

Strategic Campaigns Plan

2016-2019



Strategic Campaigns Plan 2016 – 2019

Mission Statement

Our mission is to be an independent, influential, global trade union and professional organisation, committed to delivering high quality, cost effective services to members, and welfare to necessitous seafarers and their dependants and other maritime professionals.



Introduction



The maritime industry is a global industry, which has a local impact. For our members this means that issues on the other side of the world can have a big impact on their lives. Whether this is the effect on jobs and skills of globalisation and the impact of international labour markets; the changes stemming from new international legislation such as the Maritime Labour Convention, 2006; or the loss of skills caused by a downturn in global oil prices and oversupply of container ship capacity.

Because of these large scale issues, I announced at the General Meeting in 2015 that the Union would be focussing more resources on strategic campaigning — fighting to secure a better deal for our members in the face of these global challenges.

The new strategic campaigns activity will focus on a small number of targeted campaigns, working in areas that I hope will improve the day-to-day lives of our members. These campaigns will focus on securing changes in the wider industry, as well as improving individual workplaces.

The Council of Nautilus International has approved **three strategic campaigns** for the period to the next General Meeting in 2019: **Jobs, Skills and the Future**; **Fair Treatment**; and the **Crew Communications**. In this report you can find out more about these campaigns and I hope you will agree that they cover some of the core issues facing members today. However, this report represents just an initial outline and full campaign plans will be developed in the coming months.

There will be plenty of opportunities for members to get involved, completing surveys, attending events and, most importantly, taking real solutions back to their management to improve their own workplaces. If you feel there is an issue that the Union should be addressing under the three strategic areas outlined in this report then please get in touch.

Alongside this, I have tasked the strategic campaigns team to improve the Union's social media output and our presence in the mainstream media. I hope this will help to give our campaigns the platforms they need to attract the attention of a wider audience, which in turn, will add support to our aims and objectives.

The Union's mission is to be an independent, influential, global trade union and professional organisation, committed to delivering high quality, cost effective services to members, and welfare to necessitous seafarers and their dependants and other maritime professionals. I hope that you will agree that our renewed strategic campaigns focus will help the Union to achieve all of these goals.

Although we have selected three key themes for strategic campaigning, this does not mean the Union will only be campaigning on three issues. The Union has a long and proud history of actively campaigning on a number of issues including fatigue, bullying and harassment, asbestos, and fair transport, to name but a few and we will continue to do this. You can read the full range of issues that the Union campaigns on in the 'What we say' section of our website www.nautilusint.org.

If you have any feedback on the strategic campaign themes, or want to know how you can get involved, please email campaigns@nautilusint.org or get in touch online.



Mark Dickinson
General Secretary
Nautilus International

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What is Strategic Campaigning?

In Nautilus we talk a lot about ‘campaigns’ and these usually fall into two areas. One is the work that is undertaken by the communications department which is centred around ‘issues’ such as undertaking fatigue research or encouraging members to sign a petition against a government proposal.

The other is ad hoc work undertaken by the organising department to recruit members or raise awareness of a particular problem in a workplace — perhaps by producing special leaflets for one company or the recent ‘recruit a colleague’ scheme.

Strategic campaigning is different. It has a set ‘change’ which it is seeking to achieve and involves a number of ‘activities’ to achieve that change. The change could be a change in behaviour (for a group to stop doing something or start doing something), or a change in policy (focussing on legislation, custom and/or practice etc.). Campaigns can be positive or negative:

- ▣ a campaign which seeks to stop a practice is commonly called negative campaigning
- ▣ a campaign which seeks to encouraging something to start is a positive campaign
- ▣ or may involve ‘stunts’ designed to attract attention of the objective

Strategic campaigning involves a number of activities aimed at achieving the objective (as opposed to the activity being the campaign), and they define how the campaign is carried out. Activity can be classified as hard or soft:

- ▣ soft campaigns do not upset current working and attempt to persuade groups that the changes is one that will be of benefit
- ▣ hard campaigns are more ‘upfront’ about the changes being sought and are higher risk

Soft campaigning could include holding events on a subject, producing letters, leaflets or petitions; and recognising or rewarding movement towards the campaigns objective.



Hard campaigning is highly visible or obstructive actions such as protests, taking out paid advertising or publicising bad practice. Activity can also be classified as reactive or proactive:

- ▣ a reactive campaign uses current events, news or trends as a platform to promote the changes it is seeking
- ▣ a proactive campaign creates interest in its objectives, often through the use of events or ‘stunts’

Strategic campaigning often uses a mixture of these elements for different activities, depending on how obtainable the goals are and how interested stakeholders are in seeing the change happen. For example one activity may be to gain signatures to a petition and informing a company in advance that it is happening. Then if the company does not take any action from this notice, a protest may be organised near the company’s offices where the signed petition is handed in and the media are informed.

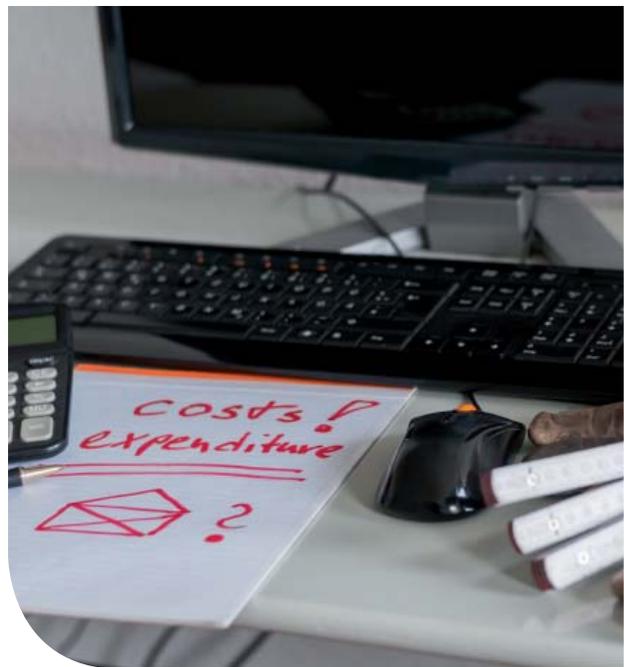
Hard campaigning tends to be used more for negative, proactive campaigns as they generate news via activities and ‘bad news sells’! Whereas soft, positive, reactive campaigns are harder to achieve as they don’t create friction which would attract more media interest. However, the style of activity used can be dependent on how ‘interested’ stakeholders are in seeing a change. If most stakeholders are supportive of a campaign’s objectives then softer activity will achieve a result quicker as it does not seek to criticise, just improve.

Strategic campaigns have pre-determined objectives which are specific, measurable, achievable, relevant and time-bound; known as SMART objectives. Because of this need to have achievable objectives, strategic campaigns are not simply a wish-list of ideals or an ongoing theme which never ends. They are not simply the work the Union does as a matter of course, to protect members' rights and improve their conditions — strategic campaigns must have a specific purpose or objective.

And at some point the campaign must come to an end. Strategic campaigns are planned within a set timescale and at the end of this timescale the campaign ends and is evaluated. This does not mean the campaign has necessarily achieved all its aims, it is simply that the planned activities should have all taken place and must be evaluated for effectiveness.

By officially ending one campaign before starting another, the campaign can be evaluated to fully understand why the objectives were not met and what activities were successful and which not so. It provides an opportunity for reinvigorating and reengaging stakeholders around new targets. It may also find that, although not achieved, the original objectives are no longer relevant or 'overtaken by events' and new objectives can be identified.

It may be that a new campaign is developed which takes on some of the unachieved objectives from a previous campaigns, and those activities which were shown to be most successful are repeated, whilst some others may be dropped.



Nautilus Strategic Campaigns

The new strategic campaigns being run by Nautilus, will generally be soft and positive campaigns which aim to persuade governments, companies and members (where necessary) that the changes the Union is seeking will be beneficial and are supportive of the maritime and shipping industry. The Union strives to always work collaboratively with other interested parties to achieve campaigning aims in the most effective way.

However, within the defined activities, campaigning will be flexible enough to react to the changing news agenda and use harder tactics and negative publicity where necessary.

The three new strategic campaigns will work to the same basic deadline of the next General Meeting in 2019, although they will 'peak' at different times to avoid clashes or overloading members with many different activities at one time.

Each campaign will have a full campaign plan which will identify the individual objectives, activities and outcomes and this will be used to ensure the input and support of all stakeholders, as well as the model for evaluation.

Jobs, Skills and the Future

Background

Jobs, Skills and the Future was the theme of the General Meeting in 2015, and for the Union and its members, there is no theme more important or obvious than this. The resolution adopted by the GM called on the Union to:

- ▣ protect maritime and shipping clusters, thereby protecting members' jobs
- ▣ protect and enhance skills and training provision
- ▣ promote the fundamental importance of the maritime industry in a global 'just-in-time' economy

This theme is central to everything the Union stands for — protecting members' current jobs, ensuring they have the skills to remain competitive, and safeguarding the industry for future generations. This is why it is set to become the Union's core theme for the next four years.

The report of the 2015 LRD membership survey highlighted that the future of the industry as a whole was of concern to members, with many calling on the Union to do all it can to protect jobs, improve training and preserve the future of the maritime industry in their countries.

Over 80% of respondents to the survey said that they believed the Union represented the views and experiences of maritime professionals and the Union is therefore ideally placed to promote the future of the maritime industry.

Respondents rated securing the future for maritime jobs and increasing the skills base as the two most important issues which the Union should be campaigning on in the future.

Strategic Aims

The Jobs, Skills and the Future campaign will have both proactive and reactive elements and various objectives which come under one banner of safeguarding the

industry. A number of aims relate to large-scale issues the Union would like to see addressed and which will be worked upon in a proactive manner. However, it is also hoped that members will use the umbrella theme of this campaign to raise awareness of issues within their own workplaces and react to them as they occur.



This campaign will address European issues including the provisions of the EU state aid guidelines; increased investment in employment and training of EU seafarers and inland waterways transport personnel.

It will promote cabotage as a mechanism to support the employment of European seafarers with the ideal of an EU version of the USA Jones Act in the future and defend against trade agreements which seek to remove the employment rights of seafarers.

There will also be campaign targets to address specific needs in the three branches which cover the training and employment of seafarers and inland waterways boatmen in each country, improving permitted fiscal support for those working in the industry and ensuring that the industry flourishes in the future.

Strategy

Jobs, Skills, and the Future is a four-year umbrella campaign and therefore the strategies will depend of the specific objectives in each sector or country. The campaign will be positive, calling for measures to secure the future of the industry through the safeguarding of jobs, the protection of the skills base and the availability of quality, affordable training, and promoting the industry to the next generation and general public. Elements of campaign activity will become more aggressive where there is a need.

The campaign will seek to have Jobs, Skills and the Future adopted as the theme for Branch Meetings, building activity and interest in local issues. It will also be the Union's theme for maritime 'days' in 2016 including day of the seafarer, world maritime day and merchant navy day and the equivalents in the Netherlands and Switzerland, as these are platforms to promote the industry to the public.

UK

The Union will campaign for an improvement in the training of cadets by recognising employers' quality of training and recruitment.

The campaign will call for wide-ranging improvements to the industry through a ten point charter for industry and government to save the UK's maritime skills.

There will be a strong focus of activities in the North

Sea offshore sector where there has been, and will continue to be, large job losses related to the fall in oil prices. Activity will be alongside the STUC and will be targeted at preserving the unique skillset of seafarers operating in the North Sea.

Switzerland

The campaign in Switzerland will focus on the future of Basel as a maritime hub. This major inland waterways port is under threat from housing developers and Nautilus will join calls from port workers and users to protect and expand the port. Nautilus will campaign for a reverse in the trend for traffic to move from the waterways on to the roads.

The Union will also work with tripartite groups to improve the terms and conditions of Rhine workers. It will campaign for Europe-wide system of training, certification and watch keeping for boatmen.

Netherlands

The campaign in the Netherlands will link with the branch core objectives of increasing recruitment and increasing the involvement of lay reps. Among other activities it will focus at how technology will change the future of the industry and the implications this will have on jobs and skills requirements, especially the impact on young people.

It will aim to ensure that all Dutch maritime students who want to go to sea continue to be able to secure a berth on ships in the Dutch maritime industry, with a specific focus on the future of internships.



Fair Treatment



Background

Accidents happen in every industry, but when they do, no other industry treats its workers like criminals. When maritime accidents occur there is often an implication that seafarers and inland waterways personnel somehow deliberately set out to cause a collision, injury or spillage.

A survey of members in 2010 found that whilst the instances of criminalisation among seafarers was low, more than 90% were worried about the increasing criminalisation of the industry and felt that is affected how they felt about working in the shipping industry.

We want all members to be respected and protected as they go about their jobs ensuring that the rest of the world can go about theirs.

In the 2015 LRD membership survey, respondents said that fair treatment / criminalisation was the third most important issue of the Union to campaign on (after maritime jobs and skills).

Aims

This campaign will work towards encouraging better recognition of seafarers' rights in the International Maritime Organisation and at a global level. It will promote the ideal that Seafarers' Rights are Human Rights and therefore seafarers and other shipping workers should be entitled to all the same protections as those who work ashore, developing concrete action to support their rights.

As well as promoting fair treatment of seafarers to industry, it will ensure that the Union is able to react when an incident or accident occurs in an attempt to discourage 'trial by media' or the criminalisation and poor treatment of any members involved. The Union will, through its cooperation with other maritime unions within the Nautilus Federation, seek to extend the scope of the support provided to members through the effective collaboration and coordination of union legal services to seafarers.

Campaign objectives

The Union will work with Seafarers' Right International (SRI) to promote adherence to the ILO/IMO Fair Treatment Guidelines with the aim of their eventual mandatory application globally and regionally and highlight the SRI's work in this regard, including promotion of their current criminalisation DVD. The campaign will use the industry media to highlight that much work has been carried out in this area in the last ten years and that the Union remains committed to highlighting that seafarers' rights are human rights.

This campaign will include an online survey of members to understand whether the fear or reality of criminalisation has changed since the last survey in 2010.

The Union will develop a database of previous accidents to highlight our responses on the wider causes of accidents. This will include the development of standard Nautilus comment on a range of professional issues such as the ship as its own lifeboat, safe deployment of lifeboats, communication among multi-national crews, crew training etc.

The campaign will use examples of seafarers' treatment compared to that of inland waterways workers to draw attention to the lower standards in the inland waterways sector to shame the sector into making improvements. It will raise this discrimination among social partners in the sector and highlight to owner/master boatmen and bigger companies that fair treatment can still be cost effective, whilst improving safety.



Crew Communications



Background

Government statistics reveal that 91% of UK homes have broadband access and the UK government recently announced that access to the internet should no longer be a luxury, it should be a basic right. However, a number of recent surveys by the Union and other maritime organisations revealed that only around 50% of seafarers have internet access and those that do often have very limited access at high cost. The Union's survey also found that nearly all members used the internet at home and used wifi devices (such as tablets or smart phones).

The MLC states that 'consideration' should be given to the provision of TV and radio, personal computers and internet and email access — at reasonable cost, and the IMO and the European Commission have already stated that improving communications at sea should be a priority for the industry.

Over 80% of members completing the LRD membership survey in 2015 said that improved communications

was one of the most important collective bargaining issues, second only to improved pay. A number of members also wanted to be able to contact the Union for free when abroad, or have better contact with their shore management and these would be much easier if companies provided free access to the internet.

Aims

This campaign will seek to persuade shipping companies to give internet access to all members (and by extension other seafarers) on their vessels, and where there is already a basic provision to encourage a move to free wifi access on board.

It will seek to understand which companies already make provision and whether it can be improved and what reasons companies give for not providing it. It will provide members themselves with the tools to go back to their management and explain the benefits and relative costs, as well as dispersing any misconceptions they may have.

Campaign objectives

The first stage of the campaign will be to survey members about how they perceive access onboard, what they would like it to be and what devices they are currently using. A key part of this survey will be to find out if members are at the stage of making employment choices based on the availability of internet access, which anecdotal evidence suggests is beginning to happen.

Companies where we have members will also be asked about their provision and any reasons they have for not wanting to provide it or increase the availability of it.

There is already a lot of information out there on internet provision at sea and the risks and reasons for installing it. Bringing all this data together should give a clear view of the organisations that would support crew communications and we will work with them to increase the pressure on shipping companies. This will also include speaking to providers to find out how expensive wifi at sea is and how difficult it is to install.

From these surveys the campaign will develop a pack for the Union's industrial organisers, lay representatives and members to take to their companies. This will include 'myth busting' issues such as cost and security, and a policy document which members can take to their companies outlining responsibilities to use the internet safely and not bring the company into disrepute. It will also give suggestions on what equipment is needed and the time and costs involved to install. This resource can then be used in collective bargaining for improvements in pay and conditions.

In order to build pressure on the industry to give members better internet access, the campaign will respond to any news which highlights the importance of internet access. It will engage social media to show that seafarers are not given the same access as most other workers ashore because of the peripatetic nature of a seafarers' employment.

The campaign will seek the support of seafarer welfare charities in order to improve the availability and reliability of port wifi services. The survey of members will ask for their opinions on port wifi to see if this is an area which they still want to see improved and if they still have value, given that most now carry personal devices.



Mainstream and Social Media

Background

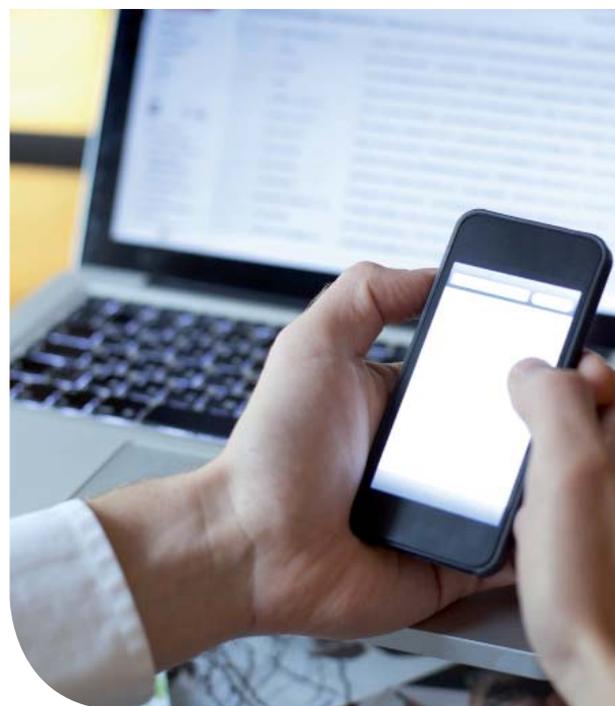
The Union recognises that a strong public profile and a wide understanding of the impact of issues affecting members will help the Union to achieve its strategic campaign targets. Therefore, the Union is seeking to increase its profile and further enhance its position as the voice of the industry, with the General Secretary as the public face of the Union's work.

Aims

The Union will seek to increase its profile with the mainstream media, and increase the number of social media platforms in use to maximise coverage of the Union's work.

Objectives

- ▣ develop standard lines / comment / scripts on key issues
- ▣ react to developing news with a maritime / Nautilus angle where this may not have been the original driver for the story
- ▣ increase the number of staff able to represent the Union in the media
- ▣ arrange for the general secretary to meet the media to discuss where Nautilus has an interest or could make a comment in future stories



- ▣ promote speeches made by Nautilus officials once they are made
- ▣ promote Telegraph articles into relevant local media once published
- ▣ promote individual Telegraph stories online when published
- ▣ increase use of video and images at events and push via relevant social media / Union's website
- ▣ develop an App to increase relevance of the Union to members
- ▣ survey members to keep updated with most used social media platforms
- ▣ develop ways for hosting discussion forums with members
- ▣ to seek ways to boost the Union's media relations activity and level of response
- ▣ increase number of journalists / outlets targeted with Nautilus news releases
- ▣ improve media monitoring to ensure evidence of any increase in mentions

Union Objectives

Outcomes

This campaign will help the Union achieve its strategic objectives in the following areas (NB. The following reference numbers align with those in the Strategic Plan 2015-2019):

- 1.6** Develop new areas of organisational influence and recognition on behalf of members.
- 1.12** Seek, over a period of time, to secure real improvements in members' overall terms and conditions of employment.
- 2.1.1** Maintain and enhance the high international standing of the maritime profession and of members' qualifications and training standards.
- 2.1.2** Participate to the fullest extent in all national, European and international forums where issues affecting members are discussed.
- 2.1.3** Maintain the highest level of involvement with government/s and agencies on maritime safety, technical and training issues.
- 2.1.4** Provide assistance and support to individual members and Union personnel on any aspect of professional and technical matters.
- 2.1.8** Obtain statistics with respect to the number of new entrants into the industry and provide education/training support to our members.
- 2.2.1** Work to ensure that seafarers' rights are improved.
- 2.2.7** Provide seminars etc. for members on current issues such as criminalisation and fair treatment.
- 2.4.2** Provide regular updates on relevant maritime and general developments.
- 2.4.4** Survey members to obtain their views on specific topics and relevant issues.
- 2.4.7** Enhance the reputation and image of Nautilus International with members, external bodies and opinion formers.
- 2.5.1** Develop and deliver strategic campaigns on key issues affecting members.
- 2.5.2** Initiate, develop and enhance campaigns on issues of importance to members and the sectors in which they work.
- 2.5.3** Contribute to enhancing the reputation and image of Nautilus International with members, external bodies and opinion formers.
- 2.5.4** Proactively enhance the Union's reputation and media profile as the premier source of information and informed comment on a wide range of maritime and shipping-related issues utilising all relevant media (traditional and social).
- 2.5.5** Monitor and report on relevant developments in the media relating to the Union's work.
- 2.5.6** Proactively engage with the press and other media to promote the Union's work, and highlight the strategic importance of the maritime and shipping industry and the role of maritime and shipping professionals.
- 3.1** Work in partnership with other maritime charities and the wider statutory and voluntary sector organisations, to meet the identified welfare needs of seafarers and their dependants.
- 5.1** Seek to ensure that policies and objectives determined by members at General Meetings and by the Council are implemented.
- 6.1** Cooperate with other likeminded maritime unions with a view to forging links via the Nautilus Federation and expanding the Union.
- 7.1** Represent members at external bodies such as ILO, IMO, EU, ITF, IFSMA, ETF, TUC, FNV and SGB to progress the Union's policies and protect members' interests.
- 7.2** Lobby governments and relevant agencies to progress the Union's policies and protect members' interests.
- 7.3** Initiate campaigns amongst the membership and/or the public and/or other groups, to progress the Union's policies and protect members' interests.
- 7.4** Work with other unions and associations where this is the best long term interests of the members.
- 7.5** Promote the implementation of the ILO's Decent Work agenda in the maritime sector and oppose social dumping and precarious work worldwide.

GM15 Resolutions

- Resolution 1:** **Jobs, Skills and the Future**
- Resolution 3:** **Crew Communications**
- Resolution 5:** **Maritime Labour Convention**
- Resolution 8:** **Inland Waterways Transport**

Strategic Campaigns Plan

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Head office

1 & 2 The Shrubberies, George Lane,
South Woodford, London E18 1BD
T: +44 (0)20 8989 6677
F: +44 (0)20 8530 1015
E: enquiries@nautilusint.org
www.nautilusint.org

Northern office

Nautilus House, Mariners' Park,
Wallasey CH45 7PH
T: +44 (0)151 639 8454
F: +44 (0)151 346 8801

Netherlands office

Schorpioenstraat 266, 3067 KW
Rotterdam
Posbus 8575, 3009 AN Rotterdam
T: +31 (0)10 4771188
F: +31 (0)10 4773846

Switzerland office

Gewerkschaftshaus, Rebgasse 1
4005 Basel, Switzerland
T: +41 (0)61 262 2424
F: +41 (0)61 262 2425

Singapore office

10a Braddell Hill #05-03
Singapore 579720
T: +65 (0)625 61933

Antibes office

In partnership with D&B Services
3 Bd. d'Aguillon
06600 Antibes
France
T: +33 (0)962 616 140

