversity N/A

17. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Joint Chief Executive	Yes
Executive Director - Partnerships and Projects	N/A
Executive Director - Services	N/A
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	N/A
Corporate Procurement Team	Yes

18. WARDS AFFECTED

'All Wards'

19. APPENDICES

Appendix 1 Revise Housing Assistance Policy

20. BACKGROUND PAPERS

Lifetime Homes - see

<http://www.communities.gov.uk/publications/housing/lifetimehomesneighbourhoods>

Previous Cabinet report 29th April 2009

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BROMSGROVE DISTRICT COUNCIL

CABINET

07 APRIL 2010

COUNCIL PLAN 2010-2013 PART 2

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Key Decision	

1. SUMMARY

- 1.1 To agree the draft Council Plan for 2010-2013 which includes a high level action plan for the Council's new priorities.

2. RECOMMENDATION

- 2.1 That Cabinet:-

- i. Approves the draft Council Plan 2010-2013 attached at Appendix 1, paying particular attention to the new balanced scorecard for the Council and the strategic action plan 2010-2013.

3. BACKGROUND

- 3.1 Cabinet and Full Council re-confirmed the vision, Council objectives and increased the number of priorities from four to six in September 2009. The six priorities are:-

- Economic Development
- Town Centre
- Value for Money
- One Community
- Housing
- Climate Change

- 3.2 The Council's balanced scorecard within the Council Plan has been updated to reflect the changes and sets out these six priorities under the Customer perspective. These are supported by priorities under each of the other three perspectives (Financial and Performance, Process, and Human Resources and Organisational Development).

- 3.3 Some changes have been made within the other perspectives. In line with the new CAA guidance the 'Financial' perspective has been

extended to encompass 'Performance' and the priorities under this perspective are now 'Managing Finances', 'Governing the Business', 'Managing Resources' and 'Managing Performance'. 'Value for Money' pervades all of these priorities. The Process perspective includes a priority on the 'Shared Services' project which has replaced the 'Joint CEO with Redditch BC' priority, and 'Improved Partnership Working' has been replaced by 'WETT'. The 'Planning' priority has been altered slightly to 'Strategic Planning'.

- 3.4 A key aspect of the Audit Commission's assessment regime is the ability of public services to convert ambition from aspiration into reality through outcomes that can be recognised through perception monitoring. The Council Plan 2010-2013 sets out a specific, measurable, agreed, realistic and time bound (SMART) strategic action plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.
- 3.5 The Council Plan will need to be supplemented with further detail in order for Cabinet to oversee progress against it. The key to this will be the development of the next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place during March 2010. Besides measuring progress on projects, the Cabinet will also need to monitor progress on key indicators that relate to our priorities. These indicators will be monitored throughout 2010/11.
- 3.6 A key activity Cabinet is to ensure the budget aligns with the priorities and key deliverables of the Council Plan. The budget bids and savings received from Heads of Service have been ranked according to their contribution to the Council's priorities and the Medium Term Financial Plan was considered by Full Council in January 2010. An extract from the approved Medium Term Financial Plan has been incorporated into the Council Plan.

4. FINANCIAL IMPLICATIONS

- 4.1 These are as set out in the Medium Term Financial Plan approved at Full Council in January 2010.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications to this report.

6. COUNCIL OBJECTIVES

- 6.1 The Council plan outlines the key deliverables in support of each of the Council priorities, which in turn, impact on the Council objectives.

7. RISK MANAGEMENT

7.1 The Council Plan will be supported by the Council's strategic risk register.

8. **OTHER SUB HEADINGS**

8.1 All the following issues have been reflected in the definitions of the Council Objectives:-

Procurement Issues: None
Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

9. **CONSULTATION**

9.1

Portfolio Holder	Yes
Chief Executive	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal, Equalities & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

10. **WARDS AFFECTED**

All Wards

11. **APPENDICES**

Appendix 1 Draft Council Plan 2010-2013

12. **BACKGROUND PAPERS**

Cabinet Report, Council Plan 2010/2013 Part 1, Bromsgrove District Council (September 2009).

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BROMSGROVE DISTRICT COUNCIL

CABINET

7th April 2009

PROPOSALS FOR CHARGING FOR PRE-APPLICATION AND PLANNING ADVICE

Responsible Portfolio Holder	Councillor Jill Dyer.
Responsible Head of Service	
Non-Key Decision	

1. SUMMARY

- 1.1 To propose the introduction of a range of charges for services associated with pre-application and planning advice given by the Planning Department. This is part of a coordinated and consistent approach which is being promoted throughout the County, with the aim of implementing the process from 1st April 2010.

2. RECOMMENDATION

- 2.1 That the Cabinet recommend the Council to;
- 2.2 A) Adopt the principle of introducing a charge for these services and the scale of charges proposed, and that these are implemented from 21st April 2010.
- 2.3 B) Officers continue to work with colleagues from other authorities to produce an appropriate information leaflet.
- 2.4 C) That the charging arrangements and relevant fees be reviewed in 12 months' time.

3. BACKGROUND

- 3.1 The determination of Planning and associated applications is a Statutory function carried out by the Development Control Section. Development Control also provides a range of discretionary or non-Statutory functions including; giving advice on whether proposals may be considered as Permitted Development, pre-application enquiries ranging from proposed extensions, the erection of new dwellings, to potential changes of use and to larger scale development proposals. These enquiries are dealt with via letter, email and in the case of domestic matters, are sometimes considered at Householder Planning Surgery held twice a week at the Customer Service Centre using the Council's standard 'Permitted Development Enquiry Form'.

3.2 There is long standing support for Local Planning Authorities to provide pre-application advice to developers. Planning Policy Statement 1 'Delivering Sustainable Development' sets out the Governments Objectives for the Planning System which include;

Pre-application discussions are critically important and benefit both developers and local planning authorities in ensuring a better mutual understanding of objectives and the constraints that exist. In the course of such discussions proposals can be adapted to ensure that they better reflect community aspirations and that applications are complete and address all the relevant issues. Local planning authorities and applicants should take a positive attitude towards early engagement in pre-application discussions so that formal applications can be dealt with in a more certain and speedy manner and the quality of decisions can be better assured.

3.3 A number of Local Planning Authorities have now introduced charges in order to go some way to recovering the costs involved in providing these non-statutory services to customers. In the period 1st January 2009 – 31st December 2009, Redditch Borough Council piloted a charging scheme for non-statutory planning services. Despite the introduction of a charge, the number of enquiries received in relation to the previous year remained fairly constant. In addition income in the realms of £3,525 (from PD enquiries and pre application enquiries alone) has been received. Building upon that pilot scheme and as part of the County wide group of Local Planning Authorities in Worcestershire, a sub group has now been established with the aim of introducing a consistent County wide approach to fee charging.

3.4 The Council wishes to continue to encourage and promote engagement through pre-application advice. In particular it considers that this approach provides customers with a greater level of certainty as to the acceptability of their project which enables project planning to continue with a greater degree of comfort. Pre-application discussions can also raise the quality of submissions as well as involving relevant parties early in the process so enabling more flexible negotiations.

3.5 A review of the planning application process was undertaken in 2008; as a result Killian and Pretty made a number of recommendations aimed at making a more proportionate and efficient planning application system. Recommendations 4(a) referred to taking steps to substantially improve the critically important pre-application stage of the planning process. Whilst recommendation 4(b) suggested that a more measured and consistent approach to charging across the country would be preferable and that this consistency should be developed by professional bodies and authorities themselves.

3.6 The Government has recently published a consultation paper outlining its response to Killian and Pretty's recommendations (Development

Management; Proactive planning from pre-application to delivery. December 2009). This document includes a draft pre-application engagement policy which outlines pre-application principles and policies. It also observes that some Local Authorities use discretionary powers to set their own fees for these services and suggests that, inline with recommendation 4b, a more consistent approach may be preferable. This could be achieved by a nationally prescribed fee scale established through planning legislation.

- 3.7 It is clear, therefore, that Central Government supports the approach of charging for the provision of these non-statutory services and indeed is considering the introduction of new specific powers in the future.
- 3.8 With respect to the scale of the proposed charges, it is clear from the Legislation that the charges levied can only cover the costs of providing the service and cannot result in a profit being made. The charges proposed have been informed by other Local Planning Authorities scales of fees and the pilot exercise undertaken by Redditch Borough Council. They therefore reflect what is considered reasonable for the provision of that service. These fees would need to be monitored and evaluated in the light of the experience of providing the advice.
- 3.9 The proposed scale of fees is included as Appendix 1. This scale is based upon application type and therefore reflects the approach taken in the scale of fees associated with planning applications. This ensures a consistent and clear approach. Concessions would be included as part of the proposals with no fees payable for applicants with Listed Building enquiries, matters arising from enforcement investigations and for Registered Social Landlords.
- 3.10 An information leaflet is being prepared in conjunction with other local authorities and this would set out clearly what information customers would need to provide, along with clarity concerning the level of response and involvement from the Council. The level of service provided would be proportionate to the project. It is envisaged for example that complex applications would be the subject of up to three meetings, one of which may be a site visit. Householder proposals would be supported by up to two meetings. The ability to arrange additional meetings will be provided for; this will incur a further fee.
- 3.11 The approach of outlining the Council's policy on pre-application services would also compliment other recent government initiatives such as; Planning Performance Agreements (PPA) where Councils and developers work together through an agreed timetable and set of priorities to reach a decision and the recent discussion paper which introduces the potential for a new 'quality of planning service' indicator, which could include pre-application services.
- 3.12 It is considered that the introduction of a charging regime fees for non-statutory planning advice would provide a clear and time-bound process for both customers and officers, so adding certainty to the procedure along with

improving the accountability of pre-application advice. The introduction of a charging regime would also provide an additional income stream for the Authority to cover the cost of the service rather than to seek to make a profit.

4. FINANCIAL IMPLICATIONS

- 4.1 Pre-application advice is normally provided without Officers carrying out a site visit. The additional costs of Officers attending site visits as part of the charging regime would have limited financial implications and would be accommodated within existing resources.
- 4.2 The Draft Business Plan for 2010/2011 suggests that an additional income stream from the introduction of a charging regime could be anticipated.
- 4.3 The level of additional income is difficult to estimate. Currently no specific log of pre-application advice is maintained and whilst responses to Permitted development enquiries are logged, this is not a complete picture of all the enquiries the Department receives.
- 4.4 However in the light of the pilot exercise undertaken at Redditch and giving consideration to the scale of enquiries received there, it would seem reasonable to anticipate a similar income generation, that being around £3,500 for the period April 2010 – 11.

5. LEGAL IMPLICATIONS

- 5.1 The Local Government Act 2003, section 93 allows the setting of charges for discretionary services, if there are no other powers available to it and no prohibition on charging. Section 93(3) also requires that no profit be made from providing that service.

6. COUNCIL OBJECTIVES

- 6.1 Objective two – **Improvement.**
Adopting a formal process with agreed time scales for delivery will improve the level of service provided to customers.
- 6.2 Objective four – **Environment.**
Formalising the process will enable early identification of issues and opportunities for enhancement so bringing about improvements in the local environment.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 7.1 The main risks associated with the details included in this report are:

- Individuals choosing not to pay for pre-application advice, resulting in a reduction in the quality of Planning Application submissions and or increased enforcement work load.
- Applicants considering that paying a charge for service guarantees certainty during the processing of any subsequent Planning Application.
- Officer's ability to manage additional targets whilst maintaining planning application performance figures.

7.2 These risks are being managed as follows:

- Risk Register: Planning and Environment
Key Objective Ref No: 1
Effective, efficient and legally compliant Development Control Service.

7.3 There are no additional Health and Safety considerations up and above those currently relevant to Case Officers.

8. CUSTOMER IMPLICATIONS

8.1 In order to manage the customer's expectations of the service the information leaflet would set out clearly the information expected from the applicant, the actions proposed by the Local Authority, the time scales involved as well as the role of third parties. This leaflet would be available on the website and at the CSC with a mail shot being sent out to local agents and developers.

8.2 Back office systems will need to be developed to manage the process internally and Officers will need to be trained in implementing the process as well assisting the public with initial enquiries.

8.3 It is envisaged that free verbal advice would still be offered to householders at Householder Planning Service, held at the Customer Service centre.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 There are no implications arising from this report which adversely affect the Council's Equalities and Diversity Policies.

10. VALUE FOR MONEY IMPLICATIONS

10.1 The Council already provides a range of non-statutory services to customers and could continue to do so without the introduction of a charge. However if the Council chose not to introduce a charge, they would be failing to utilise a potential income stream, as well as creating inconsistency across the County.

10.2 One of the main advantages of the proposals is the increased certainty provided for applicants during the development of a project and this is seen to reflect the aim of good Value for Money from the applicant's point of view.

10.3 With respect to positive outcomes associated with the proposals, it is envisaged that the quality of application submissions may improve as a result of these measures. Following pre-application meetings development proposals may be submitted in a more comprehensive manner and may be registered earlier, so reducing officer time and may pass through the application process more effectively. These outcomes would mean that the time Officers invested at the pre-application stage had a real benefit during the determination phase of the process.

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

11.1 The implications of these recommendations on climate change and carbon resources are largely neutral. The services are already operated in house and the potential additional resources required, including site visits, are minimal.

11.2 The need to work in an efficient manner runs throughout the Department as a normal business requirement and the recommendations made would not alter this approach. Current Business Planning requires improvements to the Council's Carbon usage and charging for non statutory planning services would be a part of normal business processes.

11.3 Overall pre-application advice can bring about environmental improvements by enabling an early dialogue with relevant stakeholders and resulting in higher quality developments with more environmental enhancements. These recommendations are likely to have a positive impact upon the environment

12. OTHER IMPLICATIONS

Procurement Issues	- None
Personnel	- None
Governance/Performance Management	- Need to ensure current performance against NI 157 is not adversely affected.
Community Safety including Section 17 of Crime and Disorder Act 1998	- None
Policy relationship to Council Priorities has been detailed	- The
Biodiversity	- Positive benefits in terms of early involvement of Strategic Planning.

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Joint Chief Executive	No
Executive Director - Partnerships and Projects	No
Executive Director - Services	No
Assistant Chief Executive	No
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

14. **WARDS AFFECTED**

All Wards.

15. **APPENDICES**

Appendix 1; Proposed scales of charges for Worcestershire District Authorities. December 2009.

16. **BACKGROUND PAPERS**

- Development Management; Proactive Planning from pre-application to delivery. December 2009.
- Charging for pre-application and planning advice – Tewksbury District Council.
- Redditch Borough Council income from non-statutory planning advice Dec 2009.

CONTACT OFFICER

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**Proposed table of fees and charges for Worcestershire district authorities
Dec 09**

Permitted development enquiries

Proposed development type	Cost
Householder	£25
Other	£50

Pre-application discussions

Proposed development type			Cost	Cost of additional meetings (each)
Householder			£40	£20
1-4 dwellings			£250	£100
<i>Equivalent scales of development:</i>				
5-9 dwellings	<1ha	<1000m ²	£500	£100
10-49 dwellings	1-1.25ha	1000-2499m ²	£1000	£500
50-199 dwellings	1.26-2ha	2,500-9,999m ²	£2000	£750
200+ dwellings	2+ha	10,000m ² +	£3000	£1000

Proposed development type	Cost	Cost of additional meetings (each)
Advertisements	£50	£25
Change of Use	£150	£75
Telecommunications	£150	£75
Other***	£100	£50

BROMSGROVE DISTRICT COUNCIL

CABINET

7 APRIL 2010

ARTRIX - INCORPORATION OF OPERATING TRUST

Responsible Portfolio Holder	Councillor Mike Webb
Responsible Head of Service	John Godwin
Non-Key Decision	

1. SUMMARY

- 1.1 This report informs Members about the proposal of the Bromsgrove Arts Centre Trust (the Operating Trust) to become a charitable company limited by guarantee. The Incorporation of the Operating Trust will require some consequential amendments to the lease and the various agreements relating to the Artrix and Members' approval to this is sought.

2. RECOMMENDATION

- 2.1 That Members note the proposed incorporation of the Operating Trust;
- 2.2 That Members note the proposed Licence to Assign to be entered into between the Holding Trust, the Operating Trust and the new company;
- 2.3 That Members authorise the Head of Legal, Equalities & Democratic Services to finalise and sign the Deed of Variation in respect of the lease on behalf of the Council;
- 2.3 That Members authorise the Head of Legal, Equalities & Democratic Services to finalise and sign the Deed of Novation of the Overarching Agreement and the Deed of Novation of the Dual User Agreement;
- 2.4 that the Deputy Head of Streetscene & Community (and from 20 April 2010 the Head of Leisure & Cultural Services) be authorised to revise the Service Level Agreement to reflect the transfer from the Operating Trust to the new company.

3. BACKGROUND

- 3.1 In 2003 the Council entered into an Agreement ("the Overarching Agreement") with the Trustees of New College, the Trustees of the newly-formed Operating Trust and the Trustees of the newly-formed Bromsgrove Arts Development Trust ("the Holding Trust"). In essence, the Overarching Agreement provides that:
- the Council would be responsible for the construction of the Artrix;

- the freehold of the land would be owned by the Holding Trust (with the Council to hold the land as nominee for the Holding Trust);
- the Holding Trust would lease the land to the Operating Trust by way of the Lease;
- the Holding Trust, the Operating Trust and the College would enter into a Dual User Agreement which determined how the facilities at the Artrix would be used to further the objects of the Operating Trust and the aims of the College for the benefit of the local community.

3.2 The Operating Trust was constituted to have 15 trustees, 5 to be appointed by the Council, 5 by the College and 5 co-opted trustees from the community. To date the Operating Trust has been an unincorporated association acting by its trustees which until recently was the only viable legal vehicle by which it could operate. Following recent changes to charity legislation, the Operating Trust has decided to take advantage of a new option of operating by way of a company limited by guarantee. This will enable the Operating Trust to organise its business in a more efficient manner and, importantly, will remove the personal liability which currently sits with the 15 trustees.

3.3 The new company has been formed under the name of Bromsgrove Arts Centre Trust under company number 05455644 and charity number 1124900 and the Council understands that the Operating Trust intends to transfer its the assets and business to the new company as soon as possible. Officers have given careful consideration to the Memorandum and Articles of the new company, which will have 15 directors, 5 appointed by the Council, 5 by the College and 5 co-opted trustees, and have negotiated at length to ensure that the Council's representation cannot be eroded and to ensure that the Council's interests are preserved.

3.4 Once the transfer takes place the current Operating Trust will be dissolved. Before the transfer to the new company takes place, the trustees of the Operating Trust are personally responsible for any liabilities incurred by the Artrix (ie the Operating Trust) up to the date of transfer (except in respect of the lease – see below). After the date of the transfer, it will be the company which will be responsible for any liabilities incurred by the Artrix (ie the new company).

3.5 In order to effectively substitute the new company for the Operating Trust as lessee and as a party to the various current contractual arrangements it is necessary for the Council to enter into a number of agreements with the parties and authority is sought from Cabinet to authorise the Head of Legal & Democratic services to do so on behalf of the Council. The consent of the Holding Trust will also be required; a meeting of the Holding Trust has been convened and its outcome will be reported at the Cabinet meeting.

Variation and Assignment of the Lease

3.6 The parties to the Lease are the Council (as nominee for the Holding Trust), the Operating Trust (as lessee) and the Holding Trust (as lessor). It is

proposed that the new company takes the place of the Operating Trust as lessee; there are a number of mechanisms by which this can be done, but it is now proposed that it should be by way of assignment of the Lease from the Operating Trust to the new company, as this has no Stamp Duty Land Tax or VAT implications for the Council or the Holding Trust. The Lease does not prohibit assignment but it does provide that the Lease can be forfeited if the Operating Trust is dissolved. Therefore the Lease needs to be varied by way of a Deed of Variation to enable the Lease to be assigned to the new company and for the Operating Trust then to be dissolved without the right of forfeiture arising. The Council will be a party to the Deed of Variation as it was a party to the original lease. Officers and solicitors representing the Artrix have spent some considerable time negotiating and by the date of this meeting it is anticipated that a draft Deed of Variation will have been agreed, subject to the approval of Cabinet and the Holding Trust. Approval is sought from Cabinet to authorise the Head of Legal, Equalities & Democratic Services to finalise and sign this document.

- 3.7 A Licence to Assign the Lease needs to be entered into between the Holding Trust, the Operating Trust and the new company. The effect of this will be to absolve the trustees of the Operating Trust from any subsisting non-compliance with the requirements of the lease but instead the new company will become liable not only for any breaches of the Lease subsisting at the date of transfer but also for compliance with the obligations of the Lease after the date of transfer. The Council is not a party to this document.

Overarching Agreement and Dual User Agreement

- 3.8 The parties to the Overarching Agreement were the Council, the College, the Operating Trust and the Holding Trust. In order that the new company can effectively take the place of the Operating Trust, the parties will need to enter into a Deed of Novation. The effect of this will be that the position of the Council and the College remains unaffected, but any liabilities arising from the date of transfer will attach to the new company. Officers do not think that there are any significant rights or liabilities which continue under this agreement and this Deed is required more for the sake of completeness. Approval is sought from Cabinet to authorise the Head of Legal, Equalities & Democratic Services to finalise and sign the Deed of Variation.
- 3.9 The parties to the Dual User Agreement were the Operating Trust, the Holding Trust and the College. Again it is proposed that a Deed of Novation should be signed effectively to substitute the new company for the current Operating Trust. A draft Deed of Novation has been agreed subject to the approval of Cabinet and the Holding Trust. Approval is sought from Cabinet to authorise the Head of Legal, Equalities & Democratic Services to finalise and sign this document.

Service Level Agreement

- 3.10 Assuming the transfer proceeds, the Service Level Agreement will need to reflect that the business of the Operating Trust has been transferred to the new company. For the sake of clarity, authority is sought from Cabinet to enable officers to effect the appropriate revisions required to the documentation.

Council Appointments

- 3.11 The Council has not formally appointed directors to the new company. The Council appointees to the Operating Trust have been treated as the Council appointments to the new company for the time being; Council will be requested to make formal appointments in the new municipal year.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications for the Council. Those members who sit as trustees will no longer be personally liable for the debts of the Operating Trust.

5. LEGAL IMPLICATIONS

- 5.1 The legal implications are set out in the report.

6. COUNCIL OBJECTIVES

- 6.1 CO3 – Sense of Community and Well-Being, Priority – Community Events

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

There are no risks associated with this report.

8. CUSTOMER IMPLICATIONS

- 8.1 The recommendations will only impact upon the Operating Trust and its trustees.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 None

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 None

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

- 11.1 None

12. OTHER IMPLICATIONS

Procurement Issues	None
Personnel	None
Governance/Performance Management	None
Community Safety including Section 17 of Crime and Disorder Act 1998	None
Policy	None
Biodiversity	None

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	No
Executive Director - Partnerships and Projects	
Executive Director - Services	
Assistant Chief Executive	
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	No
Corporate Procurement Team	No

14. WARDS AFFECTED

All wards

15. APPENDICES

None

16. BACKGROUND PAPERS

None

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BROMSGROVE DISTRICT COUNCIL

07 APRIL 2010

CABINET

IMPROVEMENT PLAN EXCEPTION REPORT [February 2010]

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To ask Cabinet to consider the Improvement Plan Exception Report for February 2010 (Appendix 1).

2. RECOMMENDATION

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Cabinet notes that for the 77 actions highlighted for February within the plan 66.2% of the Improvement Plan is on target [green], 5.2% is one month behind [amber] and 5.2% is over one month behind [red]. 23.4% of actions have been reprogrammed or suspended with approval¹; these include some of the Town Centre actions (due to delays with the AAP) and the working practices review (due to shared services).
- 2.3 This month's performance is shown on the first page of Appendix 1.

3 BACKGROUND

- 3.1 July 2008 Cabinet approved the Improvement Plan 2008/09. The Improvement Plan is directly linked to the four corporate priorities and thirteen enablers identified in the Council Plan 2009/2012.
- 3.2 The Improvement Plan is designed to help monitor the detailed actions flowing from the Council Plan, which will help move the Council forward to excellent in the medium term.
- 3.3 There were 4 amber and 4 red activities this month for the following areas of the Improvement Plan:-

¹ NB reprogrammed actions are those that have been moved to a later point in the year. Suspended actions are those which have been suspended completely for the period covered by the Plan.

Ref.	Council Plan Balanced Scorecard Reference	Number
CP1	Town Centre	2
CP3	Sense of Community	1
FP4	Managing Performance	1
PR1	Customer Processes	1
PR5	Planning	3

3.4 The re-programmed and suspended actions Plan are:-

Ref.	Action	Reason
1.1.3	Town Centre AAP	Suspended
1.2.3	Design for High Street	Suspended
1.6.1, 1.6.3	Transport multi-modal study	Suspended due to delays with preferred option consultation
7.3.3	Climate Change Matrix	Suspended due to changed approach
10.2.2	Code of Conduct for Members	Suspended due to Government delays
12.3.1, 12.3.2	Grants Policy	Suspended due to capacity issues
13.2.4	RSS Phase 3	Suspended as this phase has been abolished
13.3.3	LDF consultation	Suspended due to changes to the Draft Core Strategy
14.1.5	Bromsgrove Way training	Suspended due to revised approach
14.2.7, 14.2.10	Investors in People	Suspended due to revised approach
15.2.1	Harmonisation	Suspended until 10/11
16.1.1, 16.1.2, 16.1.3, 16.1.5	Working practices review	Suspended due to prioritisation of harmonisation

4. FINANCIAL IMPLICATIONS

4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. COUNCIL OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and four priorities as per the 2009/2012 Council Plan.

7. RISK MANAGEMENT

Corporate Risk Title	Improvement Plan Reference
KO1: Effective Financial Management and Internal Control	FP1 – Managing Finances
KO2: Effective corporate leadership	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources

	FP4 – Managing Performance PR2 –Political Governance
KO3: Effective Member / Officer relations	PR2 –Political Governance HROD1 – Learning & Development
KO4: Effective Member / Member relations	PR2 –Political Governance HROD1 – Learning & Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Processes
KO6: Maximising the benefits of investment in ICT equipment and training	PR1 – Customer Processes
KO7: Effective partnership working	PR4 – Improved Partnership Working
KO8: Effective communications (internal and external)	PR1 – Customer Processes
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Sense of Community FP4 – Managing Performance
KO10: Appropriate investment in employee development and training	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO11: Effective employee recruitment and retention	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	HROD3- Positive Employee Climate
KO13: Effective two tier working and Community Engagement	CP3 – Sense of Community PR4 – Improved Partnership Working
KO14: Successful implementation of Job Evaluation	HROD2 - Modernisation
KO15: All Council data is accurate and of high quality	FP1 – Managing Finances FP4 – Managing Performance
KO16: The Council no longer in recovery	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO17: Effective Projects Management	FP1 – Managing Finances
KO19: Effective Business and Performance Management	FP4 – Managing Performance
KO20: Effective Customer Focused Authority	CP3 – Sense of Community PR1 – Customer Processes

* KO5 and KO18 have been merged

8. CUSTOMER IMPLICATIONS

8.1 The Improvement Plan includes a range of actions to deliver the Council's Customer First value. Please see section PR1 of the Improvement Plan.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 Please see sections CP3 and FP4 of the Improvement Plan

10. VALUE FOR MONEY IMPLICATIONS

10.1 See sections FP1-FP3 of the Improvement Plan

11. OTHER IMPLICATIONS

Procurement Issues: See Section FP2 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD3 of the Improvement Plan.
Governance/Performance Management: See Sections FP4 and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP3 of the Improvement Plan
Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP4 and FP3 of the Improvement Plan.

12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	At CMT
Executive Director (Partnerships and Projects)	At CMT
Executive Director (Services)	At CMT
Assistant Chief Executive	Yes
Head of Service	At CMT
Head of Financial Services	At CMT
Head of Legal & Democratic Services	At CMT
Head of Organisational Development & HR	At CMT
Corporate Procurement Team	No

13. WARDS AFFECTED

13.1 All wards.

14. APPENDICES

14.1 Appendix 1 Improvement Plan Exception Report February 2010.

15. BACKGROUND PAPERS:

- 15.1 The full Improvement Plan for February can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

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Exception Report for February 2010 Improvement Plan

Appendix 1

PROGRESS IN 2009/10

Overall performance as at the end of February 2010, in comparison with the previous year, is as follows: -

July 2008			August 2008			September 2008			October 2008			November 2008			December 2008		
RED	11	8.6%	RED	17	14.4%	RED	16	11.9%	RED	15	10.6%	RED	12	8.7%	RED	13	9.9%
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	8	5.8%	AMBER	5	3.9%
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	106	76.8%	GREEN	100	76.3%
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	REPRO	13	9.9%

January 2009			February 2009			March 2009			April 2009			May 2009			June 2009		
RED	0	0%	RED	2	1.5%	RED	3	2.9%	RED	3	3.2%	RED	3	3.85%	RED	1	1.2%
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER	3	3.85%	AMBER	0	0%
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN	60	76.9%	GREEN	70	82.3%
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO	12	15.4%	REPRO	14	16.5%

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July 2009			August 2009			September 2009			October 2009			November 2009			December 2009		
RED	0	0%	RED	0	0%	RED	4	3.8%	RED	2	2.1%	RED	2	2.1%	RED	4	4.3%
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER	5	5.3%	AMBER	5	5.4%
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN	71	74.7%	GREEN	70	75.3%
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	3	3.2%	REPRO	1	1.1%
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	SUSP	14	14.7%	SUSP	13	13.9%

January 2010			February 2010			March 2010			April 2010			May 2010			June 2010		
RED	6	7.2%	RED	4	5.2%	RED			RED			RED			RED		
AMBER	3	3.6%	AMBER	4	5.2%	AMBER			AMBER			AMBER			AMBER		
GREEN	64	77.1%	GREEN	51	66.2%	GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO			REPRO			REPRO			REPRO		
SUSP	10	12.1%	SUSP	18	23.4%	SUSP			SUSP			SUSP			SUSP		

Exception Report for February 2010 Improvement Plan

Appendix 1

Where: -

	On Target or completed		One month behind target or less		Over one month behind target		Original date of planned action		Re-programmed date.*		Suspended**
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* NB. Reprogrammed actions are those that have been moved to a later point in the year. They are not actions that have been extended and they do not appear on the exception report once they have received approval.

**NB. Suspended actions are those that have been suspended completely for the period covered by the Improvement Plan

An Exception Report detailing corrective actions follows:

CP1: Town Centre																		
Ref	February 2010 Action	Colour	Corrective Action													Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
1.1.1	Engage specialist organisation to complete unified vision															JS	Feb 10	Apr 10
1.1	Agreement on preferred option of Area Action Plan																	
1.1.1	Engage specialist organisation to complete unified vision	JS																The listing of Parkside has delayed the resumption of the work on the AAP and the preferred option. However, it would appear that the police and fire service have now secured an alternative site and are awaiting the outcome of a HMIC report and a final decision from the Police Committee before commencing work on the building although there is sufficient money to secure the site. It is anticipated that work will recommence on the AAP early 2010. The unified vision will be completed by April with the AAP itself being completed by June 2010. However, it is not likely to receive official approval until April 2011.

Exception Report for February 2010 Improvement Plan

Appendix 1

CP1: Town Centre																	
Ref	February 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.5.4	Work on site commences				Work cannot start until the design and funding issues can be resolved. Meeting with Network Rail 24 th March 2010.										JS	Feb 10	TBC
1.5	Train Station																
1.5.4	Work on site commences	JS														Work cannot start until the design and funding issues can be resolved. Meeting with Network Rail 24 th March 2010.	

CP3: Sense of Community																	
Ref	February 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
3.3.6	Develop and roll out Equality data monitoring process				Suspend?										HB	Feb 10	TBC
3.3	Community engagement																
3.3.6	Develop and roll out Equality data monitoring process	HB														EXTENDED: Project group established. Project plan developed. Est. completion based on project plan May 2010. Pilot completed. This has identified the potential scale of this project. Mapping exercise to now be completed across departments. SUSPEND?	

FP4: Managing Performance (including Value for Money)																	
Ref	February 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
8.4.7	Deliver the LGBT training and awareness week				Training delivered to members and officers. Drop in sessions delivered to residents through HUB. A cabinet specific session is yet to be delivered. This has had to be postponed due to member availability.										CF	Feb 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
8.4 Tackle inequality and improve outcomes for people in vulnerable circumstances																	
8.4.7	Deliver the LGBT training and awareness week	CF													Training delivered to members and officers. Drop in sessions delivered to residents through HUB. A cabinet specific session is yet to be delivered. This has had to be postponed due to member availability.		

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PR1: Customer Processes																	
Ref	February 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
9.2.1	Monthly review of action plan at Customer First Board.				Meeting due in January went ahead. Suspended pending new arrival of Head of Customer Service?										HB	Feb 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
9.2 Customer satisfaction (delivery of customer access strategy)																	
9.2.1	Monthly review of action plan at Customer First Board.	HB													Meeting due in January went ahead. Suspended pending new arrival of Head of Customer Service?		

Exception Report for February 2010 Improvement Plan

Appendix 1

PR5: Planning																	
Ref	February 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.1.3	Regular meeting with developers landowners dependent on progress with the Applications				Current appeal by St Modwen over BCC refusing planning permission at Longbridge has delayed progress on applications in Bromsgrove										MD	Feb 10	TBC
13.1	Longbridge																
13.1.3	Regular meeting with developers landowners dependent on progress with the Applications	MD														Current appeal by St Modwen over BCC refusing planning permission at Longbridge has delayed progress on applications in Bromsgrove	

PR5: Planning																	
Ref	February 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.2.3	Receive and respond to RSS2 Proposed Changes				Phase 2 proposed changes still being delayed as CLG take legal advice, no indication yet as to when they will be published										MD	Feb 10	TBC
13.2	Regional Spatial Strategy																
13.2.3	Receive and respond to RSS2 Proposed Changes	MD														Phase 2 proposed changes still being delayed as CLG take legal advice, no indication yet as to when they will be published	

Exception Report for February 2010 Improvement Plan

Appendix 1

PR5: Planning																		
Ref	February 2010 Action	Colour	Corrective Action													Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
13.4.6	Consider results at Customer First Board and CMT, including action plan.		EXTENDED: Meeting held early February to check through document. Further meeting scheduled for later in Feb with peer review team to comment on draft. Awaiting receipt of final document.													HB	Feb 10	TBC
13.4	Effective Development Control Service																	
13.4.6	Consider results at Customer First Board and CMT, including action plan.	HB														EXTENDED: Meeting held in January between internal parties to decide on progress forward and preparation of action plan. Meeting held early February to check through document. Further meeting scheduled for later in Feb with peer review team to comment on draft. Awaiting receipt of final document.		

BROMSGROVE DISTRICT COUNCIL

CABINET

7 APRIL 2010

FEBRUARY (PERIOD 11) PERFORMANCE REPORTING

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non Key Decision	

1. SUMMARY

1.1 To report to Cabinet on the Council's performance at 28 February 2010 (period 11).

2. RECOMMENDATIONS

2.1 That Cabinet notes that 63% of PIs are stable or improving.

2.2 That Cabinet notes that 60% of PI's that have a target are meeting their target as at the month end and 80% are projected to meet their target at the year end.





2.3 That Cabinet notes the performance figures for February 2010 as set out in Appendix 2.

2.4 That Cabinet notes the particular areas of improvement as summarised in section 3.5.

2.5 That Cabinet notes the PI's of particular concern as set out in section 3.6.

3. BACKGROUND

3.1 The full list of performance indicators due to be reported monthly is set out in **Appendix 2** where:-

 On Target	I Performance is Improving
 Less than 10% from target	S Performance is Stable
 More than 10% from target	W Performance is Worsening
 No target set	N/a No target set

3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.

3.3 At the beginning of the year the set of corporately reported PI's was revised to ensure they reflect current priorities and also to take account of the revised

assessment methodology that the Council will be judged on under CAA. There are a total of 100 PI's in the corporate set, 37 reported monthly, 26 quarterly and 40 annually. Many of the annually reported PI's are outcome measures. Due to continued problems in obtaining figures for Domestic Violence incidents the two indicators covering these have been removed from the reporting set with effect from November, hence the number of PI's reported monthly is now 35.

3.4 This month has seen a reversal of the trend in the previous month where the majority of indicators were declining. Of the ten PI's missing target by less than 10% at the end of February four are predicted to improve sufficiently in March so that the annual target can be attained.

3.5 Performance worthy of particular mention is as follows:

- Sickness absence remains well below the monthly target figure for the sixth month in succession. Although the annual target of 8.75 days is unlikely to be met it is likely that the final outturn will be close at just over 9 days. That would be a considerable improvement over last years figure of 10.66 days and also would be the closest outturn to target figure for a number of years.
- Overall Crime levels remain low.

3.6 Performance of potential concern is as follows:

- Burglaries rose again in February.
- The proportion of invoices paid within 10 days has declined again, down to 80% from a peak of 86% earlier in the year against a target of 90%. This is because Departments are not authorising invoices promptly, so that by the time they are received within Finance they cannot be paid within the 10 day target.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. COUNCIL OBJECTIVES

6.1 Performance reporting & management links to the Improvement objective

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

7.1 The main risks associated with the details included in this report are:

- Data quality problems

- Poor performance

7.2 These risks are being managed as follows:

- Implementation of the Data Quality Strategy
- Robust follow up on performance issues, including performance clinics

7.3 There are no Health & Safety considerations

8 **CUSTOMER IMPLICATIONS**

8.1 Performance Improvement is a Council Objective

9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 There are no implications for the Council's Equalities and Diversity Policies.

10. **VALUE FOR MONEY IMPLICATIONS**

10.1 There are no VFM implications

11 **CLIMATE CHANGE AND CARBON IMPLICATIONS**

11.1 There are no climate change implications

12. **OTHER IMPLICATIONS**

Procurement Issues None
Personnel Issues None
Governance/Performance Management – Production of the performance report supports the aim of improving performance & performance management
Community Safety including Section 17 of Crime & Disorder Act 1988 None
Policy None
Biodiversity None

12. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
Chief Executive	Yes (at CMT)
Executive Director (Partnerships & Projects)	Yes (at CMT)
Executive Director (Services)	Yes (at CMT)
Assistant Chief Executive	Yes

Head of Service	Yes
Head of Financial Services	Yes (at CMT)
Head of Legal, Equalities & Democratic Services	Yes (at CMT)
Head of Organisational Development & HR	Yes (at CMT)
Corporate Procurement Team	Yes (at CMT)

13. WARDS AFFECTED

All Wards.

14. APPENDICES

Appendix 1 Performance Summary for the period

Appendix 2 Detail Performance report for the period

Appendix 3 Detailed figures to support the performance report

15. BACKGROUND PAPERS

None

Contact officer

Name: John Outhwaite, Senior Policy & Performance Officer

email: j.outhwaite@bromsgrove.gov.uk

Tel: (01527) 881602

The Fairtrade Town

Action Guide



We are a
Fairtrade
Town



Look for products with this Mark

Everything you need to know to make your area a
Fairtrade Town, City, Village, Island, Borough, County or Zone

- 1** Welcome
 - 2** The Five Goals
 - 3** Using this guide
 - 4** Getting started
-

Goal 1

- 5** Requirements and suggestions
- 6** Gaining council support
- 7** Ideas from other Fairtrade Towns
- 8** Sample Resolution

Goal 2

- 9** Requirements and suggestions
- 10** Getting Fairtrade products into shops and cafés
- 11** Ideas from other Fairtrade Towns
- 12** Retail and catering targets

Goal 3

- 13** Requirements and suggestions
- 14** Making Fairtrade a part of the community
- 15** Ideas from other Fairtrade Towns
- 16** Notes

Goal 4

- 17** Requirements and suggestions
- 18** Engaging and informing the general public
- 19** Ideas from other Fairtrade Towns
- 20** Notes

Goal 5

- 21** Requirements and suggestions
 - 22** Working together to keep things moving
 - 23** Ideas from other Fairtrade Towns
 - 24** Sample steering group constitution
-

- 25** Applications and renewals
- 26** FAQ
- 27** FAQ
- 28** Resources and support
- 29** Thank you

Welcome to the Fairtrade Town Action Guide. Opening this guide is the start of something powerful. Every movement for change begins with people doing what they can where they are. This guide is for anyone interested in making Fairtrade a part of their community. Achieving Fairtrade Town status and then continuing to take action on Fairtrade will unite existing supporters and activity, bring more people on board and create a local focus for Fairtrade.

The Fairtrade Towns movement is vital, and is making a huge difference. It is a grass roots social movement and together with the producer forms the beating heart of changing the world trading system.

Harriet Lamb, Chief Executive Officer,
Fairtrade Foundation



The strength of Fairtrade Towns is that they involve the whole community. They are not just about the council, the churches, the schools or businesses but about all these and more. Fairtrade Towns bring people together and increase understanding of how small actions add up to make a big difference to the lives of people thousands of miles away.

Bruce Crowther, Chair,
Garstang Fairtrade Town

In April 2000 the people of Garstang declared their small market town in Lancashire the world's first Fairtrade Town. Garstang has inspired hundreds of communities since then and Fairtrade Towns are springing up in Canada, the United States, France, Ireland, Belgium, Spain, Italy, Brazil and beyond. In the UK, Fairtrade Towns are at the forefront of a unique people's movement for change, with places from Birmingham to Bristol, Fair Isle to Carlisle, Durham to Dundee working to promote Fairtrade.

What is a Fairtrade Town and why work towards it?

Fairtrade is about bringing the farmer and the shopper closer together. It's about putting people at the heart of trade. Becoming a Fairtrade Town sends a powerful message about how your community wants trade to work and will directly benefit some of the world's poorest farmers and workers through increasing awareness and sales of Fairtrade in your area.

People power works and Fairtrade Towns have been essential in building support for Fairtrade across the UK. A study funded by the Economic and Social Research Council (ESRC)¹ found that the most effective campaigns to encourage ethical shopping are those that take place at a collective level, such as the creation of Fairtrade Cities, rather than those that only target individual behaviour.

A Fairtrade Town is any community that:

- supports Fairtrade and deepens understanding of the benefits Fairtrade brings
- takes action by choosing Fairtrade products whenever possible and encourages others to do likewise
- achieves and continues to take action on the five Fairtrade Town goals set by the Fairtrade Foundation.

For simplicity, this guide talks about Fairtrade Towns but any defined geographical area can achieve Fairtrade Status, be that Town, City, Village, Island, Borough, County or Zone – the same five goals and application processes apply. Wherever you live, your community can make a collective statement of support for Fairtrade and play an important part in making sure Fairtrade continues to grow and benefits more of the people who need it most.

Footnote 1. Governing the subjects and spaces of ethical consumption (2006).

www.esrc.ac.uk/ESRCInfoCentre

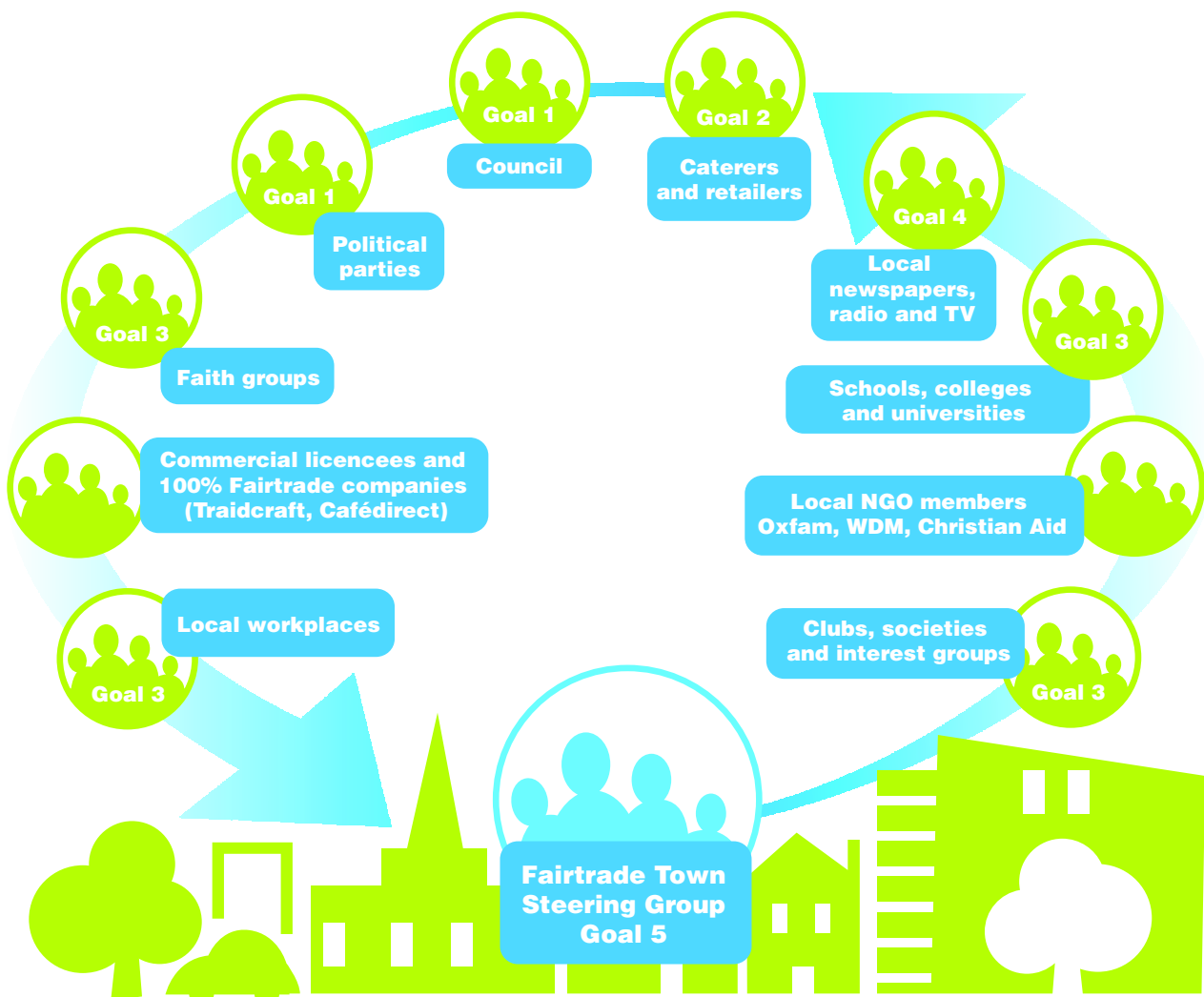


Five Goals for a Fairtrade Town

- 1. Local council passes a resolution supporting Fairtrade, and agrees to serve Fairtrade products (for example, in meetings, offices and canteens).**
- 2. A range of (at least two) Fairtrade products are readily available in the area's retail outlets (shops, supermarkets, newsagents, petrol stations) and served in local catering outlets (cafés, restaurants, pubs).**
- 3. Local workplaces 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.**
- 4. Media coverage and events raise awareness and understanding of Fairtrade across the community.**
- 5. A local Fairtrade steering group is convened to ensure the Fairtrade Town campaign continues to develop and gain new support.**

These goals must be met for a place to become a Fairtrade Town and developed to maintain Fairtrade status. The goals are designed to ensure as many people as possible can get involved and a Fairtrade Town needs everyone to play their part – from the local authority to cafés, businesses to schools, local newspapers to community groups.

A vibrant Fairtrade Town brings together a cross-section of the community, united in their support for Fairtrade and for farmers and workers in developing countries. The steering group encourages, monitors and coordinates action by local organisations, groups and businesses. When your group believes the five goals have been met, an application must be submitted to the Fairtrade Foundation (see page 25). If all the goals are met, a signed and dated certificate is presented to the people of the town.



Using this guide

The requirements for meeting and suggestions for developing the goals are laid out over four pages for easy photocopying, in the following pattern:

Main goal

- **Requirements to meet the goal.**
- **Suggestions for further activity. These are ideas not requirements. Select the suggestions that are appropriate for your town.**

Making change happen – ideas from other Fairtrade Towns

- **Getting started**
- **Further activity**
- **Maintaining momentum**

Each goal section is packed full of ideas to start you off and keep you going. Dip in and out as your Fairtrade Town campaign develops and remember Rome wasn't built in a day. Be ambitious, but realistic and share the work.

Each section also has top tips and inspirational examples from real Fairtrade Town campaigns. Look out for these boxes:



Check out the Fairtrade Foundation website for a list of all Fairtrade Towns in the UK. Many have their own website packed full of local campaign ideas and inspiration

www.fairtrade.org.uk/towns/list



TOP TIP



GET INSPIRED



FOCUS ON

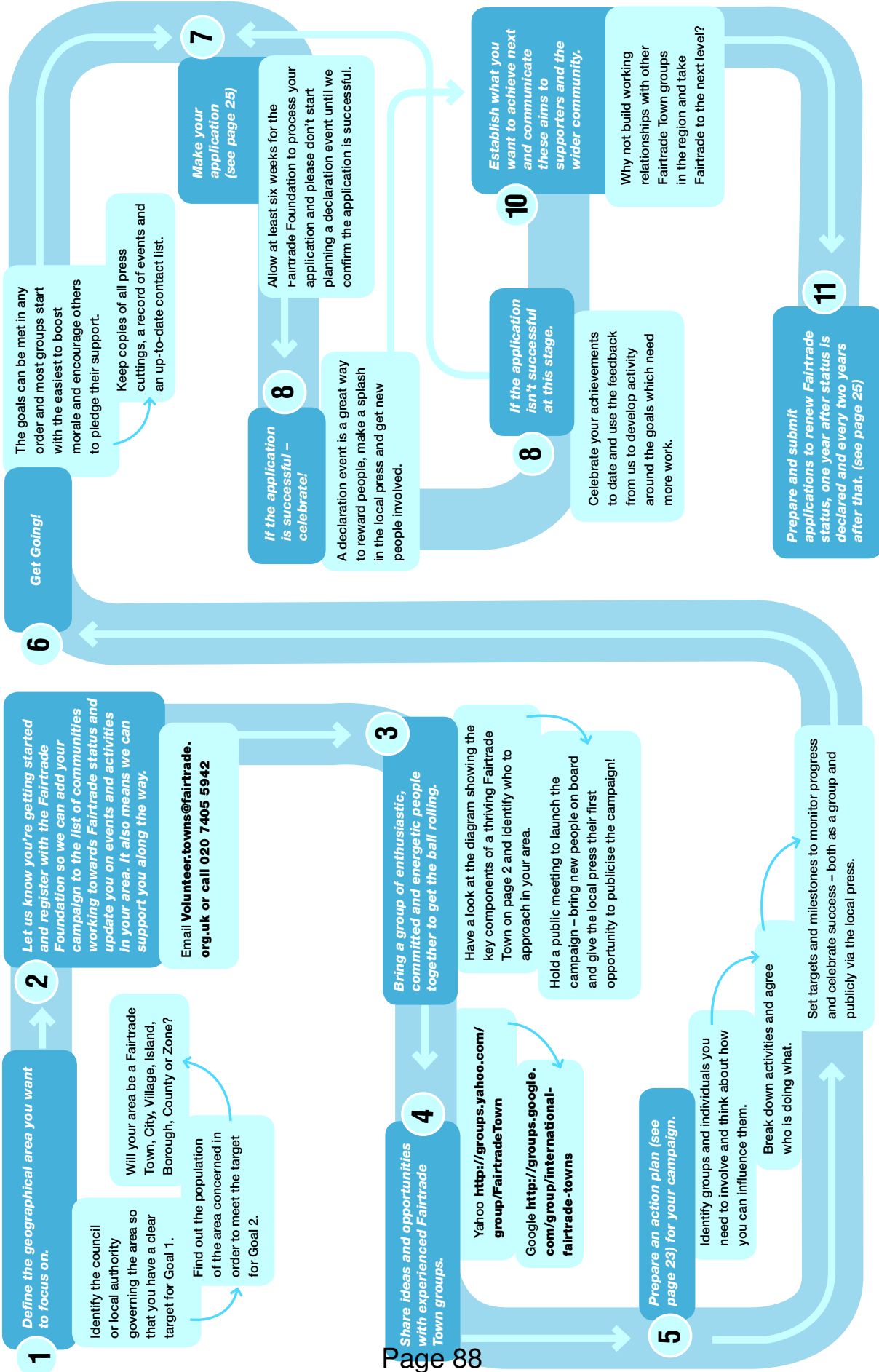
Maintaining Fairtrade Town status

Meeting the five goals is a tremendous achievement but being a Fairtrade Town doesn't stop there. Fairtrade Towns need to keep up the pressure and increase local demand for Fairtrade so more farmers and workers in developing countries can benefit by selling on Fairtrade terms. Once status has been achieved Fairtrade Towns regularly renew their status by submitting updates on progress made on each of the five goals. Renewal applications help Fairtrade Towns maintain momentum and encourage groups to set themselves new targets. Renewal applications mean every community with Fairtrade status continues to support farmers in developing countries by keeping up the call for Fairtrade.

In the final section:

- Information on how to submit a successful application and renew Fairtrade status
- Frequently asked questions
- Links to resources and support:
 - What's available from the Fairtrade Foundation
 - Contacting other Fairtrade Town groups
 - Links to other useful organisations





Goal 1

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

Developing the concept of Fairtrade, to us, symbolised how we can build effective links in a global world and illustrate how economically, both Fairtrade producers and businesses here in our community can benefit from the experience. Over the last two years we have been amazed at how involved local people, particularly young people, have wanted to become once they have understood the benefits of Fairtrade – it has been hard work, but worth it.

Councillor Dave Allan
Chair, Sunderland Fairtrade Steering Group

Meeting Goal 1 – requirements

1. The wording of the resolution must include:
 - a statement of support for Fairtrade
 - a commitment to use Fairtrade products whenever possible (in meetings, offices and canteens for example).
2. The council must take practical action on the resolution and introduce Fairtrade products in meetings, offices and canteens.
3. There must be a named council representative (member or officer) on the Fairtrade steering group.

Please see page 8 for a sample resolution.

Taking Goal 1 further – the local council can also :

- promote awareness of Fairtrade to its constituency through publications and website
- promote awareness of Fairtrade to staff and partners (internally) through posters, emails, tastings and events during Fairtrade Fortnight
- extend the range of Fairtrade products used, for example biscuits or fruit
- support the work of the steering group through funding, providing rooms for meetings or officer time
- work with other public bodies (schools, hospitals, police) to encourage them to switch to Fairtrade
- erect street signs declaring Fairtrade Town status
- work with other local authorities in the area to develop a joint Fairtrade procurement strategy.
See www.fairtradeyorkshire.org for an example.





Can councils legally specify Fairtrade products in catering contracts?

Yes! In October 1993, Nottingham County Council became the first council in the UK to pass a resolution committing them to using Fairtrade tea and coffee. Since then hundreds of town, borough, city and county councils have all passed a similar resolution and backed it by including Fairtrade as a part of catering contracts and council policy.

For more information and advice:

- www.buyfair.org
- www.fairtrade.org.uk/buying_into_fairtrade

Action by the council makes a difference

Working in genuine partnership with a cross-section of the community through a Fairtrade Town campaign is a great opportunity for the council. Becoming and developing a Fairtrade Town brings people together, boosts civic pride and offers an opportunity to act and celebrate together.

From a small town or parish council to a county or borough council with hundreds of employees, all councils are in a unique position to increase awareness and sales of Fairtrade products through their role as:

Consumers

Think about all that tea and coffee drunk in offices, canteens, meeting rooms and at civic events!

Influencers

Local authorities can use existing links with schools, community organisations and businesses to promote Fairtrade. By supporting Fairtrade, the local authority as a community leader sets an example for businesses and other organisations.

Political bodies

Local, cross-party, political support for Fairtrade sends a powerful message to government about how people want trade to work.



GET INSPIRED

Using influence and expertise to take Fairtrade forward in the community

A clause to specify Fairtrade products was developed by The City of London legal team and then adopted by the City of London Boys School. The same clause will also help to make Fairtrade products available in the Guildhall School of Music and Drama and the City of London Girls School when existing contracts come up for renewal. A great example of how a council can engage with other organisations and provide expertise to help them switch to Fairtrade

www.cityoflondon.gov.uk



Getting started

Show public support for Fairtrade through:

- A petition asking the council to develop a Fairtrade policy.
- Letters to the local press – especially effective if published just prior to a council decision.
- Joint letters to local councillors signed by as many local groups and civic society networks as possible. Include some Fairtrade coffee or chocolate samples to start their Fairtrade habit.
- Encourage supporters to raise questions at public meetings – get Fairtrade on the agenda.

Further activity

- Identify the individual or department most willing and able to champion Fairtrade within the council. Likely candidates could include:
 - councillors who have spoken publicly about poverty and development issues or who sit on committees with a focus on catering, procurement policy, sustainability or community development
 - officers with a responsibility for sustainability, environmental planning, town centre management or regeneration and community development.
- Involve councillors in the campaign by inviting them to Fairtrade events. This is a way for them to learn more about Fairtrade and can also be a good publicity opportunity – especially useful in the run-up to local elections.
- Staff trade union representatives could help organise a staff petition requesting Fairtrade (or more Fairtrade) and promotional campaigns in staff refreshment areas. Combine both with a petition available to sign at a Fairtrade tasting event in the council lobby.

Maintaining momentum

- Work with the council to ensure they benefit from being involved with the local Fairtrade campaign. Offer publicity opportunities at local events, through sponsorship, promotional literature and media activities.
- Link the push for Fairtrade with local issues and other council priorities. Many groups have promoted Fairtrade as part of initiatives to support local businesses or to promote local produce. Promoting Fairtrade and local produce can raise awareness of the challenges faced by small-scale farmers worldwide and the shared need for a fair price.

TOP TIP



Competitions – a fun way to involve a lot of people

One innovative council hosted an art competition between local schools. Pupils created Christmas cards with a Fairtrade theme and the council used the winning design for their card that year. Local schools got more involved and every organisation and individual on the council's mailing list received a little Christmas reminder about Fairtrade!



TOP TIP



Local Strategic Partnerships – the amplifier effect!

As part of government commitments to modernise local government and strengthen regional democracy, all areas are now required to establish Local Strategic Partnerships (LSPs). LSPs provide a fantastic opportunity to reach public agencies and representatives from the private, voluntary and community sectors.

Through working with the Sunderland LSP, the Sunderland Fairtrade City campaign got all partnership members involved in promoting Fairtrade and using products with the FAIRTRADE Mark. Members include Sunderland City Council, Sunderland University, Sunderland College, Northumbria Police, City Hospitals Sunderland, Sunderland Echo, Age Concern and Job Centre plus. www.sunderland.gov.uk



FOCUS ON

Council resolutions

The ideal council resolution will go beyond the requirements for this goal and link Fairtrade to wider council policy. The example here clearly states why the council is involved, what they seek to achieve and commits them to specific activities.

Why the council supports Fairtrade

[Name of council], as an important consumer and opinion leader, should research, develop, and support a strategy to facilitate the promotion and purchase of foods with the FAIRTRADE Mark as part of its commitment to [document/advice paper] and in pursuit of sustainable development and to give marginalised producers a fair deal.

Summarise what the council aims to achieve by supporting the Fairtrade Town campaign

To be recognised by the residents and business community of [name of the area concerned], suppliers, employees and other local authorities, as a city/town that actively supports and promotes Fairtrade and to increase the sale of products with the FAIRTRADE Mark.

Detail what practical action the council commits to

[Name of council] resolves to contribute to the campaign to increase sales of products with the FAIRTRADE Mark by supporting the campaign to achieve Fairtrade status for [name of the area concerned] as detailed in the Fairtrade Foundation's Fairtrade Towns initiative.

To this end, [name of council] resolves to:

- Widely offer FAIRTRADE Marked food and drink options internally and make them available for internal meetings
- Promote the FAIRTRADE Mark using Fairtrade Foundation materials in refreshment areas and promoting the Fairtrade Towns initiative in internal and communications and external newsletters
- Use influence to urge local retailers to provide Fairtrade options for residents
- Use influence to urge local business to offer Fairtrade options to their staff and promote the FAIRTRADE Mark internally
- Engage in a media campaign to publicise the Fairtrade Towns initiative
- Nominate a council representative (member of officer) to sit on the Fairtrade Steering Group and support ongoing work to promote Fairtrade
- Organise events and publicity during national Fairtrade Fortnight – the annual national campaign to promote sales of products with the FAIRTRADE Mark.

TOP TIP



After achieving Fairtrade Borough status, Waltham Forest Fairtrade group worked with the council to create a Fairtrade Action Plan for the future. The plan details how the council can support progress around each of the five goals, in addition to developing internal procurement and promotion strategies. From which council officers could help engage more businesses and faith groups, to how Waltham Forest can promote Fairtrade on the council website, the Fairtrade Action Plan is a great way to maintain focus and develop council support.

www.walthamforest.gov.uk/index/environment/fairtrade

Goal 2

A range of (at least two) Fairtrade products are readily available in the area's retail outlets (shops, supermarkets, newsagents, petrol stations) and served in local catering outlets (cafés, restaurants, pubs).

I think we're in a lucky position in the UK. It is very hard for people in developing countries to survive – even when they work incredibly hard – if they don't get a fair rate for their produce. If we can change that by buying and selling Fairtrade, I think we should. I'm proud that the Star of India is known as a part of Waltham Forest Fairtrade Borough. Fairtrade makes sense to me as a person, a businessman and a member of the community.

Shah Ahmed
Owner, Star of India restaurant and member of Waltham Forest Fairtrade Steering Group

Meeting Goal 2 – requirements

- Retail and catering targets based on population size must be reached. Targets can be found on page 12.
- Only retail and catering outlets that stock at least two products with the FAIRTRADE Mark and are open a minimum of three days a week can be counted towards these targets.

Taking Goal 2 further – supporters can also:

- Continue to encourage new shops and cafés to sell and serve Fairtrade
- Encourage local shops and cafés to increase the range of products they offer
- Encourage shops and cafés to make Fairtrade visible through posters, stickers and point of sale material
- Involve commercial partners with the local campaign – encourage them to host events and activities to promote Fairtrade Fortnight and throughout the year – and support the campaign as it develops.

Action by local retail and catering outlets makes a difference

It should be easy for people to choose Fairtrade products when they shop and eat out in a Fairtrade Town. Fairtrade is an alternative way to trade that works with the normal rules of supply and demand. The difference is that the aim is to make trade work for development. Buying Fairtrade is one way we can all do something towards tackling poverty – but only if products are available for us to buy.

Fairtrade needs to become the norm and this is where Fairtrade Towns can make all the difference by working with retail and catering outlets to:

Make Fairtrade widely available

Successful action on the other Fairtrade Town goals will increase demand for Fairtrade products in your area. Local shops, supermarkets, cafés, pubs, restaurants, petrol stations and corner shops need to offer Fairtrade products and meet that demand.

Make Fairtrade visible in your area

Supportive stores and cafés can promote Fairtrade with posters, point of sale material and window stickers. Studies show that shoppers only spend three seconds selecting which jar of coffee or bag of rice to buy. Three seconds is enough time to make a difference if people remember to choose Fairtrade!

Showcase the range of Fairtrade products available

Give customers a real flavour of all Fairtrade has to offer. Thousands of different products have been licensed to carry the FAIRTRADE Mark – from spices to smoothies, cotton to coffee, muesli to mangoes and footballs to flowers. Shops and cafés play a real part in letting people know what Fairtrade options are out there.



Goal 2 – Getting Fairtrade products into shops and cafés

10

Ideas from other Fairtrade Towns

Getting started

- Find out what's already on offer in the area by auditing local shops and cafés. Talk to managers, tell them about Fairtrade and encourage them to be more involved in the campaign, for example, as well as selling Fairtrade products, could Fairtrade tea and coffee be used in the staffroom? Give them a leaflet explaining Fairtrade with contact details for the local campaign.
- The audit is a good opportunity to involve students, pupils and supporters through a Fairtrade treasure hunt or product detective project.
- Prove that demand for Fairtrade exists locally by asking friends and supporters to write or speak to shop managers or fill in a customer feedback card. It doesn't hurt to ask!

Further activity

- Fairtrade Towns are about positive change. Activity on Goal 2 should bring new outlets on board and encourage existing stores and cafés to increase the range they offer – not just audit what's already on offer.
- Help independent cafés and shops start stocking Fairtrade by providing details of suppliers in the area (see page 28).
- Many of the big national chains have a list of Fairtrade products Head Office has signed up to on their website. This range could be on shelves in your area.
- Encourage shops and cafés that stock Fairtrade products to display posters, window stickers and point of sale material (see page 28).
- Target any well known restaurants or shops in the area. Bringing them on board will help get Fairtrade noticed and encourage other businesses to make the switch.
- Involve shops and cafés in the campaign by working with them to put on events during Fairtrade Fortnight and throughout the year. Successful collaborations could include in-store tasting stalls or Fairtrade wine tasting in cafés and restaurants. This is great publicity for their business, showcases the Fairtrade products they offer and helps raise awareness of what Fairtrade is and where to find it.



TOP TIP

Making local surveys fun and involving supporters

Tower Hamlets Fairtrade Group recruited school pupils and students to help find Fairtrade products locally. A brightly coloured Fairtrade detective form gave detectives an easy-to-use, fun tool to survey shops and cafés in their area. The Fairtrade detectives helped collect information towards Goal 2, played a part in their local Fairtrade Borough campaign and learned lots about Fairtrade along the way.

www.towerhamlets.gov.uk/fairtrade



FOCUS ON

Local Fairtrade Directories

A local directory of outlets stocking Fairtrade products is a great tool to help people find Fairtrade easily and publicise supportive stores, cafés and restaurants. Many groups recognise schools, churches, community organisations and businesses by including a Fairtrade supporters section or include places that offer local produce to show support for local, small-scale farmers.

Directories can be as sophisticated or simple as you like, from do-it-yourself lists to glossy publications.

Chesterfield Borough Council provided funding to produce a basic A5 folder with key facts and information about Fairtrade and the local campaign. Photocopied loose-leaf lists of supportive organisations and outlets stocking Fairtrade are updated and added each year – cost-effective, up to date and a great resource to hand out at events!

The publishers below produce annual directories – ready for Fairtrade Fortnight – packed full of producer news and the latest Fairtrade products. All you have to do is supply the information about Fairtrade in your area.

<http://fj.greenbath.org>

www.handupmedia.co.uk

Online versions can be cheaper to producer and easier to update. Fairtrade Association Birmingham has a good example on their website www.fairtradebirmingham.org.uk

Maintaining momentum:

- Offer stores the opportunity to support the local campaign by providing samples for tasting events or prizes.
- Stock It! postcards, available from the Fairtrade Foundation, are a good way to show managers the range of Fairtrade products out there and which ones their customers want to see! Increases in the range of products available indicate that the hard work put into a Fairtrade Town campaign is paying off.
- Make sure your area plays a part in helping new Fairtrade products get off the ground and stay on the shelves. Encourage stores and cafés to showcase new products and categories so there are long-term benefits to the producers relying on sales behind them.
- Invite staff and managers to your events and encourage them to learn more about Fairtrade and the benefits it brings.
- Invite local store and café managers who have made a commitment to Fairtrade to get involved with the steering group and be a part of shaping the future of the Fairtrade Town.



TOP TIP

Working with commercial partners

Do:

- bring stores and cafés on board by demonstrating demand exists for Fairtrade products
- provide opportunities for staff and managers to learn more about Fairtrade and help them understand why their customers choose Fairtrade
- build lasting relationships and make supportive stores and cafés feel part of the local Fairtrade campaign.

Don't:

- give the impression that the company is being endorsed – only their actions promoting Fairtrade products
- allow one company to monopolise the campaign – this may discourage others from getting involved.



Goal 2 – Getting Fairtrade products into shops and cafés

12

Targets

Retail and catering targets for achieving Goal 2

The targets for Goal 2 are based on population size and must be met to achieve Fairtrade Town, City, Village, Island, Borough or Zone status. Fairtrade County campaigns can choose to meet Goal 2 according to the targets below or based on the number of existing Fairtrade Towns in the area (see page 26)

Population	Retail target	Catering target
Less than and including 2,500	1	1
Greater than 2,500 up to and including 5,000	2	1
Greater than 5,000 up to and including 7,500	3	2
Greater than 7,500 up to and including 20,000	4	2
Greater than 20,000 up to and including 25,000	5	3
Greater than 25,000 up to and including 30,000	6	3
Greater than 30,000 up to and including 35,000	7	4
Greater than 35,000 up to and including 40,000	8	4
Greater than 40,000 up to and including 45,000	9	5
Greater than 45,000 up to and including 50,000	10	5
Greater than 50,000 up to and including 55,000	11	6
Greater than 55,000 up to and including 60,000	12	6
Greater than 60,000 up to and including 65,000	13	7
Greater than 65,000 up to and including 70,000	14	7
Greater than 70,000 up to and including 75,000	15	8
Greater than 75,000 up to and including 80,000	16	8
Greater than 80,000 up to and including 85,000	17	9
Greater than 85,000 up to and including 90,000	18	9
Greater than 90,000 up to and including 95,000	19	10
Greater than 95,000 up to and including 100,000	20	10
Greater than 100,000 up to and including 110,000	21	11
Greater than 110,000 up to and including 120,000	22	11
Greater than 120,000 up to and including 130,000	23	12
Greater than 130,000 up to and including 140,000	24	12
Greater than 140,000 up to and including 150,000	25	13
Greater than 150,000 up to and including 160,000	26	13



Continue rising at one retail outlet per 10,000 population.

The catering outlet target is always half that of the retail target rounded up to the nearest whole number.



Goal 3

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.

Meeting Goal 3 – requirements

1. Workplaces

- Local workplaces that cannot support the campaign by selling Fairtrade products get involved by making Fairtrade products available to staff and clients.
- A flagship employer is required for populations over 100,000 people and a recommended asset for any Fairtrade Town (see page 26).

2. Places of worship

- Places of worship representing the religious make-up of the community promote Fairtrade to worshippers and use Fairtrade when refreshments are served. **Suggested target:** 50% of churches and a representative number of other faith groups.

3. Primary and secondary schools

- Teachers and pupils learn about Fairtrade leading to Fairtrade products being used whenever possible in school (staff room, canteen, tuck shop). **Suggested target:** 30% of schools.

4. Universities and colleges

- Students and staff promote Fairtrade and Fairtrade products are available in campus cafes, shops and vending machines.

5. Other community organisations

- Clubs, societies, voluntary organisations and interest groups support Fairtrade and choose Fairtrade when refreshments are served.



Fairtrade in the UK demonstrates the power of communities at its best. Ordinary citizens are achieving extraordinary change for people working hard in developing countries, and I pay tribute to their sense of justice and their vision of a fairer world.

Rt Hon Gordon Brown
Prime Minister

Developing Goal 3 – supporters can also:

- Choose representatives to sit on the steering group and contribute ideas and energy to take the local campaign forward. Their knowledge and contacts can help the steering group reach other businesses and community organisations.
- Take their commitment further by working towards Fairtrade School, University, College, Church or Synagogue status in their own right.
- Increase the range and availability of Fairtrade products on offer to staff, students or members.
- Promote Fairtrade and the campaign through posters and leaflets, internal newsletters and staff emails.
- Organise events internally to encourage staff, students and members to make their own personal commitment to Fairtrade.
- Play a part in developing Fairtrade locally by organising or getting involved in public events especially during Fairtrade Fortnight.

Action by the community makes a difference

Fairtrade is a way we can all contribute to positive change. Workplaces can make Fairtrade available to staff and clients, school pupils can learn about the problems of unfair trade and how Fairtrade helps to tackle them and faith groups can make Fairtrade a part of worship. Goal 3 spreads Fairtrade across the community and calls on groups, organisations and businesses to show their support for fairer trade systems by:

Choosing Fairtrade products

More groups and organisations using Fairtrade products means more farmers and workers have an opportunity to earn enough for today and to invest in a better tomorrow by selling on Fairtrade terms.

Raising understanding of the problems of unfair trade and what Fairtrade does to tackle them.

Events, leaflets, articles and activities deepen understanding of Fairtrade and encourage students, staff, colleagues, clients and worshippers to take Fairtrade home and spread the word to family and friends.

Taking the Fairtrade Town from strength to strength

Encourage supportive groups and organisations to work together and become a part of the local campaign. Bringing supporters together – through the steering group, during Fairtrade Fortnight or on specific events – will ensure your Fairtrade Town campaign continues to develop and grow.

Getting started

- Getting a foot in the door of a business, place of worship, school or society is easiest for someone who is already involved with the organisation. It may be useful to put together an information pack for friends and supporters to take to their workplace or child's school. A good pack could include:
 - information about Fairtrade and the local Fairtrade Town campaign
 - a petition that can be easily adapted for any organisation and signed by staff, pupils or members to demonstrate internal demand for Fairtrade
 - Check out the range of Fairtrade at Work materials for workplaces from www.fairtrade.org.uk/work
 - information about local suppliers offering Fairtrade products to enable change to happen (see page 28). Traidcraft have a great Fairtrade catering package available which works well for places of worship and smaller workplaces. Visit www.traidcraft.org.uk
 - examples of local businesses, schools and organisation that have already made the switch to inspire and encourage others. Peer pressure can be a great tool!
- Traidcraft Fairtraders are a valuable source of local knowledge and Fairtrade products. They often know which groups and organisations already use Fairtrade and can provide Fairtrade tea, coffee and sugar to new recruits through their catering packages. www.traidcraft.org.uk
- Working through umbrella organisations – associations with influence and contacts – is also an effective way to reach a lot of groups and organisations. Check out the council website to find useful allies and spend time bringing them on board.

Target (audience)	Influencers (allies)
General	Council Press and media (see Goal 4) Local Strategic Partnership (see Goal 1)
Schools	Board of governors Education Services department (council) Development Education Centres in your region www.dea.org.uk
Faith groups	Justice and Peace or Churches Together groups The head of your local diocese, Methodist district or other faith group Local inter faith groups or forums
Businesses	Chamber of Commerce, Chamber of Trade or equivalent Town centre management Industry specific umbrella organisations – for example the Tourist Board to reach B&Bs and guesthouses
Other community organisations	Local Council for Voluntary Services (CVS) or equivalent Citizens Advice Bureau Community and Living department (council)

- Create opportunities for groups and organisations to hear about Fairtrade by inviting them to events. Try and combine informative films or presentations with fun opportunities to try Fairtrade products, chat informally about Fairtrade and share ideas for local action. Evening wine-tasting events or business breakfasts can work well.
- If they won't come to you – can you go to them? Many Fairtrade Towns have found offering to do a presentation or assembly is a good way to reach people. Be proactive and invite yourself to the monthly Chamber of Trade or school governors meeting – share your passion!

Further activity

- Once a switch has been made, remind people why it's important, and publicise it so businesses and organisations feel good about their actions. Many Fairtrade Towns include supportive schools, churches and businesses in their local Fairtrade directory.
- Creating and awarding a pledge form to record commitments made is a good, visible reminder. Encourage organisations to renew – and develop – their pledge every year.

FOCUS ON



Taking Fairtrade further in the community

Information, resources and ideas to encourage action on Goal 3 are available at:

Fairtrade Schools:

www.fairtrade.org.uk/schools

Fairtrade Universities and Colleges:

www.fairtrade.org.uk/universities

Fairtrade places of worship:

www.fairtrade.org.uk/faiths

Fairtrade at Work:

www.fairtrade.org.uk/work

- Encourage schools, universities, churches and synagogues to take their commitment further by working towards Fairtrade status.
- Fairtrade Fortnight (see www.fairtrade.org.uk for dates) is every Fairtrade Town's annual opportunity to make a massive splash and get everyone involved. Check out the Fairtrade Fortnight Action Guide, packed full of great event ideas for everybody and share these with supportive organisations.

Maintaining momentum

- Think about strategic introductions and ways the Fairtrade Town can encourage supportive organisations to work together. Could university students run workshops with local school pupils, for example?
- Run competitions to find the workplace that drinks the most Fairtrade tea in a week, or ask schools to design the best Fairtrade-themed poster. Competitions can involve lots of people and make great press hooks!
- Collect and share case studies from local organisations and groups that have made the switch. Use their Fairtrade stories to encourage others to get involved.



GET INSPIRED

Celebrating local Fairtrade heroes

Edinburgh Fairtrade City recognises outstanding action around Fairtrade through an annual Lord Provost Award. Categories include an award for education, long standing achievement and Fairtrade in the community. Winners are announced during Fairtrade Fortnight and the awards help recognise local action on Fairtrade, publicise and celebrate achievements in the local press and encourage other people to become Fairtrade heroes. Could an annual or one-off award recognise and inspire action on Fairtrade in your community?

www.edinburgh.gov.uk/fairtrade



Notes:

Make a note of potential influencers here. What local organisations or umbrella groups could help you reach schools, businesses, faith groups and other community organisations? Are there any groups that are already supporting Fairtrade and may want to get more involved?



GET INSPIRED

University of Wolverhampton takes Fairtrade further

The University of Wolverhampton built on Fairtrade status by incorporating Fairtrade into the Sustainable Development module. Students from the School of Applied Science create a poster explaining Fairtrade based on independent study around Fairtrade and focused lectures. The designs are then judged by members of the Wolverhampton City Fairtrade Partnership and placed on permanent display across the campus.

www.wolverhampton.gov.uk/business/fairtrade

Goal 4

Media coverage and events raise awareness and understanding of Fairtrade across the community.

I think a Fairtrade Town is like a stick of rock with Fairtrade running right through it. Fairtrade should automatically be a part of everything, a natural and integral ingredient of every event, every newsletter and every shopping basket.

Joanne Golton,
Garstang Market Town Initiative

Meeting Goal 4 – requirements

- Articles about Fairtrade and the local Fairtrade campaign have appeared in a range of different local media and publications. *Suggested period: over at least one year*
- Events take place over Fairtrade Fortnight and at other times of the year. *Suggested period: over at least one year*

Developing Goal 4 – supporters can also :

- Make sure articles and updates are included in local newsletters (parish, church, school)
- Establish Fairtrade as a regular feature at local events (summer fetes and fairs, Christmas markets, school sports days)
- Ensure events reach a wide range of different audiences and enable other groups and organisations to get actively involved (see Goal 3)
- Set up a website to promote the Fairtrade campaign.

Media coverage and events make a difference

Fairtrade should be recognised, understood and widely supported in a Fairtrade Town. Work on Goals 1, 2 and 3 will make Fairtrade visible in your area and build support for the campaign but there will still be lots of people you miss! Goal 4 is about using local newspapers, websites, radio, and television to take Fairtrade to the wider public and to weave Fairtrade into the fabric of your local area.

Press coverage and events play an essential role in a Fairtrade Town campaign by:

Reaching the general public

The local press and media have audiences you want to reach. Regular articles and photo stories in the press will increase recognition of the FAIRTRADE Mark and understanding of what it stands for.

Making Fairtrade a part of local life

The local media often defines local issues – what’s seen as important and what’s not. Make sure Fairtrade is on the agenda!

Community events such as summer fêtes or local festivals are part of an area’s local identity – make Fairtrade a part of these.

Getting people involved

Events are a good opportunity to inform and entertain and can help recruit new supporters and volunteers as well as increasing understanding of Fairtrade.

Putting Fairtrade on the agenda through regular articles and media updates will encourage more groups, organisations and individuals to get involved and develop your Fairtrade Town campaign.



Getting started

- Do your research! Which newspapers are in your area? The free local papers often all belong to one media group, which can make it easier to get your story in all of them.
- Make personal contact with the journalist who covers community events – have a look through past editions to find names. Work on building a relationship with them but be aware journalists can move on quickly. Be ready to offer some Fairtrade chocolate or coffee samples in addition to a great, long-running local story.
- The campaign to achieve and maintain Fairtrade status is a story in itself. Launch the campaign with a public event – a Fairtrade breakfast in the Town Hall or a public meeting for example – and invite the press contacts you’ve identified. Keep the press updated as each goal is achieved and when significant victories are won.
- Be polite and professional when approaching the media and never call on deadline day! To sell in an event – make your first, targeted invitation at least two weeks before the event takes place and send a reminder a week later to check it’s in the diary.
- Participating in existing community events (summer fêtes, Christmas fairs) with a Fairtrade stall can be an easy way to reach a lot of people. The council will have a calendar of local events – or check the local paper.
- Most newspapers – and all radio and television stations – will want a spokesperson to comment on the story. Councillors, the Mayor, town centre manager, the chair of your Fairtrade steering group and local MPs all make good spokespeople.
- Seek publicity at every turn. Almost anything can be sold as a story with a little creative spin.



FOCUS ON



Writing a press release

- Keep things clear, short and jargon free – typed, leaving plenty of space, onto one side of A4 paper.
- The story could be progress on the Fairtrade Town campaign or an upcoming event, or both. Put the most interesting aspects first, with an attention-grabbing headline.
- Make it as easy as possible to understand your release by including key information in the first paragraph: who? what? why? when? where?
- Your release may be cut down, so make sure the points you most want people to read are in the first two paragraphs.
- Add a positive quote from the event organiser, a celebrity or supporter (or all three).
- Always mention the local Fairtrade Town campaign and remind them of earlier campaign events or achievements.
- Include a contact name and mobile phone number so journalists can find out more (particularly in the run up to an event) and make sure the release also includes contact details for the Fairtrade Town campaign.

Further activity

- Check out great event ideas in the Fairtrade Fortnight Action Guide and the event guides available at www.fairtrade.org.uk. From football matches to fashion shows and salsa nights to smoothie tastings – the range of Fairtrade products available makes lots of media-friendly, creative events possible.
- Identify your target audience before brainstorming event ideas. Do you want to reach a specific group of businesspeople, the local primary school or members of the general public on the high street?
- Get some free publicity and inspire other groups by adding events to the Fairtrade Foundation event calendar www.fairtrade.org.uk/events
- Help us stay abreast of all that’s going on nationally by sending copies of any articles published to media@fairtrade.org.uk
- Events and media coverage are a good way to thank supportive organisations and recognise their contribution. Positive publicity will encourage them to keep doing what they’re doing – and take their involvement further.





TOP TIP

Photo calls

A photo call is more a stunt than a story. The press will be most interested in a local celebrity appearance or original and visual activity. Invite photographers to the stunt but be prepared to take pictures yourself and send quality copies to the press shortly afterwards. Make sure they're not too dark – a common mistake!

This photo call to launch Fairtrade Fortnight 2002 in Bolton is a great example of a fun and effective photo call featuring a local councillor (centre) dressed as a banana!



Maintaining momentum

- Develop a strategy to ensure Fairtrade stays in the public eye long after Fairtrade Town status is achieved. The media is interested in news – keep Fairtrade current and interesting through quirky events and links to public figures and local issues. For example, make Fairtrade cotton shopping bags a part of local campaigns to go plastic bag free.
- Set clear targets for the campaign and communicate success. Progress towards your targets keeps the stories coming and offers opportunities to celebrate publicly.
- Taking events and activity to a regional level is one way to keep the momentum going – and the press interested! Wales involved groups across the country in an attempt to beat the record for the world's biggest picnic in summer 2007. The event got great coverage in the regional press, united groups in a shared, simultaneous event and definitely boosted sales of Fairtrade fruit, juice, biscuits and ice cream.
- Keep up to date with the latest national and international news on Fairtrade by subscribing to a rss feed www.fairtrade.org.uk/press_office/press_releases_and_statements



FOCUS ON

Key messages

While there are a million different stories you can tell about the difference Fairtrade makes or ways everyone can get involved, there are three useful messages that can help keep things simple, structured and effective.

1. Why is Fairtrade important? Fairtrade makes trade fair.

A lot of world trade is keeping people trapped in poverty. Two billion people – one third of all humanity – work incredibly hard for a living, but still earn less than \$2 per day. Farmers are often forced to sell below what it cost them to produce their crop and struggle to feed their families, let alone invest in their future. Fairtrade is about trying to change that.

2. How does Fairtrade make trade fairer? Fairtrade ensures that farmers and workers around the world earn enough for today and a better life for tomorrow.

As well as the price they get paid for their crops, the Fairtrade system is unique in providing an additional amount of money (the Fairtrade premium) for the farmers and workers to invest jointly in projects of their own – such as health clinics, improving schools, clean water, improving their processing facilities, providing training, repairing roads or building community centres.

(See www.fairtrade.org.uk/producers for producer profiles to bring this message alive)

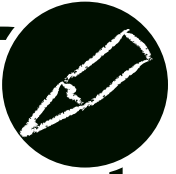
3. Why are you telling me? You can make it happen!

Fairtrade has grown from three Fairtrade certified products in 1994 to over 4,000 by 2008. This happened because ordinary people went into their shops and asked for Fairtrade products. However, millions of farmers still remain trapped in poverty by trade, and it's only if more of us choose Fairtrade products more regularly that Fairtrade will be able to reach them. Each individual action adds up to a world of difference – be a part of it.

It may be helpful before an interview to refresh your knowledge and swot up on good answers to the most frequently asked questions at www.fairtrade.org.uk/what_is_fairtrade

Notes:

Start planning events here! How can you engage, entertain and educate people? Who do you want to reach, where could you hold the event and who needs to be involved in organising it? Make a note here of any existing local events you want to make Fairtrade a part of.



GET INSPIRED

Imagination and Fairtrade bananas helped the Ashbourne Fairtrade group reach an estimated quarter of a million people through media coverage. The group worked closely with local press and media to promote their world record attempt which involved 361 people (and one dog) collectively munching Fairtrade bananas.

www.ashbournefairtrade.org.uk



Goal 5

A local Fairtrade steering group is convened to ensure the Fairtrade Town continues to develop and gain new support.

Meeting Goal 5 – requirements

- The steering group meets regularly.
Suggested period: over at least one year
- Members represent a range of local organisations and sectors.
- The steering group leads ongoing action around the Fairtrade Town goals, submits the initial application for the area and all applications to renew Fairtrade status thereafter.
- The steering group has responsibility for ensuring that events are organised during Fairtrade Fortnight each year.

The steering group is the heart of a thriving Fairtrade Town

Working towards and achieving the five Fairtrade Town goals is a significant achievement, not an end in itself! Fairtrade already has a real impact on the lives of over seven million people – farmers, workers and their families – but remains an alternative to conventional trade that needs to grow.

The steering group works to keep up the pressure and make Fairtrade the norm by:

Increasing support and involvement

Developing action on the five goals will involve new groups, organisations and businesses and provide opportunities for existing supporters to take further action.

Deepening public understanding

Ongoing work by the steering group will take the general public from recognising the FAIRTRADE Mark to deeper understanding of the role Fairtrade plays in a more sustainable future.

Setting targets and monitoring progress

The steering group steers activity. Clear targets and objectives in addition to new ambitions and activities will ensure the Fairtrade Town stays on course and goes from strength to strength.

The strength of the Lichfield Fairtrade City campaign is the way in which it has touched every sector of the life of the city – schools, shops, workplaces, churches, businesses, there is such a breadth and variety. The Lichfield Fairtrade City has helped Lichfield to look beyond itself to the wider world and to work together to make Fairtrade a natural choice.

Mary Harris
Lichfield Fairtrade City Steering Group

Developing Goal 5 – the steering group can also:

- Prepare action plans for the future
- Set indicators to monitor progress and celebrate successes with the wider public
- Form smaller working groups to focus on specific activities and targets, for example events or work with schools
- Contact other Fairtrade Town groups in the area to coordinate activity, pool opportunities and scale up activity in the region
- Continue to recruit and welcome new members
- Maintain and update a volunteer list of supportive individuals and organisations.
- Open a bank account to manage donations and income from fundraising activities
- Keep up to date with the latest news on Fairtrade by subscribing to Fair Comment and the Fairtrade Town and Campaign newsletters published by the Fairtrade Foundation.

Getting started

- Make sure committed and enthusiastic people know there's a campaign underway they can get involved with. Launch the Fairtrade Town campaign with a well publicised public meeting and/or press release.
- Identify likely volunteers. Speak to friends or family who might be interested, other known Fairtrade enthusiasts and local networks that may share your vision. Think back to the diagram of a Fairtrade Town on page 2 and try and target representatives from each circle!
- If you are looking for people with particular skills or to represent a specific sector (business or education for example) try advertising for help. Appeal in the local volunteer bureau, at events, in libraries and churches or in the local paper.
- Once the campaign is underway, make sure key people such as council officers and supportive shop managers are invited to join the group.

Developing activity

- Meet frequently and regularly. Some groups meet in a local café that serves Fairtrade tea and coffee, a church hall or in council offices. Make sure meeting times and venues are convenient for everyone.
- Be organised. Always send an agenda around ahead of time for people to comment on. Taking minutes and circulating them afterwards will keep everyone up to date and ensure decisions and commitments are recorded.
- Keep meetings focused and productive. Set times for agenda items and try and stick to them. Be clear on the objectives of each meeting and communicate the outcomes to keep people motivated.
- Bring snacks and create opportunities to celebrate and socialise as a group – keep it fun!
- Guest speakers can add interest to meetings. Why not invite steering group members from a neighbouring Fairtrade Town to share ideas?
- Think about funds and resources. Money is not essential but it does help! Many groups fundraise by charging an entry fee to a film showing or a wine tasting event. Approach local supermarkets and Fairtrade licensees (www.fairtrade.org.uk/business_services) for free samples for tasting events. Contact the local Council for Voluntary Service or your council to identify sources of funding for voluntary groups in your area.
- Be ambitious, but realistic: don't bite off more than you can chew.
- Take your time. The most meaningful and effective campaigns for change are those that build over time to become the norm. Only hippies recycled 10 years ago!



TOP TIP

Finding steering group members and supporters – who needs persuading least?

- Friends and family
- Development agency local groups (eg Oxfam, World Development Movement) and other members of the Trade Justice Movement (see www.tjm.org.uk)
- Justice and Peace or Churches Together group
- Fair trade shops or cafés
- Multi-faith and faith forums
- Traidcraft or Tearcraft reps
- Local Agenda 21 or sustainability officer (see Goal 1)
- Development Education Centres
- Supportive supermarket managers
- Trade unions
- Local branches of political parties
- Local councillors
- Student groups (eg People & Planet group, Students' Union)
- Schools and youth centres
- Farmers' associations or markets
- Rotary Clubs
- Environmental organisations
- Community associations
- Staff of local ethical businesses



FOCUS ON



Action plans

Creating and sticking to an action plan maintains direction, highlights challenges and achievements and keeps energy and motivation high. All campaigns evolve as new priorities and opportunities arise. Create a new plan to take your Fairtrade Town to each new level.

A good action plan will have:

- Objectives for your Fairtrade Town based on what you have achieved so far and priorities for the future. You may find it helpful to have a general action plan for the overall campaign and separate plans for specific activities such as events or working with schools.
- SMART targets – Specific, Measurable, Actual, Realistic and Time-bound. For example, there will be a Fairtrade product tasting stall organised by steering group members in all three major supermarkets in town during Fairtrade Fortnight.
- Defined actions to achieve the targets. For example, make contact with store managers, agree dates, find volunteers, order leaflets from the Fairtrade Foundation.
- Timelines and responsibilities for each action. Be clear about who will need to be involved or influenced.
- Ideas for the resources and funding which may be required to achieve some actions (See page 27).
- Milestones – defined points along the journey offering an opportunity to celebrate, review progress and make any changes. For example, initial meetings have been held with all supermarket managers.

Maintaining Fairtrade Town status

- Scale up activity! Feedback on your Fairtrade Town application will offer advice and suggestions on areas you could develop. Refer back to the suggestions for each goal in this guide – what are your next challenges and priorities?
- Fairtrade is one way we can all take positive action each time we shop or enjoy a coffee. As citizens we can put pressure on governments to take action too by ensuring trade policy works for development. Make the link between your support for Fairtrade with wider campaigns for greater trade justice. Combine consumer power with citizen power!
- Keep Fairtrade current and relevant – highlight the links to other issues. Organise topical debates, invite speakers and check out www.fairtrade.org.uk/resources for policy papers on Fairtrade and climate change, Fairtrade and food miles, Fairtrade and local produce, Fairtrade and women's rights, Fairtrade and the food crisis.
- Network with other Fairtrade Town groups in the area. A group email list or Facebook page work well if it's hard to meet physically. Share ideas and energy, organise regional competitions or record-breaking attempts or share the work on a county-wide Fairtrade directory/website. Why not work together towards Fairtrade Zone or County status?





FOCUS ON

Steering group constitutions

Many steering groups chose to formalise and focus on their aims, objectives and structure through agreeing a group constitution. Feel free to adapt the example below or to create something new and inspiring to suit the vision and structure of your group.

Fairtrade Town Group Constitution

Name

The name of the group shall be

Objectives

- To promote the concept of Fairtrade
- To raise awareness of the FAIRTRADE Mark
- To raise understanding of the problems of unfair trade and what Fairtrade does to tackle these
- To achieve and maintain Fairtrade Town/City status for (place name), as detailed in the Fairtrade Foundation's Fairtrade Town Action Guide
- To lead on ongoing activity to develop support and understanding of Fairtrade in (place name)

Membership

- Members will be those who have expressed a commitment to promoting the objectives of the Fairtrade Group. All members will have the right to be involved with all decision-making and have voting rights.

Finance

Include details here of how the group will raise and manage funds, for example

- Members will be encouraged to make a voluntary annual subscription
- Funds will be raised through events
- Grants will be sought from appropriate public and private organisations
- A statement of income and expenditure will be prepared annually and presented for approval to the members' meeting

Dissolution

- On dissolution of the group any assets remaining after all debts and liabilities have been discharged shall not be distributed among the members but shall be handed to the Fairtrade Foundation, Ibex House, 42 – 47 Minories, London EC3N 1DY, to be administered in a manner which is exclusively charitable at law.

GET INSPIRED



In 2008, the Cumbria Fair Trade Network became the first community-based Fairtrade campaign to gain charitable status in its own right. Becoming a registered charity makes it easier to apply for funding and can enhance credibility locally but does involve a lot of hard work! To find out more visit:

www.charity-commission.gov.uk

Or contact the Cumbria Fair Trade Network to find out more about their experience

www.cumbriafairtrade.org.uk

Making a successful application:

The application needs to do justice to all your hard work so please make sure you keep a record of all achievements, activities and media coverage.

When you're ready and confident the requirements for each goal are met:

1. Download the application form from **www.fairtrade.org.uk/towns**
2. Complete the application form with details around each of the five goals. Completing the form electronically makes processing the application quicker and more efficient.
3. Email the completed application form to **volunteer.towns@fairtrade.org.uk**. If you cannot submit the form in electronic format, please contact the Fairtrade town volunteer 020 7405 5942.
4. Post any supporting information (press cuttings, directories, posters etc) separately to Fairtrade Towns, The Fairtrade Foundation, Ibex House, 42-47 Minories, London EC3N 1DY.
5. Allow as much time as possible to process your application (at least 6 weeks) and please do not plan a declaration event until you know that your application has been successful.

What happens next?

- The Fairtrade Foundation confirms the application has been received and requests any additional information needed.
- A panel assesses the application and prepares feedback for the group. The feedback will state which goals have been met and make suggestions about ways to further develop activity.
- If the application is successful – celebrate! A certificate and Fairtrade Town Identity will be awarded to the group.
- If the application is unsuccessful, use the suggestions in the feedback to develop activity and resubmit the application when you feel the necessary progress is made.

FOCUS ON



The Fairtrade Town Identity and guidelines for its use, are sent to groups that successfully achieve Fairtrade status. The identity unites a growing movement of towns, cities, villages, islands, boroughs, counties and zones and offers an easily recognisable image to use on materials (directories, posters, stickers etc) produced as part of ongoing campaigns to raise awareness and support for Fairtrade.



Maintaining Fairtrade Town status

All Fairtrade Towns must maintain status by submitting a renewal application one year after status is achieved and every two years following that. Make sure progress around the goals is recorded and keep a file (preferably electronic) with details of events, commitments from new organisations, changes in catering and retail outlets and any other information you feel reflects the development of your campaign.

1. Download the Fairtrade Towns Renewal Form from **www.fairtrade.org.uk/towns**
2. Complete with updates on progress made since the last application was submitted and send to **volunteer.towns@fairtrade.org.uk** (post any hard-copy supporting material).
3. The Fairtrade Foundation will assess the renewal application and provide feedback with suggestions on how to further develop activity.
4. If all the goals are maintained, the next renewal will be due in two years.
5. If one or more of the goals is not maintained, the next renewal will be due in one year.

Changes to application and renewal processes:

Please note that a new online application and renewal process for Fairtrade Towns will be introduced in 2009. The information required to achieve or renew status will not change. Please continue to save all information and check the Fairtrade Town section of the websites for updates on the new application process.

What is a flagship employer?

A flagship employer is a significant local workplace that uses Fairtrade products and promotes Fairtrade to staff, clients and contacts. The ideal flagship employer is large, influential and locally relevant. Approach employers whose support will have the greatest impact – either in terms of volume of Fairtrade products used (large employers) or in terms of influence (high-profile employers that the local community associated with the area). Please note that employers whose activity is counted under other goals, for example the council (Goal 1) or university (Goal 3), can't be accepted as the flagship employer. When making your application, please state how many employees your flagship employer has.

What are the goals for a Fairtrade County?

The goals for a Fairtrade County are the same as those for a Fairtrade Town, City or Borough. However, there is an option in how county campaigns choose to meet Goals 2 and 3. These goals can be considered as met if more than half the population of the county live in an area which has already achieved Fairtrade status. If a group wishes to use this method for a Fairtrade County application the areas with Fairtrade status must be listed with their respective populations under Goals 2 and 3. Goals 1, 4 and 5 must be met in the usual way as detailed in this guide and a Fairtrade County campaign will need a distinct flagship employer. It is strongly recommended that Fairtrade County campaigns are discussed with the Fairtrade Town co-ordinator from the start to agree how Goals 2 and 3 will be met.

What is a Fairtrade Zone?

If a community cannot be described as a town, a city, a village, an island, a borough or a county it will become a Fairtrade Zone. For example, the City of London (square mile) is technically not a borough and became a Fairtrade Zone in October 2007. Neighbouring villages working together have become Fairtrade Zones and National Parks could also become Fairtrade Zones if enough businesses and residents get involved. The same five goals apply and resolutions must be passed by all councils or political governing bodies overseeing the area.

What's the difference between Fairtrade and Fair Trade?

Fairtrade (one word, capital F) relates exclusively to the work of FLO (Fairtrade Labelling Organisations International) and partners (including the Fairtrade Foundation). The FAIRTRADE Mark is used to certify products that meet Fairtrade standards and come from Fairtrade producer organisations. This system is certified and audited by FLO which works closely with

national partners such as the Fairtrade Foundation in the UK.

Fair Trade or fair trade relates to the wider movement of organisations working to promote fairer trade policy and practice and includes fairly traded items such as handicrafts and jewellery that do not carry the FAIRTRADE Mark.

What is the difference between Fairtrade and ethical trade?

Both have an important role to play in encouraging socially responsible trading. They start at opposite ends of the trade process. Fairtrade relates to the system described above. Ethical trade starts at the other end, looking at commercial supply chains, and how changes could be made to improve the situation for workers. The term ethical trade is now most commonly used to refer to the work of the Ethical Trading Initiative. Ideally all goods in the UK will have been traded according to ethical codes of conduct. As described above, Fairtrade goes beyond codes. It is about working in partnership with disadvantaged groups, helping them to overcome the serious barriers they face in finding a market for the goods they grow or make so they are able to develop a sustainable livelihood.

Can our group use the FAIRTRADE Mark on materials?

Yes – providing you follow the guidelines in place to protect the integrity of the Mark. The FAIRTRADE Mark is a certification mark and a registered trademark so please read the guidelines carefully and help us to protect the integrity of the FAIRTRADE Mark. All design work for materials you produce, which includes the FAIRTRADE Mark will need to be approved by the Artwork team at the Fairtrade Foundation artwork@fairtrade.org.uk

What about road signs to say we're a Fairtrade Town?

The Fairtrade Town identity (linked to the FAIRTRADE Mark) is awarded to communities when they achieve Fairtrade Town status and can be used on road signs. Speak to your council about updating signs to celebrate your collective achievement – the most cost-effective option is often to add a new panel to existing signs.

Retail or catering outlet, what's the difference?

Broadly speaking, if you take your Fairtrade products home to enjoy it's a retail outlet. Some businesses sell food and drink to take away or to eat in – these can be counted as either retail or catering outlets in the

application but each outlet can only be counted once. Hotels with restaurants or bars open to non-residents can count towards the catering outlet targets for Goal 2. B&Bs, guesthouses and hotels serving Fairtrade to guests but not open to the general public will be counted as workplaces under Goal 3.

Can our Fairtrade Town form a link with a Fairtrade producer organisation?

Community links or partnerships can be very rewarding when based on mutual learning and respect and on understanding and exploring issues like trade justice together. The Fairtrade Foundation does not arrange community linking with Fairtrade producer organisations but there are organisations that can help you link with communities in developing countries. For more information about community links, visit: www.ukowla.org.uk (includes an excellent Toolkit for Linking)

What about a fair deal for our local farmers?

Fairtrade isn't in competition with UK farmers. Most Fairtrade products such as coffee, rice, bananas, tea and cocoa can't be grown in the temperate British climate. Many Fairtrade Town groups have made a link between Fairtrade and a fair deal for local farmers by taking Fairtrade to farmers' markets and promoting local produce in directories. It is up to your group to decide its own policy, balancing concern for both local and global farmers.

Where can we find funding to take our Fairtrade Town campaign forward?

The organisations below may be able to help fund specific activities or direct you to other sources of funding.

- Your council or local authority
- Council for Voluntary Service – advice on small grant programmes for community action
- Development Education Association – information about funding specifically for development education projects www.dea.org.uk
- The Cooperative Community Dividend Fund – contact your regional office or ask in local stores for details www.co-operative.coop/membership
- Awards for All – a lottery grants scheme for local communities. See www.awardsforall.org

Commercial organisations (such as supermarkets or Fairtrade product suppliers) – can be approached for sponsorship of particular events or publications. This is in general a great way of funding your activities, but please make sure companies don't benefit from

associations that are not appropriate, for example the impression may be given that the company in general, rather than a specific product, is Fairtrade 'approved'.

How can we get hold of Fairtrade product samples for people to try?

Companies are often happy to provide samples for events. See www.fairtrade.org.uk/licenses for contact details. Building good working relationships with local store managers and involving them in your Fairtrade Town campaign can also be an effective way to get hold of some Fairtrade samples.

What about speakers to attend events?

Fairtrade Foundation staff can sometimes attend special events, launches and declarations. Please contact the Fairtrade Town manager with details (date and time, venue, expected audience, role of speaker) as far in advance as possible. Traidcraft also have a network of speakers across the UK who can deliver presentations about Fairtrade and Traidcraft's work. www.traidcraft.co.uk/get_involved/host_a_talk/book_a_speaker.htm

Are there any good films about Fairtrade we can show at events?

Short films about Fairtrade and interviews with producers are available to download from www.fairtrade.org.uk/resources or to order as a DVD from the Fairtrade Foundation. Some companies (e.g. Divine, Traidcraft, Liberation) also produce short films about the producer organisations they work with. Check out their websites to see what's available.

Black Gold is a powerful feature-length documentary about coffee farmers in Ethiopia, which highlights the injustices of world trade and the difference Fairtrade can make. Visit www.blackgoldmovie.com to order a copy.

Where can we find images of Fairtrade products and producers?

Images of Fairtrade products and producers to use on materials produced as part of your Fairtrade Town campaign are available to download from www.fairtrade.org.uk/resources. Share images with other Fairtrade activists at www.flickr.com/groups/fair_trade/pool



Fairtrade Foundation

For general enquiries about Fairtrade Towns, applications and renewals please contact:

- **volunteer.towns@fairtrade.org.uk** 020 7405 5942

For specific enquiries about your local campaign, please contact: The Fairtrade Town Manager or Fairtrade Town co-ordinator

- Hannah Reed **hannah.reed@fairtrade.org.uk**
020 7440 8587, or
- Bruce Crowther **bruce.crowther@fairtrade.org.uk**
01995 601 258 (Monday, Tuesday and Thursday only)

Fairtrade Foundation website

- Resources for Fairtrade Towns, Schools, places of worship and Universities, the latest trade justice action and information about Fairtrade Fortnight **www.fairtrade.org.uk/get_involved**
- Facts and figures, all you need to know about the Fairtrade price and premium, the Fairtrade Foundation and answers to the most frequently asked questions **www.fairtrade.org.uk/what_is_fairtrade**
- Press releases and the latest news **www.fairtrade.org.uk/press_office**
- Download the FAIRTRADE Mark, reports, short films, images and other materials at **www.fairtrade.org.uk/resources**
- A list of Fairtrade licensees, contact details for them, the business case for Fairtrade and information on how to become a licensee **www.fairtrade.org.uk/business_services**
- The full range of Fairtrade products available, recipes to try at home and contact details for hundreds of wholesale and catering suppliers in your area **www.fairtrade.org.uk/products**
- Stories from some of the many thousands of producers who benefit from Fairtrade **www.fairtrade.org.uk/producers**

Campaign and promotional materials

- Please see **www.fairtrade.org.uk/orders** for a full list and to order online. Ordering online will make it quicker and more efficient for us to get materials to you. If you are unable to order online, please call 020 7440 7676

Other Fairtrade Town activists:

- Celebrate success, share frustrations, hear what's worked well and keep up to date with the progress of Fairtrade Towns elsewhere in the UK

- Yahoo Fairtrade Town Discussion Group **http://groups.yahoo.com/group/FairtradeTown/**
- Share information and ideas with Fairtrade Town enthusiasts in Europe and beyond
- International Fairtrade Town Discussion group **http://groups.google.com/group/international-fairtrade-towns**

Links, information and potential partners

Fairtrade and Fair Trade organisations

- FLO (Fairtrade Labelling Organisation) **www.fairtrade.net**
The international Fairtrade standards body for national Fairtrade labels, which registers and monitors producers.
- BAFTS (British Association for Fair Trade Shops) **www.bafts.org.uk**
- Traidcraft **www.traidcraft.co.uk**
- Wales Fair Trade Forum **www.fairtradewales.com**
- Scottish Fair Trade Forum **www.scottishfairtradeforum.org.uk**
- Ethical Trading Initiative **www.ethicaltrade.org**
- IFAT **www.ifat.org** (World Fair Trade Organization)

Organisations tackling trade and development issues

- Trade Justice Movement **www.tjm.org.uk**
- People & Planet **www.peopleandplanet.org**
- World Development Movement (WDM) **www.wdm.org.uk**
- Oxfam **www.oxfam.org.uk**
- War on Want **www.waronwant.org**
- Christian Aid **www.christianaid.org.uk**
- Catholic Agency for Overseas Development (CAFOD) **www.cafod.org.uk**
- Scottish Catholic International Aid Fund (SCIAF) **www.sciaf.org.uk**
- Banana Link **www.bananalink.org.uk**
- Tearfund **www.tearfund.org**
- Shared Interest **www.shared-interest.com**

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Coffee, tea, herbal teas, chocolate, cocoa, sugar, bananas, grapes, pineapples, mangoes, avocados, apples, citrus & other fresh fruits, dried fruit, juices, smoothies, biscuits, cakes & snacks, honey, jam & preserves, chutneys & sauces, rice, quinoa, herbs & spices, seeds nuts & nut oil, wine, spirits, ale, confectionery, muesli, cereal bars, yoghurt, ice cream, flowers, sports balls, sugar, body scrub, cotton products including clothing, homewear, cloth toys and cotton wool.



UNFAIR TRADE

by Marc Sidwell

**Adam Smith Institute
London
2008**

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Executive Summary

- Fairtrade Fortnight is a marketing exercise intended to maintain the Fairtrade mark's predominance in an increasingly competitive marketplace for ethically-branded products. The hype is necessary, because there is every reason for the shrewd consumer to make other choices.
- Fair trade is unfair. It offers only a very small number of farmers a higher, fixed price for their goods. These higher prices come at the expense of the great majority of farmers, who – unable to qualify for Fairtrade certification – are left even worse off.
- Most of the farmers helped by Fairtrade are in Mexico, a relatively developed country, and not in places like Ethiopia.
- Fair trade does not aid economic development. It operates to keep the poor in their place, sustaining uncompetitive farmers on their land and holding back diversification, mechanization, and moves up the value chain. This denies future generations the chance of a better life.
- Fair trade only helps landowners, not the agricultural labourers who suffer the severest poverty. Indeed, Fairtrade rules deny labourers the opportunity of permanent, full-time employment.
- Four-fifths of the produce sold by Fairtrade-certified farmers ends up in non-Fairtrade goods. At the same time, it is possible that many goods sold as Fairtrade might not actually be Fairtrade at all.
- Just 10% of the premium consumers pay for Fairtrade actually goes to the producer. Retailers pocket the rest.
- The consumer now has a wide variety of ethical alternatives to Fairtrade, many of which represent more effective ways to fight poverty, increase the poor's standard of living and aid economic development.
- Fairtrade arose from the coffee crisis of the 1990s. This was not a free market failure. Governments tried to rig the market through the International Coffee Agreement and subsidized over-plantation with the encouragement of well-meaning but misguided aid agencies. The crash in prices was the inevitable result of this government intervention, but coffee prices have largely recovered since then.
- Free trade is the most effective poverty reduction strategy the world has ever seen. If we really want to aid international development we should abolish barriers to trade in the rich world, and persuade the developing world to do the same. The evidence is clear: fair trade is unfair, but free trade makes you rich.

Definitions

The terminology surrounding 'Fair Trade' can be imprecise, as the phrase is commonly used to describe not only the Fairtrade certification system of the Fairtrade Labelling Organizations International (FLO International), but also all generic attempts to make global trade serve poor farmers and poor countries better, including other labelling schemes.

This report, here agreeing with FLO International and the Fairtrade Foundation, draws a clear line separating Fair Trade proponents and Fairtrade products from other ethical labelling schemes and charitable initiatives aimed at helping poor farmers.

The Rainforest Alliance mark and other charitable alternatives to purchasing Fairtrade products are grouped together as 'Development Assistance'.

Fair Trade:

The Fair Trade movement believes that free trade harms the poor. Trade terms, it is argued, are being set by the richer trading nations and are therefore unfair. Fundamental reform of the international trading system is necessary, including some or all of the following: globally-enforced standards on working conditions; the creation of special tariffs to protect developing economies; and trading agreements (cartels, such as the defunct International Coffee Agreement) that will set national export quotas for global commodities. The Trade Justice Movement, of which the Fairtrade Foundation is a member, exemplifies this world view.¹

The Fair Trade movement includes a number of organizations that encourage the sale of retail Fair Trade goods for which the producer receives guaranteed, Fair Trade terms. For instance, FINE is an initiative bringing together FLO International (responsible for Fairtrade), IFAT (International Fair Trade Association), NEWS! (Network of European Worldshops) and EFTA (European Fair Trade Association).

Fairtrade:

The International Fairtrade Certification Mark was adopted by FLO International in 2002 to unify a number of different labelling schemes for selling retail Fair Trade products worldwide. The mark's standards are set by FLO International, a worldwide network of national Fair Trade organizations. Certification and inspection are performed by FLO-CERT, an independent body created by FLO International.²

¹ www.tjm.org.uk

² www.fairtrade.net; www.flo-cert.net

There are three FLO International members that have not yet adopted the International Fairtrade Certification Mark. These are: Transfair USA, TransFair Canada and Max Havelaar Switzerland. However, their 'Fair Trade Certified' logos represent the same guarantee.

All these marks are licensed for use on products that are judged to have met the same standards in the treatment of producers, derived from the Fair Trade philosophy, including requiring them to form cooperatives and also offering a fixed lowest price for their goods. The mark is not a certification of the company selling the product.

The UK body responsible for the promotion and licensing of Fairtrade-certified products is the Fairtrade Foundation. Formed in 1992 by a coalition of charities, including Christian Aid and Oxfam, the Fairtrade Foundation is a member of FLO International, a registered charity and a registered company.³

Free Trade:

Free trade relies on free individuals voluntarily seizing market opportunities, rather than attempting to manage production and restrict the marketplace. In contrast to Fair Trade, free trade relies on the absence of the price-fixing arrangements and tariff barriers that restrict international trade.

Free trade and Fair Trade groups do agree that richer nations should remove their existing agricultural tariffs (although they differ in their assessment of the scale of economic benefit this will bring to poorer countries). However, free trade proponents also seek to open up the economies of poor countries so that their citizens can participate in the world economy; Fair Trade proponents seek special protectionist measures for the poor to isolate them from the world economy.

Development Assistance:

For those who wish to promote economic growth in the world's poorest countries, so that the poor can escape their poverty, there are many charitable options that eschew the Fair Trade philosophy. These include those alternative labelling schemes not concerned purely with environmental questions, and also more direct forms of giving. Sometimes placed under the Fair Trade umbrella, these are better understood as forms of development assistance.

³ www.fairtrade.org.uk

1. Introduction

CORE PROPOSITION FOR 2008: Feel good by changing your choices, and changing people's lives.

Fairtrade Fortnight 2008: Commercial Briefing⁴

Fairtrade Fortnight is the annual campaign to raise awareness and promote products carrying the FAIRTRADE Mark. Every year campaigners around the country organise thousands of events such as breakfasts, banquets, fashion shows and football matches – all using or promoting Fairtrade items. By encouraging our communities to make small changes and buy Fairtrade products regularly we can trigger a positive change in the lives of producers.

Methodist Relief and Development Fund website⁵

Fairtrade Fortnight is becoming a national fixture, like Red Nose Day or Children in Need.

Unlike those events, however, Fairtrade Fortnight claims to be about trade, not aid – an alternative to charity for the developing world. Choosing to buy products that guarantee a 'fair price' to the producer is presented as only giving poor farmers their due, allowing them to earn the sustainable living that our exploitative trade practises had previously made impossible.

Yet is this true? A thoughtful sceptic must ask: why are these farmers poor? Is it really our fault? Moreover, is a fixed price actually the best way to help them? Does sustaining farmers on the land sound like a good strategy for economic development in the global south?

Hard questions are not on the programme for Fairtrade Fortnight. Rather than being encouraged to investigate the claims of Fairtrade advocates, schools, universities, places of worship, even 'Fairtrade towns' are encouraged to join in, quite uncritically, and help sell Fairtrade products.

Here is another striking difference from the fundraising events we are familiar with. In the Fairtrade Foundation's own words, Fairtrade Fortnight is 'a massive nationwide effort to promote awareness and sales of Fairtrade products'. The volunteer-run events aim to increase the sale of goods that bear a licensed mark; in other words, it is about selling a brand. Fairtrade Fortnight is an interactive advertising campaign for Fairtrade goods, repackaged to resemble a fundraising marathon.⁶

⁴ Fairtrade Foundation, p. 6.

⁵ www.mrdf.org.uk/assets/downloads/Resource%20Room/2008%20Church%20Guide%20Insert.pdf

⁶ *Fairtrade Fortnight 2008: Commercial Briefing*, Fairtrade Foundation, p. 1.

Yet Fairtrade is one particular mode of ethical certification, quite aggressively competing with alternative schemes with their own merits and demerits, such as the Rainforest Alliance. It also competes with other forms of charitable giving.

Fairtrade does not have the marketplace to itself and it surely deserves to be set in some context. Indeed the Parliamentary International Development Committee took the same line in its 2007 report.⁷

Instead, where in other circumstances we are highly suspicious of brands intruding into our schools and of advertisers manipulating our judgements, our suspicion has been suspended when it comes to Fairtrade.

Lesson plans such as 'The Advanced Banana Role Play Game' (suitable for Citizenship, PHSE, General Studies and Economics, ages 16 and up) are promoted with the explicit blessing of the Department of Education and teachers are helpfully warned that, 'with more and more companies making fair trade claims, buying products with the FAIRTRADE Mark is the only way to be sure an item is FAIRTRADE certified'.⁸

A typical assembly pack for Key Stage 2 and 3 (ages 7-14) seems designed to indoctrinate the young, rather than to encourage thought.

Explain that more and more people are keen to support Fairtrade because it really makes a difference to the lives of the people who grow or make the goods we consume.⁹

Even assuming Fairtrade goods are all they claim to be, their merit would still deserve to be weighed against the rival schemes or against the possibility that the money might be better spent in other ways. Yet the moral packaging appears to overcome our educational guardians. Fairtrade Fortnight gets a free pass.

Some wariness toward Fairtrade claims is surely not unreasonable, if only because of the rapidity with which the brand has taken off in the United Kingdom. As of 2005, we possessed the fastest growing Fair Trade market in the world and the largest Fairtrade market in Europe. Retail sales for Fairtrade were expected to be 46% higher in 2006 than 2005, and volume of Fairtrade sales rose by more than 60% over the same period.¹⁰

⁷ See *Fair Trade and Development*, June 2007, House of Commons International Development Committee, Recommendations 1. and 22., pp. 38 and 41.

'There are many other credible certification schemes with social and environmental objectives. Consumers should be given sufficient, and easily accessible, information about products made available under these schemes to enable them to make informed choices.'

⁸ *Fairtrade in Your School*, April 2005, Fairtrade Foundation, p. 5.

⁹ *Ibid*, p. 8.

¹⁰ *Fair Trade in Europe 2005*, pp. 67-8, www.fairtrade.net/fileadmin/user_upload/content/FairTradeinEurope2005.pdf; *Annual Report and Financial Statements 2006*, Fairtrade Foundation, p.3.

Such explosive growth in the sector runs far ahead of our ability to assess any unintended consequences or the nature of any benefits provided by Fairtrade. As a Swiss study from 2007 observes, "Research has only recently started to analyse whether Fair Trade indeed lives up to its many expectations." In the meantime, Fairtrade's proponents are content to argue to its customers on the basis of anecdotal evidence, which also conveniently conceals the small scale of its overall achievements:

Continuing with poster copy style showing Fairtrade is credible because it has a direct impact, using actual case studies of farmers and producer groups. Consumers reported they find this emotionally motivating, encouraging them to purchase products for the long-term.¹¹

Smiling photos may improve turnover, but they cannot speak for the overall effectiveness of Fairtrade certification as a means of poverty relief. As we will see later, Fairtrade supporters seems to be less than impressive when it comes to providing up to the minute research to support their campaigns.

We all need to look at the evidence and appreciate the awkward truth it reveals: Fair Trade is unfair.

¹¹ *Assessing the Potential of Fair Trade for Poverty Reduction and Conflict Prevention: A Case Study of Bolivian Coffee Producers*, Imhof and Lee, 2007, Preface, p.1; *Fairtrade Fortnight 2008: Commercial Briefing*, Fairtrade Foundation, p. 6.

2. Fairtrade: seeking a moral monopoly

The rise in ethical labels demonstrates that both retailers and consumers are interested in ethical sourcing. It is important that fair trade organisations do not assume they have a monopoly on this...

House of Commons International Development Committee, 2007¹²

'[I]t's so important that we have one open and rigorous system. If people really want to help, then they should buy Fairtrade'

Harriet Lamb, Director of the Fairtrade Foundation¹³

Fairtrade promotes itself in Britain as the only ethical labelling system worth considering. That attitude is plain in their director's new book, quoted above and published in 2008, but it seems to be a longstanding position.

The Fairtrade insistence that it does not oversee a system of charitable transfer helps to maintain the moral pressure on consumers (fair-dealing is compulsory for honourable people; charity is only voluntary) but it is hard to identify the difference between a direct charitable payment to a coffee community and the extra income provided by Fairtrade. Given the relative inefficiencies of obtaining money by maintaining an international certification scheme, the main difference would seem to be that direct charitable transfers would be far larger. In any case, the essential concern is that the Fairtrade Foundation discourages individuals from even exploring other options, which may well be more effective. It is little surprise that the International Development Committee issued its rebuke against monopolistic assumptions.

Where is the evidence?

The Fairtrade Foundation website reveals that little original research has been produced on the merits and effectiveness of the Fairtrade approach to fighting poverty. Indeed, what research there is appears to be somewhat out-of-date. Given the ever-changing nature of global markets, this may create a misleading impression.

As Philip Booth and Linda Whetstone point out in *Half a Cheer for Fair Trade*, the 1997/2002 coffee report, *Spilling the Beans*, is particularly guilty of this:

¹² *Fair Trade and Development*, June 2007, Recommendation 1., p. 38. See also Recommendation 22., p. 41.

¹³ *Fighting the Banana Wars*, 2008, Rider Books, p. 134, quoting John Kanjagaile.

[M]any of the arguments within the paper have been completely undermined by developments within the market since that time.¹⁴

Instead of hard evidence, Fairtrade advocates usually rely on anecdotes of farmers happy to be part of Fairtrade – perhaps a tacit admission that statistics would be too revealing. These stories may be persuasive and emotionally appealing to the unguarded public, but they do not answer the very real questions about the effectiveness of the Fairtrade model.¹⁵

A question of trust

The continuing expansion of the Fairtrade Mark in the UK rests on public trust in the Fairtrade idea. Yet on closer examination, the concept's positive image appears to rely more on public relations than research.

There are a number of awkward facts about Fairtrade that the public will not easily discover from Fairtrade publicity.

- *Fairtrade makes some farmers worse off*

As the Mexican example shows, even where Fairtrade can improve conditions locally for some farmers, it will impose a high cost on others who may be even more deserving. Fairtrade must pick among farmers on the basis of whether they are able to bring a buyer to the table and whether they meet Fairtrade standards, not on the basis of need. They must exclude some equally deserving cases. And those who fall outside the Fairtrade regime may then find themselves worse off thanks to Fairtrade, either through international competition, or because Fairtrade segments the market, creating a parallel 'exploitation coffee' sector, as the economist Tyler Cowen has suggested, or because protection of one area of the market weakens the position of the rest, as Philip Booth has argued.

What happens if there is adjustment to world supply or demand and prices in one part of the market are fixed? Prices in other parts of the market must fall by more – others suffer. What happens to employees of large producers when fair trade consumption shifts away from them towards small producers? They may have no alternative employment.¹⁶

- *Mexico is the biggest Fairtrade producer*

According to some estimates, Mexico produces 25% of Fairtrade coffee. Mexico has the largest number of Fairtrade certified producer organisations

¹⁴ Booth and Whetstone (2007), p. 7.

¹⁵ For an instance of this form of argument, see Lamb (2008), p. 114, where she lays out some of the large-scale charges made by Fairtrade's critics, and then answers with an anecdote from one Fairtrade producer, 'But Merling is unequivocal: Fairtrade has changed the lives of the farmers in her cooperative'.

¹⁶ 'Who benefits from fair trade?', Marginal Revolution blog, 20/12/05; 'Is Trade Justice Just? Is Fair Trade Fair?', summary of a 'Churches Together' talk, 25/4/05.

in the world: fifty-one. The whole of India has just forty-nine; South Africa has thirty-eight; Colombia has thirty-four. Most of the subsistence economies that people think of as central to Fairtrade have far, far fewer. Burundi has no Fairtrade certified producers; Ethiopia has four; Rwanda has ten. In Ethiopia, 80% of the population work in agriculture, with an average income of \$700 a year. In Mexico, 18% work in the fields, and the average salary is \$9000. In practice, then, Fairtrade pays to support relatively wealthy Mexican coffee farmers at the expense of poorer nations.¹⁷

- *Most Fairtrade-certified crops are not in Fairtrade products*

For a producer, Fairtrade certification guarantees a fixed Fairtrade price, but not the proportion of any crop that will be bought at Fairtrade prices. It is hard to know exactly how little Fairtrade-certified produce is sold for Fairtrade prices, but FLO International estimate just 20%. Harriet Lamb refers to a producer who is glad to see it reach 15%, having at one time only sold 5% of his crop at Fairtrade prices.¹⁸

Since most Fairtrade crops are not sold at Fairtrade prices, the price-fixing regime is far less generous than it sounds, especially as farms must make expensive adjustments to all their working practices and pay certification fees just to qualify. Fairtrade also becomes a worse deal for the consumer, as farmers can sell their best beans on the free market and collect the fixed Fairtrade rate for their worst produce.

- *Just 10% of the premium paid for Fairtrade coffee reaches the producer.*¹⁹

While it may still be true that the money reaching a farming cooperative via Fairtrade will be significant to them, Fairtrade is an inefficient way to transfer money, with 90% of the premium paid going to retailers. Given that the consumer very likely pays the large Fairtrade premium on the understanding that it is a direct charitable contribution, they would be willing to send far more to poor farmers than farmers receive through the Fairtrade certification process. The Fairtrade tendency to discourage individuals from donating directly to charities arguably draws them away from the most efficient way to give, in favour of Fairtrade, losing the producers money.

- *Fairtrade is irrelevant*

Sales of Fair Trade coffee do not make up more than five percent of the coffee market in any consuming country.²⁰

In the Fairtrade literature, the emphasis is on their extraordinary rate of growth, with sales growing forty per cent year on year. Yet these increases

¹⁷ 'Is Fairtrade coffee a good idea?', Alex Singleton, Globalisation Institute blog, 17/1/2005; *Shaping Global Partnerships*, FLO International Annual Report 2006/07, p. 14.

¹⁸ *Shaping Global Partnerships*, FLO International Annual Report 2006/07, p. 12; Lamb (2008), p. 134.

¹⁹ 'Voting with your trolley', *Economist*, 7/12/06.

²⁰ *Does Fair Trade Coffee Help the Poor?*, Colleen Berndt, June 2007, Mercatus Center, p. 5.

are taking place from such a low base that the market share continues to remain irrelevant to large scale poverty relief. We can see this in another way by observing how Fairtrade is rapidly diversifying into new product lines. This is because it is much easier to take a small proportion of sales in many different kinds of produce than to seriously increase market share in one. Fairtrade bananas, one of Fairtrade's greatest success stories, account for just one in every five bananas sold in the UK. However, in the process of diversifying, any negative consequences of Fairtrade will be multiplied across many different kinds of producer, without resolving the problem that Fairtrade cannot be a large scale answer to producer poverty. In fact, the alternative labelling schemes such as the Rainforest Alliance may well do more good simply because they are adopted by large corporations and are put into effect on a much wider basis.

- *The Fair Trade movement has a political agenda*

At times, the wider Fair Trade movement admit that retail Fairtrade is not intended to be the answer to poverty it is commonly understood as, but the softening-up exercise to a sweeping alteration in the rules of global commerce and the attempted control and management of production and trade.

Fairtrade turns the fact that we all go shopping into a new tactic for us to act together to tell those who run trade, that we not only don't like the way they do it at the moment, but we want them to back a fairer alternative.

Fairtrade also plays a more practical role in building a broad-based movement for change... Fairtrade is an easy way in... It helps give our governments a mandate to take the big, bold steps needed to change world trade rules.²¹

Do most consumers realize that the real value of their Fairtrade purchase is considered to lie in the weight it adds to a campaign to radically remake the international economic order? Surely not. In fact, even economists sometimes point to Fairtrade as an example of voluntary market exchange that should not be gainsaid by free trade enthusiasts. Like most consumers, they do not recognise the antipathy to free market principles that lies beneath the consumer friendly packaging.

Conclusion

The Fair Trade movement undoubtedly means well, and its supporters truly believe that buying Fairtrade products helps to reduce developing world poverty. Unfortunately, closer investigation reveals that this is not the case. On a dispassionate analysis, it is hard to conclude that Fairtrade does much good and, indeed, it may even do some harm. Certainly, were the Fair Trade movement to realize its broader political objectives, the cause of international development would be severely compromised – an issue the next two chapters take further. Consumers surely deserve to know these awkward truths, so that that they can make genuinely informed decisions in the goods they buy and the charities they support.

²¹ Lamb (2008), pp. 42-3, 111.

3. 'Fair' Trade: discriminating against success

"Fair Trade directs itself to organizations and regions where there is a degree of marginality... we're talking about unfavorable climates [for coffee production] ... regions which are not competitive."

Eliecer Ureña Prado, Dean of the School of Agricultural Economics, Universidad de Costa Rica²²

[I]t has become clear that international fair trade sales are not and will not become a panacea, even for coffee growers. [...] Mexican civil society groups and organized producer groups came to realize that even with enormous growth, fair trade exports could never constitute a major development solution in and of themselves.

Jaffee, Kloppenburg and Monroy, 2004²³

The Fairtrade system, despite its well-meaning intentions, cannot lift poor farmers out of poverty. At best, it makes some slightly less poor at the expense of others while drawing energy away from the possibility of genuine economic development.

The Fairtrade model fails because it is profoundly unfair: it rewards inefficient farmers who produce poor quality goods. The Fairtrade model assumes that poor farmers must always remain farmers, and it seeks to subsidize their agrarian niche, denying them the possibility of dreams of a better life.

By guaranteeing prices, the Fairtrade movement tries to hold back the tide. Instead of helping unsustainable farming communities to develop new sources of income, they encourage them to continue in the old ways. According to Oxfam, in the time it takes five hundred people in Guatemala to fill a large container with coffee, the same amount of coffee can be picked in Brazil by five people and a mechanical harvester. Fairtrade supports inefficient, labour-intensive cooperatives in a battle they can never win, trapping them in their poverty.²⁴

Imhof and Lee (2007) note blandly that, "Fair Trade-sponsored organic production helps generate sufficient additional income and labour opportunities, allowing more family members to stay in coffee production." Yet as the documentary film *The Bitter Aftertaste* makes clear, these additional labour opportunities are incredibly inefficient, and by resisting mechanisation

²² Berndt (2007), p. 18.

²³ 'Bringing the "Moral Charge" Home', *Rural Sociology*, Vol. 69, No. 2, June 2004, pp. 169-196 (184).

²⁴ *Mugged: Poverty in your coffee cup*, Oxfam International, 2002, p.18.

can conflict with national plans for economic development. No country has ever become rich while remaining agrarian. Fair Trade keeps farming families working the land: it refuses to consider that they might wish the next generation to do better than the last.²⁵

The standard Fairtrade reply to this criticism is that there are simply no other options for small farmers: they must keep producing the same crops. That seems an oddly defeatist attitude for a charity that prides itself on fighting battles against the odds. To imagine how the creative energy that went into pursuing Fairtrade certification might have stimulated diversification is to see that much could have been done. Indeed, the charities that are now supporting entrepreneurial activity within the developing world – microfinance and microfranchise initiatives and direct funding websites such as *www.kiva.org* – present far more tempting options for those wishing to support development assistance than Fairtrade.

Even if we deny the possibility of diversification, it should have been possible to work with farmers to increase their income by promoting greater efficiency, by improving the quality of their coffee or by encouraging them to move up the value chain and process their produce themselves. Technoserve is working with coffee farmers in East Africa in exactly this way.

But as we have seen, improving efficiency is not a Fairtrade priority. And the Fairtrade requirements also militate against improving quality or moving into higher value processing.

This is especially unfortunate in the case of quality, since gourmet coffees continue to command high prices, often higher than Fairtrade prices. Jeff Teter, the president of Allegro Coffee, argues that market incentives and a focus on quality offer farmers a better deal:

“To get great quality coffee, you pay the market price. Now in our instance, it’s a lot more than what the FT [Fairtrade] floor prices are. One hundred percent of what we bought was more than \$1.41. . . . It’s not the FT price; it’s much higher.”²⁶

Rwanda’s speciality coffee was trading at \$2.25 a pound in 2006, approximately 80% above the guaranteed Fairtrade price. Speciality prices also seem likely to be more reliable than the Fairtrade premium, since they are not at risk from compassion fatigue or the possibility that the current fashion for Fairtrade will fade as rapidly as it has arrived.²⁷

From the start, Fairtrade products had a reputation for poor quality: ‘crap chocolate wrapped in cardboard’, is a Harriet Lamb phrase. Although today there are a number of gourmet Fairtrade products, quality remains a secondary issue. The Fairtrade system resists improvement primarily because it rewards farmers whose produce is not competitive in quality. Fixing prices for only part of a farm’s output also means the best of the crop may be kept

²⁵ Imhof and Lee (2007), p. 13; www.worldwrite.org.uk/bitter/bb256.htm

²⁶ Berndt (2007), p. 29.

²⁷ Booth and Whetstone (2007), p. 9.

back to sell on the open market. Finally, because the cooperative system blends together the produce of several farms, individual responsibility for quality improvements is discouraged. Although the packaging has improved, Fairtrade is not a reliable mark of delicious coffee or food.²⁸

Because the Fairtrade system was designed to pay a guaranteed price for unprocessed crops, any efforts to improve the lot of producers through encouraging them to take on processing roles can again only be an afterthought. Here, as in many other areas, a better option is to turn to an alternative supplier, such as Café Britt, which set out from the beginning to roast its coffee in the region where the beans are grown.²⁹

Even once we accept the variable quality and the constrained ambition that accompany Fairtrade certification, the system presents further levels of injustice.

Shutting out the poorest

The impression given by those who promote Fairtrade products is that they are designed to help the poorest. In reality, this is not the case. We have already seen that Mexico is the largest Fairtrade coffee exporter. Colleen Berndt observes that the poorest in the coffee industry are casual labourers, not small landowners.

The small landowner is not the poorest segment of the coffee production line. In Costa Rica, coffee, like many other agricultural products, is hand picked by undocumented workers from neighboring Nicaragua, Panama and Colombia. In Guatemala, typically the indigenous Mayan population makes up the preponderance of the seasonal labor. These workers are not wealthy enough to own land of their own, making them the poorest segment of the industry. Because Fair Trade is targeted at the small landowner, it is missing the neediest people in the industry.³⁰

Fairtrade not only disregards the poorest, it makes their condition worse by requiring that certified farms do not hire permanent full-time employees, reducing hired labour opportunities to infrequent seasonal work where wage levels are hard to monitor and may be illegally low. In 2007, the International Development Committee officially declared, "fair trade could have a deeper impact if it were to target more consciously the poorest of the poor." Yet it is not easy to see how the Fairtrade model could be adapted to serve the very poorest. By its very design, it excludes the truly poor.³¹

²⁸ Lamb (2008), p. 41; Berndt (2007), p. 17 ('Roasters acknowledge that the quality of Fair Trade coffee, while usually better than exchange grade, is often not as high as they might like').

²⁹ www.cafebritt.com

³⁰ Colleen Berndt, www.cberndt.com/Research.htm

³¹ *Fair Trade and Development*, p. 3.

Corruption

The Fairtrade system is open to abuse in a number of ways. This is a serious matter since it operates in countries which often already have high levels of corruption. It is also serious for a brand that relies on a reputation for bringing honest dealing to an allegedly corrupted industry.

Unfortunately, by offering high prices for goods if they have been produced under certain conditions which make no detectable difference to the goods themselves, FLO International presents an open target for cheats. Coffee beans that have been grown under non-Fairtrade conditions can be passed off as Fairtrade.

While FLO-CERT works hard to inspect its certified farms, the space for misrepresentation clearly remains large. In 2006, Hal Weitzman gave the *Financial Times* a shocking glimpse at how Fairtrade farms are sometimes run in practice, as against the optimistic theory. Working in Peru, Weitzman found that labourers (the poorest of the poor) were being paid less than the legal minimum wage.

A number of industry insiders also claimed that coffee from uncertified sources was regularly exported as Fairtrade. One said that of ten mills he visited in a year, all had sold uncertified coffee as certified. We have already seen that most of the produce grown in Fairtrade conditions is not in Fairtrade products. It now becomes clear that Fairtrade products themselves may not have been grown under Fairtrade conditions.

Environmental laws were also breached. A Canadian NGO found that one-fifth of the coffee on one Fairtrade-certified association was planted in protected virgin rainforest.³²

Risk

Fairtrade price-fixing does help insure small farmers against price fluctuations. However, belonging to the Fairtrade family introduces farmers to novel risks.

In the last several years Fairtrade sales have increased enormously. Yet the risk of compassion fatigue or of the public discovering a more effective form of charitable giving and diverting their Fairtrade spending accordingly remains. To say that 'Green has become the new Black' is to acknowledge that Fairtrade sales are currently riding on a wave of fashion. It is, of course, in the nature of fashion to change rapidly.

Farmers who have been promised long-term contracts and sustainable prices may be unprepared to cope if Fairtrade's stock suddenly falls in the public eye. The instability of a licensing mark that trades so heavily on a trustworthy

³² 'Bitter cost of 'fair trade' coffee', *Financial Times*, 9/9/06; 'Ethical-coffee' workers paid below legal minimum', *Financial Times*, 9/9/06; 'Trading on Fairness', *Financial Times*, 12/9/06.

reputation is real. The immediate risk of a global economic downturn also presents the prospect of wealthy westerners choosing to cut back on premium, Fairtrade products.

Fixing the price of goods is always a financially risky endeavour. In Bangladesh, the protection afforded to the jute industry ultimately ended in collapse. Those farms that choose to take part in Fairtrade may not appreciate that they are being asked to take on similar risks.

Fairtrade fails the poor

In the words of Daniel Jaffee, “Fairtrade [...] does not bring the majority of participants out of poverty.” The proponents of Fairtrade may argue that getting a better price for a small fraction of unprocessed poor-quality crops and thereby sustaining small farmers in their poverty is the best that can be done for them. This is to ignore the harm that such subsidies may visit on those outside the Fairtrade net, including the very poorest. It is also to sidestep the corruption and new forms of risk to which the system exposes participants. By incentivising unsustainable agricultural practises, Fairtrade encourages oversupply where it will do most damage: among marginal producers, who should be helped to diversify and develop economically, not subsidized to stay poor.³³

³³ *Brewing Justice: Fair Trade Coffee, Sustainability and Survival*, Daniel Jaffee, 2007.

4. Free trade is fair trade

'When a retailer participates in the Fair Trade Movement, essentially, this is the message that he communicates to his customers: 'Some of our products are 'Fair Trade' and all the rest are based on the exploitation of peasants by an unjust and exploitative economic system.' And that is simply untrue, deceptive, and unfair to the vast majority of producers who are working just as hard in the market economy to satisfy the requirements of their customers by producing the best product possible at the best price possible.'

Philip Sansone, President, Whole Planet Foundation³⁴

Free trade and markets have lifted more people out of poverty than all the fashionable political movements loaded with good intentions but pernicious consequences.

Michael Miller, Acton Institute³⁵

We have to reaffirm unambiguously that open markets are the best engine we know of to lift living standards and build shared prosperity.

Bill Clinton, speech at the World Economic Forum, 2000

It is possible to have a vision for the poor in which they escape their poverty. India and China are currently lifting people out of poverty at an entirely unprecedented rate. As the economics editor of the Sunday Times, David Smith, observes in his 2007 book, *The Dragon and the Elephant*, "The rise of China and India is [...] the most effective anti-poverty programme the world has ever seen."³⁶

China and India are succeeding because they are revolutionising their agriculture and embracing free markets after decades committed to well-meaning economic theories that were in practice devastating. They are a reminder that economic development is possible for countries that seem intractably poor, and that it can occur at great speed.

At the end of the Second World War, Hong Kong was poorer than many African countries. Advocates of 'fair' trade argued for boycotts of items produced in Hong Kong 'sweatshops'. Yet by working with the free market – abandoning tariffs and resisting regulation – Hong Kong's economy soon outstripped not just the African economies it once lagged behind, but overtook the UK within thirty years.

³⁴ Berndt (2007), p. 29.

³⁵ 'Does Fair Trade Help the Poor?', Acton Commentary, 31/10/07.

³⁶ *The Dragon and the Elephant: China, India and the New World Order*, David Smith, 2007, Profile, p. 238.

At the same time, some African countries have actually become poorer. An important part of the reason why they did not keep pace with Hong Kong is that they adopted diametrically opposed attitudes to international trade. Poor countries are by and large those that ring fence their economies with tariffs and where over-regulation makes it almost impossible to start and run a business. Thanks in part to protectionism and heavy regulation, they also suffer from high levels of corruption. Any scheme for the control of trade provides opportunities for bribery and graft, and Customs officials, the front line of economic protection, are among the worst offenders. In one African country, the bribe merely to train as a customs officer was ten times the average national income.

When trying to understand why some poor countries have stayed poor, we must look to their rulers' resistance toward free trade and their rulers' restrictive attitudes toward entrepreneurs. Kenya, Nigeria and Ethiopia operate some of the most protectionist economies in the world. While according to the World Bank the USA has the Ease of Doing Business Rank of 3 and the UK is only slightly less impressive with its rank of 6, Vietnam comes in at 91, Nicaragua 93 and Brazil 122. Guatemala and Costa Rica provide very little protection for investors, impose high taxes on business and have low levels of contract enforcement and lengthy licensing processes. These are countries where the time and the money required to set up and run a business have been made prohibitive.³⁷

It is true that developed nations have tariffs of their own, which prevent poor countries from accessing their markets. These are a disgrace to the rich world, and should be dropped.

Rich nation protectionism often makes it difficult for developing world producers to move higher up the value chain, as tariffs may be placed on processed goods but not the original crop. So, for instance, 90% of cocoa is produced in the developing world, but only 4% of chocolate. This should end, and not only out of charity: European and American consumers would benefit from lower prices as a consequence.³⁸

Yet while free trade and Fair Trade campaigners should be able to unite on this issue, the Fair Trade movement is torn by its fundamental belief in agricultural subsidy. Harriet Lamb reveals that the Fairtrade Foundation only turned down the opportunity to work with the Soil Association in the UK with reluctance, and her ambivalence on the question is clear:

[T]he Foundation appreciates all that is shared in the positions of farmers here and overseas; and welcomes other organisations supporting British farmers' demands for fairer prices [...] we ourselves are keeping our focus on tackling poverty in developing countries.³⁹

³⁷ 'Philip Booth speaks on Free Trade and Fair Trade: A Four Minute Defence of Free Trade', Philip Booth, 14/3/07; www.doingbusiness.org.

³⁸ Booth and Whetstone (2007), p. 12.

³⁹ Lamb (2008), p. 173.

Put simply, tariffs everywhere should be reduced. The evidence is clear: free trade works. Developing countries that significantly lowered their trade barriers in the 1990s grew three times more quickly than those who did not. If we want to understand what keeps poor countries poor, the answer is not unfair trade terms imposed by big business and richer nations, nor is it solely developed world tariffs, but the resistance to free trade by their own leaders.⁴⁰

Believers in Fair Trade respond that even if this is true, free trade's successes do not reach down to the poor. Yet in reality economic development through free market reform actively favours the poor. Because free markets reduce prices while improving quality, they serve the interests of the poor consumer. Poor nations that open their markets and pursue economic development grow at much faster rates than developed economies, for the latter have already introduced the changes that make the most difference – explaining how Hong Kong could overtake the UK economically despite our head start. Moreover, within nations, economic growth improves life for the poor at least as much as the rest of the population, if not more so. A famous paper produced by the World Bank in 2002 called *Growth is Good for the Poor* finds that growth benefits the poorest fifth of society as much as the rest and notes some suggestion that reducing the size of government and stabilizing inflation benefits the poor even more than the rest.⁴¹

How, given the weight of evidence against it, has Fair Trade gained such traction? The movement dates back at least to the 1960s, but only began gaining momentum in the unique circumstances following the collapse of the International Coffee Agreement (ICA) in 1989. This was a very difficult time for producers, with prices falling 70% between 1997 and 2001. At the same time, the consumer revolution in coffee saw prices in coffee shops double or treble. It was in this context that Fairtrade was able to portray itself as saving farmers from the cruelty of free trade, and it is by reference to the ICA that the Fair Trade movement now argues for a return to export quotas and the heavy regulation of trade.⁴²

However, the extremity of the coffee crisis was produced by the attempt to manage production through the ICA, distorting price signals with regard to efficiency and quality, and also by the overplanting of coffee in the mid-1990s subsidized by misguided economic planners and aid agencies. It was not a free market failure.

Activists argue the cartel could have been sustained, propping up price levels 20% above the market rate. But such a gap between price and reality was bound to suffer a heavy correction, just as Bangladesh found by attempting to maintain jute prices. Alan Beattie, world trade editor of the *Financial Times*, observed in 2007 that for coffee this seems especially naïve:

⁴⁰ 'Philip Booth speaks on Free Trade and Fair Trade: A Four Minute Defence of Free Trade', Philip Booth, 14/3/07.

⁴¹ 'Growth is Good for the Poor', Dollar and Kraay, 2002, World Bank.

⁴² *From Bean to Cup: how coffee choice impacts upon coffee producers and the environment*, 2005, Consumers International, p. 6; *Grounds for Complaint? 'Fair trade; and the coffee crisis'*, Brink Lindsey, 2004, Cato Institute, p. 8.

It is hard enough holding together a cartel like Opec, where countries either have the commodity or they don't. Trying to support a global price in a commodity where production can be expanded rapidly almost always fails. The previous coffee cartel, along with a whole bunch of similar commodity arrangements in decades gone past, collapsed precisely for that reason.⁴³

Even if the ICA could somehow have been held in place, the Fair Trade movement makes the error (which they repeat in their own licensing system) of confusing higher prices on world markets with more money reaching the poor. In fact, as must be expected from a complex bureaucratic intervention, governments profited from the arrangement while economic analysis suggests that coffee farmers received below market prices while quotas were in effect. The ICA had no effect on poverty reduction at all.⁴⁴

Finally, the point which Fair Trade disciples are most reluctant to concede is that after some terrible years, the market price began to recover. The spot price of Arabica coffee was equal to the Fairtrade price for much of 2005, and the difference is generally within 5%. This is an enormous change, yet the Fair Trade movement is unwilling to acknowledge that it matters. The price of Arabica coffee is 120% higher than it was when the Fairtrade Foundation wrote its main educational document on the coffee trade. In her 2008 book, Harriet Lamb acknowledges the change in passing, but fiercely resists the possibility that it should alter the campaign's direction:

Undoubtedly higher prices for some commodities have given some producers some respite after many years of disastrously tumbling prices. However, this does not mean the pressure is off...⁴⁵

Yet the price recovery does matter. It means that free trade is now considerably kinder to poor coffee farmers, so that consumers who were troubled by their plight at the depth of the coffee crisis can feel less morally vexed by purchasing freely traded coffee.

The change matters more generally, because it shows that the Fair Trade movement gained popularity by misinterpreting what low coffee prices meant and what to do about them. The Fair Trade movement is reluctant to let go of the coffee crisis, but the industry is moving on anyway.

The Fair Trade movement's mistaken nostalgia for the ICA should remind consumers where its real interests lie. Some observers argue that the Fairtrade movement is simply a form of free trade:

⁴³ Booth and Whetstone (2007), p. 8; 'The Price of being fair', Alan Beattie, *New Statesman*, 26/2/07.

⁴⁴ Lindsey (2004), p. 8; Mary Bohman, Lovell Jarvis, and Richard Barichello, "Rent Seeking and International Commodity Agreements: The Case of Coffee," *Economic Development and Cultural Change* 44, no. 2 (1996): 379–404, quoted in Berndt (2007), p. 10.

⁴⁵ Lamb (2008), p. 99.

[F]air trade is a triumph of the free market. It works not because it subsidises goods no one wants, but because relatively rich consumers are willing to support a scheme that guarantees certain benefits to producers.

It would be a shame if these lapses discredited the idea of fair trade, a dynamic market-based idea that is voluntary...⁴⁶

To the extent that buying Fairtrade is based on voluntary exchange, these observers are correct (although not necessarily about Fairtrade's actual impact). However, the long-term objective of the Fair Trade movement seems to be to create a broad-based constituency with which to achieve radical restrictions on free trade, with the return to an ICA-style arrangement just one aspect of a larger reformation.

Moreover, the Fairtrade Foundation seems to be increasingly seeking to circumvent the market. The foundation often seems uncomfortable with the idea of competition (as evidenced by apparent dislike for other 'ethical' brands), and it is happy to seek government subsidy for its activities. New grants were accepted from the European Commission and the Department For International Development in 2006, and between 1999 and 2007 the foundation received approximately £1.8 million in grants from DFID. It currently receives around £250,000 every year. In 2007 Harriet Lamb announced that she was seeking a strategic investment of £50 million over five years to support their work, and asked the government to contribute – she then spoke out in the press when the funding received was less than she had hoped.⁴⁷

Rather than emphasising individual consumer choices, the pattern of Fairtrade growth is increasingly corporatist, concentrating on persuading large organizations to declare themselves Fairtrade: Fairtrade schools, towns, and even potentially nations in Scotland and Wales. Choice is steadily removed from the consumer, either because a decision to source only Fairtrade products has been taken on their behalf, or because Fairtrade status exerts a kind of social blackmail: to be accepted as a Fairtrade nation, Scotland's parliament would be committed to increasing the proportion of the population who know about Fairtrade every year by 5%, and ensuring that 75% of people bought a Fairtrade product every year, and that 40% bought Fairtrade products regularly. The buyer's choice exists in the shadow of a government or a management target; free exchange seems a less and less accurate description of any such transaction.⁴⁸

The Fairtrade Foundation apparently also hope to institute their voluntarily-imposed standards upon their competitors, to prevent their products losing out:

⁴⁶ 'Free doesn't mean unfair', Julian Baggini, *Guardian*, 5/3/07; 'Trading on Fairness', *Financial Times*, 12/9/06.

⁴⁷ Fairtrade Foundation Press Release, 23/2/07, www.fairtrade.org.uk/pr230207.htm; 'Fairtrade 'disappointed' by government commitment to ethical trade movement', Sarah Butler, *Guardian*, 24/12/07.

⁴⁸ 'Scotland set to become Fair Trade nation', Scottish Government News Release, 3/7/06.

I believe that we need global rules to set minimum social and environmental standards to prevent those companies increasingly committed to fairer trading practices being undermined by the unscrupulous traders. And, through TJM, we are pressing for those.⁴⁹

If we misread the Fair Trade agenda it is not entirely surprising: there is a disconnect between buying Fairtrade, presented as a consumer choice that will correct a market failure, and lobbying government in the belief that free markets must be stopped by law. But it is our own fault if we do not take Fairtrade advocates at their word; many of them are actually quite open about their mistrust of free markets and their preference for top-down control:

[Fairtrade] does show that you can manage markets in a way that is commercially, socially and environmentally successful. And that is the message for governments.⁵⁰

Of course, when you look at the reality of Fairtrade, it is clear that government should get no such message. The truth is that only free trade is fair: it is voluntary and uncoerced; it does not rely on government subsidy or indulge the paternalistic fantasy that human beings can be planned and managed.

Most of all, free trade is fair because it offers the poor the single greatest hope of a better life through economic growth and development. Free trade is not content to simply sustain the poor in their place; rather it offers them and their children the hope of a more comfortable and prosperous existence, released from the backbreaking toil and sweat of agricultural labour.

Fair trade, ultimately, is not fair. Free trade is the future.

⁴⁹ Lamb (2008), p. 110.

⁵⁰ Ibid, pp. 107-9.

5. Fairer Options for Development Assistance

Kids don't need Fair Trade. Kids need free trade.

Colleen E. H. Berndt⁵¹

The best way to help the poor of the developing world is to campaign for an end to tariff barriers, both at home and abroad, and to buy more of their goods.

Unfortunately, we seem to be labouring under a collective misapprehension. According to Nick Mathiason at *The Observer*, "Fair trade is, in a sense, the purest form of aid and the British public knows it. Government surveys show that people believe it is more effective than giving to charity."⁵²

That the nation believes Fairtrade is more effective than charity does not make it true. Fairtrade *is* charity: and an extremely inefficient form of charitable transfer at that. Its immediate actions at best help a select few at the expense of others while making no real effort to sustainably bring anyone out of poverty. Far from being pure, Fairtrade goods may well contain non-Fairtrade crops due to the system's unavoidable corruption, while the great majority of Fairtrade-certified crops are to be found in ordinary, unbranded products. The consumer-friendly packaging belies a long-term political agenda that is antagonistic to free trade, and therefore damaging to the best hope we have for an end to human poverty.

Happily, for those who are interested in supporting economic development, there are a wealth of development assistance charities to choose from, any one of which is a preferable alternative to Fair Trade and its unfair, unfree politics. The following list is offered only to demonstrate some of the variety which exists in a marketplace that the Fairtrade brand too often appears to believe it should have to itself. The charities and companies suggested are not an exhaustive catalogue and their inclusion should not be taken as an absolute recommendation, but merely a basis for further investigation. As the Fairtrade phenomenon demonstrates, claims to the moral high ground should be not be taken at face value.

Coffee Certification Schemes

- C.A.F.E. Practices (www.starbucks.com/aboutus/sourcingcoffee.asp)

C.A.F.E. stands for Coffee And Farmer Equity practices. Starbucks does sell some Fairtrade coffee, bowing to popular pressure. However, Fairtrade

⁵¹ 'Fairly Caffeinated', TCSDaily.com, 18/5/07.

⁵² 'Fair trade hopes take root', *Observer*, 27/1/08.

coffee could not supply all the beans required by such a large company. Instead, by developing an approach that does not rely on fixing prices and focuses on supporting premium coffee (the coffee on which farmers can make the most profit), Starbucks has created a pro-market initiative that seems likely to assist in economic development. In 2005, the company received an award from the World Environment Centre in recognition of its work developing C.A.F.E. Practices. In 2006, Starbucks paid an average of \$1.42 per pound for its coffee. The guaranteed Fairtrade price is \$1.26 per pound (although a social premium may also be added). It seems that you can feel good about ordering any Starbucks coffee – apart from the Fairtrade specials.

- *4C Association* (www.sustainable-coffee.net)

The Common Code of the Coffee Community Association. Brings coffee producers, roasters, NGOs and others together to work to improve baseline conditions for mainstream coffee, as opposed to the relatively insignificant Fairtrade sector. Individual membership is €50 per year.

- *Cup of Excellence* (www.cupofexcellence.org)

Cup of Excellence is a competition to identify the very best coffee produced in specific countries each year. The winning coffees are auctioned to the highest bidder. Supporting high quality, highly-priced coffee, this appears to be an excellent initiative, and highly efficient: on one estimate, 85% of the sale price goes to the farmer. The website has details of who has purchased Cup of Excellence coffee from auction. In the UK, 2007 buyers included Fortnum & Mason, Taylors of Harrogate, the Monmouth Coffee Company and the mail-order firm Andronicas Coffee (www.andronicas.com).

- *Rainforest Alliance* (www.rainforest-alliance.org)

This is the certification scheme that the Fairtrade Foundation has most publicly traded blows with. Rainforest Alliance certification indicates that producers have met their standards for protecting wildlife, wild lands, workers' rights and local communities. Certified farms should hire locally, ensure safe working conditions and access to clean drinking water and proper sanitary facilities. The Rainforest Alliance avoids price-fixing and provides training, advice and better access to credit, all important contributors to development.

- *Utz Certified [previously Utz Kapeh]* (www.utzcertified.org)

Utz offers complete traceability from grower to roaster in an attempt to reduce corruption. Workers and their families have access to healthcare and education, and workers are carefully trained.

Coffee Producers

- *Café Britt* (www.cafebritt.com)

A rare example of a coffee roaster located in a coffee-producing nation, Café Britt is based in Costa Rica and focuses on gourmet quality coffee using local expertise. Individual orders can be placed on the website, although the shipping charges to Europe are high.

- *Allegro Coffee* (www.allegrocoffee.com)

Buying premium quality coffee and offering long-term contracts and pre-financing arrangements, Allegro also give 5% of their net profits to a charitable initiative of their own creation, High Five for Farmers, directed to coffee grower communities.

- *Intelligentsia Coffee* (www.intelligentsiacoffee.com)

Intelligentsia purchases green coffee, often direct from the growers, cutting out middlemen. By focusing on quality, they ensure the growers receive a premium price.

Coffee Development Charities

- *Coffee Kids* (www.coffeekids.org)

For 20 years, Coffee Kids has worked with local organizations in Latin America to create education, health care, micro-credit and community-based programs for coffee farmers and their families. Their efforts allow coffee farmers to reduce their dependence on the volatile coffee market and to confront the most pressing community needs.

- *Coffee Corps* (www.coffeeinstitute.org/coffee_corps.asp)

Coffee Corps matches industry experts with farmers seeking technical assistance. Experts volunteer their time to help growers improve their production methods, quality control processes or their marketing skills.

- *Grounds for Health* (www.groundsforhealth.org)

A partnership between American coffee companies and their coffee-growing communities, Grounds for Health aims to provide improved healthcare, especially cervical cancer prevention.

Beyond Coffee

- *Technoserve: Business Solutions to Rural Poverty* (www.technoserve.org)

A grant of \$47 million from the Bill and Melinda Gates Foundation will fund a project to double the incomes of small-scale farmers in East Africa by improving quality, increasing production and linking them to markets.

However, Technoserve's remit to encourage entrepreneurship is far wider, and based on expertise gathered in the field over four decades.

- *Whole Planet Foundation* (www.wholeplanetfoundation.org)

This foundation is dedicated to creating economic partnerships with the poor in the developing countries that supply Whole Foods Market stores. Innovative assistance for entrepreneurship, with almost \$6 million in microlending pledged worldwide. There is a Whole Foods Market store in London, 63-97 Kensington High Street, W8 5SE.

- *globalgiving* (www.globalgiving.com)

Globalgiving allows individuals to support small development initiatives of their choice.

Beyond Charity

One of the claims of the Fairtrade Foundation is that the poor do not want charity. But this is no reason to stick with Fairtrade: there are now many exciting initiatives for those who want to help the poor help themselves.

- *Kiva.org* (www.kiva.org)

At Kiva, anyone can go online and loan small amounts to directly support small-scale entrepreneurship in the developing world.

- *Five Talents* (www.fivetalents.org.uk)

This is a development program run by the worldwide Anglican church, which aims to fight poverty, create jobs and transform lives through micro-finance initiatives.

- *Grameenphone* (www.grameenphone.com)

The Village Phone Program provides telecommunications services to rural areas all over Bangladesh, by offering a business model where the owner operates a payphone service having purchased the handset with a microfinance loan from Nobel Laureate Muhammed Yunus's Grameen Bank.

- *Scojo Foundation* (www.scojofoundation.org)

Through a microfinance business model where local entrepreneurs train vision advisers and sell low cost glasses, increasing access for the poor to reading glasses in El Salvador, India and Guatemala.

6. Conclusion

Fairtrade Fortnight is a marketing exercise intended to maintain the Fairtrade Mark's predominance in an increasingly competitive marketplace for ethically-branded products. The hype is necessary, because as we have seen there is every reason for the shrewd consumer to make other choices.

The Fairtrade certification system and the Fair Trade movement from which it springs are fundamentally unfair. They offer a small improvement in prices to very few primary producers, while leaving most out in the cold and possibly even worse off than before. Of the farmers Fairtrade helps, many live in Mexico, a relatively wealthy and well-developed country. Fairtrade does little for the poorest of the poor in the agricultural sector, the landless labourers who are refused permanent employment under Fairtrade rules.

Fairtrade is not an answer to poverty. For those who promote it, Fairtrade is not even necessarily intended to aid economic development. Instead, Fairtrade operates to keep the poor in their place, sustaining uncompetitive farmers on their land and holding back the changes that could give their children a richer future by encouraging mechanization and diversification. Proponents of Fairtrade seek to present a consumer-friendly face, and have persuaded some commentators that it is an example of the free market in action. Yet the ultimate goals of the fair trade movement include the management of production and the rejection of free trade.

The Fair Trade movement seeks to control trade in the name of 'justice', but this is neither economically prudent nor just. Such a move would place more power into the hands of the few, increasing corruption while restricting options and raising prices for the average consumer. It would not succeed in relieving poverty. Instead, by slowing the growth of the global economy it would actively and severely harm the poor.

Economic growth in India and China is lifting more people out of poverty than ever before in human history. The insignificant scale of Fairtrade has no prospect of improving so many lives. Indeed, its economic vision, if implemented, would undoubtedly prevent such improvements from continuing.

Fairtrade advocates operate a very skilled PR campaign, relying on anecdotal evidence, emotional appeal and sheer trust. The evidence, however, points in a different direction. It shows that four-fifths of all Fairtrade crops go into ordinary, uncertified products, that Fairtrade products may well contain non-Fairtrade crops due to corruption, and that just 10% of the premium paid by consumers for Fairtrade actually reaches the producer.

The Fairtrade system arose from a historical episode – the coffee crisis of the 1990s – from which coffee prices have now recovered significantly. Fairtrade was designed for a situation that no longer applies, and there is every reason

to suppose that its current rapid growth will be followed by an equally swift decline in popularity as ethically conscious consumers turn to newly fashionable interventions more suited to the times, even simply choosing to patronise Starbucks, with its award-winning C.A.F.E. Practices code. Those who are interested in helping poor farmers to develop high quality produce can consider supporting Cup of Excellence. Those seeking a more direct relationship with development projects can turn to *globalgiving.com* or *kiva.org*. Those who wish to encourage producers to migrate further up the value chain can buy Café Britt coffee direct from Costa Rica. Technoserve is seeking to double coffee incomes in East Africa with a multimillion dollar donation from the Bill and Melinda Gates Foundation. All of these initiatives favour supporting entrepreneurship and reject the Fair Trade approach of fixing prices.

Fair Trade is unfair: it seeks to reduce voluntary exchange to a government-controlled privilege and to refuse agrarian societies the opportunity to become rich. By selling itself as the only option for the ethical consumer, Fairtrade directs the public away from new and exciting alternatives that may do much more good.

Ultimately, for those who want to see the poor lift themselves out of their poverty, the only fair choice is to support free trade.

Bromsgrove District Council

Private Sector Housing Assistance Policy 2009

1. Introduction

- 1.1 This policy is designed to contribute towards the Council's strategic aims and objectives by assisting;
- a) The improvement of housing quality in all tenures.
 - b) Improving energy efficiency and eliminating fuel poverty.
 - c) Renovating houses that contain Category 1 Hazards and bringing empty properties back into use.
 - d) Enabling people to stay in their home as they get older and provide disabled persons with maximum mobility around their homes.
 - e) Improving social care, health and social wellbeing.

2. Key Priorities

- 2.1 The Council's Private Sector Housing Strategy recognises that there is a need to address the issue of people on low incomes who cannot afford to maintain their properties in good repair.

3. Resources Available

- 3.1 This Private Sector Housing Assistance policy sets out to provide a balanced programme of support to occupants of private sector housing within the resources that the Council has available for the provision of discretionary grants to supplement the wider national resources that are accessed by the work of the Home Improvement Agency.

4. Purpose of Housing Assistance

- 4.1 Housing assistance may therefore be offered (subject to financial resources being available) by Bromsgrove District Council ('the Council') in accordance with this policy, to assist with the cost of the following:
- The improvement, repair or adaptation of a home including houseboats and mobile homes
 - Home energy efficiency

- Home security and safety
 - 'Home Move'
 - Loans through suitable partner organisations
- 4.2 The assistance may be in any form including but not restricted to grants, provision of materials, carrying out works and provision of loans or loan guarantees.
- 4.3 The Council may specify in detail in their Housing Assistance Scheme the purposes for which applications for assistance are to be invited and may specify different purposes from time to time to reflect current priorities and budgetary constraints.

5. Persons eligible to apply for Housing Assistance

- 5.1 Any person who makes an application for assistance must: -
- a) live in the dwelling as his or her only or main residence (except where the applicant is a landlord), and
 - b) for Home Repair Assistance Grants have an owner's interest in the dwelling and owned the property for 3 years, or for Disabled facilities Grants, have an owners interest in the dwelling or be the private tenant or licensee or social tenant of the dwelling either alone or jointly with others, and have the power or duty to carry out the works or have the owners consent to do so in writing, and
 - c) Satisfy such test(s) of financial resources as the Council may impose from time to time, more specifically explained in the Housing Assistance Scheme.

6. Applications for Assistance

- 6.1 All applications must be in a form prescribed by the Council and shall include the following:-
- a) Full details of the proposed works including plans and specifications of the works for which the assistance is sought ('the assisted works').
 - b) At least two estimates from different contractors for the proposed works, unless the Council otherwise direct in a particular case.
 - c) Particulars of any professional fees and other charges which relate to the preparation for and the carrying out of the proposed works.

- d) Proof that the applicant is an owner or a tenant of the dwelling, unless the Council otherwise direct.
- e) Consent in writing from all owners of the dwelling to the carrying out of the proposed works, unless the Council otherwise direct.
- f) If the applicant is the owner of the dwelling, an undertaking to repay the grant in the circumstances described at paragraph 15 of this policy.
- g) If the applicant is a landlord, an undertaking to let the dwelling(s) as a residence to persons nominated by the Council throughout the period of five years following the date of completion of works or such other period of time as may be agreed in writing between the applicant and the Council.

7. Prior qualifying period

- 7.1 Applicants for Home Repair Assistance for houseboats or mobile homes and for major works grants must have owned the residence for not less than 3 years.

8. Amount of Housing Assistance

When dealing with applications where a means test is required the Council will use the Test of Resources currently in use for Mandatory Disabled Facilities Grants and Home Repair Assistance Grants.

9. Exclusion of works already carried out

- 9.1 The Council will not approve an application for assistance if the assisted works have been carried out before the application is approved, except for Disabled Facilities Grants:-
 - a) Where the relevant works have been begun but have not been completed, the application may be approved if the officers are satisfied that there were good reasons for beginning the works before the application was approved.
 - b) Where the Council decide to approve an application in accordance with a) above they may treat the application as varied so that the assisted works do not include any that are completed.

10. Decision and notification

- 10.1 An application will be processed and the applicant advised as soon as possible, whether the application is approved or refused. The Council will notify the applicant in writing no later than 6 months after receipt of the completed application.

- 10.2 If the application is approved the notification will also specify the works which are eligible for assistance and the form that the assistance will take.
- 10.3 If the application is refused, the Council will at the same time explain the reasons for refusal and provide details of how to make an appeal against the decision. The grounds for appeal are detailed in Appendix A.
- 10.4 Where the cost of works either increases or decreases or additional works are required the Council may alter the amount of assistance and will inform the applicant in writing.

11. Supervision of Works

- 11.1 The Council will not accept any responsibility, under any circumstances, for omissions by the contractor or defective workmanship. A claim form confirming that the works are complete and that the applicant is satisfied with the work carried out must be submitted before final payment is made.

12. Payment of assistance: conditions as to carrying out the works

- 12.1 The assistance will only be paid if;
- a) The assisted works are completed within 12 months of the date of approval or such further period allowed by the Council.
 - b) The assisted works are carried out in accordance with such specifications as the Council determine.
 - c) The assisted works are carried out to the satisfaction of the Council.
 - d) The Council are provided with an acceptable invoice, demand or receipt for payment for the works and any professional fees and other charges. For this purpose an invoice, demand or receipt is acceptable if it satisfies the Council and is not given by the applicant or a member of his family.

13. Payment of assistance

- 13.1 The Council will normally pay the assistance direct to the contractor and will be either to the full amount, on completion of the works, or in instalments as work progresses (£5,000 interim payments for larger cases).
- 13.2 Where assistance is payable, but the assisted works have not been executed to the satisfaction of the applicant, the Council may at the applicant's request and if they consider it appropriate to do so, withhold

payment from the contractor. If they do so, they may make the payment to the applicant instead.

14. Repayment where applicant not entitled to assistance

14.1 If an application for assistance is approved but it subsequently appears to the Council that the applicant (or in the case of a joint application, any of the applicants) was not, at the time the application was approved, entitled to assistance of that description no payment shall be made or, as the case may be, no further instalments shall be paid, and the Council may demand that any payments that have already been made be repaid forthwith, together with interest from the date on which they were paid until repayment is made, at such reasonable rate as the Council may determine.

15. Conditions for Repayment of Assistance

15.1 If an owner of the dwelling to which the application relates ceases to be the owner before the works are completed he shall repay to the Council on demand the amount of any assistance that has been paid.

15.2 If an owner of the dwelling(s) to which the application relates ceases to be the owner from the date the works were completed he shall repay to the Council on demand the amount of assistance that has been paid. In the case of Disabled Facilities Grants this is limited to within a 10 year time period.

15.3 If an owner of the dwelling(s) to which the application relates, having undertaken to let the dwelling(s), ceases to let the dwelling(s) in accordance with his undertaking, within 5 years from the date the works were completed, he shall repay to the Council on demand the amount of assistance that has been paid.

15.4 Where the Council has a right to demand repayment but there are extenuating circumstances they may determine not to demand repayment or to demand a lesser amount.

16. Additional Conditions

16.1 Where the Council approve an application for assistance they may impose additional conditions with the consent of the applicant.

16.2 The additional conditions may include but are not restricted to the following:

a) Applicant to make a contribution towards the proposed work.

b) Right of the Council to recover specialised equipment when no longer needed.

17. Security of Assistance

- 17.1 Any condition above, which creates a liability to repay the assistance, shall be registered as a charge against the property at the Land Registry
- 17.2 The liability to repay any assistance may be discharged at any time by payment to the Council a sum equal to the amount of assistance or such lesser sum as the Council may agree.

18. Proposals/Loan Fund

- 18.1 The Kick Start Equity Release Scheme is available through application to and subject to assessment by the Home Improvement Agency and the Financial Service provider appointed by the Kick Start Partnership to provide loans and equity release products for qualifying works over £3,000.
- 18.2 Applications for equity and non equity loans will be subject to assessment against qualification criteria set out and financial assessment by the organisations detailed at 18.1 above.

19. How to apply for Assistance

- 19.1 The qualifying criteria for each type of grant are listed in Appendix B the Housing Assistance Scheme. In order for your name to be registered for assistance, the following options are available:
- a) By telephoning the Bromsgrove District Council on 01527 881288 and ask for the Private Sector Housing Team Leader or the Private Sector Housing Grants Administrator who will take your details and deal with your enquiry or forward them on to the relevant agency.
 - b) By emailing privatesectorhousing@bromsgrove.gov.uk stating in your communication that the enquiry is for the attention of the Private Sector Housing Team.
 - c) By applying direct to the Worcestershire Care and Repair Service.
- 19.2 In each case an acknowledgement of your enquiry will be sent out.

20. Complaints about the Strategy/Policy and its Implementation

- 20.1 Should you wish to make any comments or complaints regarding this Strategy/ Policy, please write to Mr. A Coel, Strategic Housing Manager, The Council House, Bromsgrove, Worcs. B60 1AA. Tel 01527 881270 or email a.coel@bromsgrove.gov.uk.

20.2 Alternatively, you may go onto the Bromsgrove District Council Website www.bromsgrove.gov.uk and you can e-mail your complaint. Please give your name, address and contact number.

20.3 All complaints / comments will be considered and The Strategy/ Policy adapted as deemed necessary. A written reply will be sent to the complainant.

21. Commencement Date

21.1 This Strategy / Policy will commence from April 2010 and be subject to regular review.

APPENDIX A

BROMSGROVE DISTRICT COUNCIL

HOUSING ASSISTANCE SCHEME AND GRANT ASSISTANCE

APPEALS

APPEALS CRITERIA (subject to available resources)

Applicants must be able to demonstrate special circumstances for example:

- failure to carry out works may place the applicant and/or the family's health and safety at immediate risk; (and/or)
- the applicant or a member of his/her family has a specific and serious medical condition which would be worsened by the condition of the property; (and/or)
- the condition of the property poses a threat to the ability of the existing family to continue to live together; (and/or)
- the condition of the property is likely to lead to the intervention of other statutory services (i.e. statutory re-housing, children being taken into care under the Children Act 1989; (and/or)
- the work would be of wider benefit than to the applicant and his/her family, e.g. where other properties are affected;

AND IN ALL THE ABOVE CASES

The applicant has no other means by which he or she could reasonably be expected to fund the work - either privately or with Department of Social Security assistance.

In deciding the case the Appeal Panel will consider whether the circumstances are so severe that the case should be considered as an exception to normal policies.

N.B. Medical evidence will be required if medical or health related circumstances are cited.

APPEALS PANEL

- The appeals panel will be made up by members of the Council or officers of another local authority.

APPENDIX B

BROMSGROVE DISTRICT COUNCIL

HOUSING ASSISTANCE SCHEME

Criteria for the award of Mandatory Disabled Facilities Grants.

Mandatory Disabled Facilities Grants will continue to be awarded for prescribed works as per the Housing Grants, Construction and Regeneration Act 1996.

The Regulatory Reform Order 2002 extends the eligibility to those living in park homes and houseboats.

These grants are awarded to enable applicants to have access to and around their homes, or to use essential facilities in the home to enable them to live independently.

Eligible applicants	<ul style="list-style-type: none"> • Any applicant registered or capable of being registered under the Chronically Sick and Disabled Persons Act 1970 and requires adaptations to be provided.
Qualifying criteria	<ul style="list-style-type: none"> • Referral from the Occupational Therapist via Social Services confirming that the works are 'necessary and appropriate'. • Works must be 'reasonable and practical'.
Conditions	<ul style="list-style-type: none"> • Subject to a financial assessment of resources (prescribed by statute) • Proof of title required.
Maximum grant	<ul style="list-style-type: none"> • £30,000.00

Implementation date	<ul style="list-style-type: none"> Reviewed April 2010
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Outcome. With an annual budget (2009/10) of £500,000 this will improve the suitability of homes for over 100 disabled households each year.

Notes. This is a mandatory grant and the Council receives subsidy from the Government up to a specified amount. As demand outstrips the budget a prioritised waiting list has been developed.

Criteria for the award of Discretionary Home Repair Assistance Grants.

Eligible applicants	<ul style="list-style-type: none"> Owners occupiers who have a duty or power to carry out works. Must be in receipt of one of the following benefits: Income support / job seekers allowance / Working tax credit / Housing benefit / Disability working allowance / Council tax benefit / Guaranteed Pension credit. Disabled persons who are in receipt of Attendance allowance or Disability Living allowance and have savings of less than £10,000.00
Qualifying criteria	<ul style="list-style-type: none"> Property in need of essential repairs as determined by the Housing Act 2004 as a 'Category 1 Hazard' in order to make the property healthy, safe, wind and weatherproof. Assistance will be offered to qualifying people whose homes present a Category 1 Hazard.
Conditions	<ul style="list-style-type: none"> Will only consider grant applications up to a maximum of £5,000 within any 5-year period. Grant repayable in full to the Council should the property be disposed of or sold. Registered as a local land charge if the grant is below £500 and a Legal Land Charge if the grant is above £500.
Maximum grant	<ul style="list-style-type: none"> £5,000.00
Implementation date	<ul style="list-style-type: none"> Reviewed Jan 2010

Outcome. Based on a yearly allocation of £100,000 and an average grant of £3000.00 this will enable 33 households each year to remain independent within a safe and secure home.

Notes. This is a discretionary grant and subject to available resources.

Criteria for the award of a Discretionary 'Home Move' Grant.

Where an owner/occupier or tenant qualifies for assistance but their existing home is unsuitable and a move to different accommodation would be a better option to adaptation or repair, then financial assistance may be awarded.

Some homes are physically unsuitable for adaptation. Sometimes owners would be unable to afford the maintenance and running costs of their home, even after improvement. In such cases it would be more cost effective to help a willing person to move to more suitable accommodation.

Eligible applicants	<ul style="list-style-type: none">• Owner/occupiers and private tenants.
Qualifying criteria	<ul style="list-style-type: none">• Existing home is unsuitable for improvement or adaptation and a move is the most cost effective and practical option.• Evidence of new property and inspection by Grants Officer and Occupational Therapist.• Subject to financial assessment.
Conditions	<ul style="list-style-type: none">• Subject to written approval.• Only one grant allocation in every 5 years.• Grant repayable in full to the Council should the property be disposed of or sold. Registered as a local land charge if the grant is below £500 and a Legal Land Change if the grant is above £500. Grant to be spent at the discretion of the Council e.g. legal costs, removal costs, estate agents fees etc.
Maximum grant	<ul style="list-style-type: none">• £2,500.00
Implementation date	<ul style="list-style-type: none">• Reviewed Jan 2010

Outcome. Based on a yearly allocation of £5,000 this will enable 2 applicants to move to alternative premises.

Notes. This is a discretionary grant and subject to available resources.

Criteria for Consideration under the Kick Start Scheme

Bromsgrove District Council, as an approved Member of the West Midlands Kick Start Partnership participates in the scheme which is designed to offer assistance and options to equity holding home owners in client groups groups most susceptible to health risks as a result of poor housing conditions (the elderly, long-term sick, disabled, families with small children) who do not have

the resources necessary to make repairs and improvements to their homes. Eligible applications that would be considered under the scheme are as follows: -

Eligible applicants	<ul style="list-style-type: none"> • Owners occupiers who: <ul style="list-style-type: none"> ○ Are over the age of 18. ○ Have owned and occupied the property for a minimum of 3 years prior to the loan offer. ○ Are the owner of the property on a sole or joint basis (both joint owners must agree and accept the loan terms and conditions) ○ Are an owner (or joint owners) of a freehold or a minimum 50 year leasehold. ○ Are not the owner of another property that could be reasonably occupied or disposed of for the purpose of raising essential funds. ○ Have received financial advice that has recommended the use of the equity loan as a suitable affordable finance solution.
Qualifying criteria	<ul style="list-style-type: none"> • The occupants: <ul style="list-style-type: none"> ○ Have been identified as vulnerable (as defined in the national government guidance relating to benefit dependency) or be on a low income with insufficient savings (local criteria to be set with discretion to authorise outside criteria by Kickstart Performance & Monitoring Board on a case by case basis) or in receipt of any of the following examples of Means Tested Benefits: <ul style="list-style-type: none"> - • Council Tax Benefit • Housing Benefit • Income Support • Job Seekers Allowance (for more than 6months) ○ Be a disabled person or head of a household within which a disabled person is a member, who has received advice and recommendations from the Authority or its agency to carry out adaptations

	<p>or installations to address disability needs.</p> <ul style="list-style-type: none"> ○ Be a resident within the District Council boundary. <ul style="list-style-type: none"> ● The property upon which the equity loan is to be secured must: <ul style="list-style-type: none"> ○ Be a property upon which a standard mortgage would be available if the owner had the means or personal criteria to access standard products. ○ Be a property within the area of responsibility of Strategic Housing Authorities that have membership of the West Midlands Kick Start Programme. ● The works to be undertaken by the owner financed by the loan will be those works approved by the authority or its agent to meet at least one of the following criteria: <ul style="list-style-type: none"> ○ Works necessary and reasonable to achieve the Decent Homes Standard. ○ Works to meet the needs of a disabled person who requires adaptations in order to support independent occupation of the property as their main and sole home. ○ Works to address suitability issues that directly relate to occupation needs in the context of HCA occupation and space standards.
Conditions	<ul style="list-style-type: none"> ● Applications will be subject to the approval of the Worcestershire Care & Repair Service before referral to the Kick Start Scheme. ● Applicants will be subject to and require further financial assessment by the financial service providers appointed by the Kickstart Scheme Partnership in order to determine eligibility and advice upon which scheme is most appropriate for their needs. ● Only applicable to approved works over £3,000.
Maximum grant	<ul style="list-style-type: none"> ● Subject to qualification and financial assessment.
Implementation date	<ul style="list-style-type: none"> ● Reviewed Jan 2010

BROMSGROVE DISTRICT COUNCIL

Equality Impact Assessment Completion Form

1. Introduction

Bromsgrove District Council is committed to providing equality in service provision and employment. We recognise that discrimination does not need to be intentional for unfair treatment or adverse impact to occur. We are aware that different groups may have different needs. Our approach to equalities recognises a range of different groups within our society and seeks to ensure fair and equitable services are provided to the whole community.

To meet our legal duties and to ensure that we are being fair to everyone we need to undertake equality impact assessments for all our policies, practices and services.

This form has been devised specifically to support the new Inclusive Equalities Scheme and should be read in the context of that Scheme.

2. What is an Equality Impact Assessment?

An equality impact assessment is a way of finding out whether a policy (or proposed policy), affects different groups of people in different ways. It should be part of the normal policy making process. The term policy refers to any activity the council does, be that a service we provide, an initiative we run, a policy we write or a procedure we observe.

3. Who needs to undertake an Equality Impact Assessment?

Managers are required to undertake the equality impact assessments for their service area.

The Equality Champions may be able to assist with equality impact assessments, providing advice, guidance and information. They may be able to find the answers to any questions that arise.

We are required by law to undertake equality impact assessments on every service we provide. We recognise this will take valuable time and we have three years to undertake the work. Because we need to prioritise which services are to be assessed first, provisional **High**, **Medium** or **Low** ratings have been given to each function for each equality strand. See Appendix C – pages 58 to 65 of the Inclusive Equalities Scheme.

The assessments and their outcomes will be pulled together into a 3-year action plan for each service area.

4. What happens if I do find adverse impact?

If your assessment shows that your policy is likely to have an adverse impact on some groups of people, you need to think of ways to deal with this. Before making a decision you should also check that, by adopting an option that reduces the adverse impact on one group of people, you are not creating an adverse impact on another group. If this is unavoidable, decide and indicate how this can be justified.

5. Reporting

Please complete the attached form for every impact assessment that you do. We have to publish the results of every *formal* equality impact assessment. A copy of the form must be sent to your Equality Champion and to the Equalities Assistant in Legal Services.

A copy of that report will be held corporately. Failure to record formal assessments will put the Council at risk. There is no need for officers to report back on any initial assessment or screening. It is suggested, however, that you keep good records to demonstrate an audit trail for initial assessments.

For further information or assistance please contact:

Claire Felton - **Acting Head of Legal and Democratic Services**
Ext. 1429

Fiona Scott - **Equalities Assistant**
Ext. 1719

Equalities Impact Assessment Completion Form

1. What is the name of the service, policy, procedure or project to be assessed?

An initial equality impact assessment has been undertaken prior to the development of the Countywide Home Improvement Agency which is due to start in April 2010. This Countywide approach is to be provided by Festival Housing Group's a Home Improvement Agency that works in conjunction with the Private Sector Housing Team. The aim of the service is to provide a holistic approach in delivering Disabled Facilities Grants and Home Repairs Assistance Grants by assisting vulnerable households access to Local Authority, Central Government and Charitable Funding. The role of the Home Improvement Agency is to provide assistance to vulnerable groups to navigate their way through the grants system to repair, maintain or adapt their homes. The Local Authority determines and sets the eligibility criteria of the works and the clients requesting assistance.

2. Briefly describe the aim of the service, policy, procedure or project. What needs or duties is it designed to meet?

When completing an assessment, keep a document file with notes when a policy is being replaced or reviewed.

The aim of the discretionary and mandatory grants and their associated eligibility criteria is based upon 'firmness and fairness'. The Home Improvement Agency delivers these grants on behalf of Bromsgrove District Council that have been devised in accordance with the Housing Grants, Construction and Regeneration Act 1996, Regulatory Reform Order, Housing Act 2004, Approved Code of Practise in delivering Adaptations and in line with the Private Sector Housing Assistance Policy. This is to ensure that all citizens within Bromsgrove District are able to access the service and are treated with the same respect. This is regardless of colour, race, nationality, ethnic or national origin, religion, social background, marital status, gender, disability, age or sexuality. This ensures that all citizens are treated in an 'honest, open and fair manner' at all times which fulfils many of the services objectives.

The provision of this service enables the Private Sector Housing Department to fulfil several corporate objectives and meet National Performance Targets with particular regards to promoting the image of Bromsgrove District as a '...sense of community and well being' to all individuals. This is achieved by taking appropriate action using the relevant funding in partnership with various agencies in order to deliver the service and enable residents within the district to remain safe, warm and comfortable within their homes and communities for longer.

The following grants are available for residents within the district which were identified within a recent BRE Stock Condition Report 2009 as the most vulnerable households, therefore eligibility to certain grants are restricted to those in most need which are as follows: -

- Home Repair Assistance Grants
 - Owner Occupier
 - Works must be determined to be a Category 1 Hazard as detailed by the Housing Act 2004
 - Works must not be above the value of £5,000 (if over they will be referred to Kick Start)
 - If works are valued below £500 there is no need to determine if works are a Category 1 Hazard, works must only be deemed necessary.
- Owner Occupied/Private tenanted Mandatory Disabled Facilities Grants
 - Must be supported by an Occupational Therapists referral

- In compliance with the Housing Grants, Construction and Regeneration Act 1996

All grants are dealt with on a case by case manner, however the procedure and eligibility restrictions apply throughout, therefore this ensures that the service that is provided is proportionate, consistent and transparent thus providing a 'quality customer service.'

3. List your customers.

Access to all services provided by the Private Sector Housing Team and Home Improvement Agency are made available to both internal and external customers and particular available to all members of the public and landlords however eligibility restrictions apply.

4. How do you know who they are?

All grants, advice and enquiries documented on the UNIFORM computer system which can be interrogated in order to determine service users, age, ethnicity etc. Customers accessing the Disabled Facilities Grant process are all channelled through the PCT Occupational Therapists throughout the district. Applicants for a Home Repair Assistance Grants make themselves known to the service/ Local Authority through various mean such as the following: -

- Direct to the Local Authority/Home Improvement Agency
- Age Concern
- Citizens Advice Bureau
- Social Services
- Fire Authority
- West Mercian Police

5. Do any of your customers come from the following Equality Groups?

Equality Group	Yes	No	Further Evidence Needed
Race / Minority Ethnic Groups	√		
Disability	√		
Gender (Male/ Female)	√		
Gender Re-assignment (Trans-sexual)			√
Marital Status	√		
Sexual Orientation	√		
Religion/ Belief	√		
Age	√		
Income group	√		
Rural/Urban mix	√		
None of these			

6. What activities have you undertaken to establish the information to answer questions 4 and 5?

The existing Home Improvement Agency and the Local Authority grants have had continual promotion throughout the last three years. All leaflets and promotional material is found at CAB, BDHT, Job Centre, all Doctors throughout the district, Hospitals, Libraries, on the website. There has also been a large number of presentations provided not only to internal customers as events such as the Disabled Users Forum, Staff Forums, Worcestershire HUB but also external customers such as CAB, BDHT etc. This highlights the efforts to which Bromsgrove District Council is continuing to promote the service to all areas of the district.

Once a referral or enquiry has been received, prior to the grant being approved wards, age, gender, disability and ethnicity information is recorded on the UNIFORM system of all applicants to the grants system. This is detailed in order to ensure that if there are any gaps in the delivery of service this can be identified through reports.

Who have you consulted and what methods have you used?

The development of the Countywide Home Improvement Agency is as a result of a large amount of consultations with all of the following represented at either the project management group or the sub group: -

- All Worcestershire Local Authorities
- All Worcestershire Registered Social Landlords
- Worcestershire PCT
- Foundations
- Festival Housing
- All Worcestershire existing Care & Repair Agency staff
- Worcestershire County Council
- Supporting People
- FEMIS

During this consultation all parties have been involved in the development of the Home Improvement Agency Specification and operating guidance, along with the reengineered of the delivery processes for the Home Repair Assistance Grants and the Mandatory Disabled Facilities Grants.

The HIA will continue with existing practises upon completion of all grants funded by the Local Authority a Customer Satisfaction Questionnaire will be sent to the applicants. This highlights the positives and negatives with the service; this is fed back to various agencies for example Supporting People, and Bromsgrove District Council. This questionnaire has recently been adapted to include all areas of the Disabled Facilities process to indicate excellent and poor performances from all partners from the Occupational Therapists, Contractors, LA, HIA etc.

7. Is there evidence that any groups are being treated unfairly, directly or indirectly?

Equality Group	Yes	No	Further Evidence Needed
Race / Minority Ethnic Groups		√	
Disability		√	
Gender (Male/ Female)		√	
Gender Re-assignment (Trans-sexual)		√	
Marital Status		√	
Sexual Orientation		√	
Religion/ Belief		√	
Age	√ (potentially)		
Income group	√ (potentially)		
Rural/Urban mix		√	
None of these			

8. Please detail the information you have gathered to support the answers to question 7.

Equality Group	Evidence gathered
Race / Minority Ethnic Groups	
Disability	
Gender (Male/ Female)	
Gender Re-assignment (Trans-sexual)	
Marital Status	
Sexual Orientation	
Religion/ Belief	
Age	<p>The nature of the grants available may have an impact upon a certain age group, as there is eligibility criteria with regards to the Housing Health & Safety Rating System and Category 1 Hazards.</p> <p>The Housing Act 2004 determines the Housing Health & Safety Rating System which is based upon vulnerable age of the occupant. Therefore there may be some age groups which may not be eligible for certain works being undertaken within the property as a result of National data determining which Hazards relate to which age group.</p>
Income group	<p>The nature of the grants available may have an impact upon a certain income groups, the eligibility criteria has determined that only those on Means Tested Benefits and deemed vulnerable by either the Housing Health & Safety Rating System or the Occupation Therapists referral are eligible for assistance.</p>
Rural/Urban mix	
None of these	

9. Is there any justification for any unfairness identified in question 7 - for example, disproportionate cost? Describe the supporting evidence.

The grants that have been developed are as a result of findings from the recent BRE Stock Condition Report and Housing Needs Survey, the eligibility criteria for grants have been tailored to meet these needs. Exclusion of the certain age groups and income groups is inevitable, however the criteria is specifically designed to help the most vulnerable age and income groups.

10. If you have identified any area of unfairness that cannot be justified, how will you eliminate or minimize this?

N/A

11. The results of your research and any justifications must be easily available to the public. When, where and how will you publish this information?

Bromsgrove District Council's Private Sector Housing Assistance Policy is available to the public through internet access, upon request and is available to be made in various languages, Braille, audio version and large print. There will be updated links on the Private Sector Housing Teams website to the Home Improvement Agency, which details contact numbers, email address and location. On the Bromsgrove District Councils Private Sector Housing Teams website, there is full eligible criteria and leaflets for all grants. The grants Welcome Packs are also available to all applicants, indicating processes, procedures and contact details for all various partner agencies inclusive of the Home Improvement Agency.

12. In support of the Inclusive Equalities Scheme, you are required to regularly monitor all policies and services for fairness. What plans do you have to monitor this particular service, policy, procedure or project?

There are quarterly reviews with regards to the performance of the service from the customer service satisfaction questionnaire, and quarterly monitoring meetings with all officers of Home Improvement Agency that deals with Bromsgrove residents. These regular monitoring meetings and results will continue with the new structure and have been detailed within the HIA Specification. During these meetings, poor/weak and excellent performances are discussed along with case difficulty to ensure that cases are dealt with in accordance with policies, procedures and performance targets, thus providing a consistent service.

13. Your findings now need to be managed through your Departmental 3 Year Rolling Equality Action Plan. Please complete the final section of this form.

Action Required	By Whom	By When	Signed when completed	Priority	How has this Promoted Equality?
Monitor Care & Repair timescale performance	KSF/VP	Nov 10			

Equality Impact Assessment undertaken by (Signed)

Full name (in capitals please)

Position in the council

Date

When you have completed this form, please retain a copy and give a copy to your Equalities Champion, so that they can report to the Head of Service and the Equalities Assistant in Legal Services.

Glossary

Adverse impact

- where one or more group of people is disadvantaged by a policy or procedure.

Direct discrimination

- Treating someone less favourably than someone else in the same circumstances, eg:
 - Racist or sexist banter, derogatory comments and innuendo
 - Failure to treat grievances seriously
 - Failure to investigate grievances effectively
 - Inconsistent, irrational and subjective behaviour by employer
 - Failure to train staff and managers.

Indirect discrimination

- Where an unjustifiable condition, e.g. in the provision of a service or job specification, has the effect of excluding a particular group. Even if this is unintentional, it can still be unlawful, eg:
 - Unnecessary height restrictions
 - Refusing training for promotion to part-timers
 - Fluency in language
 - Not allowing wearing of religious clothing
 - Word of mouth recruitment
 - Qualification requirements being too demanding for the level of the job.

Policy

- refers to any activity the council does, be that a service we provide, an initiative we run, a policy we write or a procedure we observe.



Bromsgrove District

Council Plan 2010-2013

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”.



Bromsgrove
District Council

www.bromsgrove.gov.uk



EQUALITY
FRAMEWORK
FOR LOCAL
GOVERNMENT
ACHIEVING



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If you require this document in large print, Braille or audio tape, please contact:

Fiona Scott, Equalities Officer,

The Council House, Burcot Lane, Bromsgrove, B60 1AA

Tel: 01527 881719, email: f.scott@bromsgrove.gov.uk

1. Introduction from the Leader of the Council

Welcome to the Bromsgrove District Council Plan. The Plan sets out a “road map” for the Council’s work between now and 2013.

The Council operates in a complex environment, having to balance public expectation of the Council’s services alongside the Government’s shared priorities for local government, statutory obligations and the countywide Local Area Agreement, as well as understanding the demographic issues we face, in particular, a commuting workforce and an ageing population. The current climate of economic uncertainty has impacted on all public services; whilst we seem to be over the worst, there is likely to be a 5% year on year reduction in grants from central Government, as well as a loss in interest and significant reduction in turnover. However, I am pleased to report that Council investments are safe because of effective treasury management. The Council also has a clear plan for addressing the current situation and is one of only a handful of Councils in the UK pursuing a single management team and shared services through our partnership with Redditch Borough



Council. Shared Services is not just about saving money; it is about providing efficient and more cost effective services for our customers while keeping the uniqueness and political sovereignty of both Councils. We are also delighted to be hosting the Regulatory Services element of WETT (Worcestershire Enhanced Two Tier), which sees all the Councils in Worcestershire working together to improve services and value for money for the residents of the County. What this means for customers is that we are giving ourselves the greatest possible opportunity of maintaining the best offer to the public.

As a Council, we recognise the issues that face the district and are working hard to tackle them. The need to regenerate our town centre is a key priority, with a new railway station, super store and the Area Action Plan- the master plan for town centre regeneration- all planned for the next few years. We also need to ensure that we have sufficient affordable housing and that we meet the needs of our ageing population. We recently undertook a Task and Finish exercise on the issues facing older people in the district. What we discovered was not how many gaps there were in service provision for older people, but just how many opportunities and services operate within the District. This year we will be offering activities under our ‘Ageing Well’ scheme, in addition to services such as BURT (Bromsgrove Urban Rural Transport) and free swimming sessions for the over 60’s. We will also be developing an older person’s directory in order to make people more aware of the services on offer.

The Council Plan brings together all the different information that influences Council services through the balanced scorecard technique which articulates our ambitions for the Council and the District into measures of success we understand and can work toward. The Council Plan is the starting point for driving the Council's performance management framework, medium term financial plan, annual budgets and corporate risk register. As a result, we do not expect the Plan to be left on a dusty book shelf, but to be a living document, that decision-makers refer to in order to provide an effective strategic direction for the Council.

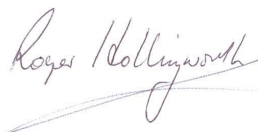
The Council has a Vision for the District and the Council, one that we all understand and own, and the Council Plan expands this Vision:

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”.

The main issues we face as a District are detailed in the next section of the Plan. We have brought our six priorities and the work we have undertaken to develop the Council together under the “Building Pride” banner:-



The Council Plan was developed by Members and officers considering a range of information from residents including customer surveys, focus groups and the Place Survey results, as well as considering our current performance, national legislation, the County and District Community Strategies and our financial position. I very much hope that the Plan reflects the best part of local, county, regional and national aspirations for our District. I want this to become an on-going process, one of dialogue. With this in mind, every year we will refresh the Council Plan to ensure we are listening and reflecting the views of our communities.



Roger Hollingworth
Leader of the Council



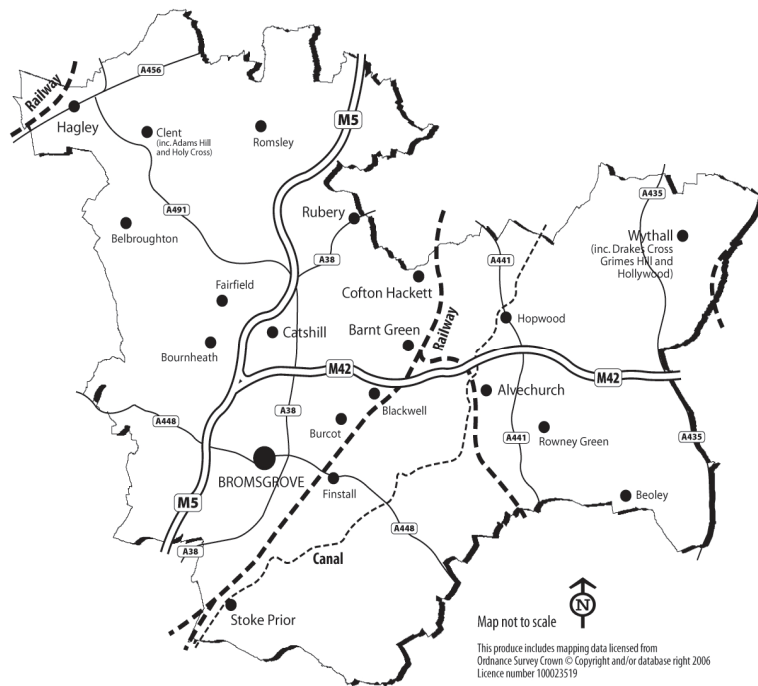
Kevin Dicks
Joint Chief Executive of
Bromsgrove District and
Redditch Borough Councils

An electronic version of this plan can be found on our website:
www.bromsgrove.gov.uk

2. About Bromsgrove District

Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban west midlands conurbation and the rural landscape of north Worcestershire. Approximately 90% of the District is greenbelt, which causes problems for housing policy (see 2.5). Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

Figure 1 – Map of Bromsgrove District



The town of Bromsgrove accounts for just over a third of the total population of the District, with other population clusters including Hagley, Rubery and Wythall. Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469.¹ There are congestion issues along the A38 to the M42 and the railway station does not have capacity to cope with demand. Our main communities are detailed in Table 1. The District has no wards in the top 20% most deprived in England as shown in Table 2. In fact, there are a number of areas in Bromsgrove that fall within the least deprived 20% across the country, highlighting that the District is overall fairly affluent.

¹ ONS 2001 Census

Population

The population of the District is estimated to be approximately 92,300 and there is a fairly even split between male and female inhabitants with 50.6% female and 49.4% male.² 93% of Bromsgrove residents are White British or White Irish and of the remaining 7% of the population, the ethnic group with the largest population size is White Other (1.5%), a group which includes people of Eastern European origin. 5.2% of the population is from other ethnic minority groups, one of the lowest proportions compared to the other six districts in Worcestershire.³

A defining characteristic of the District is its ageing population. The District has slightly more people aged over 40 than the average for the County. Currently, approximately 20% of the population are aged over 65 and this proportion is set to increase around 30% by 2026.⁴ It is expected that this increasing ageing population will have a significant impact on policy and planning for the District, with specific regard to community safety, health and the strength of communities.

Economy

The economic picture of the District is comparatively positive despite the current economic downturn. The mean annual household income is £39,642, which is the highest in the County (the County average is £36,251).⁵ Whilst the average

household income is high, it is less than £25,000 per annum in Charford, Sidemoor, Catshill and St Johns Wards.

Unemployment, whilst comparatively low, has risen from 1.4% a year ago to 3.7% in June 2009.⁶ This rate refers to the proportion of the working age population (based on the 2001 census) claiming Jobseekers Allowance. Data from May 2008 indicates that just 6.4% of the working age population (based on mid-2007 population estimates) claim key out of work benefits⁷ which is the lowest rate in Worcestershire.⁸ VAT registrations have risen slightly⁹ (pre “credit crunch” data) and are consistent with the national trend away from manufacturing, towards more service based industries.

There are three major areas of economic regeneration within the District: the Longbridge site, Bromsgrove town centre and Bromsgrove railway station. The area action plan for the Longbridge is in place, but stalled due to the changing economic conditions. Bromsgrove town centre needs a major overhaul to encourage local shopping and to be able to compete with neighbouring shopping centres. Bromsgrove station’s funding is almost secured. The new station will have a significant impact on Bromsgrove town, due to the planned Cross City Line electrification being extended to Bromsgrove and as a result bringing the town more into Birmingham City’s economic orbit.

² ONS Mid-2007 estimates

³ ONS mid-2006 population estimates

⁴ ONS projections - Research and Intelligence Unit, Worcestershire County Council

⁵ PayCheck 2009

⁶ Monthly Economic Assessment, Research and Intelligence Unit, Worcestershire County Council.

⁷ Key income related benefits include Jobseekers Allowance, Lone Parent on Income Support and Incapacity Benefits

⁸ Department for Works and Pensions 2008

⁹ FTI Area Profiles 2000-2007

Housing

One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied,¹⁰ the 11th highest figure in England and Wales, and until the summer of 2007, house prices had risen faster than the national average, with the mean average house price being £237,599.¹¹ The 2008 annual house figures were not available at the time of writing but it is expected house prices have fallen in line with national trends. The Council is currently operating a planning moratorium with only affordable housing developments being built. The target for affordable housing, as stated in the Bromsgrove District's Housing Strategy for 2006-2011, is 400 over the 5 year period, equating to 80 units of affordable housing per year. The Council and Bromsgrove District Housing Trust will tackle this issue by ensuring the new developments (such as the Longbridge site, the town centre and any future housing allocation the District has to take as a result of regional housing policy) have an appropriate mix of housing, for example, outright ownership, shared ownership schemes, low cost home ownership and rented accommodation.

Whilst ensuring we provide enough affordable housing, we will also need to take increasing account of the expansion of our older population. The recent housing market survey, commissioned by BDHT and the Council, suggests an estimated need of 7,350 properties across all tenures. To date the debate has tended to focus on affordable housing; however, the survey has also identified the need for housing

for older people. Meeting the needs of the rising 85+ population will require a good supply of sheltered, care at hand and extra care housing.

The need to keep our youngsters in our communities and our older people cared for within our communities applies not just to planned big developments (like Longbridge), but also our existing urban and rural communities.

We will also ensure an adequate supply of good quality temporary accommodation to ensure there is a safety net for those people made homeless through difficult circumstances.

The current review of the Regional Spatial Strategy is likely to require homes for 3,000-7,000 households to be built in the District in the next 25 years and it is also probable that the District will have to take some of Redditch Borough Council's housing allocation.

Education, Deprivation and Health

The overall proportion of the District's population with no qualifications is substantially lower than both the regional and national averages at just 7.8% compared to 17.0% and 13.1% respectively. Furthermore, the percentage of the population qualified to NVQ Levels 1, 2, 3 and 4 is also higher than the regional and national averages.¹² GCSE results gained at local authority schools and colleges in Worcestershire in 2008 were amongst the highest in the country (64.4% achieved five or more GCSEs at A*-C).¹³ The District ranks 299th out of 354

¹⁰ ONS 2001 Census

¹¹ Land Registry 2008 - Worcestershire County Economic Assessment 2008-09

¹² Nomis Web – ONS Annual Population Survey

¹³ Worcestershire LEA Key Stage 4 results 2007/08

councils on the national index of multiple deprivation 2007 (where 1 is the most deprived), making the District one of the least deprived nationally.¹⁴ It is also the only district in Worcestershire to have become less deprived since 2004.¹⁵ As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

Overall, the District's population is healthier than the England average. Physical activity in children is the one indicator which is worse than the England average. Some key points relating to the health of people in Bromsgrove are: early death rates from heart disease and stroke and from cancer have fallen; levels of deprivation, children in poverty and violent crime are lower than the England average; and teenage pregnancy rates have continued to decline and remain below national levels; however, there is a concern that lifestyles are becoming less healthy and potentially, we could be storing up problems for the future. For example, obesity in both adults and children is seen by NHS Worcestershire as major concern for Bromsgrove.¹⁶

Crime and Fear of Crime

Bromsgrove is known to be a low crime area and since 2005/06, total crime has reduced by 8.5% in the District, with British Crime Survey (BCS) Comparator Crime reducing by 12.7%;¹⁷ however, despite an overall reduction in actual crime, the fear of crime remains an issue. In general, 80% of

residents have felt fearful about the possibility of any crime happening to them in the last 12 months, which is a significant increase on the 2007 figure of 56%.¹⁸ The crimes which residents fear the most are: house burglary; vandalism or damage to property; and having their car broken in to¹⁹ and the issues of concern that were identified by residents in recent surveys were: speeding motorists; "young people hanging around"; rubbish or litter lying around, underage drinking; and vandalism.²⁰

Environment and Climate Change

We want to ensure the Council and its partners take account of the serious issues we face on climate change. Each organisation will need to ensure it is doing its part through cutting energy consumption and increasing recycling.

There are targets in the Local Area Agreement (LAA) 2008-2011 which will be difficult to achieve; NI186 is concerned with reduction of CO₂ emissions and NI 187, which is about tackling fuel poverty – people receiving income based benefits living in homes with a low energy rating.

Bromsgrove District Council is also in the special position of protecting the green belt south of Birmingham and stopping the urban sprawl. The rural areas will need to be protected from development and traditional country life maintained. The Bromsgrove Partnership wants the District's villages to have

¹⁴ DCLG Indices of Multiple Deprivation 2007

¹⁵ Ibid

¹⁶ Department of Health – Bromsgrove Health Profile 2009

¹⁷ iQuanta

¹⁸ West Mercia Crime and Safety Annual Survey 2008

¹⁹ Ibid

²⁰ Issues were identified within West Mercia Crime and Safety Annual Survey 2008, Bromsgrove District Council Quality of Life Survey 2008 and The Place Survey 2008/09.

been developed in line with their local communities' wishes. The more urban areas on the fringe of the District will also need to be protected from encroachment by Birmingham unless the communities themselves wish to be part of the city region. Balancing those wishes with the need for affordable housing and potential shifts in regional housing policy regarding housing allocation is likely to be a key area of focus for the Bromsgrove Partnership Board over the next few years.

Last year, Bromsgrove District Council with Redditch Borough Council, made a joint appointment of a Climate Change officer. Since then, the Council has, for the first time, calculated the total carbon emissions it emits from its activities, which totals a staggering 2,500,000 KGs per annum. Each property in the District emits on average over 10 tonnes. It is critical that the Council starts to reduce these figures.

Sustainable Development

We all need to make a decisive move toward more sustainable development, not just because it is the right thing to do, but also because it is in our own long-term best interests. By thinking about the way in which we do things and becoming more sustainable, we can meet our own needs without compromising the ability of future generations to meet their needs. This is the concept of sustainable development, and must underpin all of our actions. We already have a number of initiatives in place to help improve our sustainability. The Council House is in the process of switching to 100% green electricity, and part of our power comes from solar panels on our roof. We use 100% recycled paper, and encourage recycling in house and in the wider District. We are also signed up to the Worcestershire car sharing scheme.

The Local Strategic Partnership's Better Environment Group has a number of projects underway aiming to reduce our carbon footprint, help conserve and enhance our biodiversity, and reduce pollution. The Council and its partners want to ensure that the serious issue of climate change is addressed, and the Council and the LSP have therefore made climate change a priority. There are several National Indicators around climate change which need to be performance managed and monitored. A budget bid has therefore been submitted to the Cabinet to employ a dedicated Climate Change Officer to allow these issues to be considered

Regulatory, Political, Managerial and Financial Context

The Council has a majority Conservative administration, with twenty-six Conservatives, six Labour, six Independents & Wythall Residents' Association and one unaffiliated. The Council operates a modernised political structure with the Leader/Cabinet model, supported by five non-Executive Boards: Audit Board, Scrutiny Board, Overview Board, Joint Overview & Scrutiny Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee. The Council has a Corporate Management Team (CMT) and a Chief Executive, Kevin Dicks.

The Council has had a Joint Chief Executive with Redditch Borough Council on a trial basis since August 2008, an arrangement which was formalised in September 2009.

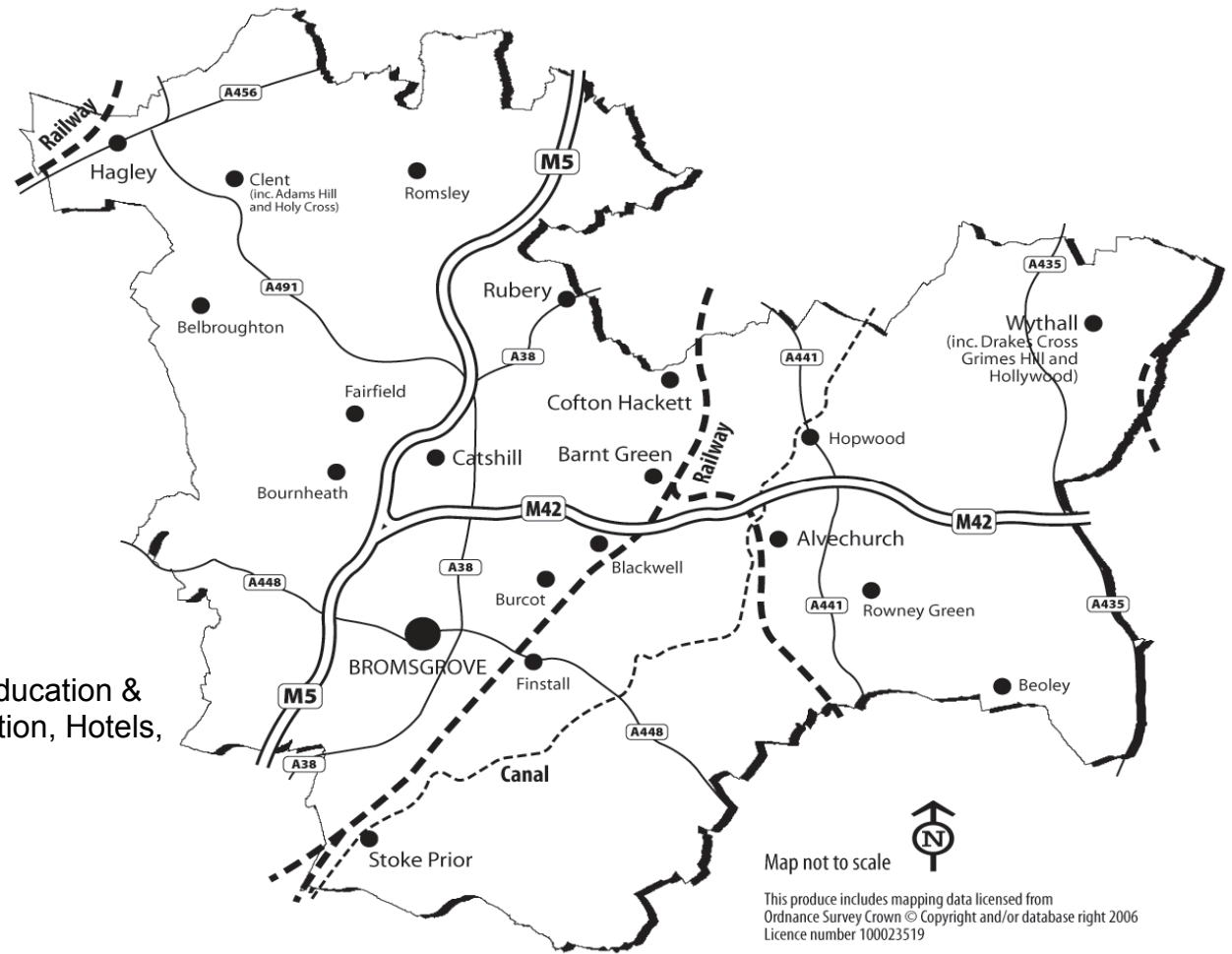
Shared Services

The formal appointment of a shared Chief Executive for the two councils has led to the subsequent appointment of a single management team for both councils. Four services are already shared: community safety, elections, CCTV and ICT. A full transformation programme for both councils is currently under development. The councils are also the host of the single county wide Regulatory Services function as part of the Worcestershire Enhanced Two Tier programme, while internal audit and property services will be transferring to other hosts in the county.

Table 3 - About Bromsgrove District



Size Area:	83.9 square miles
Population:	92,300
Households:	37,492
Towns and large villages:	Bromsgrove, Hagley, Rubery, Wythall
Main Employment:	Public Administration, Education & Health (30.7%); Distribution, Hotels, & Restaurants (22.4%)
Unemployment:	3.9%
Ethnicity:	6.4%
Deprivation Ranking:	299 out of 354



3. Strategic Partnership Working

Bromsgrove Partnership

The Bromsgrove Partnership Board (the District's Local Strategic Partnership) consists of key public, private and voluntary sector organisations operating within the District. The purpose of the Board is to work together on a range of issues that require joined up thinking to deliver joined up solutions for our residents. The Board is chaired by the Leader of the Council, Councillor Roger Hollingworth.

Sustainable Community Strategy 2010-2013

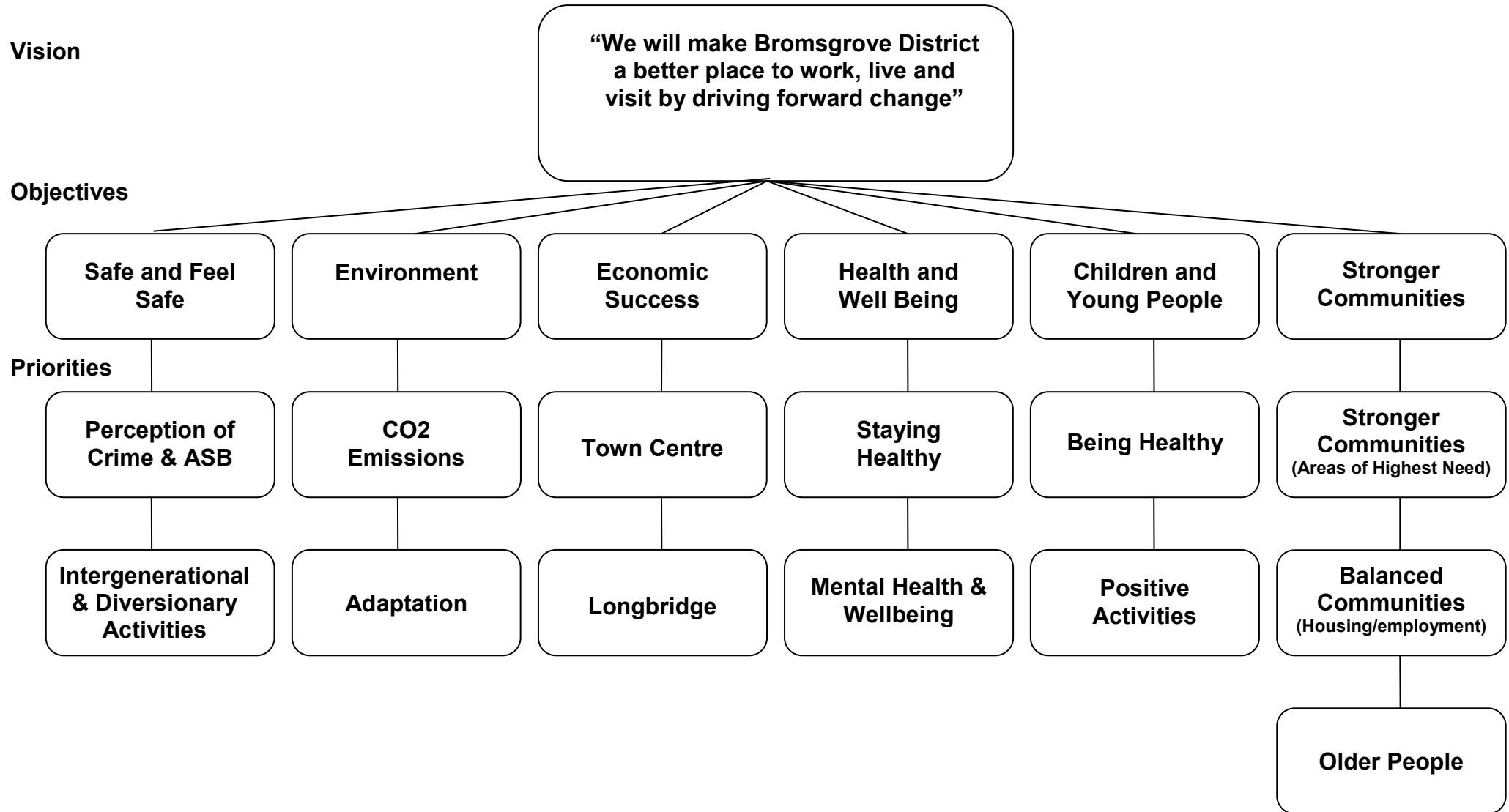
The Sustainable Community Strategy sets out a vision for the District and is concerned with addressing issues important to residents, the business community and visitors to the District. It is based on an understanding of the available evidence and focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. The aims and objectives of the Strategy are to provide a co-ordinated approach to improving the quality of life for everyone in the District and is in effect a business plan for the Local Strategic Partnership Board to manage against and be held accountable on (Full Council receive an annual report from the Board).

Worcestershire Local Area Agreement 2008- 2012

In 2008 Central Government and Worcestershire County Council, as the accountable body for the Worcestershire LSP, signed a new Local Area Agreement for the period 2008-2011. As a result of the new LAA targets, the Bromsgrove

Partnership has reviewed and refreshed its High Level Action Plans and Community Improvement Plan which form the performance management framework to ensure that the Bromsgrove Partnership makes as full a contribution as possible. The Sustainable Community Strategy has also been refreshed to address the new LAA. The County LSP has consulted on the draft County Sustainable Community Strategy 2008-2011 and the District responded to the draft.

Table 4 – Bromsgrove Partnership Objectives and Priorities



4. Setting the Council's Priorities

The Council Plan

The Council Plan brings together national and community priorities and ensures that the Council has a structured approach to providing quality services and adding value for local people. The Plan sits at the top of the Council's strategic planning and performance management systems. It ensures that we take co-ordinated action to address the agreed four Council Objectives (COs) and six Priorities. These are essential to the delivery of our Vision and Values. The Council Plan sits within a wider strategic framework formed by the District Sustainable Community Strategy and Countywide Sustainable Community Strategy. The relationship between the Council Plan and other key plans is set out on page 57.

The key features of the Council Plan and associated plans are as follows:-

- The **Council Plan** sits below the national priorities and Sustainable Community Strategy for the whole of the District and above the Council's Improvement Plan, Departmental Service Business Plans and Action Plans. The Council Plan is a three year document.
- The Council Plan acts as a high level 'map'. Each Council Objective and Priority has a reference number and these are tracked into Departmental Service Business Plans, Team Plans and individual Personal Development Reviews, to create a 'golden thread'. By creating this 'thread' we become more efficient, concentrating our resources and energy on those things that really matter.
- The three year Council Plan is supported each year by an annual **Improvement Plan**, which provides Members and senior management with a focus on those actions which are considered key to driving improvement in the Council's performance.
- Alongside the Improvement Plan sits a set of Corporate Performance Indicators, 71 in total and based on the Council's Priorities. Again, these are designed to provide Members and senior management with a focus on improving those performance indicators which are considered key to driving improvement in the Council's service delivery.
- The Council Plan is underpinned by the three year **Medium Term Financial Strategy** and the annual **Budget Plan**. These ensure that resources follow the stated priorities of the Council.
- The risks associated with the delivery of the Council Plan are managed through the **Corporate Risk Register** and Action Plan.
- The Council's overall financial and service delivery performance is set out in the Council's **Annual Report** and a summary published for all residents.

How the Council Plan Influences the Budget

The Council has improved the linkages between consultation, performance and the annual and three year budget process with the development of an integrated forward plan. Customer surveys are used to test our priorities with residents and to ascertain their satisfaction levels with Council services.

As part of the annual budget round bids for funding are submitted by each Council service area, as well as the Council's Equality and Diversity Forum for consideration by the Full Council. The development of these budget bids is set within the strong strategic framework of the Council Plan and its objectives and priorities: bids must demonstrate links to any or all of the Council's priorities, provide value for money and have a demonstrable impact on customers.

In 2010, the Council will be using a Budget Jury made up of members of the public. Budget Jury members will attend a series of interactive meetings and their preferences for budget bids will be fed to Councillors to assist them in deciding which bids should be funded. The Council will also run a young persons Budget Jury, to enable the views of younger people to be captured and to engage them in the democratic process. An online budget consultation for the public to comment on the budget will also be run on the Council's website and this information will be taken to Councillors as part of the budget deliberations.

Further Information

Electronic versions of the key documents mentioned earlier can be found on our website at:

www.bromsgrove.gov.uk

Our Vision, Values, Council Objectives and Priorities:-



6. Council's Balanced Scorecard

The Council has a balanced scorecard for the Council's six priorities, which were approved by Full Council on 16th September 2009. The scorecard identifies the key support service activities required to deliver the priorities. A Specific, Measurable, Agreed, Realistic and Targeted (SMART) strategic action plan for the balanced scorecard has also been agreed (see pages 19 to 40).

Customer Perspective (CP)	Economic Development (CP1)	Town Centre (CP1)	Value for Money (CP3)	One Community (CP4)	Housing (CP5)	Climate Change (CP6)
Financial and Performance Perspective (FP)	Managing Finances (including Value for Money) (FP1)	Governing the Business (including Value for Money) (FP2)		Managing Resources (including Value for Money) (FP3)	Managing Performance (including Value for Money) (FP4)	
Process Perspective (PR)	Customer Processes (PR1)	Political Governance (PR2)	Shared Services (PR3)	WETT (PR4)	Strategic Planning (PR5)	
Human Resources and Organisational Development Perspective (HROD)	Learning and Development (HROD1)	Human Resource Modernisation (HROD2)		Positive Employee Climate (HROD3)		

7. Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Economic Development (CP1)	Economic Development Strategy	Improved & modernised economy-particularly the knowledge economy	Bromsgrove Economic Development Plan adopted	Implementation of the Bromsgrove Economic Development Plan	March 2013 & ongoing	Economic Development & Town Centre Manager	James Duddy John Staniland
			North Worcestershire Economic Development Strategy proposals approved	Set up establishment structure for the North Worcestershire Economic Development Strategy	Sept 2010	Economic Development & Town Centre Manager	James Duddy John Staniland
	Employment	40 new businesses assisted (potentially 55 new jobs created) 5 businesses assisted to expand	Quarterly targets	Bromsgrove Business Start-up Programme	March 2011	Economic Development & Town Centre Manager	James Duddy John Staniland
			Quarterly monitoring	Bromsgrove Business Booster Programme	March 2011	Economic Development & Town Centre Manager	James Duddy John Staniland

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP2)	Sainsbury's	New Sainsbury's store open	Planning application approved	Planning Committee consider application	April 2010 (Store open March 2012 subject to planning)	Planning Team Town Centre Team	Jill Dyer John Staniland
	Review Town Centre Programme	Blue Light Campus complete by 2012/13 Health Centre complete by July 2011	Agreed Programme Plan	Performance clinic	1 April 2010	Town Centre Team & SMT	Del Booth John Staniland
	Train Station	New train station open	Design approved & planning consent given	Finalised design & funding package agreed	Dec 2011 (subject to funding approval)	Network Rail Worcestershire County Council Required funding allocation	Jill Dyer Hugh Bennett

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Value for Money (CP3)	Shared Services	Targeted saving for 3 years (£674k per annum saving in 12/13)	Corporate agreement on a transformation programme	Transformation Programme Plan Transformation Team in place	Agreed May 2010 Complete Sept 2013	Transformation Team	Del Booth Deb Poole
	Efficiencies	Delivery of cashable target & improving performance	Quarterly integrated finance & performance report	Transformation Board	March 2013	Project Board Transformation Board Transformation Team	Geoff Denaro Jayne Pickering
	Marketing/Income Generation	Income Targets / Reduction in management / grant fee: -garden waste -Artrix -Dolphin Centre -car parks	Quarterly integrated finance & performance report	-Marketing service -Annual review of SLA / marketing campaign -Pay on foot	March 2013 March 2013 March 2013 Apr 2010	Service Managers	James Duddy Guy Revans John Godwin

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
One Community (CP4)	Children & Young People	NI 110- Young people's participation in positive activities	No. of attendees at events Allocation of £s to children & young people's projects (U Decide)	Review events package to increase engagement / involvement / participation of children & young people across the district	June 2010	Arts Development Manager & Team	Margaret Sherrey John Godwin Hugh Bennett
				'U Decide' participatory budgeting event	March 2011	Senior Corporate Policy & Performance Officer WCC Youth Support FLOSS funding	
				Children & Young People's Partnership (LSP)- shadow board	Dec 2010	LSP Senior Corporate Policy & Performance Officers	
	Older People	NI 121- Mortality rate from all circulatory diseases at ages under 75	Number of people attending Ageing Well	Development physical activity programme	May 2010	Sports Development Team	Margaret Sherrey John Godwin

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		NI 8- Adult participation in sport & active recreation	Scheme	Promote Ageing Well Scheme Roll out to outlying areas Create links with Health Improvement funding bid	Aug 2010 Apr 2011 Dec 2010	Sports Development Team Communications Team £13k (promote) £7k (roll out) New post?	Mike Webb John Godwin
				Older People's Directory	March 2011	£8,000	Margaret Sherrey Hugh Bennett
	Crime & the Fear of Crime	<u>LAA targets:</u> NI 17 -Perceptions of anti-social behaviour; NI 21 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police; <u>BDC targets:</u> NI 24 – Satisfaction with the way the police and local council deal with anti-social behaviour	Monthly monitoring	Develop West Mercia minimum standards Develop ASB Strategy for Redditch & Bromsgrove Develop Communications Strategy & associated Action Plan	March 2013	Safer Community Board Area based grant Community Safety Team CSP	Mike Webb Angie Heighway

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	The Trunk	Targets as per approved proposal	Quarterly monitoring by Stronger Neighbourhoods Theme Group	Completion of the thematic high level action plans	31 May 2010	Section 10 agreement Senior Corporate Policy & Performance Officer	Roger Hollingworth Sue Hanley

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP5)	Balanced Housing Mix	80 units of affordable housing per year* 15 successful private tenancy step ups per year	Quarterly monitoring	Core Strategy & Affordable Housing Supplementary Planning Document (SPD) Bid for Support Worker to Supporting People	See PR5	Strategic Housing Team	Peter Whittaker Sue Hanley

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Home Improvement Agency	Increased Area Grant Increased take-up of handyman scheme Increased equity release Decreased DFG	SLA approved	Agreed SLA for HIA (note: final target to be agreed as part of SLA)	1 June 2010	Strategic Housing Team	Peter Whittaker Sue Hanley
	Homelessness prevention & reduction in the use of temporary accommodation	Maintain use of temporary accommodation at or below Government recommended target of 34 individuals by 2011	Quarterly monitoring report	Continue to monitor & support the effective partnership homelessness prevention services	March 2013	Strategic Housing Team CAB BDHT	Peter Whittaker Sue Hanley
Continue to support mortgage rescue scheme as appropriate				March 2013	Supporting People		

* As result of Perryfields, Longbridge & RSS, this is subject to review

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Climate Change (CP6)	CO2 Emissions	<p>NI 185- CO2 reduction from local authority operations- 9% reduction over 3 years (baseline 08/09)</p> <p>NI 186- per capita reduction in CO2 emissions- 9% reduction over 3 years (baseline 2005)</p>	<p>4% reduction at March 2011 (based on 08/09 baseline)</p> <p>6% reduction at March 2011</p>	<p>Climate Change Strategy & Action Plan</p> <p>Sustainable Community Strategy Action Plan</p>	March 2013	<p>Climate Change Manager</p> <p>Future budget bids to MTFP</p>	<p>Peter Whittaker</p> <p>Hugh Bennett</p> <p>Rachel Jones (Act on Energy Theme Group Lead)</p>
	Adaption	NI 188- Planning to adapt to Climate Change- Level 2 by end of year 12/13	Level 1 by March 2011	<p>Climate Change Strategy & Action Plan</p> <p>Sustainable Community Strategy Action Plan</p>	March 2013	<p>Climate Change Manager</p> <p>Future budget bids to MTFP</p>	<p>Peter Whittaker</p> <p>Hugh Bennett</p> <p>Rachel Jones (Act on Energy Theme Group Lead)</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Finances (including Value for Money) (FP1)	Integrated financial and performance information	Budget aligned to priorities	Quarterly integrated finance & performance reports to cabinet & PMB	Integrated financial & performance management table	31 March 2013	Service accountants & budget holders	Geoff Denaro Jayne Pickering
		Corrective actions based on integrated information		Meetings with budget holders	31 March 2013	Service accountants & budget holders	
	Deliver Medium Term Financial Plan & statutory accounts	Budget aligned to priorities	Balanced three-year plan	Financial Plan timetable	31 March 2013	Service accountants & budget holders	Geoff Denaro Jayne Pickering
		Unqualified opinion on accounts	Accounts submitted on time	Use of Resources Action Plan	31 March 2013	Service accountants & budget holders	
	Budget consultation	Budget Jury positive feedback	Feedback & attendance	Budget Jury	Jan 2011 & annually	Executive Director- Finance & Resources Director of Policy, Performance & Partnerships Senior Corporate Policy & Performance	Geoff Denaro Jayne Pickering Hugh Bennett
				Online consultation	Jan 2011 & annually		
				Schools project	Jan 2011 & annually		

						Officer	
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Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Governing the Business (including Value for Money) (FP2)	Procurement	Delivery of cashable savings in procurement	Integrated financial & performance reporting	Procurement Actions	March 2013	Procurement Advisor	Geoff Denaro
				Procurement Forward Plan	March 2013	CMT	Jayne Pickering
	Risk Management	Mitigate potential risks to the authority	Quarterly review of departmental risk registers Bi-monthly review of corporate risk register	Risk Strategy & reports	March 2013	Internal Audit (WETT-Worcester City)	Geoff Denaro Jayne Pickering

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Resources (including Value for Money) (FP3)	Manage Assets Effectively	External recognition of effective assets management	Quarterly reporting	Update Assets Management Plan Dispose of / retain assets as per Council priorities	March 2013 March 2013	Property Services (WETT- Worcestershire County Council)	Geoff Denaro Jayne Pickering
	Workforce Planning	Creation of workforce plan	Review through programme board	Service-level data, analysis & plans	March 2013	Learning & Organisational Development Manager	Geoff Denaro Deb Poole
	Natural Resources	Increased recycling & reuse from Council's bulky collections Improved efficiency of Council's fleet NI 185- CO2 reduction from local authority operations NI 186- per capita	4% reduction at March 2011 (based on 08/09 baseline) 6% reduction at March 2011	Recycling & reuse project with WCC & third sector Green fleet review & action plan Climate Change Strategy & Action Plan Sustainable Community Strategy Action Plan	March 2013	Climate Change Manager Waste minimisation	Peter Whittaker Hugh Bennett Guy Revans

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
		reduction in CO2 emissions-9% reduction over 3 years (baseline 2005) NI 188- Planning to adapt to Climate Change- Level 2 by end of year 12/13	Level 1 by March 2011				

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Managing Performance (including Value for Money) (FP4)	Data Quality	Achieve Level 4 Data Quality Score	Data Quality Strategy on target	Data Quality Strategy updates to PMB /CMT	31 March 2013	Policy & Performance Team	Roger Hollingworth Hugh Bennett
	Performance & Project Management	Positive score in annual performance management assessment by Audit Commission	Six month review reported to PMB	Delivery of the Performance Management Strategy Action Plan	31 March 2013	Policy & Performance Team	Roger Hollingworth Hugh Bennett Deb Poole
	VFM measures	Evidenced reductions in unit costs	Compare 10/11 figures to 09/10	Vfm transactional measures spreadsheet	June 2010	Finance Team Policy & Performance Team	Geoff Denaro Jayne Pickering Hugh Bennett

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Processes (PR1)	Customer Service Excellence Accreditation (Customer First Part 4)	Overall satisfaction	Evidence provided by teams	New HOS to review CF Pt 3 action plans with teams	Sept 2010	Head of Customer Service & teams	Geoff Denaro
			Improved communications to customers	Undertake self assessment by July 2010	Set up working group to undertake self assessment	31 March (on target for accreditation)	Customer First Officer
			New letter templates & better web content	Customer First Pt 4 training	Dec 2010	Learning & Organisational Development Manager	
	Community Engagement	Positive resident feedback per engagement exercise (e.g. Budget Jury, U Decide)	Delivery of Community Engagement Strategy Action Plan	Community Engagement Strategy agreed at Cabinet	May 2010	Senior Corporate Policy & Performance Officer	Roger Smith Hugh Bennett
				Community Engagement toolkit produced	July 2010		
	CSC/Website	Improved content Increased web usage Evidenced improvement per system reviewed	Positive feedback No. of hits & transactions Programme for systems review completed	'Have a Play'	Dec 2010	ICT Team Communications Team Customer Service Centre Manager	Geoff Denaro Deb Poole New HOS
				Promotion & marketing	Ongoing		
				Agreement of programme	March 2011		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Political Governance (PR2)	Overview & Scrutiny	Overview & Scrutiny reports linked to Council priorities & shaping policy development	Overview monitoring & feeding into Forward Planning Process Scrutiny hold Executive to account	Overview & Scrutiny Work Programme Annual Overview & Scrutiny report	March 2011	Head of Legal, Democratic & Equalities Scrutiny Officers Senior Solicitor	Geoff Denaro Claire Felton
	Elections	Elections Delivered Successfully with Increased Democratic Participation	Delivery of Democratic Regeneration Projects (Councillor engagement; young people/schools; minority groups)	Democratic Task Group Democracy Year	May 2010 May 2011	Head of Legal, Democratic & Equalities Elections Manager	Geoff Denaro Claire Felton
	Modern Councillor Programme	Full Member Development Charter Status	Member Development Strategy Modern Councillor Programme Steering Group	Member Development Action Plan	Sept 2011 (Full Status) July 2010	Head of Legal, Democratic & Equalities Learning & Organisational Development Manager	Geoff Denaro Claire Felton

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Member Standards	Open, transparent & accessible decision making process	Active participation with standard process Sound ethical framework	Governance with partnerships confidence protocol Officer/Member Code of Conduct with training	March 2011	Head of Legal, Democratic & Equalities Senior Solicitors Standards Committee	Geoff Denaro Claire Felton Noel Burke (Independent Chair of Standards Committee)

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Shared Services (PR3)	Transformation Team	Transformation Team in place	Job Descriptions produced Recruitment process	Recruitment of team Input of RIEP	May 2010	Head of Transformation Joint Chief Executive RIEP	Del Booth Deb Poole Kevin Dicks
	Programme Plan	Approved Programme Plan in place	Stakeholder Group established	CMT/SMT & Stakeholders Working Group Programme of Work	Sept 2010	Transformation Team CMT/SMT	Del Booth Deb Poole

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
WETT (PR4)	Property Services	£15k savings from Year 1	Monitoring SLA deliver	Project Plan	June 2010	Transformation Team	Del Booth Jayne Pickering
	Regulatory Services	£126k from Year 1	Monitoring the joint Committee deliver	Project Plan	June 2010	Transformation Team	Del Booth Jayne Pickering
	Internal Audit	Sustained use of Resources Scoring	Monitoring SLA deliver	Project Plan	June 2010	Transformation Team	Del Booth Jayne Pickering

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Strategic Planning (PR5)	Core Strategy	Adopted Core Strategy	Successful pre-examination meeting (June 2011 TBC)	Local Development Scheme	Jan 2012 (TBC)	Strategic Planning Manager Strategic Planning Team	Jill Dyer John Staniland

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	AAP Town Centre	Adopted Town Centre AAP	Draft AAP (Dec 2010 TBC)	Town Centre Project Plan	June 2012 (TBC)	Senior Project Manager (Bromsgrove Town Centre Regeneration) Strategic Planning Team Additional resource	Jill Dyer John Staniland
	IDeA Peer Review	Improvement Action Plan delivered	Approved action plan	Peer review action plan	June 2010	Strategic Planning Team Additional resource #	Jill Dyer John Staniland
	Longbridge	Building work underway for sustainable community on East Works	Planning application received	Resolution of infrastructure tariff for East Works	March 2013	Strategic Planning Team External legal support Birmingham City Council	Jill Dyer John Staniland

* New Director in post 20 April 2010. Currently in discussions with IDeA on improvement actions.

The draft report does indicate need for more resource. Currently subject to discussion.

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Improved Employee skills & capacity	Creation of workforce plan	Review through programme board	Service-level data, analysis & plans	March 2013	Learning & Organisational Development Manager	Geoff Denaro Deb Poole
	Effective & consistent people management & development processes	Achieve IIP reaccreditation	External assessment from WMQC	Review & deliver IIP action plan	Apr 2011	Learning & Organisational Development Manager	Geoff Denaro Deb Poole
				Create new joint appraisals scheme	Dec 2010		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
HR Modernisation (HR&OD2)	Harmonisation Project (Policies / Terms & Conditions)	Key major policies harmonised across both Councils	Fortnightly meetings of HR advisors across both Councils	Production of policy proposal package for consultation	Sept 2010	HR Teams (Bromsgrove & Redditch)	Geoff Denaro Teresa Kristunas
				Consultation exercise	<i>Dec 2010 (subject to Union agreement)</i>	Unions	
	Payroll (lean systems)	A more effective & efficient system	Project plan on target	Payroll audit	March 2011	HR Teams Transformation Team	Geoff Denaro Teresa Kristunas

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Positive Employee Climate (HR&OD3)	Improved employee engagement	Take-up of support/wellbeing opportunities Attendance at social events % staff agreeing they are consulted about things that affect them (BDC staff survey)	Employee survey Intranet Mood Surveys	Creation of employee engagement programme	March 2011	Learning & Organisational Development Manager Communication & Customer First Manager	Geoff Denaro Deb Poole

8. Corporate Performance Indicators

The Council's set of Corporate Performance Indicators has been revised to take account of the increase in the number of Council priorities from four to six and also to take account of the set of National Indicators (NIs).

A total of 198 National Indicators (NIs) have been in use since April 2008. Of the 198 indicators only 64 apply at the District Council level and of those there are only 17 that are collected by district councils. This significant reduction has given us the opportunity to focus our attention on local performance measures that better reflect our priorities.

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
	Priority Economic Development							
NI 171	New Business registration rate		A			increasing	increasing	increasing
NI 172	%age of small businesses showing employment growth		A			increasing	increasing	increasing
Page 209	Number of vacant retail units on Bromsgrove High Street	Hugh Bennett	Q	B				
	Increased satisfaction with High Street (The answers to "Priorities for improvement" question in the Place Survey to be used as a measure). 32% of residents stated shopping facilities are a priority for improvement (Place Survey 2008/09)		A	T	32%	< 32%	< previous year	< previous year
	Increase number of A3 (Restaurants and Cafes) units in the town centre. Baseline 20 (August 2009)		A	T	20	increasing	increasing	increasing
	%age of invoices paid within 10 days of receipt	Teresa Kristunas	M	T	83%	90%	90%	90%
	%age of invoices paid within 30 days of receipt	Teresa Kristunas	M	T	98%	98%	98%	98
	Priority - Town centre							

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
	Town centre car park usage	Guy Revans	M	T	126,875 av. per month	increasing	increasing	Increasing
	Priority – Value for Money							
	Total annual savings as identified in MTFP (£,000)	Teresa Kristunas	Q	T		1,088	1,348	1,787
	Sickness absence – average days per employee	Teresa Kristunas	M	T	9	8.5 days	8 days	8 days
	% Satisfied with the way the Council runs things (Place survey)	?	A	T	34%	increasing	increasing	Increasing
	% agree that the Council provides Value for Money (Place Survey)	?	A	T	23%	increasing	increasing	Increasing
	Priority - One Community							
	Children & Young People:							
CS2	Diversionary activities – number of sessions provided	John Godwin	M	T	180	185	190	190
CS3	Diversionary activities – number of users attending	John Godwin	M	T	700	720	740	740
SC2	Attendance at bonfire	John Godwin	A	T		5,100	5,350	5,625
	Crime & Fear of Crime							
	Total Crime	Angie Heighway	M	T	5,180	See note 1		
NWBCU1	Number of Burglaries	Angie Heighway	M	T	296	See note 1		
NWBCU2	Number of violent crimes	Angie Heighway	M	T	1008	See note 1		
NWBCU3	Number of robberies	Angie Heighway	M	T	44	See note 1		

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
NWBCU4	Number of vehicle crimes	Angie Heighway	M	T	667	See note 1		
	The number of Criminal Damage Incidents	Angie Heighway	M	T	914	See note 1		
NI 17	Perception of anti social behaviour - Annual (source - Place survey)		A	T	12.3%	increasing	increasing	increasing
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police - Annual (source - Place survey)		A	T	27.7%	increasing	increasing	increasing
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police – Annual (source - Place survey)		A	T	29.2%	increasing	increasing	increasing
	Older People							
	Shopmobility centre usage.	Angie Heighway	M	T	150 per month	160 per month	170 per month	180 per month
	Community transport usages	Angie Heighway	M	T		1680	1800	2000
	%age satisfied with community transport service	Angie Heighway	A	B	n/a	n/a	n/a	n/a
	Average time from referral to completion for Disabled Facilities Grants (DFGs) - category 1	Angie Heighway	Q	T	34	34 weeks see note 2		
	Average time from referral to completion for DFGs – category 2	Angie Heighway	Q	T	60	35 weeks see note 2		
	Average time from referral to completion for DFGs - category 3	Angie Heighway	Q	T	80	52 weeks see note 2		
	% of DFG budget allocated to approved schemes	Angie Heighway	Q	Activity measure	100	n/a	n/a	n/a
	% of DFG budget spent	Angie Heighway	Q	Activity measure	100	n/a	n/a	n/a

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PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
	Satisfaction measures for DFGs (existing survey to be revised)	Angie Heighway	A	B	n/a	n/a	n/a	n/a
	Private dispersed Lifeline customer numbers a) New Customers b) Leavers c) Net Gain d) Total private dispersals	Angie Heighway	M	T		a) 215 b) 137 c) 78 d) 679	a) 240 b) 153 c) 87 d) 766	a) 268 b) 171 c) 97 d) 863
	Number of lifeline calls received	Angie Heighway	M	Activity measure	37,555	n/a	n/a	n/a
	% of lifeline calls answered within 1 minute	Angie Heighway	M	T	99.76	98.5	98.5	98.5
	Lifeline customer satisfaction	Angie Heighway	A	T	96.81%	95%	95%	95%
	Number of over 60's swimming usages	John Godwin	Q	T		14,750	15,000	15,250
	Age Well scheme - Number of people attending	John Godwin	Q	B		n/a	n/a	n/a
NI 139 (part)	Proportion of people over 65 who feel that older people receive support needed to live independently (Place Survey)	Angie Heighway	A	T	37%	increasing	increasing	increasing
	Housing :							
NI 155	No. of affordable homes delivered	Liz Tompkin	Q	T	74	80	80	80
NI 156	No. of households occupying temporary accommodation	Liz Tompkin	Q	T	13	< 34	< 34	< 34
	Priority –Climate Change							
NI 185	CO ₂ reduction from local authority operations	Hugh Bennett	Q	T		3%	3%	3%

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
NI 194	Level of air quality – reduction of NOx and primary PM10 emission through local authority estate & operations	Hugh Bennett	Q	T		3%	3%	3%
NI 188	Adapting to Climate Change	Hugh Bennett	A	T		Level 2	Level 2	Level 3
NI 186	Per Capita emissions in the LA area (baseline 141,000 tonnes in 2005)	Hugh Bennett	A	T		9% reduction on baseline figure (= 128,310 tonnes)	reduction	reduction
	Corporate and key service measures							
NI 191	Residual waste per household	Guy Revans	M	T	588	578 kg	580 kg	582 kg
NI 192	%age waste re-used, recycled or composted	Guy Revans	M	T	37.00	40%	41%	42%
NI 195	Improved street & environmental cleanliness - graffiti	Guy Revans	3* per year	T	1%	5%	5%	5%
NI 195	Improved street & environmental cleanliness - litter	Guy Revans	3* per year	T	9%	13%	13%	13%
NI 195	Improved street & environmental cleanliness - detritus	Guy Revans	3* per year	T	20%	20%	20%	20%
NI 195	Improved street & environmental cleanliness - fly posting	Guy Revans	3* per year	T	1	1%	1%	1%
	Missed waste collections	Guy Revans	M	T	899	1500	1500	1500
	Attendance at arts events	John Godwin	M	T	23,750	25,750	26,275	26,800
	Dolphin centre usage	John Godwin	M	T	405,000	413,000	421,000	430,00
	Sports development usages	John Godwin	M	T	30,000	30,600	31,200	31,800
	Artrix usage	John Godwin	Q	T		64,500	65,825	67,150

PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
NI 157	Speed of processing planning applications – major	HoS Planning & Regen	M	T	80	85%	85%	85%
NI 157	Speed of processing planning applications –minor	HoS Planning & Regen	M	T	85	85%	85%	85%
NI 157	Speed of processing planning applications –other	HoS Planning & Regen	M	T	90	90%	90%	90%
	Number of CCTV incidents	Angie Heighway	M	Activity measure	n/a	n/a	n/a	n/a
	% of CCTV incidents which are proactive monitoring	Angie Heighway	M	B	n/a	n/a	n/a	n/a
	Number of CCTV evidential seizures	Angie Heighway	M	B	n/a	n/a	n/a	n/a
CSCLP1	CSC - resolution at 1 st point of contact,	HoS Customer Services	M	T	98%	95%	95%	95%
CSCLP2	CSC - % of calls answered	HoS Customer Services	M	T	88%	85%	85%	85%
CSCLP3	CSC - av. speed of answer (secs)	HoS Customer Services	M	T	< 20	20 secs	15 secs	15 secs
	Number of complaints received	HoS Customer Services	M	activity measure	185	n/a	n/a	n/a
	Number of compliments received	HoS Customer Services	M	activity measure	53	n/a	n/a	n/a
NI 181	time to process HOB/CT benefit claims or change events – monthly	Teresa Kristunas	M	T	13 days	12	12	12

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PI Ref	PI Description	HoS	Reporting Frequency	Set targets or baseline in 2010?	2009/10 Outturn	Targets		
						10/11	11/12	12/13
LPIB1c	% of HB overpayments recovered during the quarter of the outstanding debt.	Teresa Kristunas	Q	T	15%	25%	30%	35%
LPIB1d	Maximum % of the outstanding HB overpayments debt written off during the quarter	Teresa Kristunas	Q	T	2%	2%	2%	2%

Note 1 - Crime targets are set by West Mercia Police, when these are set they will be added to the internet version of this report

Note 2 - These are the targets for 2010-11 as set by the Council last year. Processing of Disabled facilities Grants is being transferred to a county-wide Home Improvement Agency, who will review and set future target

9. Medium Term Financial Plan 2010-13

Budget Summary 2010/2013

The Council Plan is supported by the Council's financial resources. The three year medium term financial plan is summarised below:-

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Base cost of General Fund Services	12,482	12,860	13,433
Pressures – High bids & unavoids	825	768	746
Savings	-1,088	-1,348	-1,787
Investment Income	-67	-93	-85
Recharge to capital programme	-136	-136	-136
Net operating expenditure	12,016	12,051	12,171
Area Based Grant	-29	-22	-22
Transfer from (-) to balances	0	0	0
Collection Fund surplus	-51	0	0
Government Grant	-5,047	-4,795	-4,555
Council Tax @ 2.5%/2.5%/4.45%	-7,023	-7,234	-7,594
Funding from(-)/to balances	134	0	0

Budget Changes 2010/11

The Council Tax increase for 2010/11 will generate £214k of additional income for the Council, which when set alongside the demands for increased service provision made by local residents and the impact of the economic climate gives the Council very limited flexibility to meet local needs. The Council has responded to this in three ways. Firstly, all budget bids have been ranked as unavoidable, high priority, medium priority and low priority. The prioritisation of these bids is based on their contribution to the Council's corporate objectives and priorities. Secondly, the Council has agreed £0.5m of financial savings for 2010/11, rising to £1.2m in 2012/13 which are to be delivered through shared service arrangements between Bromsgrove and Redditch Councils and other joint working across the Worcestershire County.

For 2010/11 to 2012/13 the following high priority budget bids were successful:-

Description	Department	2010/11 £'000	2011/12 £'000	2012/13 £'000	H/M/L	Commentary (link to priorities etc)
Funding for LSP	CORPORATE COMMS & POLICY	25	25	25	H	To increase funding to the LSP to ensure delivery of Council Objectives in priority areas
Age Well Scheme	STREET SCENE & COMMUNITY	10	20	20	H	The development of an Age Well Scheme for Bromsgrove would link directly to the new corporate priority One Community and Wellbeing, being focussed on provision of a range of opportunities for older people including smoking cessation and physical activity.
Discretionary Housing Payment	FINANCIAL SERVICES	5			H	To fund an increase in the Discretionary Housing Payments made by the Council - Link to Sense of Community and Customer Satisfaction
Upgrade to corporate resilient link between RBC & BDC	E-GOV AND CUSTOMER SERVICES	20	15	15	H	To improve link (resilience) between RBC & BDC to allow for additional shared services
Mosaic	CORPORATE COMMS & POLICY	8	0	0	H	To purchase Mosaic for 1 year to enable Council to identify customers and to target services to these customers
Strategic Plan development - flooding	PLANNING & ENVIRONMENT	15	0	0	H	To support the development of a strategic plan for flooding and watercourse management
Equality & Diversity	LEGAL, EQUALITIES & DEMOCRATIC	9	9	9	H	To fund proposed equality & diversity bids
Older Persons Directory	CORPORATE COMMS & POLICY	8			H	One off cost of older persons directory
TOTAL		100	69	69		

For 2010/11 to 2012/13 the following unavoidable spending pressures / income shortfalls were approved:

Description	Department	2010/11	2011/12	2012/13	Commentary (link to priorities etc)
Concessionary Travel Claims	Street Scene & community	50	50	50	Original Budget underestimated
60+ swimming programme	Street Scene & community	12	0	0	To maintain the level of financial support to the over 60s swimming programme
Ballot Boxes	Legal, Equalities and Democratic Services	12	0	0	Health & Safety requirement - to purchase new ballot boxes to ensure security and safety of customers and staff
Museum costs until transfer (over and above 20K)	Street Scene & community	4	4	0	Budget to meet increased cost of keeping the museum in usable condition but closed. Expect situation to be resolved by 12/13 removing the need for funding.
Health & Safety Inspections	Street Scene & community	8	4	4	H&S Requirements cemetery wall repairs & Memorial
DC Car Parking refunds	Street Scene & community	20	20	20	To meet costs associated with the refunds given to the public for use of the car park at the Dolphin Centre
Members Allowances	Legal, Equalities and Democratic Services	5	5	5	To meet the approved level of approved spend on members allowances - link to saving rate change
Elections	Legal, Equalities and Democratic Services		40		To meet costs associated with District Council elections - 60k already in budget
Elections	Legal, Equalities and Democratic Services	100			Parliamentary - income shown as received from Government
Elections systems support	E-Gov & Customer Services	27	27	27	Support / License cost for the shared elections service
Census	E-Gov & Customer Services	10	0	0	To fund the costs associated with delivery of the statutory census
Payment to Royal Mail for delivery pre noon	Comms/Policy (Front of House)	3	3	3	To fund the costs associated with the delivery of the post before 12pm
Audit/Inspection Fees	Corporate Services	30	30	30	Additional cost increases from the Audit Commission in relation to inspection fees
BDHT cleansing income	Street Scene & community	50	50	50	Link to saving within cleansing DW21 to off set lack of income
Market Hall loss of income	Planning &	16	16	16	Net income shortfall from original budget for market hall

	Environment				compared with new market facility
Income from BDHT re sale of houses	Planning & Environment	0	50	50	Income not being received from sale of houses via BDHT
Bank Charges	Financial Services	12	12	12	Cost of giro charges for the Council Tax payments made by the customers
Bank Charges	Financial Services	7	7	7	Cost of bank charges for council tax and NDR payment
Bank Charges	Financial Services	41	41	41	Cost of standard bank charges now impacting on the Council for the general account following the free period of banking
Housing Benefit Admin Grant	Financial Services	45	65	85	Impact of the proposed reduction in housing benefit administration grant as included in DWP report
Aston Fields and Sherwood road loss income due to sale of units	Legal, Equalities and Democratic Services	65	67	69	Budgeted income targets but will not be met if premises are sold.
Bromsgrove Rovers rent		15	15	15	Pepper corn rent implications if a success bid is submitted in due course following winding up order
Rental of Burcot Room		33	33	33	Used to be rented out externally; currently used to provide BDC office accommodation income target no longer achievable
ICT - Shared Service ongoing costs	E-Gov & Customer Services	30	30	30	To meet costs associated with the shared ICT service BDC & RBC
Repairs and Renewals funds	All Services	130	130	130	To provide a fund for future repairs and renewals reserves for equipment and vehicles in the future
TOTAL		725	699	677	

For 2010/11 to 2012/13 the following savings were approved:

Description	Department	2010/11	2011/12	2012/13	Commentary (impact on priorities)
Grant funding re concessionary fares	STREET SCENE & COMMUNITY	90	0	0	Estimated additional grant to be received in 2010/11
Review of Ryland Centre Funding	STREET SCENE & COMMUNITY	0	0	6	To remove BDC's grant support to the Ryland Centre
Increased Income at Sanders Park	STREET SCENE & COMMUNITY	1	2	3	Hire Fees, Pavilion Rent & Resales
Equality & Diversity	Legal & Democratic	7	7	7	Removal of base budget figure in anticipation of new bids
HGV Car Parking Introduced	STREET SCENE & COMMUNITY	2	2	2	Stourbridge Road car park charges
Multi Storey Lighting savings.	STREET SCENE & COMMUNITY	8	8	8	Capital bid to improve efficiency of lighting provision would generate savings
Parking Increased Income	STREET SCENE & COMMUNITY	83	83	83	Based on additional volume of car park sales during 2009/10
Parking Increased Income	STREET SCENE & COMMUNITY	25	25	0	From Market Hall site - temporary car park - 2 years
Parking Increased Income	STREET SCENE & COMMUNITY	22	22	22	Based on report to cab 2/9/09 - £95k total - £43k re staffing - £33k Hanover Street - £10k 30 min tickets +£13k re waiting spaces removed
General Savings	CORPORATE COMMS & POLICY	10	10	10	
Street Trading Consents	PLANNING AND ENVIRONMENT	15	15	15	Income generated from street trading consents
Elections	Legal & Democratic	100	0	0	Parliamentary election offset by expenditure pressure
Housing Benefits - recovery of overpayments (may allocate p/t post)	Financial Services	10	10	10	Additional income generated
Late payments fee to be levied	Financial Services	12	12	12	Based on % of current C Tax DD's to levy £10 fee per late/returned DD
Local Neighbourhood Partnerships	CORPORATE COMMS & POLICY	90	120	123	Removal of LNP's across the district
Reduce members car allowance to 0.40p per mile	Legal & Democratic	5	5	5	Currently overspent to budget by £4k - reduction would only bring budget back in line
Elections	Legal & Democratic	0	0	60	Remove funding as budget allocation rolled forward when

					not required in 2012/13
OD budget	HR & OD	20	20	20	To reduce OD corporate budget to £120k
Savings from WETT project - Regulatory Services	PLANNING AND ENVIRONMENT	0	46	126	Initial set up costs to be funded from reserves. Savings identified from year 2.
Savings from WETT project - Property Services	Legal & Democratic	14	27	40	Proposed savings as part of business case. Further negotiation being undertaken as part of the service level agreement
Savings from WETT project - Internal Audit Services	Financial Services	0	0	11	Initial set up costs to be funded from reserves. Savings identified from year 3.
Additional investment income	Council Wide (Corporate)	20	0	0	Additional capital receipts c. £1m generating cash available for investment at least for 2010/11
Proposed service changes at Dolphin Centre	STREET SCENE & COMMUNITY	95	95	95	£140k total savings as minimum - further negotiations underway with Wychavon Leisure. £95k is net of savings already identified in base budget of £55k
Alternative Methods of Service Delivery	Council Wide (Corporate)	24	349	356	Further savings to be delivered as part of joint working / shared service agenda
Catering budget	Legal & Democratic	5	5	5	Removal of catering budgets for meetings within the Council
ICT Shared Service	E-GOV & CUSTOMER SERVICES	62	62	62	Savings realised from the shared service - based on 50% of £124k
CCTV Control Shared Service	STREET SCENE & COMMUNITY	81	81	81	Based up an overall saving of £280k
Procurement Review	Council Wide	100	100	100	To be delivered as part of renegotiated contracts and more efficient procurement
Change in salary budget requirement including effect of reduced pay award %	Council Wide	142	197	480	2010/11 @0%; 2011/12 @ 1%; 2012/13 @ 1% - Built into the pay budgets
Customer Service Centre - County Funding	E-GOV & CUSTOMER SERVICES	20	20	20	To reflect level of funding receivable
Partnership office - One Stop shop	E-GOV & CUSTOMER SERVICES	25	25	25	Approval was granted in 2008/09 to establish a satellite one stop shop. This funding is now to be redirected to the LSP to fund priorities across the district.
TOTAL		1,088	1,348	1,787	

10. Value for Money Strategy

The Council is committed to establishing Value for Money principles in the way in which its delivers services. The key processes through which these principles are delivered are contained within the Value for Money Strategy. Some of these principles are embedded to a lesser or greater degree within the organisation; others will need to be established.

Departments must develop a vision of what services they will deliver and what the services will look like. This is already included as a key part of the Service Business Planning process. Once the vision has been established and translated into practical activities, **all** resources must be directed into achieving that vision. If any activity is only partly aimed at achieving the overall vision, the resources must be redirected to other activities. The responsibility for developing and implementing this vision must be that of the Head of Service. In order to develop and establish a Value for Money culture within the Council:-

- Departments must take care to investigate and understand customers' expectations and priorities and reallocate resources to satisfy them. This is key to making sure that resources are allocated according to the Council's overall priorities.
- Departments must act commercially in delivering services. Public sector managers act commercially when they use and procure resources (such as staff,

equipment, available funds) efficiently and those resources are solely used for achieving the overall vision of the service.

- As well as establishing Value for Money principles within their service on a day-to-day basis, departments must look to develop specific Value for Money projects aimed at generating efficiency gains and/or service improvements. The criteria for selecting these projects will focus on areas of above average cost and/or below average performance.
- The Service Business Plans must include Value for Money targets and be linked to the achievement of efficiency gains to be included in the budget. At the same time they have to deliver longer-term efficiency gains to be included in the Medium Term Financial Plan. For some services VFM targets will be relatively easy to quantify and measure. For others (e.g. planning) the achievement of a set of performance goals may constitute the achievement of Value for Money.
- Where service departments are proposing efficiencies, they must consult with central departments that possess the expertise to deal with particular issues that may arise, for example in the fields of Legal services, Financial services, ICT and Human Resources. For example, most efficiency proposals will have some HR implications for staff

and the Council and may require consultation with the trade unions.

- Departments need to monitor on a regular basis how well they are achieving the cost and performance targets. This will require the ability to access data on demand and immediately rather than at the end of a quarter or a month. Managers must hold regular meetings which concentrate on up-to-date assessments of performance and plan action to be implemented as soon as possible to improve performance.
- The large ICT projects have the capability of delivering significant efficiencies, but these efficiencies can only be maximised if the user departments plan at an early stage how they are going to use the new technological capabilities to provide measurably better customer services and/or deliver cost savings. The departments also need to consider (and include in their service plans) how the new technologies will enable them to transform the way in which they do business and enable them to reallocate resources from traditional activities to new ways of working.
- CMT needs to consider on a regular basis examples of where authority-wide projects need to be implemented in order to deliver efficiency gains. This might include initiatives to improve sickness absence rates across the Council or procurements affecting one or more departments. The Council's Corporate

Management Team also needs to consider whether it can demonstrate that Value for Money is being delivered. This might involve considering the outsourcing of particular services such as leisure and refuse collection.

- Managers must draw up an action plan to deliver Value for Money as part of the way in which they deliver their services. This action plan needs to set out practical ways in which officers can improve Value for Money in the next year and in the medium term (1 to 5 years). The action plan must aim to improve the key performance indicators for the service as well as unit costs
- The Council will continue to use partnerships with the public, private and voluntary sector to generate efficiencies. This is already being done through initiatives such as the Worcestershire Hub.
- The Council needs to monitor Value for Money proposals to ensure they are fully implemented and the benefits realised. The Council can use its project management framework for this and the Finance Team can record efficiency gains made in the Annual Efficiency Statement.
- The portfolio holder for Financial Services will support the awareness and ownership of Value for Money at the Member level.

11. Council's Performance Management Arrangements

Corporate Performance Management Framework

The Council's Performance Management Framework seeks to create explicit links between the Sustainable Community Strategy, Council Plan, Service Business Plans and Team/Personal Development Plans

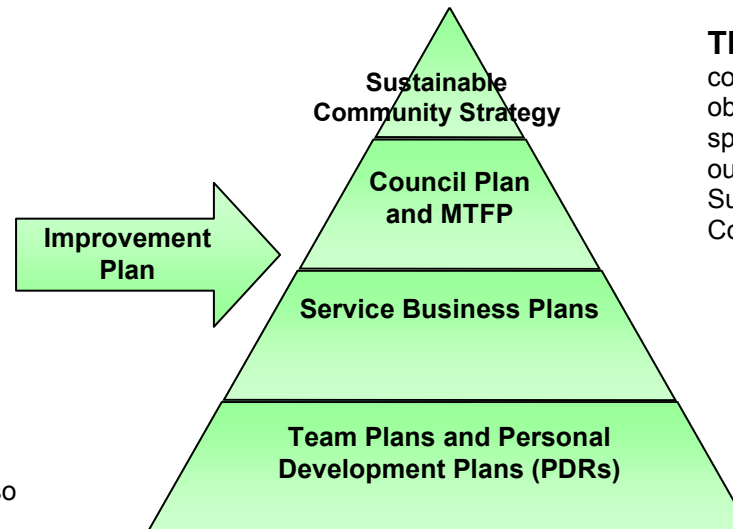
At the top of the framework is **the Sustainable Community Strategy**. It is a ten year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Sustainable Community Strategy represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspects of the Sustainable Community Strategy for which it is responsible.

Improvement Plan. The Improvement Plan provides a link between the three year Council Plan and the one year Service Business Plans. It extracts key actions for the year ahead in a project chart format, against which progress is reported each month, using a traffic light system.

Performance Management

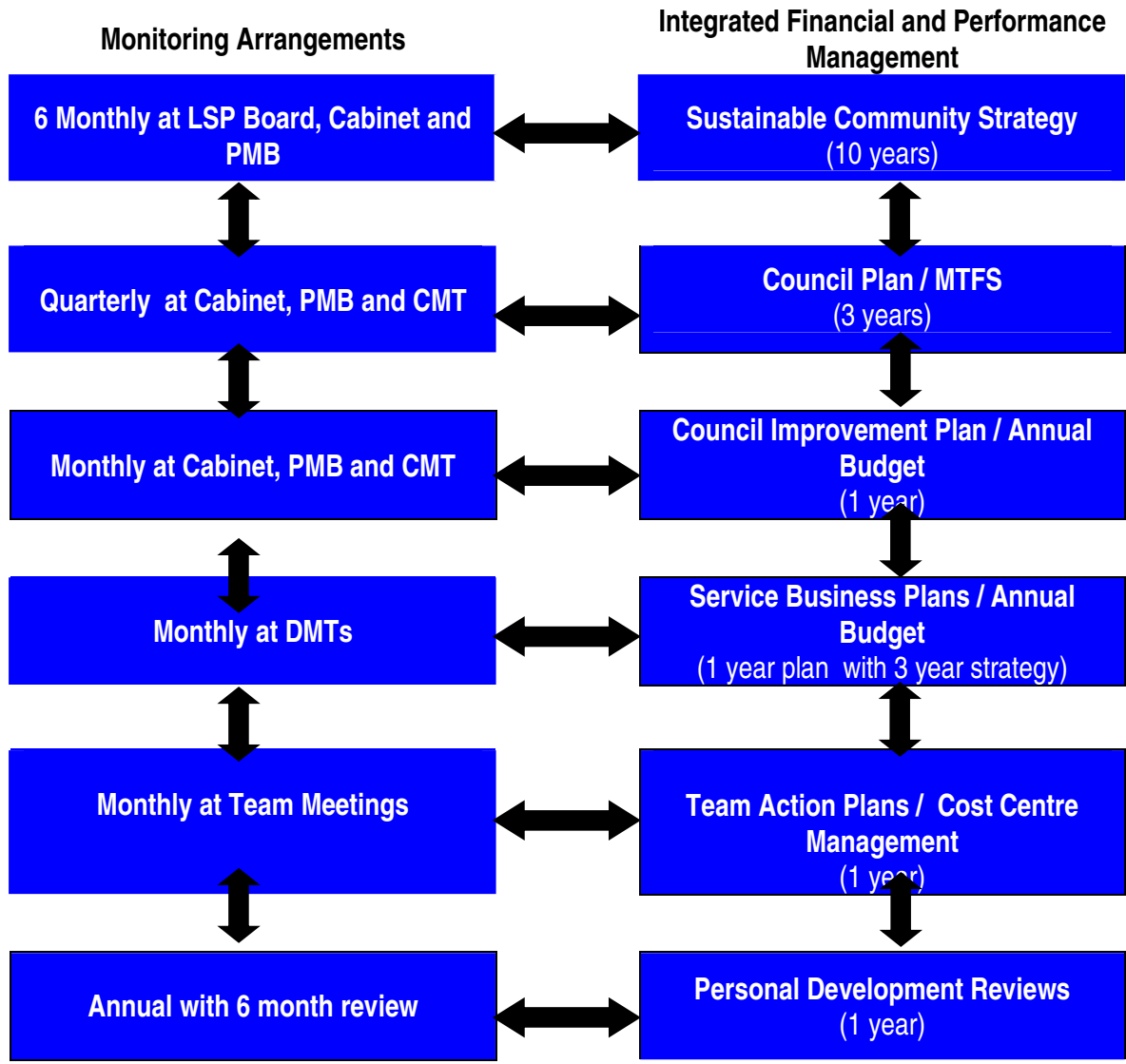
Progress against our plans are monitored and managed at a number of levels (see also overleaf):-

1. Cabinet receives a quarterly integrated financial and performance report and an Improvement Plan update each month.
2. The non-executive Performance Management Board receives monthly updates on the corporate performance indicators and the Improvement Plan. Any issues identified are reported to Cabinet.
3. All the above information goes to the Council's Corporate Management Team each month and it also receives quarterly updates against the service business plans.



The Council Plan. The Plan is based on consultation and sets out the Council's corporate objectives and priorities for the next three years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Sustainable Community Strategy and drives the Council's Medium Term Financial Plan (MTFP)

Service Business Plans identify at a departmental level the actions we plan to undertake in order to deliver the Council Plan and Improvement Plan. These are then translated into team plans and individual PDRs, ensuring all staff understand their role in delivering the Council's priorities. The progress against our Service Business Plans is monitored quarterly at Corporate Management Team while staff receive a formal review of their PDR every six months.



12. Glossary of Terms

Term	Definition
Audit Commission	The regulatory body that has responsibility for examining the work of local authorities.
Building Pride	The Council's transformation programme designed to make Bromsgrove District Council an excellent local authority.
Corporate Management Team (CMT)	The Council's officer management team made up of the Chief Executive, Executive Director Services, Executive Director Partnerships and Projects, Assistant Chief Executive and the seven Heads of Service and one deputy Head of Service.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which made a judgement on the whole of a Council's performance and provided a single rating of Excellent, Good, Fair, Weak or Poor.
Comprehensive Area Assessment (CAA)	A new external assessment that will replace CPA from April 2009. This will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services and assess and report how well public money is spent to provide an independent assessment of the prospects for local areas and the quality of life for people living there.
Sustainable Community Strategy	<p>A long-term vision for the District as a whole. The Strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities.</p> <p>Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, business, voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well-being of their local communities.</p>
Local Area Agreement (LAA)	A form of contract between Central Government and the Worcestershire Local Strategic Partnership for the delivery of 35 outcomes supported by approximately 90 targets. The LAA includes a pump priming grant from Central Government and the payment of a reward grant for successful delivery of some of the targets.
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim - to improve the quality of life in the District and deliver the Sustainable Community Strategy.

Term	Definition
Medium Term Financial Plan	A three year budget for the Council's expenditure and income, linked to the Council's objectives and priorities.
Objectives	The broad goals for the Council, within which priorities are set.
Performance Development Review	A formal meeting between a member of staff and their line manager to review past work and agree future work, setting standards and targets.
Performance indicators	Yardsticks used to assess our achievements.
Performance Management Framework	Sets out the processes by which Elected Members, Officers and residents can monitor how the Council is performing.
Priorities	The four areas identified by Elected Members and Officers where we wish to make significant improvement in how we perform.
Service Business Plans	One year plans that set out what each department intends to deliver over the coming year.
Spatial Business Project	A large ICT project designed to improve customer service through data integration.
Target(s)	A fixed goal or objective which results in improvements.
Values	The fundamental principles that guide the way we work.
Vision	The ideal of how we would like the District and the Council to be in the future.

Performance Indicators Period 11 (February 2010)

Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Comments					
				Actuals	Target	Est. Outturn	Est. Outturn Target						
Street Scene & Community													
NI 191	Residual Household waste per household (KG)	M	C	586.26	447.82	443.22	489.75	542.88	536.50	588.00	590.00	S	No Trade waste data Jan - Feb therefore figures should improve slightly on those shown when these are received.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	24.32	39.43	38.39	26.96	37.60	37.00	30.00	S	No Trade waste data Jan - Feb therefore figures should improve slightly on those shown when these are received.
LPI Depot	Number of missed household waste collections	M	C	1,136	855	751	825	1,045	863	863	1,140	I	38 missed refuse collections
LPI Depot	Number of missed recycle waste collections	M	C	281	180	184	202	220	223	141	240	W	21 missed recycling collections
NWB05	Total Crime	M	C	New	4,210	3,848	4,277	5,113	4,691	5,166	5,588	I	Crime levels remain low and within target. This is due to multi-agency work through the Bromsgrove Community Safety Partnership and the efforts of individual agencies. Bromsgrove CSP are currently developing their delivery plans to build on this success for next year against priorities such as Youth Related ASB, Environmental Crime, Violent Crime and Acquisitive Crime. New statutory responsibilities will be placed upon CDRPs from April 2010 to consider re-offending in their activities and Bromsgrove CDRP will be developing strategies over the next 12 months with the probation service as a new responsible authority under the CDRP. A re-offending strategy will positively impact upon all areas of crime.

Ref	Description	Reported?	Cum or Snap?	2008/09		2009/10		Comments						
				Actuals	Target	Actual	Est. Outturn		Est. Outturn Target					
NWBCU1	The number of domestic burglaries	M	C					There were 43 offences of domestic burglary in February which is above the expected trend for this time of year. Unfortunately this slightly higher volume of offences follows on from January's high number of offences. West Mercia Police are continuing their investigations into the links between these offences and two suspects who are known to have burglary offending habits. The volume of burglary is predominantly influenced by seasonal trends (darker nights) and prolific offenders. Burglary is expected to decrease in the coming months due to the lighter evenings but work is still ongoing to target prolific offenders.						
				438	293	194	326	309	389	W				
NWBCU2	The number of violent crimes	M	C											
				973	714	767	784	1,028	922	W	The volume of Violent Crime during February has decreased in comparison to the previous five months although still slightly high. There has been a year to date increase of 8.4% in violent crime which will mean it is unlikely we will achieve our targets. A violent Crime profile has been produced which shows links to Domestic Violence, alcohol related disorder and assault without injury. A delivery plan to tackle violent crime is currently under development and will be launched in April 2010 as part of the CDRP Partnership Plan for 2010/11.			
NWBCU3	The number of robberies	M	C											
				61	44	33	49	44	58	S	There were only three offences of Robbery during February, one more than the previous month. Robbery remains comfortably within target. This type of crime is of low volume and therefore not a current priority for Bromsgrove Community Safety Partnership or West Mercia Police. Each offence will be dealt with accordingly as they are received.			
NWBCU4	The number of vehicle crimes	M	C											
				744	520	501	578	671	690	W	Vehicle crime is slightly high for February but has not returned to the volume experienced at the peak in the Summer. Bromsgrove CDRP are currently preparing their Spring Safety Plan which will run from April to June 2010 and start by placing interventions to tackle theft from motor vehicles at beauty spots in Clent and Lickey; a hot spot during the Easter Holidays. Police and Wardens will be providing high visibility patrols at both locations during key times.			

Ref	Description	Reported?	Cum or Snap?	2020/09		2020/10		Est. Outturn	Est. Outturn Target	Comments			
				Actuals	Target	Actual	Target						
NWB/CU6	The number of Criminal Damage Incidents	M	C	1,064	795	681	872	745	945	816	912	1041	The level of criminal damage remains consistent. This will remain a priority for Bromsgrove Community Safety Partnership during 2010/11, which will include work around vandalism and graffiti including enforcement and educational activities.
LPI/CS1a	CCTV incidents reported - Crime	M	C	3,407	2,547	2,401	2,830	2,602	3,113	2,803	3,400	3,400	The number of crime related incidents were 201 showing an increase in anti social behaviour but a decrease in suspicious activity and people
LPI/CS1b	CCTV incidents initiated by CCTV	M	C	991	738	714	820	807	902	870	1,047	1,047	Observations were quite low this month but use of the shop/pubwatch radio was much higher.
LPI/CS2	Number of locally delivered diversionary sessions	Q	C	176	147	141	152	141	164	161	180	180	Half Term Community Coaching sessions contributed to improving number of sessions delivered. Weekly Diversionary Sessions planned in partnership with Community Safety are still yet to commence and currently impacting on figures represented. Sessions commence March 19 and should start to show an increase in sessions delivered.
LPI/CS3	Numbers of users attending diversionary activities.	Q	C	617	564	538	584	538	624	603	700	670	Half Term Community Coaching sessions contributed to improving number of sessions delivered. Weekly Diversionary Sessions planned in partnership with Community Safety are still yet to commence and currently impacting on figures represented. Sessions commence March 19 and should start to show an increase in sessions delivered.
LPI/CS4	No. of hate crime incidents (activity measure)	M	S		n/a	2			n/a	3	n/a	n/a	There were three hate crimes reported during February. Two were a duplicate report of a homophobic attack which was referred to the police to investigate as an ABH offence (Actual Bodily Harm). The other report although reported as racist disorder showed no evidence of racism and was referred to the BDC Neighbourhood Wardens to deal with as anti-social behaviour.
LPI/CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	100			100	100	100.00	100.00	Only one report received and appropriate and proportionate action was delivered.

Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Est. Outturn	Est. Outturn Target	Comments			
				Actuals	Target	Actual	Target						
LPI SC1	Number of attendances at arts events	M	C	20,642	21,272	23,593	21,324	23,640	21,426	23,728	21,261	23,728	Shindig continues to deliver quality arts and theatre provision to rural and community touring venues throughout the district of Bromsgrove – in March this took place at Client Village Parish Hall
SC3	Dolphin Centre Usage	M	C	627,404	354,245	301,173	401,980	337,215	449,715	375,404	502,478	477,090	Usage for February was down on target but was the second highest this financial year. Pool usage was good throughout the month, as was fitness suite usage. We had half term during the month which led to less school usage and the cancellation of half term children's activities by Sports Development due to lack of interest led to this not being counter balanced.
SC4	Sports development usages	M	C	21,219	18,270	21,206	19,398	23,223	20,898	26,614	22,556	30,005	Influx of Sport Unlimited sessions and continuation of Mobility Clubs / Disability Sports Clubs over Half Term maintained and exceeded target for month. Delivery of Annual Sports Awards also contributed to increase. Continuation of regular activity sessions should maintain figures for next month.
	Down Centre Car Park Usage	M	S	n/a	n/a	120,254	n/a	111,037	n/a		n/a	n/a	Unable to get figures for this PI as PC is broken and not able to fix currently
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	116	150	91	150	123	150	150	123 Users in February
LPI LL1	Life line units in use	M	S	547	720	728	730.00	730.00	740	740	750	750	There were 24 new installations but 14 cancellations

M* = in the months when available
(3 times per year)

Planning & Environment Services

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	88.90	80.00	88.80	80.00	90.00	80.00	80.00	Majors: = 100% National Target 60% (Local Target 80%) No applications in this category for January or February and just one application for February, the Leys Nursing Home which was taken to Committee (B/2009/0844)
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Ref	Description	Reported?	Cum or Snap?	2018/09		2018/10		Est. Outturn	Est. Outturn Target	Comments
				Actuals	Target	Actual	Target			
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	83.00	85.00	85.00	I	Minors: 22/23 = 95.6% National Target 65% (Local Target 85%) In the summer around 16/17 applications were determined in this category in a month whilst September, October and November saw a reduction to 7/9 applications. December however saw a rise back up to 17 and this was sustained in January (17) and went up to 23 in February. Only one of these applications went out of time and this related to an inaccurate site plan submitted with application.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	90.50	90.00	90.00	I	Others: 31/33 = 93.9% National Target 80% (Local Target 90%) The numbers of minor applications have remained fairly consistent this quarter with 42 and 47 applications submitted in Oct and November. December saw 49 applications with a reduction to 32 in January with 33 being considered in February. Only two applications went out of time and this related to a press notice Burcot House, Burcot.

E-gov & Customer Services

Ref	Description	Reported?	Cum or Snap?	2018/09		2018/10		Est. Outturn	Est. Outturn Target	Comments
				Actuals	Target	Actual	Target			
CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	9,915	8,380	n/a	n/a	I	Calls to the contact centre show a 16% drop compared to January Overall call profile matches previous years profiles' at this point in the year However call volumes are the highest since 2007 Total call volume is 20% down compared to last month. Call volumes are being sustained by calls in relation to waste management services and the roll out of Brown bins and the change of use of the Green bins
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	6,711	4,688	n/a	n/a	I	Calls to the council's switchboard show a 30% fall compared to January.
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	M	S	99.00	98.5	98	95.00	95.00	S	Calls to the contact centre show a 16% drop compared to January Overall call profile matches previous years profiles' at this point in the year However call volumes are the highest since 2007 Total call volume is 20% down compared to last month. Call volumes are being sustained by calls in relation to waste management services and the roll out of Brown bins and the change of use of the Green bins

Ref	Description	Report- ed?	Cum or Snap?	2028/09		2009/10		Comments						
				Actuals	Target & trend	Jan Target	Jan Actual		Target & trend	Feb Target	Feb Actual	Target & trend		
CSCLP19.2	% of Calls Answered	M	S	87.00	I	85.00	88.00	W	85.00	88.00	S	85.00	85.00	The % of calls answered this month remains above target and is consistent with last month
CSCLP19.3	Average Speed of Answer (seconds)	M	S	30.00	I	20.00	23.00	W	20.00	23.00	S	20.00	20.00	Performance has remained static compared to last month any further improvement has been hampered by very high peaks of demand experienced during the week waste collection calendars where delivered

Chief Executive's department

Ref	Description	Report- ed?	Cum or Snap?	2028/09 Actuals	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	2009/10 Est. Outturn	Est. Outturn Target	Comments
LPI CQPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270	I	n/a	163	W	n/a	n/a	n/a	n/a	n/a	Figure not yet available due to staff absence
LPI CQPP03	Number of compliments received	M	C	70	I	n/a	47	W	n/a	n/a	n/a	n/a	n/a	Figure not yet available due to staff absence
LPI CQPP05	Community transport income (£)	M	C	n/a	W	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Figure not yet available

Financial Services

Ref	Description	Report- ed?	Cum or Snap?	2028/09 Actuals	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	2009/10 Est. Outturn	Est. Outturn Target	Comments
NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	W	15.00	10.13	W	15.00	9.15	I	13.00	15.00	February has shown an improvement on Benefit processing time and we are well on course to surpass the target and improve on prior years performance. The DWP will be publishing national performance information fro Q1 and Q2 of 2009 / 10 on 31st March which will allow us to compare performance to national statistics. February also included our year end updates, which do not count towards this PI, but it does include over 1,000 rent increase changes that were automated and treated as a process time of just 1 day, hence the large improvement compared to last month.
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	W	90.00	82.79	W	90.00	82.60	W	83.00	90.00	The decrease in percentage for the amount of invoices paid within 10 days is related to the delay in the authorisation of invoices, 116 invoices were late this month in comparison to 109 in January.
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	W	98.00	97.90	W	98.00	97.95	I	98.00	98.00	Although the cumulative total for the month is slightly under target the percentage of invoices paid for February is 98.51%

Legal, Equalities and Democratic Services

Ref	Description	Reported?	Cum or Snap?	2008/09 Actuals	2009/10		Target & trend	Feb Actual	Feb Target	Target & trend	Jan Actual	Jan Target	Target & trend	Est. Outturn	Est. Outturn Target	Comments
					Target	Est. Outturn										

There are no PIs reported monthly for this department

Human Resources & Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	10.66	6.39	7.17	I	7.18	7.70	S	7.97	8.31	W	9.07	I	There was a slight increase in the number of reported absences for February. However for the third month in a row the projected outturn for year end remains amber.
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Performance Indicators Period 11 (February 2010)

Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Comments					
				Actuals	Target	Est. Outturn	Est. Outturn Target						
Street Scene & Community													
NI 191	Residual Household waste per household (KG)	M	C	586.26	447.82	443.22	489.75	542.88	536.50	588.00	590.00	S	No Trade waste data Jan - Feb therefore figures should improve slightly on those shown when these are received.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	24.32	39.43	38.39	26.96	37.60	37.00	30.00	S	No Trade waste data Jan - Feb therefore figures should improve slightly on those shown when these are received.
LPI Depot	Number of missed household waste collections	M	C	1,136	855	751	825	1,045	863	863	1,140	I	38 missed refuse collections
LPI Depot	Number of missed recycle waste collections	M	C	281	180	184	202	220	223	141	240	W	21 missed recycling collections
NWB05	Total Crime	M	C	New	4,210	3,848	4,277	5,113	4,691	5,166	5,588	I	Crime levels remain low and within target. This is due to multi-agency work through the Bromsgrove Community Safety Partnership and the efforts of individual agencies. Bromsgrove CSP are currently developing their delivery plans to build on this success for next year against priorities such as Youth Related ASB, Environmental Crime, Violent Crime and Acquisitive Crime. New statutory responsibilities will be placed upon CDRPs from April 2010 to consider re-offending in their activities and Bromsgrove CDRP will be developing strategies over the next 12 months with the probation service as a new responsible authority under the CDRP. A re-offending strategy will positively impact upon all areas of crime.

Ref	Description	Reported?	Cum or Snap?	2008/09				2009/10				Comments					
				Actuals	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target		Feb Actual	Target & trend	Est. Outturn	Est. Outturn Target	
NWBCU1	The number of domestic burglaries	M	C	438	293	194	W	326	233	W	356	276	W	309	389	W	There were 43 offences of domestic burglary in February which is above the expected trend for this time of year. Unfortunately this slightly higher volume of offences follows on from January's high number of offences. West Mercia Police are continuing their investigations into the links between these offences and two suspects who are known to have burglary offending habits. The volume of burglary is predominantly influenced by seasonal trends (darker nights) and prolific offenders. Burglary is expected to decrease in the coming months due to the lighter evenings but work is still ongoing to target prolific offenders.
NWBCU2	The number of violent crimes	M	C	973	714	767	W	784	870	W	846	952	I	1,028	922	W	The volume of Violent Crime during February has decreased in comparison to the previous five months although still slightly high. There has been a year to date increase of 8.4% in violent crime which will mean it is unlikely we will achieve our targets. A violent Crime profile has been produced which shows links to Domestic Violence, alcohol related disorder and assault without injury. A delivery plan to tackle violent crime is currently under development and will be launched in April 2010 as part of the CDRP Partnership Plan for 2010/11.
NWBCU3	The number of robberies	M	C	61	44	33	I	49	35	W	53	39	W	44	58	S	There were only three offences of Robbery during February, one more than the previous month. Robbery remains comfortably within target. This type of crime is of low volume and therefore not a current priority for Bromsgrove Community Safety Partnership or West Mercia Police. Each offence will be dealt with accordingly as they are received.
NWBCU4	The number of vehicle crimes	M	C	744	520	501	I	578	555	I	631	612	W	671	690	W	Vehicle crime is slightly high for February but has not returned to the volume experienced at the peak in the Summer. Bromsgrove CDRP are currently preparing their Spring Safety Plan which will run from April to June 2010 and start by placing interventions to tackle theft from motor vehicles at beauty spots in Clent and Lickey; a hot spot during the Easter Holidays. Police and Wardens will be providing high visibility patrols at both locations during key times.

Ref	Description	Reported?	Cum or Snap?	2020/09		2020/10		Est. Outturn	Est. Outturn Target	Comments			
				Actuals	Target	Actual	Target						
NWB/CU6	The number of Criminal Damage Incidents	M	C	1,064	795	681	872	745	945	816	912	1041	The level of criminal damage remains consistent. This will remain a priority for Bromsgrove Community Safety Partnership during 2010/11, which will include work around vandalism and graffiti including enforcement and educational activities.
LPI/CS1a	CCTV incidents reported - Crime	M	C	3,407	2,547	2,401	2,830	2,602	3,113	2,803	3,400	3,400	The number of crime related incidents were 201 showing an increase in anti social behaviour but a decrease in suspicious activity and people
LPI/CS1b	CCTV incidents initiated by CCTV	M	C	991	738	714	820	807	902	870	1,047	1,047	Observations were quite low this month but use of the shop/pubwatch radio was much higher.
LPI/CS2	Number of locally delivered diversionary sessions	Q	C	176	147	141	152	141	164	161	180	180	Half Term Community Coaching sessions contributed to improving number of sessions delivered. Weekly Diversionary Sessions planned in partnership with Community Safety are still yet to commence and currently impacting on figures represented. Sessions commence March 19 and should start to show an increase in sessions delivered.
LPI/CS3	Numbers of users attending diversionary activities.	Q	C	617	564	538	584	538	624	603	700	670	Half Term Community Coaching sessions contributed to improving number of sessions delivered. Weekly Diversionary Sessions planned in partnership with Community Safety are still yet to commence and currently impacting on figures represented. Sessions commence March 19 and should start to show an increase in sessions delivered.
LPI/CS4	No. of hate crime incidents (activity measure)	M	S		n/a	2			n/a	3	n/a	n/a	There were three hate crimes reported during February. Two were a duplicate report of a homophobic attack which was referred to the police to investigate as an ABH offence (Actual Bodily Harm). The other report although reported as racist disorder showed no evidence of racism and was referred to the BDC Neighbourhood Wardens to deal with as anti-social behaviour.
LPI/CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	100			100	100	100.00	100.00	Only one report received and appropriate and proportionate action was delivered.

Ref	Description	Report- ed?	Cum or Snap?	2018/09		2018/10		Target & trend	Feb Actual	Feb Target	Target & trend	Jan Actual	Jan Target	Target & trend	Dec Actual	Dec Target	2018/09 Actuals	2018/10 Est. Outturn	Est. Outturn Target	Comments
				Actuals	Target	Actual	Target													
LPI SC1	Number of attendances at arts events	M	C	20,642	21,272	23,593	21,324	23,640	21,426	23,728	S	23,728	21,261	23,728			20,642	23,728		Shindig continues to deliver quality arts and theatre provision to rural and community touring venues throughout the district of Bromsgrove – in March this took place at Client Village Parish Hall
SC3	Dolphin Centre Usage	M	C	627,404	354,245	301,173	401,980	337,215	449,715	375,404	I	375,404	401,980	337,215	449,715	375,404	627,404	477,090		Usage for February was down on target but was the second highest this financial year. Pool usage was good throughout the month, as was fitness suite usage. We had half term during the month which led to less school usage and the cancellation of half term children's activities by Sports Development due to lack of interest led to this not being counter balanced.
SC4	Sports development usages	M	C	21,219	18,270	21,206	19,398	23,223	20,898	26,614	I	26,614	19,398	23,223	20,898	26,614	21,219	30,005	I	Influx of Sport Unlimited sessions and continuation of Mobility Clubs / Disability Sports Clubs over Half Term maintained and exceeded target for month. Delivery of Annual Sports Awards also contributed to increase. Continuation of regular activity sessions should maintain figures for next month.
	Down Centre Car Park Usage	M	S	n/a	n/a	120,254	n/a	111,037	n/a	n/a	W	111,037	n/a	n/a	n/a	n/a	n/a	n/a		Unable to get figures for this PI as PC is broken and not able to fix currently
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	116	150	91	150	123	I	123	150	150	150	123	n/a	150		123 Users in February
LPI LL1	Life line units in use	M	S	547	720	728	730.00	730.00	740	740	W	730.00	730.00	740	740	728	547	750		There were 24 new installations but 14 cancellations

M* = in the months when available
(3 times per year)

Planning & Environment Services

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	88.90	80.00	88.80	80.00	90.00	I	90.00	80.00	80.00	80.00	88.80	68.80	80.00		Majors: = 100% National Target 60% (Local Target 80%) No applications in this category for January or February and just one application for February, the Leys Nursing Home which was taken to Committee (B/2009/0844)
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Ref	Description	Reported?	Cum or Snap?	2018/09		2018/10		Est. Outturn	Est. Outturn Target	Comments
				Actuals	Target	Actual	Target			
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	83.00	85.00	85.00	85.00	Minors: 22/23 = 95.6% National Target 65% (Local Target 85%) In the summer around 16/17 applications were determined in this category in a month whilst September, October and November saw a reduction to 7/9 applications. December however saw a rise back up to 17 and this was sustained in January (17) and went up to 23 in February. Only one of these applications went out of time and this related to an inaccurate site plan submitted with application.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	90.50	90.00	90.00	90.00	Others: 31/33 = 93.9% National Target 80% (Local Target 90%) The numbers of minor applications have remained fairly consistent this quarter with 42 and 47 applications submitted in Oct and November. December saw 49 applications with a reduction to 32 in January with 33 being considered in February. Only two applications went out of time and this related to a press notice Burcot House, Burcot.

E-gov & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	9,915	8,380	n/a	n/a	n/a	Calls to the contact centre show a 16% drop compared to January Overall call profile matches previous years profiles' at this point in the year However call volumes are the highest since 2007 Total call volume is 20% down compared to last month. Call volumes are being sustained by calls in relation to waste management services and the roll out of Brown bins and the change of use of the Green bins
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	6,711	4,688	n/a	n/a	n/a	Calls to the council's switchboard show a 30% fall compared to January.
CSCLP13.1	Resolution at First Point of Contact all services (percentage)	M	S	99.00	98.5	98	95.00	95.00	95.00	Calls to the contact centre show a 16% drop compared to January Overall call profile matches previous years profiles' at this point in the year However call volumes are the highest since 2007 Total call volume is 20% down compared to last month. Call volumes are being sustained by calls in relation to waste management services and the roll out of Brown bins and the change of use of the Green bins

Ref	Description	Reported?	Cum or Snap?	2028/09		2009/10		Comments						
				Actuals	Target & trend	Jan Target	Jan Actual		Target & trend	Feb Target	Feb Actual	Target & trend		
CSCLP19.2	% of Calls Answered	M	S	87.00	I	85.00	88.00	W	85.00	88.00	S	85.00	85.00	The % of calls answered this month remains above target and is consistent with last month
CSCLP19.3	Average Speed of Answer (seconds)	M	S	30.00	I	20.00	23.00	W	20.00	23.00	S	20.00	20.00	Performance has remained static compared to last month any further improvement has been hampered by very high peaks of demand experienced during the week waste collection calendars where delivered

Chief Executive's department

Ref	Description	Reported?	Cum or Snap?	2028/09 Actuals	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	2009/10 Est. Outturn	Est. Outturn Target	Comments
LPI CQPP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270	I	n/a	163	W				n/a	n/a	Figure not yet available due to staff absence
LPI CQPP03	Number of compliments received	M	C	70	I	n/a	47	W				n/a	n/a	Figure not yet available due to staff absence
LPI CQPP05	Community transport income (£)	M	C	n/a	W							n/a	n/a	Figure not yet available

Financial Services

Ref	Description	Reported?	Cum or Snap?	2028/09 Actuals	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	2009/10 Est. Outturn	Est. Outturn Target	Comments
NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03	W	15.00	10.13	W	15.00	9.15	I	15.00	13.00	February has shown an improvement on Benefit processing time and we are well on course to surpass the target and improve on prior years performance. The DWP will be publishing national performance information fro Q1 and Q2 of 2009 / 10 on 31st March which will allow us to compare performance to national statistics. February also included our year end updates, which do not count towards this PI, but it does include over 1,000 rent increase changes that were automated and treated as a process time of just 1 day, hence the large improvement compared to last month.
	Percentage of invoices paid within 10 days of receipt	M	C	n/a	W	90.00	82.79	W	90.00	82.60	W	90.00	83.00	The decrease in percentage for the amount of invoices paid within 10 days is related to the delay in the authorisation of invoices, 116 invoices were late this month in comparison to 109 in January.
FP001	Percentage of invoices paid within 30 days of receipt	M	C	99.38	W	98.00	97.90	W	98.00	97.95	I	98.00	98.00	Although the cumulative total for the month is slightly under target the percentage of invoices paid for February is 98.51%

Legal, Equalities and Democratic Services

Ref	Description	Reported?	Cum or Snap?	2008/09		2009/10		Comments
				Actuals	Target	Est. Outturn	Target	

There are no PIs reported monthly for this department

Human Resources & Organisational Development

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	10.66	6.39	7.17	I	7.18	7.70	S	7.97	8.31	W	9.07	8.75	I	There was a slight increase in the number of reported absences for February. However for the third month in a row the projected outturn for year end remains amber.
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Ref	Description	Freq	Cum or Snap	2009/10 Monthly Performance figures											
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

Streetscene & Community

NI 191	Residual Household waste per household	M	C	Target	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11
				Actual	48.61	50.50	52.11	45.49	48.33	51.33	51.45	58.47	46.53	46.75	0.00
				numerator	2,040.68	1,960.96	2,023.16	1,770.84	1,881.36	1,998.31	2,002.82	2,276.36	1,811.34	1,820.10	
				denominator	38,828	38,828	38,828	38,929	38,929	38,929	38,929	38,929	38,929	38,929	38,828
NI 192	Percentage of household waste re-used, recycled and composted	M	C	Target	31.98	32.58	33.12	33.78	34.29	34.51	34.57	24.32	33.16	32.68	32.72
				Actual	39.30	42.19	41.85	42.41	43.32	36.86	33.85	23.04	26.28	27.25	
				numerator	1,321,289	1,430,866	1,455,837	1,303,929	1,437,871	1,166,589	1,024,906	681,460	645,868	652,866	
				denominator	3,361,969	3,391,822	3,478,997	3,074,769	3,319,231	3,164,899	3,027,726	2,957,818	2,457,204	2,396,109	
LPI Depot	Number of missed household waste collections	M	C	Target	95	95	95	95	95	95	95	95	95	95	95
				Actual	129	127	67	68	49	79	59	50	74	38	
LPI Depot	Number of missed recycle waste collections	M	C	Target	20	20	20	20	20	20	20	20	20	20	20
				Actual	18	20	18	9	5	9	13	4	18	21	
	Total crimes	M	C	Target	459	459	475	475	459	475	459	475	475	429	475
				Actual	459	427	488	473	431	408	415	402	437	420	
NWBCU1	The number of domestic burglaries	M	C	Target	32	32	33	33	32	32	33	33	33	30	33
				Actual	35	33	16	25	23	11	19	23	39	43	
NWBCU2	The number of violent crimes	M	C	Target	76	85	82	85	79	77	71	69	70	63	76
				Actual	81	75	93	103	107	83	66	87	104	82	
NWBCU3	The number of robberies	M	C	Target	5	5	5	5	5	5	5	5	5	4	5
				Actual	4	3	4	4	5	3	5	1	2	3	
NWBCU4	The number of vehicle crimes	M	C	Target	58	57	59	59	57	59	57	59	59	53	59
				Actual	59	65	77	66	49	38	57	55	54	58	
NWBCU6	The number of criminal damage incidents	M	C	Target	84	92	85	75	103	77	84	96	77	73	96
				Actual	75	60	95	76	83	75	78	60	64	71	
LPI CS 1a	CCTV incidents reported - Crime	M	C	Target	283	283	283	283	283	283	283	283	283	283	283
				Actual	258	228	250	248	353	345	216	253	201	201	

LPI CS1b	CCTV incidents initiated by CCTV	M	C	Target	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	
				Actual	76	80	74	62	74	87	91	69	101	93	63										
LPI CS2	Number of locally delivered diversionary sessions	Q	C	Target	16	18	18	20	22	16	18	14	5	5	12	16									
				Actual	27	12	0	15	63	0	15	0	9	0	20										
LPI CS3	Numbers of users attending diversionary activities.	Q	C	Target	54	67	80	94	94	67	54	34	20	20	40	46									
				Actual	35	23	0	18	383	0	58	0	25	0	65										
LPI CS4	No. of hate crime incidents (activity measure)	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a									
				Actual	1	3	1	2	1	1	2	2	2	2	3										
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S	Target	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00									
				Actual	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00									
LPI SC1	Number of attendances at arts events	M	C	Target	75	470	3,025	1,010	13,175	700	710	2,500	107	52	92										
				Actual	80	495	5,405	840	12,575	758	763	2,225	452	47	88										
SC3	Dolphin Centre Usage	M	C	Target	34,058	35,173	35,173	35,173	35,173	40,199	45,233	48,830	45,233	47,735	47,735										
				Actual	29,123	37,336	33,982	34,221	30,797	34,468	35,567	39,873	25,806	36,042	38,189										
SC4	Sports development usages	M	C	Target	1,804	2,030	2,481	2,481	2,256	2,030	2,030	1,804	1,128	1,128	1,580	1,804									
				Actual	1,966	2,514	2,849	2,686	2,351	1,941	3,064	3,664	1,171	2,027	2,919										
	Town Centre Car Park Usage	M	S	Target			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a									
				Actual	127,106	129,167	130,092	135,965	125,458	124,060	134,654	130,995	120,254	111,037	?										
	Shopmobility Centre Usage	M	S	Target	150	150	150	150	150	150	150	150	150	150	150	150									
				Actual	130	136	178	166	156	196	163	156	116	91	123										
LPI LL1	Life line units in use	M	C	Target	640	650	660	670	680	690	700	710	720	730	740	750									
				Actual	643	644	657	682	687	725	733	728	728	730	740										

M* = in the months when available
(3 times per year)

Planning & Environment Services

N1157	The percentage of major planning applications determined within 13 weeks	M	C	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
				Actual	100.00	100.00	n/a	n/a	100.00	100.00	n/a	n/a	50.00	n/a	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
N1157	The percentage of minor planning applications determined within 8 weeks	M	C	numerator	1	2	0	0	1	3	0	0	1	0	1									
				denominator	1	2	0	0	1	3	0	3	0	0	2	0	1							
N1157	The percentage of minor planning applications determined within 8 weeks	M	C	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
				Actual	92.00	85.70	70.00	94.00	70.50	100.00	89.00	100.00	100.00	70.50	100.00	70.50	94.00	95.60						
				numerator	12	12	7	15	12	7	8	9	12	16	22									
				denominator	13	14	10	16	17	7	9	9	17	17	23									

NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
		numerator	denominator	Actual	89.00	98.00	85.00	89.00	89.00	89.00	81.00	88.00	89.00	89.00	92.00	91.00	93.90	
				41	54	41	50	49	39	46	45	29	31					
				denominator	46	55	48	56	55	48	42	47	49	32	33			

E-gov & customer services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	8,599	6,714	7,870	8,277	6,802	7,637	7,204	7,161	6,436	9,915	8,380				
CSC	Monthly Call Volume Council Switchboard	M	S	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	4,631	4,203	4,580	4,452	3,660	4,247	4,495	4,295	3,585	6,711	4,688				
CSC LPI 3.1	Resolution at First Point of Contact all services (percentage)	M	S	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
		Actual	99.00	99.00	99.00	93.50	94.00	97.00	91.00	97.00	98.00	98.50	98.00				
CSC LPI 3.2	% of Calls Answered	M	S	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
		Actual	89.00	92.00	92.00	86.60	89.00	86.40	92.00	92.00	93.00	88.00					
CSC LPI 3.3	Average Speed of Answer (seconds)	M	S	Target	20	20	20	20	20	20	20	20	20	20	20	20	20
		Actual	21	16	16	29	20	24	13	15	11.00	23.00	23.00				

Chief Executive's

LPI CCPP01 (SS)	Number of complaints received (Council wide) Monthly . Source new complaints system.	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	25	22	20	12	12	5	12	11	10	34					
LPI CCPP03 (SS)	Number of compliments received (Council wide)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	4	2	4	5	5	1	7	6	7	6					
LPI CCPP05 (DM)	Community transport income (£)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	n/a	n/a	n/a	n/a	n/a	250	298	373	204	350	375				

Financial Services

NI 181	Time taken to process HB/CT benefit new claims or change events	M	C	Target	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	
		numerator	denominator	Actual	11.17	10.29	14.58	9.28	12.73	6.38	6.74	10.98	11.86	3.79				
				12,836	13,475	18,746	10,690	16,942	12,919	9,656	9,411	12,047	8,591.00					
FP001	Percentage of invoices paid within 30 days of receipt	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
		Actual	80.88	83.71	84.77	85.80	80.97	83.83	83.69	84.59	78.47	81.71	80.79					
FP001	Percentage of invoices paid within 10 days of receipt	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	
		Actual	99.34	98.39	97.97	98.42	98.42	98.02	98.17	98.49	96.32	95.47	98.51					

Legal, Equalities and Democratic Services

Human Resources & Organisational Development

LPI	The average number of working days	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
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(University BV12) lost due to sickness.	μ	Actual	0.85	0.93	1.15	1.16	0.84	0.51	0.50	0.70	0.53	0.53	0.61
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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