



Gangmasters & Labour Abuse Authority

GLAA 73rd Board meeting

28 April 2021 **Time 10:00**

Teams

Chair Margaret Beels

Margaret Beels (MB)
Simon Allbutt (SA)
William Butler (BB)
Linda Dickens (LD)
Suzanne McCarthy (SM)
Julia Mulligan (JM)

Ex officio attendee

Ziggy MacDonald (ZM) Chief Executive (interim)

In attendance

Dame Sara Thornton, Independent Anti-Slavery Commissioner
Ed Batemen, Office of IASC
Paul Coffey (PC) Head of Communications and Engagement
Emma Coxon (EC) Head of People & Change
Darryl Dixon (DD) Head of Single Enforcement Body Programme
Frank Hanson (FH) Head of Prevent and Partnerships
Samantha Ireland (SI) Head of Governance
Nicola Ray (NR) Head of Regulation
Dan Scully (DS) Director of Resources
Justin Rumball (JJR) Head of Business & Finance
Jane Walker (JW) Risk & Information Assurance Manager/DPO
Ian Waterfield (IW) Head of Enforcement

Home Office attendees

Simon Hookins (SH)
Damien Johnson (DJ)
Elinor Howard (EH)
Mary Hallie (MH) for HO item only

Observer

David Camp - ALP AM session only

1	Welcome <ul style="list-style-type: none">• The Chair welcomed members of the Board, Leadership Team, Dame Sara Thornton and Home Office (HO) colleagues and David Camp to the meeting.
2	Apologies <ul style="list-style-type: none">• Paul Williams in afternoon
3	Minutes of the previous meetings <ul style="list-style-type: none">• The minutes of the meetings held on 27 January 2021 were agreed as an accurate record.
4	Declarations of Interest <ul style="list-style-type: none">• None. Action: <ul style="list-style-type: none">• BM73(1) All Board members to complete annual declaration of interest form and send to Jane Thorpe in a timely manner.

5	<p>Action points</p> <p>Action points closed since 27th January 2021 Board meeting</p> <ul style="list-style-type: none"> • BM51(21) • BM52 (23) (25) • BM54 (1) (19) • BM55 (4) (7) (8) (19) (20) <p>Action points closed at 28 April 2021 Board meeting</p> <ul style="list-style-type: none"> • BM51(17) BM52(4) BM52(13) BM52(21) BM54(12) BM54(23) BM55(2) BM55(3) BM55(5) BM55(6) BM55(11) BM55(12) BM55(14) BM55(15) BM55(16) BM55(17) BM55(18) BM55(22) <p>In relation to action 51(17) it was noted that the Leadership Team is commissioning an independent review of the management restructure for Q2 2021/22. Action 51(17) can therefore be closed.</p> <p>Action points carried forward from previous meetings</p> <ul style="list-style-type: none"> • BM52(4) Paper on internal impact of TACIT, paper due end of May DS/IW • BM52(11) Stakeholder engagement cost benefit, discussed at agenda item to clarify that the action was more to indicate a broad approach to evaluating the benefits of Prevent activity rather than a rigorous calculation • BM52(19) Lessons learnt on temporary licensing scheme. Paper to be developed including retrospective licensing, via ARC and to July Board SI/ZM • BM53(3) SEB consultation response. Update at agenda item 17 • BM54(6) GLAA performance compared to national NRM picture. Discussions in progress and will be ongoing. Note to Board on main messages then action can be closed IW • BM55(1) GLAA providing support to Victims, sent to Rebecca who has moved on needs to re send onto Damian Johnson IW • BM55(9) Timescales to be added to objective 2 action plan discussed under agenda item 8(b) • BM55(10) Exec to reflect on observations of Board update on objective 2 action plan, discussed at agenda item 8(b) • BM55(13) HO IT SLA to be updated and taken through Senior Sponsorship meeting • BM55(15) Circulate note to Board on rational on how performance trip wires are set (after Q1) SI • BM55(21) Produce lessons learnt document from Op TACIT, report due end of May (linked to BM52(4) IW
6	<p>Declaration of urgent business</p> <ul style="list-style-type: none"> • MB confirmed that there was no further news available regarding the CEO appointment, but this was expected reasonably soon.

7

Independent Anti-Slavery Commissioner: priorities for 2021-22

Dame Sara Thornton provided an overview of her strategic priorities for 2021-22. The following was noted:

Improving victim care and support:

Dame Sara said that she continued to be concerned about EU settlement scheme and the vulnerabilities and risks to exploitation in those communities. She had published a briefing in February which set out her concerns and her view that it is essential that the government continues to identify risks and puts mitigation in place in line with its commitment to protect individuals from exploitation

[identifying-and-mitigating-risks-in-the-eu-settlement-scheme-and-the-uks-new-points-based-system.pdf \(antislaverycommissioner.co.uk\)](https://www.antislaverycommissioner.co.uk/wp-content/uploads/2021/02/identifying-and-mitigating-risks-in-the-eu-settlement-scheme-and-the-uks-new-points-based-system.pdf)

Work is ongoing on a public health approach with relevant colleagues to provide a structured framework on partnership working to the prevention of modern slavery.

The government had published its new plan for immigration at the end of March. There are several good ideas in the paper to support potential victims. Her response to the consultation submitted on 10 May encourages putting the protection of those who are vulnerable, in particular victims of modern slavery, as a central thread of the Sovereign Borders Bill. She has a particular concern regarding proposals on asylum seekers which raise the risk to increasing vulnerabilities and exploitation

[\(Independent Anti-Slavery Commissioner - Dame Sara responds to New Plan for Immigration consultation \(antislaverycommissioner.co.uk\)\).](https://www.antislaverycommissioner.co.uk/wp-content/uploads/2021/05/Independent-Anti-Slavery-Commissioner-Dame-Sara-responds-to-New-Plan-for-Immigration-consultation.pdf)

The IASC has offered an internship to a survivor who will be working on survivor involvement.

Supporting Law enforcement:

The Statutory Defence for victims was not working as it should be on the ground, notably as regards drug offences (county lines). She was undertaking a consultation on the Statutory Defence.

[Independent Anti-Slavery Commissioner - The Modern Slavery Act 2015 statutory defence: call for evidence - review published \(antislaverycommissioner.co.uk\).](https://www.antislaverycommissioner.co.uk/wp-content/uploads/2021/05/Independent-Anti-Slavery-Commissioner-The-Modern-Slavery-Act-2015-statutory-defence-call-for-evidence-review-published.pdf)

On 29 March IASC had published a report on financial investigations. She has concerns that law enforcement hasn't maintained its capability on financial investigation, which is important in slavery cases. The paper urged police practitioners to prioritise financial investigation of modern slavery and human trafficking crimes.

[Independent Anti-Slavery Commissioner - IASC paper: Financial Investigation of Modern Slavery \(antislaverycommissioner.co.uk\).](https://www.antislaverycommissioner.co.uk/wp-content/uploads/2021/03/Independent-Anti-Slavery-Commissioner-IASC-paper-Financial-Investigation-of-Modern-Slavery.pdf)

IASC encouraged GLAA to develop financial investigation capability and for the Exec to think about what it means for them.

Overall Dame Sara commented that the numbers of prosecution are low, victim support and backlogs impact on the cases, links to skills of officers also. Operation Ropewalk (the GLAA case in Cumbria) was acknowledged for the positive work and good investigation. GLAA had made good use of Slavery and Trafficking Risk Orders (STROs). These may reduce in 2021 in part due to pandemic. She encouraged GLAA to continue to use those powers. She recognised that GLAA does lots of good work and investigations, but conversion to successful prosecutions is a struggle.

Research and innovation:

A portal has been developed on the IASC website for researchers to request interviews and information. Research priorities paper has been published to support researchers. A Protocol had been agreed with University of Nottingham's Rights Lab on collaborative approach to research and innovation. First piece of work under this protocol on access to work will be out in June. All events are advertised on the IASC [website](#).

Prevention:

Her report on the financial sector (referred to above) highlighted how it can prevent labour exploitation. Through its interactions with businesses, the financial sector occupies a good position to probe, spot and intervene to prevent exploitation. Following Operation FORT in West Midlands, all supermarkets have been written to and have replied, showing progress. Modern Slavery intelligence networks have been developed in the food sector on the back of this operation. Within the garment industry there is active debate around Joint Liability and possible "Withhold Release" Orders (to impound imported "hot goods" tainted by slavery). ASOS have been arguing in favour of human rights due diligence. She supported leveraging the impacts of the industry protocols and the responsible Car Wash Scheme. IASC acknowledged the resource impact of the protocols and encouraged GLAA to find alternative ways to deliver prevention with business.

IASC drew attention to the FLEX report based on research in Scotland:

[Assessment of the risks of human trafficking for forced labour on the UK Seasonal Workers Pilot | Focus on Labour Exploitation \(FLEX\)](#),

This highlights concerns of deceptive recruitment, worker debt and squalid but expensive accommodation; the SAWS pilot has not always protected workers.

Looking ahead Dame Sara looked forward to:

- building on multi-level engagement between GLAA and IASC which she felt was working very well
- developing 2021/23 strategic plan
- collaborating on development of SEB and
- complementary working on Prevent on protocols, industry and NGO engagement.

There was a short discussion on the effectiveness of support for victims who choose not to enter the NRM. Non-NRM pathways for victims are highly variable across the UK. There is ongoing work by the Home Office on places of safety for victims.

8	<p>GLAA Compliance</p> <p>a) Building a Compliance Strategy – Consultation Response</p> <ul style="list-style-type: none"> • GLAA will go live internally with the new licensing system (GLASS) on Monday 10th May and externally on 11th May. Data migration is the next big focus. • The GLAA Consultation in its approach to compliance had received responses from a variety of stakeholders. Having considered these responses GLAA was of the view that it should still be doing virtual inspections but will also be doing some face to face inspections. • In partnership with key stakeholders, GLAA should develop a self-assessment tool • GLAA should develop a plan to inspect all businesses within 5 years. • GLAA should explore engagement with workers and developing a worker voice. Consultation feedback was that just because GLAA had not received formal intelligence about a licence holder doesn't mean it is compliant. • Newly licenced business will all have "awareness visits" from a member of the regional syndicate and a proportion will still be inspected. • GLAA will develop a risk profile on who needs an inspection. It will undertake shorter pieces of compliance activity to understand the sector more, get into more businesses through spot checks focussed on thematic reviews and unannounced activity. • The consultation responses favoured a fees review and supported the move to full cost recovery. • GLAA's conclusion from the consultation was that the use of third party information (e.g. from audits) was not appropriate. • Council opinion had been obtained confirming that GLAA is operating within powers and using them appropriately in relation to the parties to whom it was issuing licences but not supplying labour. <p>The paper recommended a further informal consultation on a draft Compliance Strategy. The consensus amongst the Board was that, without ruling out continuing dialogue with key stakeholders, the better approach was for the Executive to prepare the Compliance Strategy for approval at the July Board meeting. If over time, it needed to be amended, that could be done.</p> <p>Decisions:</p> <ol style="list-style-type: none"> 1. To sign off by the GLAA Compliance Strategy at the July Board then publish it and the consultation responses received by GLAA. <p>Actions:</p> <p>BM73(1): Board to see counsel's advice with covering note (NR)</p> <p>BM73(2): Operational implications on GLAA from proposal to increased inspections for July Board (NR)</p> <p>BM73(3) Note to Board on who key stakeholders are for compliance strategy (NR)</p>
	<p>b) Objective 2 action plan update</p> <ul style="list-style-type: none"> • At the January Board, members considered the action plan for objective 2 and timeliness targets to address the need to improve performance • Work has continued over the last few months to investigate the blockers to timeliness. • Specific sprint in February/March sought to focus on improving the speed of licence decisions and look at compliance process. • Governance processes running in Regulation are being reviewed and improved. • Slight improvement in performance has been seen and focus remains. <p>Action:</p> <p>BM73(4) Provide further update in July (NR)</p>

9

Performance & Risk**a) Q4 January - March 2021**

- The Board noted the performance report for the period January – March 2021.
- Key areas under target are metrics associated with objective 1 and 2
- Some financial information in relation to activities included, but still in development

Objective 3 - Work in partnership with all stakeholders to protect workers' rights and prevent labour exploitation

- Increase in website traffic and engagement in webinars.
- Breadth of audience which has been capitalised on
- Progress made and targets mostly met

Objective 2 - Maintain a credible licensing scheme

- New businesses in sector
- Median values added in, showing underperformance is related to older and complex cases
- 53% increase in Application Inspections compared to previous year which has had an impact on resources in the team

Objective 1 – Identify and support victims of labour exploitation

- 5 % below target
- Reduction in NRM referrals, but increase in MS1 submissions

Objective 4 - Disrupt and deter criminal activity within the labour market

- Progress with GLAA led operations but joint operations hindered in some instances due to impact of Covid on partner agencies.
- Court closures impacted our conviction data, however good progress on enforcement warnings and notices and Slavery and Trafficking Risk Orders.

Objective 5 - Develop our people and culture in line with the GLAA's values, ensuring a diverse, resilient and change-ready organisation

- People survey showed some Improvement in disclosure of ethnicity
- Sickness still below public sector average, but impacted by Covid and may increase going forward
- Turnover may also increase.

Objective 6 - Provide efficient and effective services, sound governance, robust risk management and value for money

- Regular meetings with Internal Audit providing support in relation to governance action plan and assurance
- Risk management is progressing to move GLAA up the maturity model
- Progression of audit actions going well and better adherence to action deadlines.
- Outturn spend, cash underspend on travel and subsistence more detail on finance section.

Discussion on RAG rating for objective 6 given the overall limited assurance rating for GLAA, from NAO, but good governance is in place, risk management is better controlled so overall, content with current rating.

b) Risk management update

- JW provided an update on the Strategic Risk Register which now includes a new 'black' risk relating to data retention and destruction.
- Board discussed the black risk and what needed to be done in order to reduce the risk. One action already being taken is the Leadership Team having weekly 'sprints' to progress activity.
- Board members also discussed what their role would be in the destruction of data, and how Board information fitted into the governance retention schedule. This would cover both electronic and paper copies of meeting minutes and Board reports. There would be a central repository for all Board documentation.
- The Retention and Destruction Policy will be updated along with individual team schedules. Board members needed to have the updated policy to understand what action they needed to take.
- There are currently four red risks and nine amber risks.
- There have been no further amendments to the Risk Management Policy since it was signed off in September 2020.
- A recent Internal Audit for Business Continuity Planning has been concluded and will tie into lessons learnt from the Covid-19 GOLD group.
- Risk management through local risk registers and scrutiny at regular Leadership Team meetings is working well and is embedded.
- In order to move up the risk maturity model, GLAA needs to embed risk management within its culture.

Action:

- **BM73(5)** JW to make Board members aware of what information would need to be destroyed in line with the governance retention and destruction schedule.

10

Audit & Risk Committee**a) Chair's report**

- The board noted the reports of the ARC meetings held on 17 February and 15 April 2021.
- An additional meeting was held on 16 March to discuss the limited assurance given by GIAA for the Compliance Inspection Process and the Covid-19 Response reports – progress was further discussed at the meeting on 15 April
- ARC asked that priority be given to the continuing development work on risk maturity given the continuing assessment by GIAA of limited assurance.
- ARC noted the risks with regards to:
 - HO IT system and the lack of built in controls on file access. Arrangements have been put in place by the GLAA to address this.
 - Problems in sourcing personal safety training as a result of the pandemic. This had not prevented any options and efforts were being made to identify alternative providers.
- Internal audit reports – progress made on closing internal audit recommendations
- External audit plan – fee has decreased by £3k to £35,000
- Expectation that NAO work will be completed by end of July such that GLAA accounts could be laid in the Autumn
- ARC had noted the continued development of the governance and risk management processes
- ARC had discussed the new black risk – retention and storage of data
- Deep dive actions – will be managed through the same process which had been devised for the follow-up for IA actions
- Board members and the Executive were invited to suggest areas for consideration for deep dives.
- It was agreed to appoint Suzanne McCarthy as the Chair of the ARC to succeed Bill Butler.
- It was agreed that the appointment of members to the ARC be delayed until after the appointment of new Board members.

The Board noted that the internal audit plan for 2021-22 had been agreed by ARC.

Action:

BM73(7) Board members and the Executive to suggest areas for consideration for deep dives.

b) Discussion with GIAA – Closed session

As a matter of good governance, it had been agreed that annually the Board should meet with the GIAA Senior Audit manager responsible for GLAA audits to allow direct discussion of matters of interest or concern. Discussion focused on underlying causes of the ongoing "Limited Assurance" rating for GLAA.

11	<p>Finance</p> <p>a) Financial position/final outturn</p> <ul style="list-style-type: none"> • JJR reported that there had been a small cash underspend position at the end of the financial year 20-21. • The Executive had taken proactive steps to use the opportunity of a prospective underspend concentrating on areas of risk and interest for the Board, for example around work to improve Equality, Diversity and Inclusion in GLAA, IT integration. • The bulk of the underspend came from the T&S budget. The GLAA will be seeking to maintain the pattern of lower spend when looking at new ways of working. • Legal costs and legal liabilities were well contained throughout the year. • The Board considered and accepted the proposal put forward by JJR to develop Board level reporting with a focus on commitments, recurring budget position, savings and opportunities and to adopt the Statement of Financial Position in line with best practice from the Government Finance Function (GFF) • It was agreed that both new and current Board members would complete the Board financial reporting survey produced by GFF. This will provide a baseline from which to move forward and to track progress. • JJR to provide an evaluation report at the end of the financial year on Board financial reporting. • The Board deferred identifying a Board member to lead on initial feedback of the development of reporting, pending the appointment of new Board members. • MB thanked JJR and the Leadership Team for bringing the organisation in so close to budget considering the pressures. It was a good outcome and had taken a lot of work to achieve. <p>Action:</p> <ul style="list-style-type: none"> • BM73(8) JJR to provide board members with some further detail on improving board reporting (PPT slides). • BM73(9) Current board members to complete the survey before end of May. New board members would be asked to do this when they joined later in the year.
	<p>b) Approval of 2021-22 Budget/Medium Term Forecast</p> <ul style="list-style-type: none"> • While formal delegation of the budget is yet to be confirmed, it is anticipated that this will be in line with confirmation of funding from the Home Office. • There will be continuing pressures on both the pay and non-pay budget for 2021-22. • It was thought that the budget was achievable with the savings requirements being reasonably modest and assumptions cautious. • The GLAA will need to be rigorous on non-pay savings and continue with the tighter controls on T&S to ensure that it does not increase to previous levels once pandemic restrictions are lifted. • Revenue expenditure to resource and support capital projects is going to be a challenge. • The GLAA will need to ensure that it has the resources to do what it is committed to doing and that it is able to balance fresh demands. This may mean stopping doing something which is of a lesser priority. <p>Action:</p> <ul style="list-style-type: none"> • BM73(10) DS to prepare a prioritisation list from the business plan which could be reviewed in the event of pressure on the budget. This would be used to balance and evaluate fresh demand against that to which the GLAA was already committed.

12	<p>Governance</p> <p>a) Approval of Strategic Plan 20-23 and Business Plan 21-22</p> <ul style="list-style-type: none"> • The strategic and business plan has been developed with significant consultation with the GLAA executive, GLAA colleagues, the Board and the HO. • The Board met at the end of March to ratify the changes in the final draft. • The Chair of the Board had one final meeting with the Head of Governance to edit the front end to give a consistent voice. <p>Decision: The Board approved the Strategic and Business Plan.</p>
	<p>b) Governance Action Plan – Update</p> <ul style="list-style-type: none"> • It was noted that the Governance Action Plan covered development of assurance framework; analysis of assurance map; compliance checks; development of Scheme of Delegation; risk maturity; retention and destruction of data; and communication. • Following advice from the College of Policing, GIAA and the Board, this plan will stretch over two years, with key milestones being reported on a regular basis. • In this financial year, it is hoped that the GLAA can achieve the following: <ul style="list-style-type: none"> • Assurance Plan and Scheme of Delegation for at least the Compliance function in GLAA (audit action) • Test and identify key gaps in assurance • Implement and embed the Organisational Assurance Group • Embed risk management and improve the score • Clarify all retention dates and initiate data cleanse • Undertake communication activities to improve wider understanding of assurance. <p>It was noted that the role of the Board and its committees needed to tie into the scheme of delegation. It was agreed that BB, SM and SI would meet to discuss how this would work.</p> <p>Action:</p> <ul style="list-style-type: none"> • BM73(11) JT arrange meeting for BB, SM and SI.
	<p>c) Review of Statement of Governance</p> <ul style="list-style-type: none"> • The Statement of Governance is an internal document which sets out how the Board does business. • It was agreed that it would be useful for the existing Board to review this document before the new Board members were in post. New members could then make any further revisions in due course. <p>Actions:</p> <ul style="list-style-type: none"> • BM73(12) Board members and Leadership Team to review the document and make any suggested changes to Head of Governance and the Board Chair by mid-May. • BM73(13) Head of Governance and Board Chair to circulate a revised version by the end of May with the revised text being agreed by correspondence by the end of June.

	<p>d) Appointment of Committee Chairs</p> <ul style="list-style-type: none"> • Board considered the succession arrangements for Board committees. • Board approved the recommendations that ARC appoint Suzanne McCarthy as Chair and Remco appoint Julia Mulligan as Chair. • Changes to take effect in May – timing to be agreed between the current and future chairs. <p>Action:</p> <ul style="list-style-type: none"> • BM73(14) Existing and incoming Chairs to arrange a handover.
	<p>e) Approval of Board Corporate objectives for 2021-22</p> <ul style="list-style-type: none"> • The Board member performance appraisal involves setting both corporate and individual objectives. • Board members discussed the seven corporate objectives which the Chair had proposed. These were based on the six business plan objectives plus an additional objective covering strategic leadership at a time of governance changes and the move to SEB. • It was recognised that the new Board may wish to review the objectives at the mid-year point in association with the business plan review. • Some suggestions were made to the objective on stakeholder engagement to ensure that it narrowed down what role the Board members would take in this regard. MB to consider using the wording which LD had proposed the previous year around scrutiny and challenge. • It was queried whether some of the objectives could tie more into the challenges that the organisation is currently facing e.g. around assurance and compliance activity. • It was noted that the Victim Charter is now called the Victim Code. <p>Action:</p> <ul style="list-style-type: none"> • BM73(15) MB to reflect on the board comments and recirculate for approval out of committee.
	<p>f) Handover to / Induction of new CEO/Board members/Chair</p> <ul style="list-style-type: none"> • Although it was difficult to know if the newly appointed board members would be in post in time for the July board meeting, it was agreed that a plan would need to be put in place regarding induction, handover arrangements for committees and liaison groups and that documentation is reviewed and is fit for purpose. • It was agreed that MB, SM, JM, SA and DS would meet to discuss this. <p>Action:</p> <ul style="list-style-type: none"> • BM73(16) JT to arrange meeting to agree an induction plan.
13	<p>Timetable for production of Annual Report & Accounts 20-21</p> <ul style="list-style-type: none"> • The ARA will be developed between the Head of Finance and Head of Governance. • The aim is to have the report signed off by August. • Key steps were discussed and a review by ARC was requested to be included in the timetable. <p>It was noted that due to the delays in getting Ministerial sign-off of the ARA in previous years, this had created additional costs and burdens on the GLAA. HO colleagues confirmed that they would do their utmost to ensure that this process was completed in a timely fashion.</p> <p>Action:</p> <ul style="list-style-type: none"> • BM73(17) SI to include the ARC dates in the ARA timetable.

14	<p>GLAA People Survey</p> <ul style="list-style-type: none"> • EC presented the results from the recent People Survey which had been completed by 75% of GLAA colleagues. • A number of positives had been drawn from the survey around relationships with direct line managers being good and effective; general confidence in health and safety; and that there was good communication within the organisation. Given that the GLAA isn't a particularly diverse organisation, positive feedback was received in this regard particularly around respecting difference and taking equality and diversity seriously. • There are a number of areas which require some attention. These are the perception of the Leadership Team; remaining concerns relating to the 2019/20 management restructure and change; employee development/L&D provision; and the high number of employees considering leaving. <p>Board members discussed the areas of concern. It was suggested that it may be useful to carry out some further analysis to help pinpoint the problem areas in more detail. Action plans would need to have a firm basis of what the problems are.</p> <p>Board Members offered their help to support the development of some of the solutions either individually or collectively via Remco.</p> <p>Decision: To ensure transparency, it was agreed that the full results would be shared with all colleagues.</p> <p>A call would be set up with all GLAA colleagues where ZM would explain what the results were, what is planned in terms of process, development of the action plan and what the timescales are. Colleagues would then be invited to help set up projects and streams of activity which would be linked into the business plan objectives and values.</p> <p>Actions:</p> <ul style="list-style-type: none"> • BM73(18) EC to develop the action plan and would keep board members up to date with progress. • BM73(19) EC asked for expressions of interest from the board members to be the sponsor for this area of work.
15	<p>Review of Board Performance results</p> <ul style="list-style-type: none"> • It was agreed that this item would be dealt with out of committee. • Board members and the Leadership Team were asked to send MB their thoughts on the proposals set out in the paper by the end of the following week. • BM73(20) MB would convene a meeting to discuss the proposals before the end of May.

16	<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • FH provided an update on the activity that had taken place over the last quarter. • There had been a Joint Liaison Group meeting on 2 March which had taken place by webinar. This had been attended by over 100 people. • The GLAA is moving into producing podcasts as part of its wider digital engagement offer. • It is continuing to progress HO funded projects including the Responsible Car Wash Scheme and the Workers' Rights qualification. • Work was ongoing around the three protocols: "garments", construction and retail. • It was hoped that the Apparel and General Merchandise ("garments") protocol would be signed off by the end of June. • Work is progressing with stakeholders, including labour providers and the British Retail Consortium, to develop a successor to the Supplier and Retail Protocol. A further consultation meeting will take place on this in May. • There are currently 246 Construction Protocol signatories. A survey is being conducted to establish what has worked well, what hasn't worked well and to invite suggestions as a way forward. FH to report back on this at the July Board meeting. • Work is ongoing around strengthening and sustaining international relationships. GLAA recently spoke at two international webinar events presenting on the work of the GLAA and on ethical recruitment and the protection of migrant workers • FH/PC provided clarity on how the Stakeholder Strategy and the Stakeholder Engagement Plan were linked. Although it was felt that the GLAA was engaging with the right stakeholders, it was agreed that there were gaps and further work needed to be done in this area. The Board will receive updates on this at future meetings. • The GLAA would be looking to provide a combination of face-to-face and virtual events going forward. • In order to further support the delivery of the stakeholder engagement, going forward Board members would become more involved in the delivery of the webinars. <p>Action:</p> <ul style="list-style-type: none"> • BM73(21) FH to report back on the results from the Construction Protocol survey at the July board. • BM73(22) FH to present updates to stakeholder engagement plan at future meetings
17	<p>Remuneration Committee Chair's Report to the Board</p> <ul style="list-style-type: none"> • It was noted that Remco had approved the Personal Development Review guidance. • The recommendation from the Leadership Team for a differentiated bonus system according to an effective or highly effective rating was approved. Consultation would be undertaken on the detail of the implementation. • A revised Work Schedule had been produced. • HR had been asked to take a critical look at the proposed scheduling of HR policy revision and development to ensure prioritisation and setting of realistic deadlines. • An Equality Diversity and Inclusion action plan had been presented to the Committee for comments. Committee members are pleased to see progress in this area using an additional, short term resource. • The Committee nominated Julia Mulligan to succeed Linda Dickens as Chair, with a transition period during May.

18	<p>Any other business – Opening of Apex Court and location of future Board meetings</p> <ul style="list-style-type: none"> • It was noted that the GLAA is looking to agree a model of office/home working going forward similar to that which has been developed by the Home Office. • Consideration is being given as to whether the current office space is now fit for purpose given the different ways of working. • Leadership Team was asked to bear in mind that given the staff survey results, it could be beneficial to encourage people to come back into the office to start re-engaging with people around the organisation and providing that human interaction and support which is difficult to have through on-line contact.. • It was thought that, going forward, the Board Committees might be run more hybrid as between on-line or in person with just the occasional meeting being in person. • The Board will need a clear strategy as to how it meets and how it works virtually in the same way as the rest of the organisation. • It was noted that, if at all possible, Board members would welcome the opportunity to hold the July Board meeting face-to-face at Apex Court. This matter would be kept open and ZM/MB would discuss any progress at their fortnightly meetings. • The Chair would be grateful if the Board members that are due to retire would keep 21 July in their diaries.
19	Close - Date of next meeting: 21 July 2021