



**Glasgow City Region Cabinet**

**Item 9**

**5 November 2024**

**Report by: Director of Regional Economic Growth**

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**Making Glasgow City Region a Living Wage Place**

**Purpose of report:**

This report provides the Cabinet with an update on progress, and next steps in relation to the Making Glasgow City Region a Living Wage Place campaign.

**Recommendations**

The Cabinet is invited to:

- a. note the content of the report; and,
- b. endorse the Making Glasgow City Region a Living Wage Place campaign, and associated media launch.

## 1. Purpose

- 1.1 This report provides the Cabinet with an update on progress, and next steps in relation to the Making Glasgow City Region a Living Wage Place campaign.
- 1.2 Cabinet is invited to note the content of the report, and endorse the Making Glasgow City Region a Living Wage Place campaign, and associated media launch.

## 2. Background and context

- 2.1 Glasgow City Region aspires to be a fair and healthy work region. There is strong evidence that income and wealth are the biggest determinants of population health, a key driver of productivity, and to create an inclusive economy means tackling income and wealth inequality.
- 2.2 In line with the Regional Economic Strategy and associated Action Plan, a range of regional-level measures continue to be developed to promote and support fair and healthy work. This report addresses one action set out within the 'Economy and Health' programme:
  - **RES Action Plan Action 28:** Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place.

- 2.3 Progress in relation to this work is set out in further detail below, followed by next steps.

## 3. The Living Wage Places Scheme

- 3.1. The Living Wage Foundation's 'Living Wage Places' scheme is about celebrating place-based approaches to expanding Living Wage accreditation. Communities and businesses work in partnership to tackle in-work poverty, putting the real Living Wage at the heart of local debates and discussions around more inclusive economies. An Action Group, driving forward the work, seeks to receive recognition for a commitment to making their place a Living Wage Place by meeting targets set out in their Action Plan (Appendix Section 3).
- 3.2. There are 17 recognised Living Wage Places across the UK, the majority of which (11) are cities, including Aberdeen, Edinburgh, and Dundee. Both London and Greater Manchester City-Region have the ambition to increase the number of Living Wage Employers in their city-regions, putting more money into local people's pockets and the local economy.

## 4. Making Glasgow City Region a Living Wage Place

- 4.1. GCR's commitment to 'Making Glasgow City Region a Living Wage Place' stems from the Regional Economic Strategy with two of the three grand challenges being 'creating an inclusive economy' and 'enhancing productivity' in the Region. Research and analysis by the GCR Intelligence Hub has shown that low pay is an issue in the City Region, particularly in certain sectors (including hospitality, retail, and health and social care). To create a more inclusive economy and enhance regional productivity, tackling low pay in our Region will be crucial.
- 4.2. While member local authorities continue to take forward approaches to tackling low pay, the Living Wage Places scheme offers an opportunity to take action at the regional scale,

with the support of Living Wage Scotland and a range of public, private and third sector partners, as an Action Group.

- 4.3. Recent progress has been made in advancing the City Region’s Living Wage ambitions.
- The GCR Intelligence Hub has completed an evidence review of GCR’s low pay landscape to inform the campaign, providing an insight into how low pay is clustered.
  - A new Living Wage Place Action Group has convened (19 September 2024), with public, private, and third sector representation, chaired by the Director for Regional Economic Growth. All eight member authorities are represented on the Action Group.
  - A draft Action Plan has been developed, including targets for the number of new Living Wage accredited organisations, and the number of employees to receive an uplift in their pay as a result of these accreditations, over the coming three years (from November 2024 to November 2027) – see Appendix Section 3.
  - A report was presented to the Economic Delivery Group on Living Wage Places on 6 October 2023. This has been followed by discussions at the regional Anchor Network, chaired by Louise Long, Chief Executive of Inverclyde Council, alongside close collaboration with Living Wage Scotland, to advance GCR’s Living Wage Place campaign.
  - Subsequently, a report was presented to Chief Executives’ Group (24 October 2024), including an invitation to discuss and approve the targets set out in the Action Plan.
  - The Living Wage Place Action Group met on Friday 25 October, in advance of the planned media launch on 5 November.
  - The draft Action Plan (attached as an Appendix) has been updated to reflect feedback received from Living Wage Scotland, members of Chief Executives’ Group, and members of the Action Group. This document will continue to be developed as the campaign progresses.
- 4.4. There are ongoing efforts to appoint a private sector co-chair for the Action Group, and to secure broader membership, taking in the geography of the Region, sectors, and scale of businesses.
- 4.5. The launch of the GCR campaign on 5 November will include a media release, and social media activity, emphasising the benefits of payment of the real Living Wage for employees and employers. Photographs of members of the Action Group and of members of Cabinet will support they key messages. This work is being undertaken in partnership with Living Wage Scotland and coincides with Living Wage Week.
- 4.6. Next steps in the development of the regional Living Wage Place campaign are set out in Table 1, below.

<b>Table 1: Making GCR a Living Wage Place development timetable</b>	
<b>Action</b>	<b>Timescale</b>
Report and draft <b>Action Plan presented to Chief Executives’ Group</b>	24 October 2024
<b>Meeting of the Living Wage Place Action Group</b> , finalising a three-year Action Plan, with targets	25 October 2024

'Making GCR a Living Wage Place' <b>Action Plan to Cabinet</b> for approval and sign off – GCR communications are being planned	5 November 2024
<b>Launch of the Making GCR a Living Wage Place campaign</b> , with Living Wage Scotland, to coincide with Living Wage Week	5 November 2024
<b>Report on progress to be presented to the Regional Partnership.</b> (All organisations represented on the Regional Partnership are either accredited Living Wage Employers or are exploring future accreditation.)	5 December 2024

## 5. Further considerations

- 5.1. The PMO and Intelligence Hub are conscious of ensuring alignment between programmes within the RES Action Plan and steps are being taken to work strategically across the Economy and Health, Inclusive Economy, and Future Skills programmes.
- 5.2. All member authorities are represented on the Making GCR a Living Wage Place Action Group, and local support to promote the campaign will be required to meet our regional targets in terms of new Living Wage accreditations, and pay uplifts for low paid workers associated with these accreditations.

## 6. Recommendations

- 6.1. The Cabinet is invited to:
  - a. note the content of the report; and
  - b. endorse the Making Glasgow City Region a Living Wage Place campaign, and associated media launch.

## **Appendix: Making GCR a Living Wage Place: Draft Action Plan**

### **Making Glasgow City Region a Living Wage Place: Action Plan**

#### **1. Introduction**

This document sets out an action plan to support Glasgow City Region’s commitment to become a Living Wage Place.

This plan has been developed and agreed by the Glasgow City Region Action Group and has the full support of key anchor institutions in the Region, including the eight member local authorities.

The commitment to Making Glasgow City Region a Living Wage Place stems from the Regional Economic Strategy and associated Action Plan. Two of the three grand challenges are focused on ‘creating an inclusive economy’ and ‘enhancing productivity’ in the Region. (The third is about meeting net zero goals.) Research and analysis by the Glasgow City Region Intelligence Hub has shown that low pay is an issue in the GCR; particularly in certain sectors. If we are to create a more inclusive economy and enhance regional productivity, tackling low pay in our Region will be crucial.

***“The available data clearly demonstrates the success the introduction of the minimum wage has had in increasing pay. But with enduring poverty and rising economic inactivity we need to do more to ensure that work pays fairly for all.***

***“The Glasgow City Region Intelligence Hub supports making the Region a Living Wage Place.”***

**Andrew Robertson, Manager, Glasgow City Region Intelligence Hub**

#### **1.1 The real Living Wage and Living Wage Places**

The real Living Wage is an independently calculated rate based on the cost of living and paid voluntarily by employers. Announced in Nov 2024, the new rate, effective from 1 April 2025, will be £12.60 per hour – an increase from the current rate of £12 per hour. The new rate is calculated and published in the autumn each year, led by the Resolution Foundation and based on an analysis of the wage that employees need to earn in order to afford the basket of ‘goods’ required for a decent standard of living, including housing, childcare, transport, and home energy costs.

The rate of the real Living Wage is higher than the statutory minimum and ‘national living wage’ rates set by the UK Government. Adults working for employers who pay the real Living Wage receive at least 4.89% more per hour than the equivalent worker receiving the statutory minimum.

	<b>The UK Minimum Wage</b> <i>Government set minimum wage for under 21 year olds</i>	<b>The National Living Wage</b> <i>National Living Wage – Government set minimum wage for over 21 year olds</i>	<b>The Real Living Wage</b> <i>Real Living Wage – the only wage rate based on what people need to get by</i>
What is it? (per hour)	Ranges from £8.60 for 18-20 year olds, to £6.40 for those aged 16-17 years and apprentices	£11.44 for over 21 year olds	£12 for anyone aged 18 and over
Is it backed by Law?	Yes – this is a statutory minimum.	Yes – this is a statutory minimum.	No – this is a voluntary standard.
How is it set?	A negotiated settlement between Government, Trade Unions, and employers.	A % of median earnings, aiming to reach 66% of median earnings by 2024 <sup>1</sup> .	An annual calculation based on the cost of living in the UK.

*Figures correct from 1 April 2024 – 31 March 2025.*

Living Wage Scotland was launched in April 2014 with the aim of increasing the number of employers in Scotland who are recognised for paying all of their staff at least the rate of the real Living Wage. Established by the Poverty Alliance, Living Wage Scotland works in partnership with the Living Wage Foundation and is funded by the Scottish Government. Businesses that are committed to paying at least the real Living Wage to all of their employees, and who have a plan to pay the real Living Wage or more to all contractors<sup>2</sup>, can become an accredited Living Wage Employer as part of the scheme administered by Living Wage Scotland.

To date, the Living Wage campaign has accredited more than 3,700 employers across Scotland with these employers collectively uplifting more than 64,000 workers to the real Living Wage, putting more than £485million in extra wages into the pockets of workers.

### **Making Living Wage Places**

As part of its campaign, the Living Wage Foundation established the Living Wage Places scheme to formally recognise place-based approaches to promoting Living Wage accreditation: **Making Living Wage Places**.

The Places scheme celebrates geographical areas where communities and businesses are working in partnership to tackle in-work poverty. It recognises places that are leading the way on the real living wage and is designed as an opportunity to encourage collaboration between key local institutions and harness place identity as a motivator for more employers to join the Living Wage movement.

<sup>1</sup> While the Labour Government have asked the Low Pay Commission to take the cost of living into account in their next National Living Wage for April 2025, there is no information on what this will look like at the time of writing.

<sup>2</sup> The Living Wage applies to all directly employed staff as well as regularly contracted staff – those who work two or more hours per week, for eight or more consecutive weeks each year.

The scheme builds on findings of research conducted by the Smith institute which analysed the ripple effects of increased wages on productivity and local spending when clusters of employers in a city region commit to paying the real living wage.

In recent years, towns and cities such as Dundee, Edinburgh, Cardiff, Salford and others have established themselves as Living Wage Places with the aim of making local actions to encourage such ripple effects. Regions too, including Greater Manchester and London have embarked on campaigns to become Living Wage Regions. Evidence to date points to the effectiveness of these approaches and significantly increasing the number of local employers committed to paying at least a real Living Wage to all of their workers.

***“Glasgow City Region is Scotland’s largest metropolitan area and the country’s economic powerhouse. We have a thriving regional economy with high rates of employment. But we want to ensure that work offers fair pay for all employees, and that our public, private, and third sector businesses continue to flourish.***

***“The Glasgow City Region Action Group are championing payment of the real Living Wage for the benefit of our employers and employees. We know that accredited Living Wage Employers benefit from the positive marketing that comes from their role in the scheme, and have workers that feel valued. The lowest paid employees also gain an uplift in their pay through accreditation which brings them in line with what they need to afford a decent standard of living.***

***“While we have many businesses that already offer fair pay, there are many more that could seek accreditation with Living Wage Scotland. As we work towards creating a more inclusive economy, and enhancing productivity in the Region, increasing the number of employers paying the real Living Wage to all of their staff continues to play an important part in our efforts.”***

**Kevin Rush, Director of Regional Economic Growth / Co-chair of the Living Wage Place Action Group**

### **GCR Living Wage Action Group**

The Glasgow City Region Living Wage Place Action Group is a collaboration of GCR based employers working together to:

- Achieve and maintain accreditation for Glasgow City Region as a living wage place as part of the Making Living Wage Places scheme.
- Agree and help implement a regional action plan designed to
  - Research and understand the living wage landscape in Glasgow City region and the support and actions needed to encourage growth in take up. Celebrate employers working together to promote the real living wage and encourage accreditation take up.
  - Design and deliver events and actions to encourage and support more Glasgow City region businesses to become living wage employers, particularly in key target sectors.
  - Promote and encourage adoption of fair work business practises in all sectors and types of business in Glasgow City region.

In doing so, the group aims to:

- Reduce the number of workers in the Glasgow City Region earning below the real Living Wage;

- Increase the number who benefit from ‘fair and healthy work’; and
- Make a critical contribution to the City Region’s ‘grand challenges’ to create a more inclusive economy, and enhance productivity.

Terms of reference note that:

- The core Action Group is comprised of approximately 15 members appointed by invitation of the chair(s).
- Membership will include representation of all eight of the member local authorities in the Region.
- All members are based within the Glasgow City Region and either current Living Wage Accredited Employers, or actively seeking Living Wage accreditation at the point of joining the Group.
- Membership is representative of key employment sectors in the Region, and key sectors for targeting increases in Living Wage Accreditation.
- The Group will meet at least quarterly in formal session, with further meetings arranged as required to meet agreed actions.
- Secretariat support will be provided by the Glasgow City Region Programme Management Office.

At launch the Group will be led by Kevin Rush, Director of Regional Economic Growth. As a priority in year one, in consultation with the Group, a representative from business will be appointed to co-chair.

### **Membership**

At the time of drafting this plan, the group comprises members covering key sectors, including:

- Local authority
- Anchor organisations
- Health and social care
- Community and third sector.

In future development, the Group will continue to review membership with new members invited to join to address identified gaps or priority programmes. In particular, the group will seek members from key target areas including food and accommodation services, retail, arts and recreation, and construction.

### **Geographical focus**

The work of the group is to focus on influencing employers within Glasgow City Region as defined by local authority boundaries. The Region is made up of eight member local authorities: Glasgow City; North and South Lanarkshire; East Renfrewshire and Renfrewshire; East and West Dunbartonshire, and Inverclyde.

As well as actions designed to promote fair work that differ by locality, the Group recognises that the Region also operates within a wider national economic geography. A priority of the group will be to engage and build links with partners to build knowledge, share best practise and maximise available opportunities to build living wage movement across the Region.

## 2. Setting the context

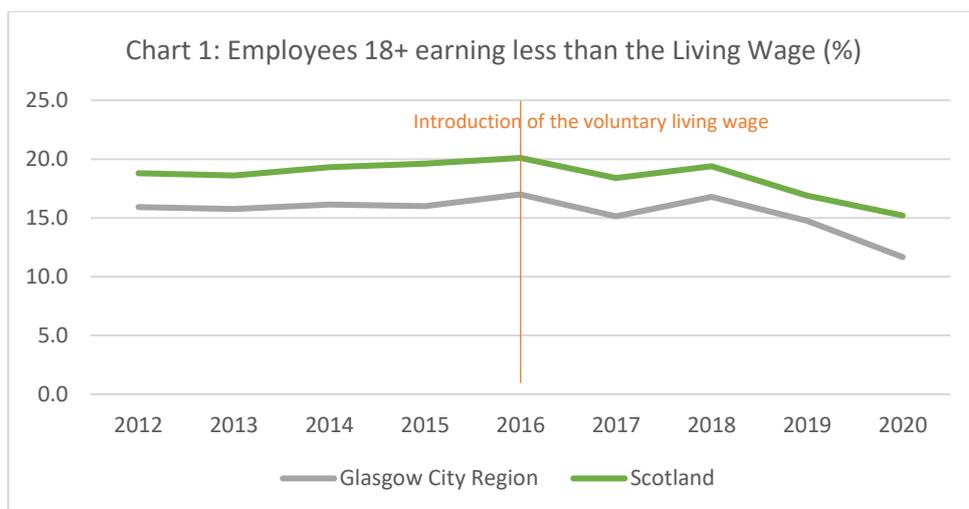
This section provides an evidence review on the payment of the Living Wage in Glasgow City Region (GCR). It includes an overview of the latest trends around the uptake of Living Wage Accreditation in GCR as well as a literature review of the benefits of becoming a Living Wage Employer.

### Latest earnings trends

According to ASHE data, **in 2020, 11.7% of GCR's residents were earning below the Living Wage (£9.50/hour)**. This equates to approximately 100,000 residents (chart 1).

Between 2012 and 2016, the share of employees in the Region earning less than the Living Wage was around 15%. However, with the introduction of the voluntary Living Wage in 2016, the share of employees earning below the Living Wage has been steadily decreasing as more businesses become accredited Living Wage Employers. Nonetheless, there are patterns in the low pay landscape in terms of which groups are most affected, which geographic areas have more low paid staff, and which sectors the majority of low paid roles are within.

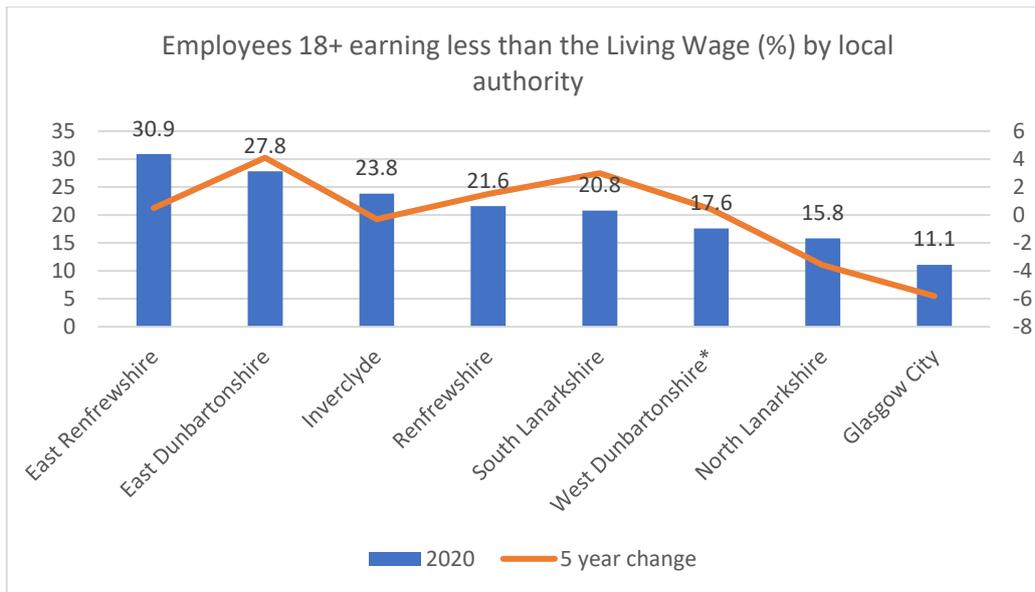
Evidence shows that those paid below the Living Wage are **more likely to be women and work part-time**.



Source: Intelligence Hub Analysis of ASHE

### Geographic distribution

The geographic distribution of low pay in GCR is not equal. As chart 2 shows, low pay is more heavily concentrated in East Renfrewshire (30.9%), East Dunbartonshire (27.8%) and Inverclyde (23.8%).



Source: Intelligence Hub Analysis of ASHE

\*In 2020, data for West Dunbartonshire is disclosive due to small sample size and for the purpose of this analysis 2019 data have been used

### Sectors

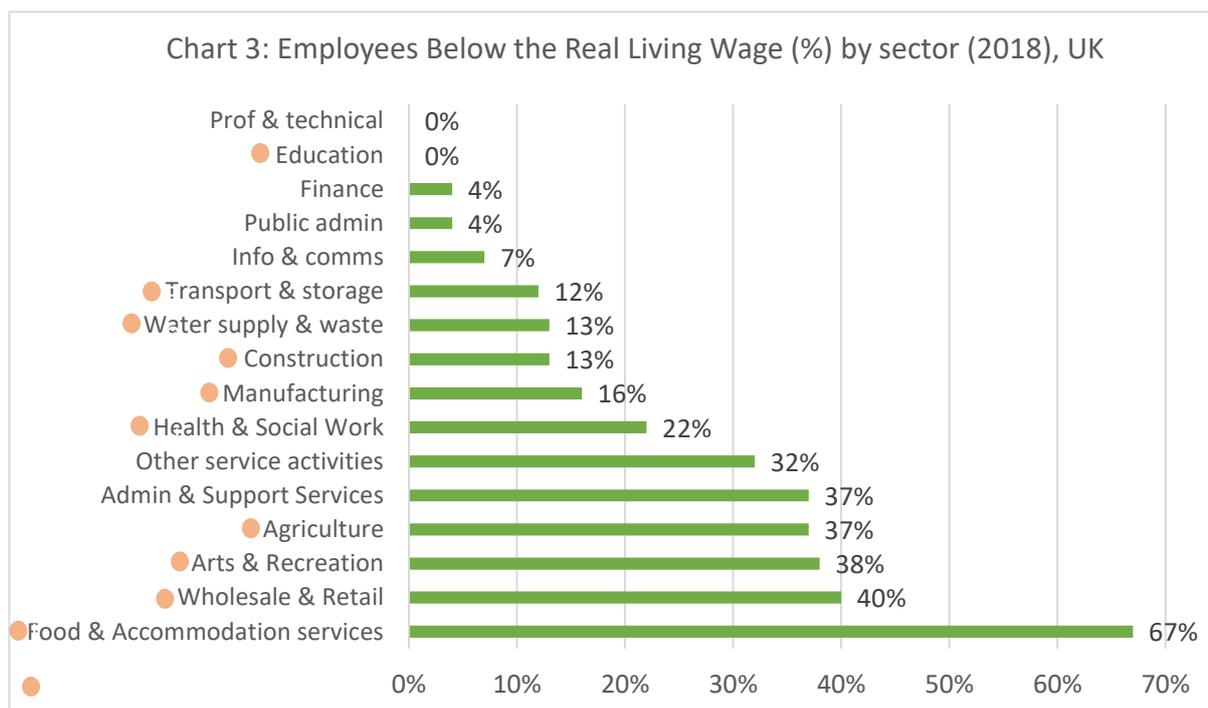
There is no available Living Wage sectoral data for GCR. However, data for the UK suggest (chart 2) that the **largest shares of low paid workers are in key components of the Foundational Economy**. The most affected sectors are **Food and Accommodation Services (67%)**, **Retail (40%)** and **Arts and Recreation (38%)**. This suggests that targeting sectors with higher prevalence of low pay is likely to have a bigger impact in reducing in-work poverty.

### Time-related underemployment

It is important to highlight that **low paid workers are also struggling to get the hours they need to make ends meet**.

The UK Poverty Report 2022 shows that time-related underemployment is the biggest contributor to in-work poverty in Health and Social Care and well as in Administration and Support Services.

Underemployment data at a sectoral level is not available at GCR level so further research is necessary to understand the prevalence of underemployment across GCR's low pay sector.



### **Foundational Economy**

Source: Intelligence Hub analysis of ASHE and Resolution Foundation Low Pay Britain 2018

### **Living Wage Employers in Glasgow City Region**

#### **The Latest Data**

There is no local authority data on the number of Living Wage Employers. Historically, Glasgow City Council held a database with the number of employers paying the 'Glasgow Living Wage' – a Scheme that predates the formal accreditation process with Living Wage Scotland, was administered by Glasgow City Council, and which has now closed.

The Living Wage Foundation Employer Database includes a list of accredited Living Wage Employers by region.

**There are currently 1,236 accredited Living Wage employers in the Glasgow City Region (2.5% of GCR's business base).** This figure represents employers who have gained accreditation and does not represent employers who pay the real Living Wage but are not accredited. This is a 9% increase from 2022 and equates to approximately 100 additional employers.

#### **Sectors**

In GCR, 3.1% (total of 38) of LW employers are in hospitality, the majority of which are micro businesses (up to 10 employees). This is only 1% of the regional hospitality business base. Only one medium sized business and one large business are currently LW accredited. A similar share of employers are also represented in the wholesale and retail sector. It follows that focusing on increasing the number of Living Wage Employers in these sectors could help to bring the figures closer to the average.

Across the eight member local authorities in the Region, as may be expected due to comparable proportion of businesses within the area, the largest concentration of Living Wage accredited employers is in Glasgow. A map of Living Wage Employers in the Region can be found [here](#).

Large firms play a major role in GCR's low-paid labour market. **Research from the Resolution Foundation shows that just five large employers (those with 5,000 employees or more) account for 15% of low-paid employee jobs in the Region.**<sup>3</sup> Further research is necessary to identify these employers and understand the barriers they face.

### ***The Benefits of Becoming a Living Wage Employer***

A variety of studies have been able to demonstrate the benefits of becoming a Living Wage Employer. A summary of the benefits is outlined below:

#### **Increased productivity**

- Research from the Smith Institute shows that one of the potential benefits of higher wages is that they can lead to increased productivity. As proponents of the Living Wage have long argued, paying people a decent wage does not only ensure employees have enough income to live, but also provides wider economic and employer benefits.
- The evidence from the introduction of the National Minimum Wage has suggested that there have been significant productivity gains. One study concluded that: *"Our results suggest that these labour cost increases amongst low-paying firms may have been met by increases in labour productivity"* (and not achieved through capital-labour substitution).

#### **Easier recruitment and retention**

- In a survey of Living Wage Employers in Glasgow, businesses reported the following benefits of paying a Living Wage; easier recruitment and retention, better attendance, motivation, loyalty, and better service for customers.

#### **Industry reputation and differentiation from competitors**

- Another business benefits study conducted by the Living Wage Foundation found that;
  - 58% of businesses said that Living Wage Accreditation improved relations between managers and their staff;
  - 64% say it helped differentiate themselves from others in the industry;
  - 86% say it improved business reputation; and
  - 93% of university students want to work for accredited employers.

### ***The Barriers to Becoming a Living Wage Employer***

UK-wide studies have found that the main challenges arising from accreditation are the following:

- Increase in costs (the company's wage bill). However, some off-setting was achieved through improved retention rates and improvements in performance/productivity.

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<sup>3</sup> Low Pay In Manchester, a report for the Greater Manchester Independent Prosperity Review, Resolution Foundation, March 2019

- Business model e.g. competition with low-cost businesses or business culture of not absorbing wage raises as a business cost.
- Increased cost for subcontracting services: amongst those organisations using contractors, a high share report that the cost of contracting had also risen, indicating that in most cases the increase in wage costs for contracted workers has been absorbed by client, not provider, firms.
- Lack of understanding about the commercial benefits of becoming a Living Wage Employer.
- Increased monitoring costs ‘to ensure the Living Wage has been paid’.

## Summary

The Glasgow City Region is committed to addressing the three grand challenges outlined in the Regional Economic Strategy (RES). One key initiative is to make the Region a Living Wage Place, which will tackle issues of productivity and help create a more inclusive economy.

An analysis of the pay landscape in GCR suggests that there is a need for a targeted and place-based approach. There remains a continuing need for more comprehensive research and consultation with employers, workers, and their representatives.

## 2. Targets

Currently, there are **1,236 LW accredited employers in GCR**. We will aim for an **additional 200 new employer accreditations per year, over the next three years**.

**Table 1: GCR LW Accreditation rate scenarios**

	Accreditation rate
<b>Current</b>	<b>2.5%</b>
<b>3-year target</b>	<b>4%</b>

**Table 2: GCR LW Accreditation volume scenarios**

	Accreditation volume
<b>Current</b>	<b>1,236</b>
<b>3-year target</b>	<b>1,836</b>

We note that different sectors may have different capacities and inclinations to sign up as Living Wage employers, and setting sector-specific targets could be more effective.

The table below outlines suggested sectoral targets, if GCR aims to at least double accredited employers in the most vulnerable sectors by 2027.

**Table 3: Suggested Sectoral Targets**

Target Sector	Baseline (August 2024)	3- year target
Care	56	112
Hospitality	38	76
Retail/Wholesale	36	72

Source: LW Scotland (Baseline data)

## Impact on employees

- Larger employers tend to have a greater potential impact on the number of employees receiving the rate of the real Living Wage. Therefore, a higher percentage of larger businesses being accredited could result in a significant reduction in the number of employees paid below the Living Wage.
- As a starting point, targeting larger employers in hospitality, retail, and construction, may have a larger impact, as shown in Table 4, below.

**Table 4: Number of businesses by size in selected industries, GCR, 2023**

Sector	Total	Medium-sized (50 to 249)	Large (250+)
Construction activities	6,620	90	20
Hotels and hospitality	4,460	80	15
Retail	2,955	30	10
Wholesale	2,215	30	5

*Source: UK Business Count*

### Employees paid at least the real Living Wage

- We will aim for **2,500 employees per year to receive an uplift in their pay as a result of accreditations in the Region**. This is a significant improvement which requires targeting more medium and large employers.

### Action Plan

The Action Plan is broken down into the five sections:

1. Demonstrate leadership
2. Learn
3. Promote
4. Celebrate
5. Monitor.

Actions are attributed to the lead partner/group who will take each one forward. Given the scale of the Glasgow City Region, it is suggested that the main Action Group may, over time, divide into sector-specific sub-groups, each with ownership for a number of actions.

All actions are set within a three-year action plan to include key milestones, a marketing and communications strategy, and associated events.

## 1. Demonstrate leadership

<b>1</b>	<b>Demonstrate leadership</b>	<b>Lead Partner/Group</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>
1.1	Identify a business co-chair to provide credible leadership and influence across the business community	GCR LW Action Group	*		
1.2	Implement Good Employment Charter	GCR PMO, Anchor Network	*	*	
1.3	Prioritise Living Wage (LW) in GCR City Deal projects and implementation	GCR PMO, and regional partners			*
1.4	Encourage accreditation of all key regional partners	GCR LW Action Group	*		
1.5	Further encourage accreditation through supply chains	GCR LW Action Group		*	*
1.6	Present GCR LW Action Plan (AP) to GCR Chief Executives' Group (CEG) and Cabinet	GCR LW Action Group	*		
1.7	Promote on regional partners' websites	GCR LW Action Group	*	*	*
1.8	Review resourcing requirements and seek opportunities to fund GCR LW Action Plan	GCR LW Action Group	*		

## 2. Learn

<b>2</b>	<b>Learn</b>	<b>Lead Partner/Group</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>
2.1	Arrange meetings with senior members of key target sectors to capture insight into sector and opportunities for influence and engagement	GCR LW Action Group	*		
2.2	Promote LW at annual events, including 'Meet the Buyer'	GCR LW Action Group	*	*	*
2.3	Engage and work with action groups from other UK Living Wage Places to learn from experiences and identify best practice for implementation in Glasgow	GCR LW Action Group	*	*	

## 3. Promote

<b>3</b>	<b>Promote</b>	<b>Lead Partner/Group</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>
3.1	Develop and deliver a communications strategy to maximise awareness and understanding of the real Living Wage and the Action Plan	GCR LW Action Group	*	*	*
3.2	Develop and launch a project website and social media presence	GCR PMO	*		

3.3	Promote the value of LW accreditation to employers and use research data to support such benefits e.g. increased productivity, lower staff turnover, etc.	GCR LW Action Group, GCR Intelligence Hub	*	*	*
3.4	Publicise key milestones and opportunities through the chair(s) with communications support from GCR PMO	GCR LW Action Group	*		

#### 4. Celebrate

<b>4 Celebrate</b>		<b>Lead Partner/Group</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>
4.1	Develop a communications policy for the Action Group, outlining processes, and key spokespeople. Review annually.	GCR LW Action Group	*	*	*
4.2	Invite all accredited companies to annual LW week celebration and hold bespoke event	GCR LW Action Group		*	*
4.3	Prepare and publish a suite of case studies of local accredited employers and employees	GCR LW Action Group	*	*	*
4.4	Arrange for the co-chairs of the Action Group to write in welcome to each new accreditation and support with press release	GCR LW Action Group	*	*	*
4.5	Work with local news media to celebrate key milestones achieved towards the action plan's targets	GCR LW Action Group	*	*	*

#### 5. Monitor

<b>5 Monitor</b>		<b>Lead Partner/Group</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>
5.1	Nominate LW place lead implementation officer	GCR LW Action Group	*	*	*
5.2	Publish annual public report in Living Wage week each year showing progress towards delivery of action plan	GCR PMO	*		
5.3	Report on impact of procurement, community benefits and LW commitments to relevant Groups/Boards	GCR LW Action Group	*	*	*
5.4	Request LW accreditation commitments from all Boards the GCR LW Action Group members and organisations attend	GCR LW Action Group	*		