United Kingdom
PR Country Landscape 2006

Global Alliance for Public Relations and Communication Management

Acknowledments

U.K. Public Relations

History

Pre-World War I

The history and development of public relations until a few years after World War II follows closely the history of war in Western Europe. Public relations for the United Kingdom began at the local governmental level, with the foundation of the National Association of Local Government Officers (NALGO) in 1905. NALGO was established as a way for local officials to lobby the central government. It took as its mission educating the public about local government and its many roles in society[1].

World War I

"The increased democratization of British society necessitated public opinion management in time of war."[2] Prior to World War I, Germany and Britain were major trading partners. At the onset, both countries clamored to make their diplomatic cases to the United States for trade. Success was determined by the nation that had the greatest control over technology. Britain ultimately succeeded by cutting German communication cables in August 1914 thereby necessitating most war news to go through British censors.

From 1914 through 1917 Britain set up a secret communication unit at Wellington House, which became the War Propaganda Bureau (WPB). The unit successfully hid from the Americans that most of the information about Britain came from that unit. After America entered the war, propaganda duties were transferred to the Department of Enemy Propaganda at Crewe House and the Ministry of Information (MoI) was formed. These communication units disseminated German atrocity stories, produced films and attempted to demoralize German troops through leaflets and continued doing so until the end of the war when both closed down.

The '20s and '30s

Public relations received much attention from the journal *Public Administration*, which was published by the newly established Institute of Public Administration in 1923. Public relations at the local level meant primarily building relationships between that part of the government and the general public.[3] Internally, public relations was seen "as the 'psychology of administration.'"[4]

Public relations at the level of Central Government stemmed from the rise of totalitarian regimes in Italy, Germany, and the Soviet Union, as well as international political tension, increased

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[1] L'Etang, J. (1998) State propaganda and bureaucratic intelligence: The creation of public relations in 20th Century Britain. *Public Relations Review.* 24(4), 413-441 p. 434-5

[2] Ibid. 427

[3] Ibid. 416

[4] Ibid. 417

democratization of society, communication technology advances, and increased understanding of public opinion.

Before the Second World War, there was very little in terms of private public relations practice. What little did exist was confined to advertising and a "handful of press agencies, international companies and national organizations."[5] One of the earliest private consultants was Sydney Walton. He began consulting in 1920 after working as a press officer for Lloyd George. Another is Basil Clarke who began set up his consultancy in 1924.

World War II

The Ministry of Information was reopened in 1939 at the beginning of World War II. The goals of the MoI included censorship of information and the establishment of a state of morale. It was, however, plagued with problems such as staffing, poor media reception and a general public that saw it as "overstaffed, under-employed and largely incompetent".[6] At issue was the MoI's lack of censorship experience, lack of coordination with news sources, and lack of coordination with the Foreign Office of Ministries for home security, war production and civilian supply caused the most problems.

By 1941, the MoI realized that the best way to maintain morale was through providing plenty of factual information. Censorship worked effectively because it was applied prior to publication. By the end of the war, the MoI was praised for the way that it handled news and censorship while establishing a reputation for high-quality, truthful media. The BBC played a crucial role because it never seemed to be using propaganda and encouraged the listener's to use their freedom to make up their minds.

Entities other than the MoI were also responsible for wartime propaganda. The Special Operations Executive (SOE) operated under the Political Warfare Executive (PWE). These groups were responsible for "black propaganda" against Germany through leaflets and radio. Psychological warfare on the German troops and populace was the key operant of these groups.[7] Other propaganda for the British populace included posters changing or reinforcing certain behaviors, donation drives for aluminum, and sponsorship by individuals, clubs or cities to purchase airplanes or airplane parts.

Propaganda was also directed towards Sweden, Switzerland, Spain, Portugal and the United States to "enhance" mutual understanding. Film, again, was used to support the British cause as well as radio, newspapers and pamphlets. By the end of the war, civilian and military populations had become sensitized to propaganda, information and intelligence.[8]

Post World War II – Professionalization and Growth

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[5] L'Etang, J. (1998) State propaganda and bureaucratic intelligence: The creation of public relations in 20th Century Britain. *Public Relations Review.* 24(4), 413-441 p. 434-5 425

[6] Ibid. 429

[7] Ibid. 431

[8] Ibid. 432

After the war, the MoI was transformed into the Central Office of Information (COI). It was generally staffed by Information Officers. The officials at the local government level took interest as well, especially those involved in NALGO. Working with the COI offered opportunities for the professionalization of public relations, personal status improvement, and opportunities for promotion. NALGO's postwar Reconstruction Committee saw that effective local government meant that it connected the citizen, the representative and the local government officer.

The Institute for Public Relations (IPR) was conceptualized after a meeting between Norman Rogers, a new Assistant Public Relations Officer and another Public Relations Officer (PRO), Kenneth Day. Rogers asked Day if he would like to meet other new municipal PROs, to which Day responded with enthusiasm.

On May 5th, 1947 the representatives that would eventually become part of IPR agreed upon the following definition of public relations:

> Public relations means the deliberate, planned and sustained effort to established and maintain, by conveying information and by all other suitable means, mutual understanding and good relations between a firm, undertaking, statutory authority, government, department, profession or other body or group, and the community at large.[9]

Robert Tallents took office as the IPR's first president, though he approached it initially skeptical at the amount of persuasion it would take to encourage PROs to join. IPR was formally established in February, 1948. The establishment of an institute for public relations officers to collaborate and communicate was a giant step in the professionalization of public relations.[10]

Levi Clement Hill

The second General Secretary of NALGO from 1909 to 1943, Hill believed that every branch of government should have a press correspondent and publicity committee. In 1932, his advice was finally heeded and the profession of public relations began to take off.

John Elliot

The first person in England with the title "public relations officer." He worked for the Southern Railway Company of Britain. From 1925 to 1933 Elliot rose through the ranks of Southern Railway with increasing influence and eventually landing a role in the company's dominant coalition. His tasks included working with customer relations, gaining the confidence of his colleagues, press relations (he opened Southern's first press office), corporate branding, marketing, managing railway charges and customer research.[11]

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[9] Rogers, N. (1958). Birth of the Institute, *Public Relations.* 10(2), p.12

[10] L'Etang, J. (1998) State propaganda and bureaucratic intelligence: The creation of public relations in 20th Century Britain. *Public Relations Review.* 24(4), 413-441 p. 434-5

[11] Harrison, S. & Moloney, K. (2004). Comparing two public relations pioneers: American Ivy Lee and British John Elliot. *Public Relations Review.* 30(2), 205-215.

John Grierson

Studied idealist philosophy at Glasgow University followed by public opinion and social psychology at the University of Chicago. Grierson is considered the founder of the British documentary movement. Upon meeting Stephan Tallents, a career civil servant, in 1927 he began working with the Empire Marketing Board (EMB) film unit until 1933 when the program was cut.[12] Grierson then established the General Post Office (GPO) film unit, best known for the documentary *Night Mail*, until 1939 at which point it became the Crown Film Unit (1939-1952) responsible for wartime and post-war propaganda.[13]

Stephan Tallents

A career civil servant who acted as Secretary of the EMB, Tallents focus was to sell the idea of the Empire to the citizens of England and those around her. In a 1932 pamphlet titled *The Projection of England* Tallents laid out the "concept of a 'school of national projection.'" His general aims for Britain primarily seemed economic "through the promotion of culture, technology, science and enhanced sense of national identity and core values."[14]

Basil Clarke

Britain's first "fully fledged" public relations consultant, Clarke's background was in journalism and intelligence work in the First World War. He then became director of Public Information in Dublin Castle, for which he was later knighted. In 1924, he and two other men founded Editorial Services. Editorial Services' campaigns included the promotion of pasteurized milk, Anglo-Danish friendships, and work with greyhound racing to name a few.[15]

1950s and '60s

Growth continued from the 1940s through the 1950s brought on in response to pressure for nationalization. The corporate sector of public relations saw strong growth during this period; however it is not comparable to the growth seen in the 1980s and early '90s. These decades also saw a continuingly more complicated communications network as seen through the establishment of International Public Relations Associatoin (IPRA) (1955), European Public Relations

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[12] L'Etang, J. (1998) State propaganda and bureaucratic intelligence: The creation of public relations in 20th Century Britain. *Public Relations Review.* 24(4), 413-441 p. 434-5. 423

[13] http://www.britmovie.co.uk/history/bdm.html

[14] L'Etang, J. (1998) State propaganda and bureaucratic intelligence: The creation of public relations in 20th Century Britain. *Public Relations Review.* 24(4), 413-441 p. 422-3

[15] Ibid. 426

Confederation (CERP) (1959) and Public Relations Consultants Association (PRCA) (1959). In 1967, the trade directory *Hollis* listed on 46 public relations firms.

1970s

The tide began to change in the 1970s with the collapse of the consensus. The consensus secured advantages for ordinary working people through the welfare state, universal education, public ownership or utilities and heavy industry, and a shrinking of the inequality of wealth. When Margaret Thatcher took office in 1979, a key turning point was reached in British politics. There was a breakdown of corporatism and a subsequent expansion of public relations aimed at the government.[16]

1980s – The "Big Bang"

Public relations under the Thatcher government grew for a number of reasons: lobbying and preparation for deregulation; spending on privatization by British industries; spending by the new private companies; promotional spending after deregulation; and the need for public relations in the new business climate that resulted. This climate of deregulation and privatization lead to a "big bang" of sorts for the public relations industry.

Public relations helped Britain make the transfer to privatized utilities and privatization, in turn, boosted the need for public relations. By the end of the '80s, the era of privatization began drawing to a close, but it opened up a new market and prepared public relations to be much more globally competitive and many companies continued to hire public relations consultancies who had helped them in the transition.[17]

1990s – The New Business Climate

The newly privatized corporations continued investing heavily in the practice. Trends in domestic and international financial markets led to greater demand for public relations work as well. Public relations was needed to ease the transitions of companies, aid with regulation of corporate information disclosure, and respond to image crises. In 1986 companies spent a reported £37 million on public relations. In 1996, that number rose to £250 million. Mergers and acquisitions, a trend that began in the 1980s as a result from the deregulation and privatization, reached an all time active high successively in 1995, 1997 and 1998.

Education

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[16] Miller, D. & Dinan, W. (2000). The rise of the PR industry in Britain, 1979-98. *European Journal of Communication.* 15(1) 5-35.

[17] Miller, D. & Dinan, W. (2000). The rise of the PR industry in Britain, 1979-98. *European Journal of Communication.* 15(1) 5-35.

There are currently 47 institutions offering public relations courses.[18]

*denotes undergraduate and graduate degree programs or graduate-only degree programs.

[1] denotes a program approved by the Chartered Institute of Public Relations (CIPR)

Bournemouth University*[1]

Buckinghamshire Chilterns University College

Leeds Metropolitan University*[1]

London Metropolitan University*[1]

Manchester Metropolitan University Business School*[1]

Sheffield Hallam University

Southampton Solent University[1]

Thames Valley University*1

Trinity and All Saints University College (School of Media) – University of Leeds*[1]

University of the Arts London*[1]

University of Central England Birmingham[1]

University of Central Lancashire[1]

University of Gloucestershire

University of Huddersfield[1]

University of Lincoln*[1]

University of Luton[1]

University of Sunderland[1]

University of Teeside[1]

University of Ulster*[1]

University of Westminster*

University of Wolverhampton

West Herts College (Watford Campus)* [1]

Scottish Universities

Napier University

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[18] N.a (n.d.). www.educationuk.org accessed April 12, 2006.

University of Stirling (Film & Media Department)*[1]

Queen Margaret University College*[1]

Irish Universities

University of Derby

Dublin Institute of Technology*[1]

Welsh

Cardiff University*[1]

The College of St. Mark and St. John[1]

Public relations education began with the formation of the Institute of Public Relations (IPR) in 1948. It began first with a call for members to educate themselves and eventually turned into competition for the best 10,000 word thesis on results measurement in 1951.[19] It was soon decided that education would become a criteria for membership in IPR.

In 1956, IPR established a two-part diploma (Intermediate and Final) at the Regent Street Polytechnic, London. Courses began in 1956/57 not without problems. The teachers complained of the wide range of intelligence. The quality of teaching was poor due to the busy schedules of the quality practitioners.

In 1958 the Institute published, *A Guide to the Practice of Public Relations*. 1958 was also the year that the students took their first Final Examination, of which six passed. From there it was decided that membership should by examination only in 1964. By the close of the 1960s, IPR saw a tightening of membership criteria and subsequent loosening following a drop in recruitment.

In the 1970s those interested in public relations had three options offered by IPR: an IPR certificate, the Higher National Certificate in Business Studies (a national qualification); and a Diploma in Public Relations. An initiative to improve the appreciation of public relation education to the general public was taken as higher education opportunities increased.

The first degree in public relations was offered by the University of Stirling in 1988 despite the economic downturn following the 1973 oils crisis. By 1989 two undergraduate degrees were offered as well at Bournemouth University and the College of St. Mark and St. John.

As the field of public relations continued to mature, the call for professionalization became louder. In 1991, IPR initiated a system of "recognized" courses. In 1996, a detailed document containing all requirements was completed that specified qualifying aims, objectives, modules, teaching, hours of study and curriculum vitae of staff.

IPR introduced a new Diploma qualification in 1998 as a basis for membership as a way to gain "Chartered Status." In order to get the diploma, public relations practitioners need to fulfill several requirements. Seven years later, in 2005, the Institute of Public Relations became the Chartered

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[19] L'Etang, J. (1999). Public relations education in Britain: An historical review in the context of professionalization. *Public Relations Review.* 25(3). 261-299.

Institute of Public Relations, making public relations officially recognized as a profession. From 2004 to present the number of schools with approved degree programs has risen from 17 to 22. [20]

The Current State of Education

Public relations education generally follows a two-way symmetrical model. Students are given skills to maintain relationships between organizations and their publics. Practical skills are taught in the context of communication theory, psychology, management theory and practice, and research. Emphasis is placed on legal, ethical, social, cultural and technological considerations. This is because it is usually expected that students, once graduated, will work for about two years as a technician before moving on to more strategic functions within an organization. Therefore preparation focuses on the types of strategic thinking needed for success in boardrooms.[21]

In April, 2000, the (then) IPR launched the Developing Excellence – Continuous Professional Development (CPD) plan as a way for practitioners to test their education and knowledge of public relations. Its task is to help practitioners identify their strengths and weaknesses and is free for any member of the (now) CIPR, but it largely fails to focus on any public relations theory, but mostly on the "how-to" of public relations.[22]

Post-secondary education in public relations is generally made up of a Bachelor of Arts (BA) degree, with a few schools offering Bachelor of Science (BS) degrees. Bachelor degrees hold more focus on technical skills needed for practical work in the field. Many universities offer joint degrees for public relations in related fields.

For students wishing to continue to postgraduate work, many schools offer Masters of Arts (MA) degrees. Preparing students for management positions in public relations and is the general focus of a Masters degree. Some universities also offer a Masters of Science (MS).

Currently CIPR offers two types of awards for its members. The Advanced Certificate in Public Relations is for recent graduates that are interested in pursuing a career in public relations or who have been working in the field for a similar period of time. It focuses on providing a "good practical grounding" in public relations. The post-graduate Diploma in Public Relations is for more seasoned professionals who want an industry-specific qualification. IT provides advanced capabilities in management and practice. The Diploma is recognized by a growing number of universities.

Current State of the Industry

A wealth of information is available online through the collaboration of the Department of Trade and Industry and the Chartered Institute of Public Relations. This report, "Unlocking the Potential of

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[20] Koper, E. (2004). United Kingdom. In Van Ruler, B. & Verčić, D. (Eds.), *Public relations and communication management in Europe.* (pp. 467- 484). Berlin/New York: Mouton de Gruyter.

[21] Elliot, G. & Koper, E. (2002). Public relations education from an editor's perspective. *Journal of Communication Management.* 7(1), 21-33.

[22] Ibid.

Public Relations, Developing Good Practice" was released in November of 2003. It will be briefly discussed in this portion of the landscape.

Types of Public Relations

Public relations, as defined by CIPR is "the management of reputation – the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics." One of many definitions, public relations as a practice goes by many names and many different practices are attributed to it.

There are two types of public relations practiced in the United Kingdom: in-house and consultancy. In-house public relations are usually headed up by a director of communication or head of public relations. They generally focus on promoting the organization in which they are housed and activities range from technical output to full participating in major decision making as part of the dominant coalition. In-house public relations is further broken down into private and public sectors. Consultancies, however, work with numerous clients and compete with other consultancies. They can specialize in different industry sectors or according to different public relations functions. A trend towards operating in strategic capacities has begun to take hold requiring more advanced knowledge, research and analysis. The most prominent center of public relations activity is in London, though it continues to develop in Scotland, Northern Ireland and Wales.[23]

Freelancing in public relations is growing as well. Freelancers work as consultants or contractors on specific tasks or projects for specific periods of time. Being self-employed part-time allows the freelance practitioner to reconcile home and work interests. More freedom comes from this type of work, however, so does increased risk such as irregular income and difficulty finding work. Additionally, a freelancer has more distance from the contracting organization.[24]

Public relations is now seen as long-term relationship management and goals of emerging trends such as corporate social responsibility are increasingly more common. It is important for Public Relations Officers (PROs) in the United Kingdom to have understandings in communication and personal competencies.[25]

Positive media image and issue and crisis management are the two most important purposes of public relations followed by data monitoring/evaluation and media distribution among private and public in-house and consultancy PROs. There is disagreement, about the role of public relations among the three sectors, as well. For example, corporate identity is considered a public relations function by consultancy and public-sector practitioners, but it is relegated to marketing by private-sector practitioners.[26]

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[23] Koper, E. (2004). United Kingdom. In Van Ruler, B. & Verćić, D. (Eds.), *Public relations and communication management in Europe.* (pp. 467- 484). Berlin/New York: Mouton de Gruyter.\

[24] Tench, R., Fawkes, J. & Palihawadana, D. (2002). Freelancing: Issues and trends for public relations practice. *Journal of Communication Management.* 6(4) 311-322.

[25] Unlocking the potential: Developing good practice. *PRWeek (UK).* Nov, 2003.

[26] Ibid.

The most valued individual competencies of a public relations professional are verbal communication; integrity; influence, persuasion and diplomacy; writing and editing skills; and critical judgment.[27] Ideally, public relations in the United Kingdom "should" be influential, purposeful, personalized, consistent, responsive, sustainable, educational, informed, objective-driven, integrated, flexible, and realistic, to name a few.[28] Some of the barriers that "good" public relations faces are identifying and articulating benefits; client appreciation/expectations; a lack of organizational influence; procurement of good public relations; issues with media; public perception; poor integration with other professions; turnover; and a lack of leadership skills.[29]

Salary/Professional Info

After a few years of recline, marked by the beginning of a turnaround in 2004, public relations as a field is continuing to look up. The 2006 Salary Survey done by *PRWeek* (UK) shows positive gains in nearly all aspects of the field.[30]

The market for recruitment into the profession is staying strong thanks to a growing relationship with the public sector. Those practicing in the public sector also cater more towards employee need for flexible work scheduling. One of the current trends of public relations in the United Kingdom is increased pay paralleled with extra hours thereby leading to additional stress for public relations officers (PROs). Very few cuts in salary were reported in 2006 and the general trend, salary-wise, is improvement. Career prospects and training were the most important elements for PROs, yet only 39 percent receive an average of one to two days of training per year.[31]

Issues and Trends

Consultancies are sometimes held in suspicion of demanding high fees and building up but failing to realize performance expectations. A degree in public relations is still not necessary, but organizations are beginning to value public relations graduates more than ever. The community at large still is wary of public relations as a whole and the idea that PROs do nothing more than "spin" continues to pervade opinions of the profession.[32]

Issues being taken on by the profession include corporate social responsibility (CSR) and with that transparency, ethical practice, professional development. As companies are continually being held up to higher standards by both public and private stakeholders, transparency and corporate social responsibility (CSR) are becoming hot topics on which organizations are more and more looking towards public relations for an answer. Other areas for which businesses are beginning to turn to

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[27] Ibid.

[28] Ibid.

[29] Ibid.

[30] Salary Survey: Putting the hours in. *PR Week (UK)*. Jan 27, 2006.

[31] Ibid.

[32] Koper, E. (2004). United Kingdom. In Van Ruler, B. & Verčič, D. (Eds.), *Public relations and communication management in Europe.* (pp. 467- 484). Berlin/New York: Mouton de Gruyter.

public relations include management of stakeholder interest, improving quality of employee recruitment for businesses, the expansion of media outlets and filling in for a lack of mass advertising effectiveness.[33]

Roles of Practitioners

The variety of practitioners is such that there is no single personality type that best fits into the public relations role. Because the United Kingdom is such a diverse nation numerous different types of public relations and PROs are needed to fill the ranks. Public relations is a reflection of the complexities that abound in the United Kingdom.

Managerial work is typically broadly defined. First, it can vary greatly in function, level, organization and environment. Secondly, managerial jobs are "highly negotiable" in terms of the style and content of managerial roles.[34] Managers do engage in some technical work, though only when they deem the work as a "more important element…, highly important or sensitive."[35] Less emphasis is placed on day-to-day administrative tasks, organization tasks and human resources/team management activities[36] Public relations managers still feel their craft is under-appreciated and that they must continue "educating" their superiors about the value of public relations.[37] Where the public relations function is "taken seriously" managers tended to have significant experience, strength and charisma.[38]

>U.K. manager time distribution:[39]
>
>31% - internal meetings
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>18% - administrative work
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>16% - external meetings
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>13% - attending external events
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>09% - planning
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>07% - miscellaneous/troubleshooting

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[33] Sykes, S. (2002). Talent, diversity and growing expectations. *Journal of Communications Management. 7*(1) 79-86.

[34] Moss, D., Newman, A. & DeSanto, B. (2005). What do communication managers do? Defining and refining the core elements of management in a public relations/ corporate communication context. *Journalism and Mass Communication Quarterly.* 82 (4), 876.

[35] Ibid. 885

[36] Ibid. 886

[37] Ibid.

[38] Ibid.

[39] Ibid. (188-9)

06% - writing and technical work

The technical role of public relations focuses very much on day-to-day business in the department for which they work. It is the technician that handles a majority of the phone calls that needs to be made, the writing of press releases, design of campaign materials, etc.; all under the eye of their managers.

Organizational Profiles

The International Communications Consultancy Organisation (ICCO)

ICCO serves as an umbrella organization for more than 850 public relations consultancies across the globe. It has 26 full member countries. Its goal is to work towards greater consistency of high-quality, efficient practice. ICCO represents the public relations industry in the European Union (EU) and carries out surveys of its members to ensure proper representation.

The International Public Relations Association (IPRA)

IPRA is a network with around 1,000 international business and social communication professionals making up its membership. It was officially established after a meeting of the new members of Institute of Public Relations and two men from the Dutch Public Relations Club following a review of the challenges of practicing public relations more internationally. The IPRA and the Public Relations Society of America (PRSA) sponsored the Public Relations World Congress that formally established the Global Alliance.

The European Public Relations Confederation (CERP)

CERP was founded in 1959 by practitioners in Belgium, France, Germany, Italy and the Netherlands. It includes all major national public relations associations in Europe representing a total of about 22,000 public relations practitioners, consultants, in-house-specialists, teachers, researchers and students. The main objective of CERP is to establish and maintain contact among its associations and members.

The European Public Relations Education and Research Association (EUPRERA)

The main goal of EUPRERA is to stimulate knowledge and the practice of public relations education and research in Europe, with the exchange and communication of knowledge among its members as paramount.

The Chartered Institute of Public Relations (CIPR)

CIPR was founded in 1948 and is currently made up of over 8,000 members. Formerly the Institute of Public Relations, it was granted a Royal Charter in February 2005. Its primary goals include leading the public relations profession and providing the highest quality of service, advocating high ethical standards and to promote the profession. It is the largest organization of its kind in Europe.

CIPR offers two qualifications, the Advanced Certificate in Public Relations and the post-graduate Diploma in Public Relations. Further discussion of the CIPR can be found in the Education and History sections. The Institute offers six grades of membership on an individual basis (Fellow, Member, Associate, Affiliate, Global Affiliate, Affiliate Studying and Student). Every autumn a President-elect and Honorary Treasurer are elected. The President serves the following year.

Activities and Awards of the CIPR include the PRide awards, which showcase the best talent outside of London. Each year the Institute also hods the CIPR Excellence Awards to showcase the best and most successful campaigns. CIPR also offers workshops, breakfast briefings, bespoke/in-house training, career days, and both national and one day conferences. CIPR is a founding member of the Global Alliance

The Public Relations Consultants Association (PRCA)

PRCA was founded in 1969 as a trade association and is now voice of public relations consultancies in the United Kingdom. Its goals revolve around helping members to be better businesses and aid in demonstrating the value of public relations. One example, available only to members, is an interactive online tool that estimates the business value of a public relations project

The International Association of Business Communicators (IABC)

IABC was established in 1970 and currently provides a network to over 13,000 business communication professionals. Most members (44%) are corporate professionals; however a majority comes from numerous different professional backgrounds. The IABC's aims are simple: making a bigger impact in your job, finding a hidden job market, enhancing skills and finding clients and friends – through the network they provide.

Consultancy Directories

ICCO has an extensive searchable catalogue of public relations agencies in the United Kingdom

A list of agencies found throughout Scotland is available here.

A list of agencies in Wales is available here.

An exceptionally complete list of public relations consultancies in the entire United Kingdom is available at sourcewire.com.

Another UK public relations Directory is Matren.co.uk

PR WEEK (UK) APR 21 WILL HAVE A LIST OF THE TOP 150 FIRMS

The Future of Public Relations

Public relations is heading down a promising but unknown road. Previously public relations was a tactical tool of influence. Now that role has changed with the proliferation of communications, engagement of the needs of multiple stakeholders and demands for corporate transparency leading public relations to the role of strategic management. Future trends include new ways in which corporate reputations must be managed; globalization and the 24/7 news culture; narrowly focused media outlets; changes in the governance of corporations; increasing influx of women in the field; more integration with marketing and advertising; the highlighting of inconsistent practice around the globe; and increasingly sophisticated measurement tools.[40]

The influence of more and more students graduating with certified degrees in public relations will be strengthen the practice but will require current practitioners to understand what competencies those students have and where they need further practical study. Soon public relations may refer only to what we consider to be tactics and communication will be used to describe the strategic role of public relations. The term public relations will continue to be perceived as negative as long as there are practitioners continuing to practice in non-transparent, underhanded manners. Professional bodies will continue to have a huge impact on the education and networking of public relations practitioners.[41]

Country Profile[42]

Location: Western Europe, islands including the northern one-sixth of the island of Ireland

between the North Atlantic Ocean and the North Sea, northwest of France

Area: 244, 820 sq km total area
241,590 sq km land area
3,230 sq km water area
note: includes Rockall and Shetland Islands

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[40] Unlocking the potential: Developing good practice. *PRWeek (UK)*. Nov, 2003.

[41] Koper, E. (2004). United Kingdom. In Van Ruler, B. & Verćić, D. (Eds.), *Public relations and communication management in Europe.* (pp. 467- 484). Berlin/New York: Mouton de Gruyter.

[42] United Kingdom (2006, April 20). *CIA World Factbook.* Retrieved April 28, 2006 from http://www.cia.gov/cia/publications/factbook/geos/uk.html

Borders: Ireland to the east, France to the south; surrounded by North Atlantic Ocean, North Sea, Irish Sea, Celtic Sea, and English Channel

Map: CIA World Factbook

Time Zones:

United Kingdom is in the Western European Time Zone. Western European Standard Time (WET) is the same as Greenwich Mean Time (GMT). Summer (Daylight-Saving) Time is observed in the U.K. as GMT+1.

Population: 60,609,153 (July 2006 estimate)

Age Structure: *0-14 years:* 17.5% (male 5,417,663/female 5,161,714)
15-64 years: 66.8% (male 20,476,571/female 19,988,959)
65 years and over: 15.8% (male 4,087,020/female 5,477,226) (2006 estimate)

Ethnic Groups: white (English 83.6%, Scottish 8.6%, Welsh 4.9%, Northern Irish 2.9%) 92.1%,

black 2%, Indian 1.8%, Pakistani 1.3%, mixed 1.2%, other 1.6% (2001 estimate)

Religions: Christian (Anglican, Roman Catholic, Presbyterian, Methodist) 71.6%, Muslim 2.7%,

Hindu 1%, other 1.6%, unspecified or none 23.1% (2001 estimate)

Languages: English, Welsh (about 26% of the population of Wales), Scottish form of Gaelic

(about 60,000 in Scotland)

Climate: temperate; moderated by prevailing southwest winds over the North Atlantic Current;

more than one-half of the days are overcast

Capital: London

Government Type: constitutional monarchy

Administrative Divisions:

England - 47 boroughs, 36 counties, 29 London boroughs, 12 cities and boroughs, 10 districts, 12 cities, 3 royal boroughs

Northern Ireland - 24 districts, 2 cities, 6 counties
Scotland - 32 council areas

Wales - 11 county boroughs, 9 counties, 2 cities and counties

Dependant Areas: Anguilla, Bermuda, British Indian Ocean Territory, British Virgin Islands,

Cayman Islands, Falkland Islands, Gibraltar, Guernsey, Jersey, Isle of Man, Montserrat, Pitcairn Islands, Saint Helena and Ascension, South Georgia and the South Sandwich Islands, Turks and Caicos Islands

Independence: England has existed as a unified entity since the 10th century; the union between

England and Wales, begun in 1284 with the Statute of Rhuddlan, was not formalized until 1536 with an Act of Union; in another Act of Union in 1707, England and Scotland agreed to permanently join as Great Britain; the legislative union of Great Britain and Ireland was implemented in 1801, with the adoption of the name the United Kingdom of Great Britain and Ireland; the Anglo-Irish treaty of 1921 formalized a partition of Ireland; six northern Irish counties remained part of the United Kingdom as Northern Ireland and the current name of the country, the United Kingdom of Great Britain and Northern Ireland, was adopted in 1927

National Holiday: the UK does not celebrate one particular national holiday

Constitution: unwritten; partly statutes, partly common law and practice

Legal System: common law tradition with early Roman and modern continental influences; has

nonbinding judicial review of Acts of Parliament under the Human Rights Act of 1998; accepts compulsory ICJ jurisdiction, with reservations

Executive Branch:

chief of state: Queen Elizabeth II (since February 1952); Heir Apparent Prince Charles

(son of the queen, born November 14, 1948)

head of government: Prime Minister Anthony (Tony) Blair (since May 2, 1997)

cabinet: Cabinet of Ministers appointed by the prime minister
elections: none; the monarchy is hereditary; following legislative elections, the leader or the majority party or the leader of the majority coalition is usually the prime minister

Legislative Branch: bicameral Parliament comprised of House of Lords (consists of

approximately 500 life peers, 92 hereditary peers and 26 clergy) and House of Commons (646 seats since 2005 elections; members are elected by popular vote to serve five-year terms unless the House is dissolved earlier)

Judicial Branch: House of Lords (highest court of appeal; several Lords of Appeal in Ordinary

(Law Lords) are appointed by the monarch for life); Supreme Courts of England, Wales, and Northern Ireland (comprising the Courts of Appeal, the High Courts of Justice, and the Crown Courts); Scotland's Court of Session and High Court of Justiciary

Political Parties: Conservative Party, Democratic Unionist Party, Labour Party,

Liberal Democrats, Party of Wales, Scottish National Party (SNP), Sinn Fein, Social Democratic and Labor Party (SDLP), Ulster Unionist Party

Currency: British Pound (GBP)

History (in-brief)

England

England has existed since the 10th century. England and Wales have been linked since 1284 with the Statute of Rhuddlan, and was formalized in1536 with an Act of Union. In 1707, another Act of Union was passed and England and Scotland agreed to permanently join as Great Britain. The legislative union of Great Britain and Ireland was executed in 1801, with the adoption of the name the United Kingdom of Great Britain and Ireland.

The Anglo-Irish Treaty of 1921 formalized a partition of Ireland; six northern Irish counties remained part of the United Kingdom as Northern Ireland. The current name of the country, the United Kingdom of Great Britain and Northern Ireland, was adopted in 1927. Great Britain includes England Scotland and Wales.

The government developed was a constitutional monarchy in which the ruler has only the powers given to him or her by the constitution and laws. The monarch, Queen Elizabeth II, is the head of state, but the prime minister and a cabinet of senior politicians govern the country. Parliament is the chief lawmaking body. The monarch must approve all bills passed by Parliament before they can become laws. However, no monarch has rejected a bill since the early 1700s.[43]

England before the English

Recent findings show evidence proving that the southern part of the island was inhabited before the northern regions. The climate created a rich place to settle. Julius Caesar visited what is now

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[43] United Kingdom (2006, April 20). *CIA World Factbook*. Retrieved April 28, 2006 from http://www.cia.gov/cia/publications/factbook/geos/uk.html.

southern England in 55 A.D. and noted in his journal that the people of the land were similar to other peoples on the continent. The construction of Hadrian's Wall, built by the Romans across Great Britain in order to stop military raids by Scottish tribes, was believed to occur during this period.[44]

The Anglo-Saxon Conquest of Celtic Britain (500s-1000s)

The Romans abandoned the land by 410 in order to return closer to home, and Germanic tribesmen moved in to help protect the Brits from the Irish and Picts. This time-period saw great northern expansion towards the River Thames. Additionally, ethnic cleansing occurred in the 5th century by Anglo-Saxon invaders.[45]

England during the Middle Ages (1100s-1400s)

These times were characterized by civil and international war. Political development continued between the aristocratic and monarchic elite. Scottish invasions occurred, despite attempts to quell the hostilities by giving the raiders pieces of land in which to settle. This period also experienced a shift toward formal constituted legislation and away from feudalism. A widespread epidemic of the bubonic plague, known as the Black Death, spread across Europe. Upon its arrival in England, it killed nearly one-third of the population. Soon after the Black Death, an ailing Henry VI was unable to put a stop to feuding nobles. As a result, civil war broke out. These small and sporadic fights, now known as War of the Roses, represented a breakdown of authority and power from the Crown.[46]

Tudor England (1500s)

The Church of England was created under Queen Elizabeth's reign. She quelled dispute between the Puritans and the Catholics. This time period also raised questions about the future power of Monarchs and Parliament.[47]

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[44] England before the English. Wikipedia. Retrieved April 14, 2006 from http://en.wikipedia.org/wiki/History_of_England.

[45] Conquest of Celtic Britain. Wikipedia. Retrieved April 14, 2006 from http://en.wikipedia.org/wiki/History_of_England.

[46] England during the Middle Ages. Wikipedia. Retrieved April 14, 2006 from http://en.wikipedia.org/wiki/History_of_England.

[47] Tudor England. Wikipedia. Retrieved April 14, 2006 from http://en.wikipedia.org/wiki/History_of_England.

Religious Conflict and the Civil War (1600s)

A continuing conflict between King Charles I and Parliament led to the English Civil War in 1642. The King eventually fled to Scotland but was sold to the English Parliament by the Scots. He was eventually executed and the monarchy was abolished by Oliver Cromwell but eventually restored after his son relinquished the throne in 1660. The years 1664-1665 saw the Great Plague, and 1666 was the year of the Great Fire of London, which lasted for 5 days and eventually destroyed thousands of buildings, including the Globe Theatre. The Act of Union 1707 united Scotland united with England and Wales.[48]

The Industrial Revolution (1700s- early 1800s)

England's agrarian society began a transformation as technological advances arose. Machines were utilized to increase production, and the inhabitants of agricultural towns were drawn to the advances in urban cities. This caused overcrowding, higher infant mortality, crime, and poverty. Some workers were badly hurt by increasing industrialization since the life of agriculture they once knew was coming to a close.[49]

Recent History (late 1800s-1900s)

The United Kingdom began to take shape with the Act of Union of 1801, incorporating Ireland with the British political process. London emerged as a great economic center and one of the world's most important and fastest growing cities. During the 1800s, Chartism emerged, a movement for social and political reform. The working class demanded attention and claimed that the government had betrayed them. The People's Charter was published as a result. In the early 1900s, England was bombed during World War II by Germany and many cities sustained immense damage. After the war, England quickly recovered and continues to be a wealthy, thriving country today.[50]

Wales

The history of Wales is a story of struggle. Their history is a testament to the Welsh people's determination to survive against overwhelming odds. Welsh tradition stretches back to pre-history. In the first centuries A.D., Celtic-speaking clans of shepherds, farmers, and forest dwellers inhabited the region. The Romans occupied the region from the 1st to the 5th century A.D. The Roman effect on Wales was light and Welsh clans continued to dominate large areas of Great Britain. Following the Roman occupation, Angles, Saxons and Jutes invaded, but left Wales virtually untouched and did not seriously affect the Welsh.[51]

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[48] Ibid.

[49] Industrial revolution. Wikipedia. Retrieved April 14, 2006 from http://en.wikipedia.org/wiki/History_of_England.

[50] Recent History. Wikipedia. Retrieved April 14, 2006 from http://en.wikipedia.org/wiki/History_of_England.

[51] History of Wales. Wikipedia. Retrieved April 18, 2006 from http://en.wikipedia.org/wiki/History_of_Wales.

The Norman conquerors of England entered Wales in 1093 and occupied parts of it. By 1282, the English conquest of Wales was complete. In 1284, English King Edward I conquered northern Wales and made it a principality. In 1301, King Edward I gave is son the title Prince of Wales. After this, all British monarchs (with the exception of Edward II) have given this title to their oldest son. In 1485, Henry VII, a Welshman, became King of England and made English rule more pleasant for the Welsh. His son, King Henry VIII, united England and Wales under the Act of Union in 1536.[52]

In the 16th century, population growth outpaced economic growth, lowering the standard of living of the mass of the population. By the 18th century, doctors, lawyers, estate agents, and government officials came to represent a substantial part of the middle class. By the early 19th century, an industrial revolution threatened the cotton industry, agriculture and the traditional status of farmers. In the 20th century, the economy of Wales was based mostly on coal production. After World War I, coal prices dropped and the Great Depression hit creating an economic uncertainty.[53]

In 1999, Wales opened the Welsh National Assembly, even though is has limited domestic powers and cannot make law, it is the first real self-government Wales has had in more than 600 years.[54]

Scotland

Since the 15th century, Scotland began to show a split into two cultural areas. Historically, the Scots became the English-speaking Lowlands and the mainly Gaelic-speaking Highlands.[55] This created a division in the country. The Lowlands remained, influenced by the English, which left them with a greater opportunity to be invaded by armies from the south despite their strong trading relations with continental Europe[56]. Yet, the cultural gap between the Highlands and the Lowlands was never consistent and continued to move over the years.

In the Highlands of Scotland, a clan system was developed and became one of its most distinctive features. This system, which became the effective means of government from sometime before the year 1000 A.D. until the British essentially eliminated it in 1745, consisted of a group whose membership consists of common descent from a single ancestor.[57] Historically, the Lowlands adopted a feudal system which was based on allocation of land in return for service. The king would then grant land to his noblemen in return for their loyalty, who then divided the land among

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[52] Williams, P. N. (2001). The long struggle for identity: The story of Wales and its people. *Go Britainnia!* Retrieved April 17 from http://britannia.com/wales/whist.html.

[53] History of Wales. Wikipedia.

[54] Ibid.

[55] History of Scotland. Wikipedia. Retrieved April 22, 2006 from http://en.wikipedia.org/wiki/History_of_Scotland.

[56] Ibid.

[57] The Scots. Who are they? How do they seem themselves? Retrieved April 22, 2006 from http://www.electricscotland.com/world/english/scots.htm.

lower lords or knights who became their servants. This distinct type of government lasted until approximately 1100 A.D.[58]

In 1603, the Scottish King James VI inherited the throne of England, and became James I of England following the death of Queen Elizabeth I.[59] Elizabeth had persecuted and eventually executed James' mother and her own cousin, Mary, Queen of Scots, but died childless.[60]

James moved to London and only returned to Scotland once. Although he styled himself as the King of Great Britain, the two nations shared a head of state while remaining independent countries.[61]

In 1707, the Scottish and English Parliaments signed the Treaty of Union, due to the economic weakness and suffering from English tariffs.[62] The Union merged the Kingdom of Scotland with the Kingdom of England, creating the Kingdom of Great Britain. However, the majority of the country's legal and education systems remained separate. This merge eradicated the English and the Scottish Parliaments. All of the powers from the previous governments were transferred to London, where it became known as the Parliament of the United Kingdom.[63]

In 1801, Scotland became part of the United Kingdom of Great Britain and Ireland, when the Kingdom of Great Britain merged with the Kingdom of Ireland.[64] Since 1927, Scotland has been one of the four constituent nations of the United Kingdom of Great Britain and Northern Ireland.

In 1997 the people of Scotland voted to create the Scottish Parliament which was established by the United Kingdom government under the Scotland Act of 1998. The newly convened Scottish Parliament was given powers to govern the country of Scotland. The United Kingdom Parliament retains responsibility for Scotland's defense, international relations and many other areas. The new Scottish Parliament is not a sovereign authority, and the UK Parliament could overrule or even abolish it at any time. The opening of the Scottish Parliament began in 1998.[65]

Northern Ireland
Historically, Ireland fought for years against the Elizabethan English settlement in their lands. It

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[58] The Scots. Who are they? How do they seem themselves? Retrieved April 22, 2006 from http://www.electricscotland.com/world/english/scots.htm

[59] History of Scotland. Wikipedia.

[60] Scots.

[61] History of Scotland. Wikipedia.

[62] Ibid.

[63] Scots.

[64] History of Scotland. Wikipedia.

[65] Ibid.

was not until the early 1600s that Scottish and English settled to plant and harvest in order to make a life for themselves.[66]

The Kingdom of Ireland was added to the UK in the Act of Union, 1801. This act united government and monarchy of Ireland with that of Great Britain. Many Unionists were created the Home Rule, which grants powers to local government from the central agencies, such as financial decisions as well as legislation. The opposition to this rule, vastly in the minority, was located in the northern area of Ulster.[67]

During World War I, it was proposed that Ireland should be divided into 2 distinct areas of Home Rule. Rather than 28 counties of Ireland having Home Rule, and 4 being controlled by Westminster, it was reshaped so 26 countries were ruled from Dublin, and 6 from Belfast. The goal was to eventually merge both areas into one complete parliament that would serve all of Ireland. However, the Northern part of Ireland was predominantly Protestant, aligning itself with the Anglo-Saxon UK (while the rest was Catholic).[68]

The Government of Ireland Act emerged in 1920, which divided the island into two distinct areas. Each was to be self-governing, and the Council of Ireland was installed to discuss concerns to each parliament. Unfortunately, this council never took shape since there was no external follow up to enforce it.[69]

The Ireland Act of 1949 guaranteed, legally, for the first time that Northern Ireland would not need to disassociate itself from the UK unless the majority of its citizens elected to do so. Conflicts between Northern Ireland and the Republic of Ireland continued throughout the 20th century, with an escalation of violence, hostility and polarization. In 1998, the Northern Ireland Act again affirmed this. Additionally in 1998, The Belfast Agreement also referred to as the Good Friday Agreement was a major initiative in the peace process of settling disputes between the polarized islands. It also created a Northern Ireland Assembly, the North-South Ministerial Council, a two-year target for decommissioning weapons and new legislation on policing, human rights, and equality. Today, extremist groups exist in both regions of Ireland: In the north, Sinn Fein, and in the south, the IRA.[70]

Culture and Traditions

Bank (National) Holidays

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[66] History of Northern Ireland. Wikipedia. Retrieved April 25, 2006 from http://en.wikipedia.org/wiki/History_of_Northern_Ireland.

[67] Ibid.

[68] Ibid.

[69] Ibid.

[70] Ibid.

England and Wales Bank Holidays[71]

New Year's Day	January 1
Good Friday	Friday before Easter Sunday
Easter Monday	Monday following Easter Sunday
May Day	first day of May
Spring Holiday	end of May
Late Summer Holiday	end of August
Christmas Day	December 25
Boxing Day	December 26

Scotland Bank Holidays[72]

New Year's Day	January 1
2nd January	January 2
Good Friday	Friday before Easter Sunday
May Day	first day of May
Spring Holiday	end of May
Late Summer Holiday	beginning of August
Christmas Day	December 25
Boxing Day	December 26

http://www.scotland.gov.uk/Publications/2005/01/bankholidays

Northern Ireland Bank Holidays[73]

New Year's Day	January 1

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[71] Bank and public holidays. Department of Trade and Industry. Retrieved April 22, 2006 from http://www.dti.gov.uk/er/bankhol.htm.

[72] Bank holidays. Scottish Executive. Retrieved April 22, 2006 from http://www.scotland.gov.uk/Publications/2005/01/bankholidays.

[73] Bank and public holidays. Department of Trade and Industry.

St. Patrick's Day   March 17

Good Friday   Friday before Easter Sunday

Easter Monday   Monday following Easter Sunday

May Day   first day of May

Spring Holiday   end of May

Battle of the Boyne   July 12

Late Summer Holiday   end of August

Christmas Day   December 25

Boxing Day   December 26

Other Celebrations[74]

Queen's Birthday   April 21

Halloween   October 31

Pancake Day (Shrove Tuesday)   the Tuesday 41 days before Easter

Guy Fawkes Night   November 5

Remembrance Day   Sunday nearest to November 11

Patron Saint Days

St. George's Day (England)   April23

St. David's Day (Wales)   March 1

St. Andrew's Day (Scotland)   November 30

St. Patrick's Day (Northern Ireland) March 17

England Traditions

Changing of the Guard

Every morning at 11:30am (April – October, every other day in winter), groups of guards change their posts outside Buckingham Palace. While changing the guard, they exchange yellow flags that

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[74] Cultures and traditions. I-UK. Retrieved April 22, 2006 from http://www.i-uk.com/servlet/Front?pagename=OpenMarket/Xcelerate/ShowPage&c=Page&cid=1079976720841.

historically signified the king's position during battle. This scene draws many tourists who never fail to try to break the guards from their stoic gazes.[75]

Queen's Telegram

The Queen sends a telegram to citizens turning 100-years old with well-wishes for their birthday.[76]

University Boat Race

Held every spring in late March or early April, Oxford and Cambridge students boat race down the Thames River. The 20-minute race is nationally televised.[77]

High Tea

This tradition began in the 1700s as a means to keep stomachs from rumbling between breakfast and dinner, as lunch was not eaten during these times. This tradition received its name because in teashops, there were high stools at the counters. Typical fare include tea sandwiches, puddings, cakes, crumpets, and scones.[78]

Midsummer

Celebrated on the longest day of the year (usually June 21). While not an official bank holiday, it is celebrated by many citizens with relaxation and drinking at a pub.[79]

Public Houses

The pubs of England are world-renowned and visiting one is often on a visitor's list of things to do. Stopping in at a pub is one of the country's most ancient forms of entertainment and relaxation. People lived far apart from each other until the Industrial Revolution and, as a result, would meet in these pubs to socialize and discuss important issues.

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[75] Changing of the guard. History Channel. Retrieved April 14, 2006 from http://www.historychannel.com/exhibits/england/boetrad.html.

[76] Queen's Telegram. History Channel. Retrieved April 14, 2006 from http://www.historychannel.com/exhibits/england/boetrad.html.

[77] University Boat Race. History Channel. Retrieved April 14, 2006 from http://www.historychannel.com/exhibits/england/boetrad.html.

[78] High tea. History Channel. Retrieved April 14, 2006 from http://www.historychannel.com/exhibits/england/boetrad.html.

[79] Midsummer. History Channel. Retrieved April 14, 2006 from http://www.historychannel.com/exhibits/england/boetrad.html.

The drinking age in Britain is eighteen but children age 14 and up can enter public houses to eat. Public houses do not offer table service, food and drinks are ordered and paid for at the bar. Tipping is not expected and glasses should be returned to the bar at the end of the visit.[80]

Wales Traditions

Eisteddfod

A festival, dating back to medieval times, at which Welsh citizens celebrate its rich bard history. It focuses on competitions in poetry, harp playing, choir singing, bands, acting, recitation, fiction writing, painting, etc. The two major eisteddfodau are the National Eisteddfod held in North or South Wales and the International Eisteddfod in Llangollen.[81]

Calennig

A popular New Year's custom that takes place in all parts of Wales is the Calennig (small gift). On January 1st from dawn until noon, groups of young boys visit all of the houses in the village carrying evergreen twigs and a cup of cold water drawn from the local well. The boys would then use the twigs to splash people with water. In return, they would receive the Calennig, usually in the form of copper coins.[82]

Noson Lawen

The Noson Lawen (Merry Night) is an event held to celebrate a successful hay harvest. Because of Wales' uncertain weather, it is a huge event. The successful hay harvest is critical because corn does not grow in Wales, making it the staple winter diet of Welsh cattle and horses.[83]

The Cymanfa Ganu is a four-day festival celebrated throughout the world; it is a celebration of hymn singing.[84]

Scotland Traditions

Burns Night

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[80] Public houses. History Channel. Retrieved April 14, 2006 from http://www.historychannel.com/exhibits/england/boetrad.html.

[81] Eisteddfod. Data-Wales. Retrieved April 17, 2006 from http://www.data-wales.co.uk/wstats.htm.

[82] Calennig. Wikipedia. Retrieved April 18, 2006 from http://en.wikipedia.org/wiki/Calennig.

[83] Noson Lawen. Wales on Britannia. Retrieved April 18, 2006 from http://www.britannia.com/wales/culture1.html.

[84] Ibid.

An annual event celebrating the achievements of Robert Burns, Scotland's most successful poet and author of Auld Lang Syne. Haggis is eaten during the Burns Night supper and speeches are given about Robert Burns by participants.[85]

The Kilt

A tunic like garment usually worn with a belt around the middle. It is usually made of linen. It is traditional for nothing to be worn under the kilt. Kilts are traditionally designed with clan tartans (weaves) and distinctive setts, plaid designs that signify clan membership.[86]

The Highland Games

Men in their kilts compete in traditional games, such as log throwing and tossing iron balls and chains as far as they can go. Together, they are called "tossing the caber" and "hammer throwing."[87]

Pipe bands (Bagpipers)

Groups of men in matching kilts, jackets and hats who play traditional Scottish music on the bagpipes.[88]

Northern Ireland Traditions

Religious education

It is common for children in the school system to learn both "normal" curriculum and religious education. Many of the schools are in churches, and religion accounts for a large portion of material throughout the year.

Public houses

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[85] Burns Night. Flying Haggis. Retrieved April 18, 2006 from http://www.flyinghaggis.co.uk/scotland/custom.htm.

[86] Kilt. Wikipedia. Retrieved April 19, 2006 from http://en.wikipedia.org/wiki/Kilt.

[87] Highland Games. Flying Haggis. Retrieved April 18, 2006 from http://www.flyinghaggis.co.uk/scotland/custom.htm.

[88] Ibid.

Like the rest of the United Kingdom, pubs served as a meeting place in the 1800s. However, unlike the rest of the UK, pubs remained open on Sundays despite widespread opposition. In the evenings, it is common for live music to be played in these locations.

Music

Traditional folk music has been passed down from generation to generation and although modern music from other parts of the globe inundates Northern Ireland today, they have managed to keep their traditional music deeply woven into the fabric of society.

Sport

Golf and fishing are popular sports among the men in Northern Ireland. They are extremely popular during holidays and weekends.[89]

Culture

Traditional Food[90]

- Balti
- Bangers and mash (sausages and mashed potato)
- Black pudding
- Bubble and squeak
- Clotted Cream
- Cornish pasty
- Cottage pie
- Chicken Tikka Masala
- Dumplings
- Cheese
- Haggis (Scotland)
- Hash
- Fish and chips
- Lancashire Hotpot
- Laverbread (Wales)
- Pie and mash
- Pork pie
- Shepherd's pie
- Scouse
- Toad-in-the-hole
- Ulster fry (Northern Ireland)
- Welsh rabbit
- Yorkshire pudding

Sweet dishes

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[89] Northern Ireland. Wikipedia. Retrieved April 19, 2006 from http://en.wikipedia.org/wiki/Northern_Ireland.

[90] British cuisine. Wikipedia. Retrieved April 29, 2006 from http://en.wikipedia.org/wiki/British_cuisine.

- Bread and butter pudding
- Christmas pudding
- Cranachan
- Dumplings
- Mince Pie
- Creme Brulee
- Knickerbocker glory
- Queen of Puddings
- Spotted dick
- Sticky toffee pudding

England Cultural Characteristics

Comprising over 80% of the UK population, England is often thought of when people consider the United Kingdom. Interestingly, a study by the British Council found that many English citizens identified with regional and religious characteristics of their homeland rather than England as a country.[91]

Wales Cultural Characteristics

Wales makes up a small portion of the United Kingdom population with only 5%. They strongly embrace their Welsh, or Cymraeg, language and is spoken by approximately 20% of adults and 40% of youth. This identification is even evident in road signage, which uses both English and Welsh. Wales is small but beautiful and scenic. Rugby union is the national sport and also plays a large part in Welsh culture.[92]

Scotland Cultural Characteristics

Scotland is a beautiful land of with about 790 islands off its coast, 130 of them populated by Scottish citizens. Their fresh water lakes, called lochs, are world famous – most notably, Loch Ness, where the Loch Ness monster is rumored to live.

Almost a quarter of the population live near the largest cities, Glasgow and Edinburgh (Scotland's capital). The Edinburgh Festival is one of the largest art festivals in the world and Scotland strongly identifies itself with its cultural contributions.[93]

Northern Ireland Cultural Characteristics

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[91] Living in England. British Council. Retrieved April 28, 2006 from http://www.britishcouncil.org/learnenglish-ukinfocus-regional-england.htm.

[92] Living in Wales. British Council. Retrieved April 28, 2006 from http://www.britishcouncil.org/learnenglish-ukinfocus-regional-wales.htm.

[93] Living in Scotland. British Council. Retrieved April 28, 2006 from http://www.britishcouncil.org/learnenglish-ukinfocus-regional-scotland.htm.

Northern Ireland's culture has reflected its geographical separation from the rest of the United Kingdom. Some citizens feel strong ties to their UK, Irish, and European background. Some feel strongly Irish, while many others consider themselves British.

Religion plays a huge role in Northern Ireland's cultural identity – Catholics usually tend to consider themselves Irish, and Protestants think of themselves as British. Of course, many also get along with each other regardless of religious faith.[94]

Family Life

The United Kingdom has seen a rise in single-parent households in the past 30 years, much like the United States. UK citizens are also waiting longer to get married than they have in the past. UK families have an average of 2.4 people per home, smaller than most other European countries.[95]

Living

The United Kingdom is an expensive place to live but earnings are also generally high to match. As in the United States, it is less expensive to live outside a large city. Health insurance is not provided by most employers as it is free through the National Health Service.[96]

Leisure

Sports are very popular in the United Kingdom. Soccer, rugby, golf, cricket, tennis, and boxing were all invented there. Soccer, rugby league, and rugby union are all national sports. The world-famous Wimbledon Championships are also held Wimbledon, south London each summer. Thoroughbred racing and golf are also extremely popular. St. Andrew's in Scotland is the birthplace of golf.[97]

Music is also very popular in the United Kingdom. Along with the United States, the UK contributed to the development of rock and roll music. Hundreds of world-famous musicians have come from the UK, many that were part of the British Invasion influx of rock and roll into the United States.[98]

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[94] Living in Northern Ireland. British Council. Retrieved April 28, 2006 from http://www.britishcouncil.org/learnenglish-ukinfocus-regional-northern_ireland.htm.

[95] Family life in Britain. Woodlands Junior School. Retrieved April 28, 2006 from http://www.woodlands-junior.kent.sch.uk/customs/questions/familylife.htm.

[96] Cost of living in the United Kingdom. GoinGlobal. Retrieved April 28, 2006 from http://www.goinglobal.com/countries/unitedkingdom/uk_cost_of_living.asp.

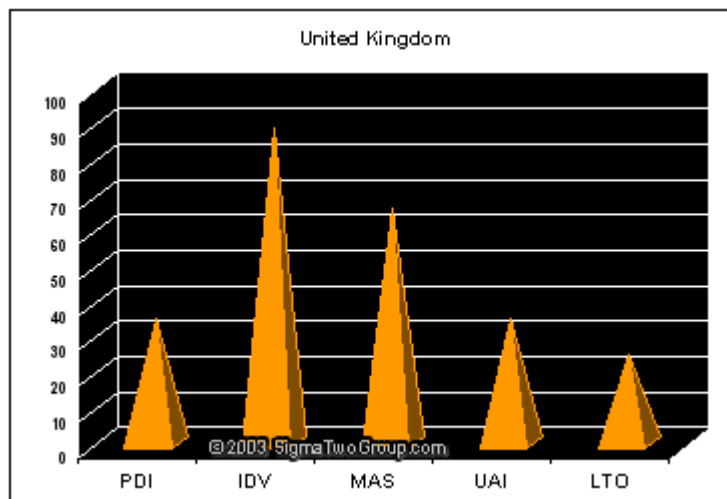[97] United Kingdom – Sport. Wikipedia. Retrieved April 25, 2006 from http://en.wikipedia.org/wiki/United_Kingdom#Sport.

[98] United Kingdom – Music. Wikipedia. Retrieved April 25, 2006 from http://en.wikipedia.org/wiki/Music_of_the_United_Kingdom.

Hofstede's Cultural Dimensions

(Graph courtesy   of http://www.geert-

hofstede.com/hofstede_united_kingdom.shtml)

Hofstede's Cultural Dimensions ranks the United Kingdom in the following categories:

- Power Distance Index (35) Society in the United Kingdom indicates greater equality between societal levels
- Individualism (89) Society in the United Kingdom is more individualistic, self-reliant, and conscious of others' needs
- Masculinity (66) The United Kingdom has a high degree of gender differentiation in roles. Society tends to be male dominated, but females are more assertive and assuming of the male role
- Long Term Orientation (35). United Kingdom society believes in meeting obligation, and has a healthy acceptance and appreciation of varying cultural traditions
- Uncertainty Avoidance (25). There are far fewer rules and less control over potential outcomes, as well as great tolerance for many different ideas, beliefs, and thoughts

Business and Economy

Economy

The United Kingdom is a leading trading power and financial center. It is one of five trillion-dollar economies in Western Europe[99] and is currently the fourth largest in the world[100]. The United Kingdom is a free market economy with ties stretching across the globe. It is a member of the North Atlantic Treaty Organization (NATO). Although a member of the European Union (EU), the United Kingdom has not changed over to the *euro* as its national currency; sticking with the pound (£) because of the continued economic growth without it. [101]

The United States is a major investment and trading partner. Trade has also increased from nations that were once a part of the English Empire to other nations through its ties to the EU. Japan is beginning to invest more in the United Kingdom. Companies from both the United States and Japan often choose to make the bases of European operations there.[102]

In the 1980's, under the conservative government of Margaret Thatcher, many of the publicly owned corporations were privatized. Privatization came at a time of labor unrest and resulted in the loss of tens of thousands of jobs. The industrial and coal mining sectors were especially hard hit. Standard of living increased, but so did economic disparity. Unemployment and inflation remained high until the late 1990s.[103]

The government follows a policy of borrowing money for investment only. This "Golden Rule" was introduced by Chancellor Gordon Brown. It is meant to keep the government from going too far into debt and from funding "day to day" spending.[104]

Business and financial services make up the majority of the United Kingdom's economy. At 31.7%, it more than doubles the manufacturing industry which rests at just below 15% of the total. London is known across the world as being the financial capital of the world.

The United Kingdom's top income tax rate is 40% and the top corporate tax rate is 30%. The government consumed a total of 21% of the GDP in 2004.[105]

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[99] United Kingdom (2006, April 20) *CIA World Factbook.* Retrieved April 27, 2006 from http://www.cia.gov/cia/publications/factbook/geos/uk.html#Econ

[100] United Kingdom (2006) *2006 Index of Economic Freedom.* Retrieved April 27, 2006 from http://www.heritage.org/research/features/index/country.cfm?id=UnitedKingdom

[101] Economic and monetary affairs (2005, December). *Europa.* Retrieved April 27, 2006 from http://europa.eu.int/pol/emu/overview_en.htm

[102] United Kingdom. (2006). *Encyclopædia Britannica.* Retrieved April 30, 2006, from Encyclopædia Britannica Online http://search.eb.com.lp.hscl.ufl.edu/eb/article-44689

[103] Ibid

[104] Brown promises a balanced budget (2004, December 2) *BBC News.* Retrieved April 30, 2006 from http://news.bbc.co.uk/1/hi/business/4061471.stm

[105] United Kingdom (2006) *2006 Index of Economic Freedom.* Retrieved April 27, 2006 from http://www.heritage.org/research/features/index/country.cfm?id=UnitedKingdom

Growth has recently slowed from the 3.2% output to its current 2.2% and manufacturing has grown 1.7%, its strongest since 1999. Growth in the service sector has slowed recently. The current interest rate, according to the Bank of England is 4.5%. Inflation is estimated at 1.8%.

Monthly two-year forecasts of the economy are made available through H.M. Treasury. They include expected economic growth by GDP, prices and monetary indicators; independent forecasts; and the ranges of forecasts by GDP, CPI, and unemployment.

Production

The most important agricultural products are wheat, barley, oats, sugar beets, potatoes and rapeseed. The United Kingdom continues to be one of Europe's leading fishing countries, however, the industry has continued to decline. There are limited supplies of valuable minerals, however the country has had significant success in coal, oil and natural gas.[106]

The most important manufacturing sectors are engineering; food, beverages (including alcoholic beverages), and tobacco; chemicals; paper, printing, and publishing; metals and minerals; and textiles, clothing, footwear, and leather. Chemicals and electrical engineering have seen the fastest growth[107]

Trade Unions

Less than half the population is in the labor force. About 30% of those are in trade unions. The low numbers are the result of legislative restrictions placed on trade unions in the 1980s and '90s. There are various influential trade unions. Unison represents the public service sector and is the largest union in Britain. Amicus was formed by the conglomeration of Manufacturing Science and Finance (MSF) union, the Amalgamated Engineering and Electrical Union (AEEU) and the Graphical Paper and Media (GPM) union. The general services section is represented by the General, Municipal and Boilermaker's (GMB) union.[108]

Financial Services

Founded in 1694 to act as the government's banker and debt-handler, the Bank of England role has evolved to management of the nation's currency and is now the center of the financial system. The Bank's responsibilities include stabilizing prices and confidence in the currency and detecting and reducing threats to the financial system as a whole. The Bank of England is organized into four different areas: monetary analysis and statistics, markets, financial stability, and banking services.

The London Stock Exchange traces its history back over 300 years. It has four "core" areas: Equity Markets, Trading Services, Market Information, and Derivatives. The LSE has three objectives in its pursuit of becoming the market of choice: reinforcing and extending its position, operating a

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[106] United Kingdom. (2006). *Encyclopædia Britannica.* Retrieved April 30, 2006, from Encyclopædia Britannica Online http://search.eb.com.lp.hscl.ufl.edu/eb/article-44689

[107] Ibid.

[108] Ibid

diversified business, and delivering superior value. The LSE is closed for eight business days out of the year.

The Financial Services Authority (FSA) is an independent, non-governmental body governed by the financial services industry and given regulatory power under the Financial Services and Markets Act 2000. It has four primary objectives: market confidence, public awareness, consumer protection, and prevention of financial crime. The objectives are supported by the principles of good regulation.

The Office of Government Commerce (OGC) is an independent office of the Treasury that works with public sector organizations to improve efficiency, gain value and overall be more successful. The Debt Management Office (DMO) was established in 1998 to carry out the government's debt management policy of minimizing financing costs over long-term, taking account of risk and managing the financial needs of the Exchequer, which is the post responsible for all of the United Kingdom's financial responsibilities.

There are a number of organized financial markets. The securities markets are the International Stock Exchange, the Unlisted Securities Market, and the Third Market. There are also a number of money, agriculture, futures, and commodity markets, as well.

Trade

The United Kingdom has a trade deficit of approximately £4.8 billion for goods and services. Its chief exports are manufactured goods, fuels, chemicals; food, beverages, tobacco. M manufactured goods, machinery, fuels; foodstuffs are the most common imports.[109] The total value of trade imports and exports represents approximately half of the United Kingdom's GDP. More than half of its trade is with other European countries, though the United States is the largest single export market and Germany is the largest supplier.

Foreign Investment

Foreign investment is welcomed. Investors are generally given the same treatment as domestic businesses and the government imposes few additional restrictions. It attracts roughly one-fourth of all direct investment in the EU. The Industry act of 1975 allows the government some power to block foreign acquisitions of domestic business, but it is rarely exercised. Currently 33% of all shares are invested in by people foreign to the United Kingdom totaling £483 billion.

Business

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[109] United Kingdom (2006, April 20). *CIA World Factbook*. Retrieved April 28, 2006 from http://www.cia.gov/cia/publications/factbook/geos/uk.html#Econ

There are generally two ways to operate businesses in the United Kingdom: Unincorporated and incorporated firms. Whichever one is chosen will affect liability, legal structure, regulation, and registration with Companies House – the government registrar or companies. It is also possible to franchise, which involves buying into a proven business idea.

Unincorporated firms can be run by a sole trader or in partnership and are not registered with Companies House. Unincorporated firms have no legal requirements and unlimited liability meaning that you alone (or with your partner) are responsible for revenue and debts.

Incorporated firms must register at Companies House. Incorporated firms can be either privately limited or publicly limited. Privately limited companies are liable only for the value of the shares listed and they must have a director and prepare annual accounts for Companies House. A public limited company, or plc, has publicly traded shares on a stock exchange. There are more legal restrictions surrounding the number of directors (two) and a fully qualified Company Secretary in addition to annual reports and accounts filed at Companies House.[110]

A few good sources on how companies are started, types of companies, and planning are: Biz/ed

Scottish Enterprise

Business Link (government site)

H.M. Revenue & Customs

Economic Information

2006 Index of Economic Freedom (UK)

Department for Environment Food and Rural Affairs (DEFRA)

Department for International Development (DFID)

Department for Work and Pensions (DWD)

Department of Trade and Industry (DTI)

Foreign and Commonwealth Office (FCO)

Forestry Commission

Government News Network (GNN)

HM Revenue and Customs

Low Pay Commission

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[110] Business Planning – Types of Business (2006). *Bank of Biz/ed.* Retrieved April 28, 2006 from http://www.bized.ac.uk/virtual/bank/business/planning/types/expl.htm

Office of Fair Trading

Office of Government Commerce

Pensions Commission

Revenue and Customs Prosecution Office

Sea Fishing

The Pensions Regulator

United Kingdom Trade and Investment

Think Tanks (England)

Adam Smith Institute

Amnesty International

British American Security Information Council

Global Studies

Center for Economic Policy Research

Center for Policy Studies

Chatham House

Economic and Social Research Council

Institute for Public Policy Research

Institute of Economic Affairs

National Economic and Social Council

National Institute of Economic and Social Research

Oxfam International

The Oxford Institute for Economic Policy

Policy Studies Institute

Financial Institutions (England)

Bank of England

Building Societies Association

Climate Change Captial

Financial Services Authority

Lloyd's TSB

London Stock Exchange

Barclay's

Think Tanks (Wales)

The Bar Human Rights Committee

International Business Leaders Forum

Fabian Society

Institute of Economic Affairs

Smith Institute

Financial Institutions (Wales)

Xenos

Wales Fund Managers Limited

New South Wales Treasury Corporation

Think Tanks (Scotland)

Fraser

Hansard Society

Imagine Scotland

Contemporary Scotland

International Futures Forum

New Economics

New Policy Institute

Scottish Council Foundation

Society, Religion, and Technology Project

Financial Institutions (Scotland)

The Royal Bank of Scotland

Scottish Enterprise

Scottish Financial Enterprises

Scottish Development International

Bank of Scotland

Think Tanks (Ireland)

Democratic Dialogue

Equality Commission

General Consumer Council

Joseph Rowntree Foundation

Northern Ireland Economic Council

Northern Ireland Economic Research

Financial Institutions (Ireland)

BDO Stoy Hayward

First Trust Bank

Department of Enterprise, Trade, and Investment

Northern Statistics and Research Agency

Media Environment

The media system in the United Kingdom is based largely on freedom of the press. It encompasses broadcast, print and internet media. British media is considered by many to be the most objective in the world, though it is still subject to regulation by the government[111]. The United Kingdom has a Freedom House Press Freedom Index of 18 and is ranked 30th in the world.

A complete list of media owners is available online at Media UK , an independent media directory. It currently lists 1507 newspapers, 1746 magazines, 755 radio stations, and 484 television channels as well, and contains valuable contact information.

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[111] Semetko, H. A. (2003). United Kingdom, Status of the Media in. *Encyclopedia of International Media and Communications, Volume 4.* p. 529-539.

Media conglomerates

IPC Media is the United Kingdom's leading consumer magazine publisher.

News Corporation owns the following: newspapers; *News International, News of the World, The Sun, The Sunday Times, The Times,* and *The Times Literary Supplement*, satellite broadcasters; *Sky.*

For information on media regulation see the "Media" section under "Regulatory Environment."

Media Breakdown

The Press

Although there have been declines in readership the national press continues to stay strong. Newspapers vary greatly in type and quality. They can be broken down into "quality" newspapers, "middle-brow," tabloids and "popular" tabloids. Generally, newspaper readership is predictive of reader social-class. Highly educated people choose the "quality," skilled and semi-skilled workers read the "middle-brow" and unskilled/low-income persons choose the "popular" tabloids. Sensationalism is still an issue at all levels, but it especially holds true for the tabloids.[112]

Magazines are broken down into four distinct industry sectors: consumer (*Loaded, Elle, Radio Times*), business/trade (*Campaign, Doctor, Press Gazette*), customer/contract/custom (*Room* (by Ikea), *Waitrose Food Illustrated, High Life*), and newspaper supplements (*How to Spend It,*(in the *Financial Times*), *Golf Digest,* and the *Sun's* weekly TV guide).[113]

Partisanship within the press fluctuated after World War II. The strength of opinion dropped off in the 1960s and '70s, but began leaning heavily in the conservative direction in the 1980s. The tabloid press, especially, was prone to making bold front-page statements. It remained this way until the 1997 elections when *The Sun* announced its support of Blair and the New Labour Party. Much money is spent on political advertising, the content of which is primarily negative.[114]

Locally, the press ranges from large regional dailies to local evening papers. Scotland has more regional newspapers than Wales and Northern Ireland and Northern Ireland is primarily served by the *Belfast Telegraph* and the *Irish News.* Local papers offer readers the chance for political discussion. Declining sales and the expansion of free newspapers has led to the creation of local press monopolies and greater reliance on the local authorities public relations departments.[115]

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[112] Ibid.

[113] Magazine Industry Sectors, (March 2006). *Magforum.* http://www.magforum.com/sectors.htm

[114] Ibid.

[115] Magazine Industry Sectors, (March 2006). *Magforum.* http://www.magforum.com/sectors.htm

An excellent source of information about the print media is available via Magforum. It covers all manners of information surrounding newspapers and magazines and includes a case study of the launch of Scotland's *Sunday Herald..*

Newspaper Groups and Market Share[116]

News International (35%)

Trinity Mirror plc (25%)

Daily Mail and General Trust (19%)

Northern & Shell (14%)

Guardian Media Group (3%)

Pearson plc (1%)

Top Daily National Newspapers by Sales[117]

Sun

Daily Mail

Daily Mirror

Daily Star

Daily Express

The Daily Telegraph

The Times

The Financial Times

The Guardian

Independent

Broadcast Media

The British Broadcasting Corporation (BBC) was created by Royal Charter in 1935. It is regulated by a 12 member board of Governors appointed by the Crown. The BBC is financed by a license fee, set by British Parliament, paid by all the owners of televisions. It has been suggested that this

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[116] UK national newspapers (March 2005). *Magforum.* Retrieved April 26, 2006 from http://www.magforum.com/papers/nationals.htm#bri

[117] Ibid

conflict of interest leads the BBC to follow governmental affairs more cautiously than if they would be independent.

Independent Television (ITV) was created in the 1950s with an obligation to impartial news set out in the Broadcasting Acts of 1964, 1973, 1980, and 1990. It was set up as 15 regional companies under the Independent Television Commission (ITC) which is now housed under the Office of Communications (OfCom).

BBC Two was launched in the 1960s under what is now BBC One, offering cultural programs. Channel 4 was launched in 1982 as an alternative and catered to "minority" audiences that might not have liked available programming. In the 1990s, Sky News was created to provide 24-hour coverage.[118]

Broadcasts of a political nature were required to offer the opportunity for every party to take part, however, that changed after Section 93 of the People Act of 1983 was dropped in 2001. Now it is simply expected that broadcasters will continue being impartial. It is illegal to reference any campaigns on polling days until the polls have been closed. There is no limit on the amount of opinion poll coverage that can be aired. Broadcast advertising time for political parties is not made available for purchase, instead a predetermined amount of free time is given to each party.

Television

Very few people in Britain have cable television due to government policy in the 1970s and '80s. Satellite has been the means with which an increasingly large number of people get more channel options. The switch form analogue to digital, however, has been slow going. The 2003 Communications Act eased the restrictions placed on media ownership to serve as a catalyst to the changeover and large portions of the United Kingdom are set to begin switching over to all digital television starting in 2006.

There are three ways for television watchers to get their programming: Digital Satellite (DSAT), Digital Cable (DCAB), and Freeview/DTT (Digital Terrestrial Television).[119]

DSAT is available across the entire United Kingdom. The primary provider of digital satellite television is Sky. DCAB is available to roughly 15 million users through ntl and Telewest. Freeview/DTT is similar to analog television, but requires a receiver due to the digital nature of the signal.

An excellent source for information regarding advertising, licensing, contacts, codes of conduct and regulation is available at OfCom's television broadcasting website.

Radio

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[118] Semetko, H. A. (2003). United Kingdom, Status of the Media in. *Encyclopedia of International Media and Communications, Volume 4.* p. 529-539.

[119] A digital guide to BBC London (2006, March 24). *TV Bulletins.* Retrieved April 26, 2006 from http://www.bbc.co.uk/london/content/articles/2005/08/09/digitalguide_tv.shtml

Radio in the United Kingdom got started at the turn of the century with the first broadcasts being made in the mid-1890s. The BBC was formed in 1922 under the promotion of a number of radio manufacturers. It remained primarily local until the 1930s when it went national with stations Home, Light, and Third, renamed Radio 4, Radio 2 and Radio 3 in 1967. BBC Radio 1 was established to provide news that year as well. Commercial radio began in 1973 and has expanded to include all genres and mixes of music. In 1995, the BBC launched DAB digital radio.[120]

The Digital Radio Development Bureau (DRDB) is an organization whose goal is to accelerate DAB's acceptance as a mass market product.

A complete guide of all United Kingdom radio stations – analog, DTT, satellite and cable is compiled each year by the Commercial Radio Companies Association (CRCA) called the Commercial Radio Pocketbook. The CRCA also makes a map of all United Kingdom radio stations available

An excellent source for information regarding licensing, contacts, codes of conduct and regulation is available at OfCom's radio broadcasting website.

The Radio Advertising Bureau (RAB) represents the Commercial Radio industry aimed at increasing familiarity and favor toward Commercial Radio as an advertising medium. RAB works with advertisers and agencies in all sectors of the national advertising marketplace.

Radio Joint Audience Research Limited (RAJAR) manages the UK's system of radio audience measurement. It is owned by the CRCA.

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[120] The history and development of radio in the UK (2005, July 27). *Media UK*. Retrieved April 27, 2006 from http://www.mediauk.com/the_knowledge/i.muk/The_history_and_development_of_radio_in_the_UK

Contact information

The Global Alliance is always interested in cooperating with local institutions and associations to provide profiles of the social, economic and media context of member countries, along with details on the local public relations industry, its main activities and tips on successful local practice.

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