

GLA17/7.4 External Communications and Media Strategy

22 January 2008

BOARD PAPER REFERENCE – GLA17/7.4 – EXTERNAL COMMUNICATIONS AND MEDIA STRATEGY

Document Purpose

1. This document sets out the external communications and media strategy for the Authority.
2. The purpose of this document is to:
 - outline how the Authority will communicate with its stakeholders about the licensing regime in light of the GLA becoming an operational organisation;
 - identify how the GLA will engage with the print and broadcast media to raise awareness of the activities of the Authority and demonstrate our effectiveness and impact.

Strategic Priorities

3. The mission statement sets out the communication requirements for the Authority:

“Effective communication of the legal requirement for labour providers to become licensed, and to operate and remain within the formal economy. ”
4. The Strategic Assessment sets the following tasks for communications:
 - Take a proactive approach in publicising GLA operations.
 - “Naming and shaming” LPs and LUs. Opportunities include: refusal without appeal, revocation without appeal, dismissed appeal, road stop, caution, arrest, trial, conviction, acquittal etc.
 - Support the Policy lead with regard to shellfish gathering and NI.
 - Continue routine communications strategy work such as multi-language leaflets, brochures etc.
 - Redesign and maintenance of GLA website.
5. The strategy will be delivered and measured using the objectives set out in the Corporate Plan reflecting the priorities outlined in the strategic assessment. The main priority is for external communications to be focused on the labour supply chain¹. All those involved in the supply chain should be aware of the GLA and how it affects them. Labour users and ultimately the retailers will inevitably feel the impact of media and broadcast activities. However, this should not deter the GLA from actively pursuing a higher media profile as this will draw attention to the current levels of exploitation of workers rife in this sector.
6. Key stakeholders for the GLA include those that are subject to the legislation, those who represent their interests, those who are exploited and those who provide support to the exploited. A detailed stakeholder analysis is shown at **annex 1**.

¹ Strategic Assessment Version 1 2007, para 11

7. We will undertake regular analysis of the stakeholder community, informed by the measuring outcomes project, to develop an understanding of the GLA audience/market. This will then feed into the strategic assessment and control strategy and any future iteration of this strategy.
8. There are a number of government bodies, Local Authorities and voluntary groups that the GLA should work alongside to promote messages that support licensing and the wider issues of worker exploitation. **Annex 2** sets out which bodies we should work with and the type of campaign we will promote.

Providing Information

- External communications will extend to the full territorial scope of the Act and so information will be available in Welsh and other identified languages i.e. those spoken in the Accession states.
- All information sent to stakeholders will comply with corporate branding.
- Information will be shared in a range of formats so that it meets the requirements for accessibility.
- Information sources e.g. leaflets will be available in a written and electronic format.
- The GLA will hold regular workshop and consultation events with stakeholders to test current thinking and disseminate information.

Media Liaison

- We will engage proactively with the print and broadcast media to raise the profile of the GLA and how worker exploitation in our sectors is being tackled.
- Where we carry out operations/projects we will use the print and broadcast media to promote our activities by involving them at an appropriate stage.
- The “naming and shaming” campaign will primarily be conducted through press stories as this is likely to drive up compliance through fear of reputation being ruined.
- In terms of messaging: at every opportunity we will deal with the specific media enquiry/issue and always seek to promote the general success and need for the GLA.
- The chairman and chief executive (or other approved spokesperson) will speak on behalf of the Authority

Interdependencies

9. It is imperative that when enforcement action is taken (including projects) the media approach is considered and agreed alongside operational planning. This will allow us to use the opportunities presented to raise the GLA profile in the most appropriate way. A member of the communications department will be a member of the operational planning meeting.

10. A communications plan will be produced for each operation setting out how the media angle will be handled which can form part of the operational note.
11. Communications will work closely with Operations and in particular the Licensing team to ensure that the "name and shame" campaign is successful. Regular brief from licensing will allow the communications department to identify suitable cases which can be used to "tell a story" to generate high level media interest.

Key Milestones Associated with Delivering the Strategy

12. Previously, the communications strategy was focused on the key milestones for moving the GLA from a project to live operations. This strategy will now cover the period from April 2007 until the strategic assessment is reviewed and agreed by the Board. This is likely to be by April 2008. There are no key milestones for the GLA during this period and so communications work will focus on the milestones set out in the individual campaign plans and respond to action taken by Operations.

How the GLA will Communicate

13. The GLA will actively seek to raise its profile by agreeing to interviews and issuing press releases to demonstrate its impact on the licensed sector.
14. The "name and shame" campaign will be used to keep the GLA profile high within the media and industry.
15. The GLA will develop a range of campaigns and products designed at meeting the priorities in the strategic assessment. The details of these will be included in the individual campaign plans but will cover: workers; "naming and shaming", Forestry, Northern Ireland and Scotland. Key messages for these campaigns will be included in the plan. All materials relating to licensing or workers will be produced in English plus a range of European and common languages.
16. The GLA will continue to provide routine leaflets and brochures. These will be distributed using established contacts lists and during inspection work. **Annex 3** provides a catalogue for all current publications.
17. The website will provide instant electronic access to all GLA information. It will be used to launch all publications plus to promulgate news and press releases when a quick response is required. It will be the main repository for GLA information.
18. Requests from the press and media will be handled by the GLA with support from DEFRA Press Office where appropriate.
19. All information should be accessible to those with disabilities. The website will comply with government standards as set out at www.cabinetoffice.gov.uk/e-government/webguidelines and the rules for "gov" websites www.cabinetoffice.gov.uk/e-government/domain. All communications will follow the corporate identity guide so that the GLA brand is clear.

Performance Measures

20. Communications will be considered to have been successful on the basis of positive stakeholder feedback.
21. The key performance measures for communications are set out in the corporate plan. These provide for quantitative and qualitative measures. Regular feedback will also be sought from stakeholders at Board meetings, the User group and other fora.
22. We will also explore with Sheffield University the possibility of including an analysis of stakeholders perceptions of the GLA. This will help us to assess whether stakeholders are content with our communications campaign and identify areas where more work is required.

Risks

23. The risks associated with communications work are set out in the business risk register.
24. The main risk that the GLA faces is a failure to use the media to help us raise our profile with stakeholders and the wider public and draw attention to worker exploitation. To mitigate this risk it will be essential for the GLA to cultivate a good working relationship with respected print and broadcast media contacts. However, this exposes the GLA to an associated risk, as we will not be able to control how the media represents the GLA. The GLA may be the subject of criticism or inaccurate reporting but this should not preclude the GLA from taking this risk as there will be benefits in terms of raising awareness of the GLA.
25. Risks are reviewed fortnightly at EMB and at the Board meetings.

Annex 1**Key Stakeholders**

Stakeholder	Areas of interest	Method of Communication
Workers	Raising awareness of employment rights, where to report abuse to and what help is available	Leaflets, radio campaigns, own press and surgeries
Licensed Labour Provider – agriculture, food processing and packing	Licensing standards, naming and shaming, issues around licensing	Licensing News, trade journals, press, broadcast media, web, user group
Unlicensed labour providers - overseas	Licensing Standard and issues around licensing	Overseas press, embassies and website
Shellfish gatherer – licensed and unlicensed	Licensing standards, naming and shaming, issues around licensing, exclusions, who needs a licence	Local press, Seafish Cttees, meetings, user group, licensing news
Labour providers - forestry	Licensing standards, naming and shaming, issues around licensing, exclusions, who needs a licence	Licensing News, trade journals, press, broadcast media, web, user group
Sub-contractors	Labour supply chain	Licensing News, trade journals, press, broadcast media, web, user group and other LP's
Supermarkets	Active check, naming and shaming	Labour User guide, LU newsletter, press releases, workshops for suppliers
Growers and suppliers - food	Active check, naming and shaming	Labour User guide, LU newsletter, press releases, workshops for suppliers, retailers
Wholesalers and markets	Active check, naming and shaming	Labour User guide, LU newsletter, press releases, workshops for suppliers
Supermarket customers	Exploitation of workers, cost of food on the plate	Press and broadcast media, website
Trade associations – food and Ag LP's	Licensing, active check, naming and shaming,	Licensing News, trade journals, press, broadcast media, web
Trade Associations – shellfish gatherers	Licensing standards, naming and shaming, issues around licensing, exclusions, who needs a licence	Local press, Seafish Cttees, meetings, user group
Trade Associations - Forestry	Licensing standards, naming and shaming, issues around licensing, exclusions, who needs a licence	Articles in trade journals, press, broadcast media, web, user group

Stakeholder	Areas of interest	Method of Communication
Overseas Trade Associations	Licensing issues, workers rights	CIETT, Polish Associations, press and web
Overseas Press	Workers rights, exploitation, licensing	Embassy contacts, news stories related to country
Trade Unions	Exploitation of workers, reporting abuses	Adverts in TU publications
OGD and devolved administrations	Licensing, reporting abuses, intelligence sharing	Meetings and correspondence
Local Authorities	HMO, Environmental Health, Licensing Standards	In-house magazines, web entries on LA sites, meetings, conferences
Overseas Govts	Licensing, reporting abuses, intelligence sharing	Meetings and correspondence
CAB	Workers, community impact, reporting abuses	Leaflets, posters, meetings, named contact
Community groups	Workers, community impact, reporting abuses	Leaflets, posters, meetings, named contact
Faith groups	Workers, community impact, reporting abuses	Leaflets, meetings, posters, named contact
ACPO	Joint Operations - exploitation	Articles in police press

Annex 2**Key Partners**

Organisation	Type	Areas of Interest
ACPO	National Police	Joint operations, community impact
Crimestoppers	Charity	Reporting line, workers
UKHTC	National Police	Forced labour, Community Impact
JobCentrePlus	Govt	Migrant workers, overseas issues, active check
Border and Immigration Agency	Govt	Workers, illegal working, know before you go
Home Office – Illegal Working	Govt	Workers, illegal working, know before you go
CAB		Worker rights, reporting line
HSE	Govt	Worker rights, H&S
Local Authorities	Govt	Community impact, workers, licensing standards
BERR	Govt	Workers, LP's, know before you go, illegal working, NMW
DEFRA	Govt	Exclusions, AMW
IESG	Govt	X-govt campaigns on the informal economy
SOCA	Govt	Programme board 14

List of GLA Publications

Publication	Type
An introduction to the GLA	Brochure
How to apply and pay for a licence	Brochure
How to keep your GLA licence	Brochure
An introduction to licensing standards	Brochure
Labour User guide	Brochure
Licensing Standards	Guidance
Reasonable steps guidance	Guidance
Labour provider handbook – English, Polish, Latvian and Lithuanian	Guidance
Workers Right Concertina Leaflet – English, Welsh, Polish, Portuguese, Slovak, Latvian, Lithuanian, Bulgarian, Romanian, Bengali, Urdu, Gujarati, Hindi, Punjabi	Leaflet
Workers Rights Posters – English, Portuguese and Polish	Poster
You must be Licensed – English, Polish, Latvian, Lithuanian, Slovak	Postcard
10 Years in Prison – Agriculture, Processing and Packing, Forestry, Polish	Postcard
LU Avoid Prison or a Fine	Postcard
Workers Rights – English, Polish	Postcard