GLAA56/8b Stakeholder Engagement

8 November 2017

Board Paper Reference – GLAA56/8b - Stakeholder Engagement

1. Purpose of the Report

1.1 To inform the Board that stakeholder engagement will form an integral part of the GLAA's Communications and Engagement activity henceforth; and of the steps being taken to identify and enhance relationships with a range of GLAA stakeholders

2. Recommendation

2.1 That the Board support the work of the Communications and Engagement team in developing a stakeholder engagement strategy which will form the framework for increased activity aimed at building new relationships and enhancing new ones with a broad range of stakeholders.

3. Reasons for Recommendation

3.1 The GLAA requires an effective stakeholder engagement strategy to:

- Wholly identify its stakeholders and the nature of their relationship with the GLAA – e.g. operational (Police, NCA, HMRC, Immigration etc.), strategic (e.g. Home Office, DLME, A/S Commissioner), policy (e.g. Government), Third Sector (e.g. Salvation Army, charities etc.) and customer (public, business, media, MPs etc.)
- Design a cohesive and effective approach to maximising these relationships which aid the GLAA in achieving its strategic objectives
- Build a strong reputation as a trusted, professional organisation which operates with high levels of integrity
- Raise awareness of labour exploitation and modern slavery
- Educate stakeholders about the part they can play in helping eradicate labour exploitation

4. Summary of Key Points

4.1 The GLAA's broadened remit now includes responsibility for a labour market in excess of 10m people. Because of this it is crucial the organisation has a strong identity which the public, and more importantly its stakeholders, recognise and understand.

4.2 In addition to this is the necessity to enhance greater understanding of the issues around labour exploitation and modern slavery (e.g. where they exist, what they look like, impact upon victims and the consequences of MS and LE being allowed to flourish).

4.3   For the purposes of this report, the term stakeholder is used to describe any individual or organisation with which the GLAA either already does, or could benefit from, having a dialogue with.

4.4   The GLAA's existing Communications and Engagement function is to be restructured and enhanced to reflect the broadened remit of the organisation and to meet increased communications-related demands.

4.5   As part of this restructure it is proposed that stakeholder engagement will form an integral part of *all* future communications-related activity.

4.6   To demonstrate the importance of starting this work as soon as possible, SLT has approved the creation of a new post within Communications and Engagement which will have responsibility for helping design and implement this sphere of work. It is anticipated that this post – Communications and Engagement Officer – will be filled before the end of the calendar year.

4.7   The post-holder will take responsibility for enhancing relationships with key partners through the development and delivery of a stakeholder engagement strategy. They will then be expected to work closely with colleagues on mapping out the GLAA's stakeholder landscape to define who they are, analyse their impact and influence and then manage appropriately our levels of engagement with each.

4.8   They will also devise, develop and maintain a corporate structure to stakeholder events, helping enable GLAA colleagues and board members to engage with a range of different audiences (eg business, Third Sector, operational partners) in a more structured, cohesive manner.

4.9   For expediency this post is being brought in on a 12 month fixed term contract; however, it is anticipated that the roles and responsibilities will be cemented into the future structure of the Communications and Engagement team, thereby ensuring an ongoing focus on stakeholder engagement.

5.   Financial Implications and Budget Provision

5.1   Additional investment through the funding of a HEO graded post on a 12 month FTC.

6.   Organisational Risks

6.1   Without a more cohesive approach designed at enhancing the effectiveness of its overall approach to stakeholder engagement, the GLAA will not maximise the opportunities which arise through maintaining ongoing relationships with a broad range of organisations and individuals.

7.   Policy Implications and Links to Strategic Priorities

7.1   All current and future communications and engagement activity must demonstrably support the achievement of the GLAA's strategic priorities - preventing worker exploitation, protecting vulnerable people and pursuing those who exploit others for their work either financially, physically and or through coercion and control.

8. Details of Consultation/EQIA

8.1 N/A

9. Background Papers and Relevant Published Documents

9.1 Board report: Communications and Engagement Update – Sept 2017.

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