GLA45/14 Survey of Stakeholders Results

22 April 2015

Board Paper Reference – GLA45.14 – Survey of Stakeholders Results

1. Purpose of the Report

1.1 This paper presents the results of the survey of key stakeholders.

2. Recommendation

2.1 The Board is invited to note this paper.

4. Summary of Key Points

4.1 The GLA Strategy for Protecting Vulnerable and Exploited Workers 2014-17 includes a delivery plan target to:

Improve perception amongst all key stakeholders that the GLA is doing a good or very good job by 80% in year one and reviewed / revised thereafter (2013/14 baseline = 71.8%)

As well as an in year target:

By January 2015 to have improved the licence holder survey response rate to 15%.

4.2 The GLA surveyed key stakeholders between 14 November and 29 December 2014 to determine perceptions of how well the GLA is performing by those with a strategic and high level interest in the Authority's work. The survey was structured around the GLA's strategic aim, priorities and objectives. A copy of the survey is at annex A. The survey was in the majority the same, save for the addition of two extra questions regarding the GLA's interaction with workers and the use of social media.

4.3 A list of stakeholders surveyed and who responded is at annex B. Twelve responses were received from 61 surveys invites sent out, a response rate of 20 per cent. Last year the response rate was 13 per cent.

4.4 The recent Licence Holder Satisfaction Survey focused on how licence holders rate their experience with dealing with the GLA. The survey of stakeholders is more strategic in its focus and seeks to determine perceptions of how well the GLA is performing by those with a strategic and high level interest in the Authority's work. The survey is structured around the GLA's strategic aim, priorities and objectives.

4.5 The GLA's target was to improve perception amongst all key stakeholders that the GLA is doing a good or very good job by 80% in year one and reviewed / revised thereafter (2013/14 baseline = 71.8%).

4.6 When considering the overall figures (discounting 'Don't Know' answers) the GLA have improved perception amongst all key stakeholders from 87.3 per cent to 93.6 per cent[1].

5. Financial Implications and Budget Provision

5.1 None

6. Organisational Risks

6.1 If the GLA does not obtain feedback from our Stakeholders, they are likely to feel disengaged with the GLA and it will impede the organisation from improving and meeting its strategic priorities.

7. Policy Implications and Links to Strategic Priorities

7.1 This links to the strategic priority, *"provide effective, meaningful engagement with stakeholders thereby enhancing reputation"*.

8. Details of Consultation/EQIA

8.1 None.

9. Background Papers and Relevant Published Documents

9.1 GLA Strategy for Protecting Vulnerable and Exploited Workers 2014-17

GLA40/9.3 Survey of Stakeholders Results 15 January 2014 (Annex D)

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[1] The baseline figure was initially 71.8% as this took into account 'don't know' responses.

Annex A – Copy of Stakeholder Survey

Part One

The following questions ask about the organisation you represent as well as your knowledge of the GLA

| Name: | | Position: | |

Organisation:

1.	Do you represent the interests of:	Labour Providers ☐		Labour Users ☐	
		Workers ☐		Others ☐	

2.	Please explain why you have an interest in the work of the GLA:	
3.	How regularly do you have direct contact with the GLA?	

4.	We want to find out how well our stakeholders understand what the GLA does. Please answer the following questions and rate your existing knowledge

(a)	How well do you understand who needs a licence?	I have a very good understanding ☐		I have reasonable understanding ☐	
		I have a limited understanding ☐		Do not know ☐	

(b) The GLA Licensing Standards set out the conditions of a GLA licence. Please tick the areas you knew were covered by the Standards:

Standard area	I knew this was covered in the Standards	I did not know this was covered in the Standards
Fit and Proper Test	☐	☐
Tax Matters	☐	☐
Pay (including NMW, withholding wages and payslips)	☐	☐
Physical and Mental Mistreatment	☐	☐
Debt Bondage	☐	☐
Working Time	☐	☐
Discrimination	☐	☐
Trade Union Rights	☐	☐
Health and Safety	☐	☐
Transport	☐	☐
Gathering Shellfish	☐	☐
Job-Finding Fees	☐	☐
Right to Work	☐	☐
Worker and Labour User Terms and Conditions	☐	☐
Using Other Labour Providers	☐	☐

(c)	Do you know what action the GLA can take for non-compliance with the Licensing Standards? Please tick the options you were aware about:	Refuse an application	☐	Revoke a licence	☐
		Suspend a licence	☐	Issue a licence with specific conditions to improve compliance	☐
		Issue a provisional licence	☐	Issue fines	☐
		Prosecute	☐	Do not know	☐
(d)	Do you know what criminal offences the GLA can investigate? Please tick the offences you were aware about:	Acting as a gangmasters without a licence	☐	Using an unlicensed gangmaster	☐
		Obstructing a GLA officer	☐	Do not know	☐
(e)	The GLA published its Strategy for Protecting Vulnerable and Exploited Workers in June 2013. Please read the following statements and tick the applicable answer:	I knew the Strategy had been published and understand what is covered	☐	I knew the Strategy had been published but do not know what is covered	☐
		I did not know the Strategy had been published	☐		

Part Two

This part of the survey asks questions about how well you think the GLA is performing against its strategic aim, priorities and objectives.

The GLA's aim is "Working in partnership to protect vulnerable and exploited workers". This aim will be achieved through three priorities:

- Preventing worker exploitation

- Protecting vulnerable people

- Tackling unlicensed / criminal activity and ensuring those licensed operate within the law

The GLA has six objectives to deliver its aim and objectives:

- Target, dismantle and disrupt serious and organised crime / early identification of human trafficking

- Provide effective, meaningful engagement with stakeholders thereby enhancing reputation

- Work with industry to recognise and address non-compliance without formal GLA intervention

- Tackle tax evasion, health and safety negligence, fraud, breaches of employment law / regulations

- Maintain a credible licensing scheme creating a level playing field and promoting growth

- Identify and tackle forced / bonded labour by licensed and unlicensed gangmasters

Tackling Serious and Organised Crime and Unlicensed Activity

5.	How would you rate the GLA at targeting, dismantling and disrupting serious and organised crime	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

6.	How would you rate the GLA with the early identification of human trafficking?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

7.	How would you rate the GLA at identifying and tackling forced / bonded labour?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

8.	How would you rate the GLA at identifying and tackling unlicensed activity?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

Working in Partnership

9.	How would you rate the GLA for engaging with stakeholders?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

10.	How do you rate the GLA's use of social media?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please suggest any improvements here:	

11.	How would you rate the GLA's ability to communication with workers?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please suggest any improvements here:	

Licence Scheme Credibility and Maintaining Compliance

12.	How would you rate the GLA at tackling tax evasion, health and safety negligence, fraud, breaches of employment and other law / regulations?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

13.	How credible do you think the GLA licensing scheme is?	Very credible ☐	Credible ☐
		Limited credibility ☐	No credibility ☐
		Do not know ☐	
		Please explain your answer:	

14.	How successful do you think the GLA is in creating a level playing field for compliant businesses to operate?	Very successful ☐	Successful ☐
		Unsuccessful ☐	Very unsuccessful ☐
		Do not know ☐	
		Please explain your answer:	

Protecting Workers

15.	How would you rate the GLA at improving the conditions of workers?	Very good ☐	Good ☐
		Poor ☐	Very poor ☐
		Do not know ☐	
		Please explain your answer:	

| 16. | Overall, how would you rate the GLA at delivering its strategic aim of | Very good ☐ | Good ☐ |
| | | Poor ☐ | Very poor ☐ |

"Working in partnership to protect vulnerable and exploited workers"?	Do not know ☐
	Please explain your answer:

General Question

17. Do you have any additional comments?	

Thank you for completing the survey

Annex B

Stakeholders surveyed:

50 Club Horticultural Employers' Association
Agriculture and Horticulture Development Board
Aldi
Anti-Slavery International
Asda
Association of Chief Police Officers
Association of Labour Providers
Association of Professional Staffing Companies
Boots
British Carrot Growers' Association
British Egg Industry Council
British Poultry Council
British Red Cross
British Retail Consortium
British Summer Fruits
CAB
Cambridge Centre for Applied Research in Human Trafficking
Co-operative Group
Ethical Trading Initiative
Farmers' Union of Wales
Federation of Poles in Great Britain
Food and Drink Federation
Food Ethics Council
Freeths LLP
Fresh Potato Suppliers Association
Fresh Produce Consortium
Gangmasters Alliance
GMB
Iceland
Institute for Conflict Research
Joseph Rowntree Foundation
Lidl
Local Government Association
Local Government Regulation
Low Pay Commission
Machinery Ring Association of England and Wales
Marks and Spencer
Migrant Helpline
Migrants Rights Network
Morrisons
National Association of Agricultural Contractors
National Farmers Union
NFU Cymru
NFUS
Oxfam

Police Superintendents Association
Recruitment and Employment Confederation
Sainsbury's
Salvation Army
Sea Fish Industry
Shellfish of Great Britain Association
Shelter
Tesco
TUC
UK Human Trafficking Centre
Ulster Farmers Union
Unite the Union
USDAW
Waitrose
Wilberforce Institute for the Study of Slavery and Emancipation
Working Lives Research Institute

Responses received from:

1. Ethical Trading Initiative
2. Federation of Poles in Great Britain
3. Freeths LLP
4. Local Government Regulation (board member)
5. Marks and Spencer
6. Police Superintendents Association
7. National Farmers Union (board member)
8. National Farmers Union (Barway Services Ltd) (board member)
9. NFUS (Ringlink Scotland Ltd)
10. NFUS (board member)
11. Recruitment and Employment Confederation (board member)
12. Sainsburys

Annex C – Results of Stakeholder Survey

1.   Summary of Responses

1.1.   Even with the increase in response, the response rate is still relatively low. Therefore, it is difficult to make any meaningful conclusions. However, in summary:

Types of respondent

1.2.   One respondent represented 'labour providers', six respondents represented 'labour users', two respondents represented 'workers' and three represented 'other' types of organisation.

Targeting, dismantling and disrupting serious and organised crime

1.3.   67 per cent of respondents consider the GLA to be 'Good' or 'Very Good' at targeting, dismantling and disrupting serious and organised crime. This is the same percentage as last year. However, in comparison to last year, no respondent's thought that the GLA were 'Poor' or 'Very Poor' in this area.

1.4.   Overall, discounting the respondents who replied 'Don't Know', in 2014 85.7 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at targeting, dismantling and disrupting serious and organised crime. Whereas this year 100 per cent of the respondents thought the GLA to be 'Good' or 'Very Good'.

Early identification of human trafficking

1.5.   50 per cent consider the GLA to be 'Good' or 'very good' at the early identification of human trafficking. This is a reduction from 67 per cent last year. However, in comparison to last year, no respondent's thought that the GLA were 'Poor' or 'Very Poor' in this area.

1.6.   Overall, discounting the respondents who replied 'Don't Know', in 2014 85.7 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at the early identification of human trafficking. Whereas this year 100 per cent of the respondents thought the GLA to be 'Good' or 'Very Good'.

Identifying and tackling forced/bonded labour

1.7.   67 per cent consider the GLA to be 'Good' or 'Very good' at identifying and tackling forced/bonded labour. This is the same percentage as last year. However, in comparison to last year, no respondent's thought that the GLA were 'Poor' or 'Very Poor' in this area.

1.8.   Overall, discounting the respondents who replied 'Don't Know', in 2014 85.7 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at identifying and tackling forced/bonded labour. Whereas this year 100 per cent of the respondents thought the GLA to be 'Good' or 'Very Good'.

Identifying and tackling unlicensed activity

1.9. 67 per cent consider the GLA to be 'Good' or 'Very good' at identifying and tackling unlicensed activity. This is the same percentage as last year. However, in comparison to last year, only one respondent thought that the GLA were 'Poor' in this area.

1.10. Overall, discounting the respondents who replied 'Don't Know', in 2014 75 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at identifying and tackling unlicensed activity. Whereas this year 89 per cent of the respondents thought the GLA to be 'Good' or 'Very Good'.

Engaging with stakeholders

1.11. 83 per cent consider the GLA to be 'Good' or 'Very good' at engaging with stakeholders. This is an increase from 67 per cent last year.

1.12. In both surveys no respondents stated that they did not know about the GLA's engagement with stakeholders.

Tackling tax evasion, health and safety negligence, fraud, breaches of employment and other law/ regulations

1.13. 58 per cent consider the GLA to be 'Good' or 'Very good' at tackling tax evasion, health and safety negligence, fraud, breaches of employment and other law/ regulations. This is a reduction from 67 per cent last year. However, no respondent's considered the GLA were Poor' or 'Very Poor' in this area.

1.14. Overall, discounting the respondents who replied 'Don't Know', in 2014 100 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at identifying and tackling tax evasion, health and safety negligence, fraud, breaches of employment and other law/ regulations. This year 100 per cent of the respondents also thought the GLA to be 'Good' or 'Very Good'.

Licensing scheme credibility'

1.15. 100 per cent consider the GLA licensing scheme to be credible. This is the same as last year. However, three respondents stated they considered the GLA had limited credibility this year.

1.16. In both surveys no respondents stated that the GLA had no credibility or that they did not know.

Creating a level playing field

1.17. 67 per cent consider the GLA is 'Successful' or 'Very successful' in creating a level playing field. This is an increase from last year where 60 per cent considered the GLA 'Successful' or 'Very Successful'.

1.18. Overall, discounting the respondents who replied 'Don't Know', in 2014 75 per cent of the respondents thought the GLA to be 'Successful' or 'Very Successful' at in creating a level playing field. This increased this year to 80 per cent of the respondents thought the GLA to be 'Successful' or 'Very Successful'.

Improving the conditions of workers

1.19. 83 per cent consider the GLA is 'Good' or 'Very good' at improving the conditions of workers. This is an increase from last year where 78 per cent considered the GLA 'Good' or 'Very Good'.

1.20. Overall, discounting the respondents who replied 'Don't Know', in 2014 83.3 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at improving the conditions of workers. This year this increased to 100 per cent of the respondents who believed the GLA to be 'Good' or 'Very Good'.

Delivering strategic aim

1.21. 83 per cent consider the GLA is 'Good' or 'Very good' at delivering its strategic aim of "Working in partnership to protect vulnerable and exploited workers". This is an increase from last year where 78 per cent considered the GLA 'Good' or 'Very Good'.

1.22. Overall, discounting the respondents who replied 'Don't Know', in 2014 100 per cent of the respondents thought the GLA to be 'Good' or 'Very Good' at delivering its strategic aim of "Working in partnership to protect vulnerable and exploited workers". This year 100 per cent of the respondents also thought the GLA to be 'Good' or 'Very Good'.

2. Additional questions

2.1. This year the GLA asked two further questions regarding the GLA's use of social media and communication with workers.

Use of social media

2.2. 18 per cent of people thought the GLA were 'Very Good' or 'Good' at using social media.

Ability to communicate with workers

2.3. 25 per cent rated the GLA's ability to communicate with workers as 'Very Good' or 'Good'

Part One

Questions about the organisation responding and existing knowledge of the GLA

Question 1: Do you represent the interests of:

Type of organisation	Number of responses received
Labour Providers	1
Labour Users	6

Workers	2
Other	3
Total	12

Of the twelve responses received, five were from GLA Board members.

Question 2: Please explain why you an interest in the work of the GLA

One respondent that their work and mission were closely aligned with the GLA. Whilst other respondent's represented workers, labour providers and users.

Question 3: How regularly do you have direct contact with the GLA?

Frequency of contact	Number of responses
Weekly/ Regularly	8
Twice a month	1
Monthly	2
Bi-monthly	0
Periodically/ Not regularly/ Rarely	1

Question 4(a): How well do you understand who needs a licence?

Answer	Number of responses
Very good understanding	8
Reasonable understanding	4
Limited understanding	0
Do not know	0

Four Labour user respondents indicated they had a 'reasonable understanding' for who needs a GLA licence. The other respondents all indicated they had a 'very good understanding'.

Question 4(b): The GLA Licensing Standard set out the conditions of a GLA licence. Please tick the areas you know were covered by the Standards.

Standard Area	Number who knew it was covered	Number who did not know it was covered
Fit and Proper Test	11	0
Tax Matter	10	2
Pay (including NMW, withholding wages and payslips)	12	0
Physical and Mental Mistreatment	12	0
Debt Bondage	11	1
Working Time	12	0
Discrimination	12	0
Trade Union Rights	10	1
Health and Safety	12	0
Transport	11	1
Gathering Shellfish	11	0
Job-Finding Fees	12	0
Rights to Work	10	1
Worker and Labour User Terms and Conditions	12	0
Using Other Labour Providers	12	0

Question 4(c): Do you know what action the GLA can take for non-compliance with the Licensing Standards?

Answer	Number of responses
Refuse an application	11
Revoke a licence	10

Suspend a licence	7
Issue a licence with specific conditions to improve compliance	8
Issue a provisional licence	4
Issue fines	4
Prosecute	9
Do not know	0

Please note: the GLA does not issue provisional licences and does not have the power to issue fines and prosecute for Licensing Standards breaches.

Question 4(d): Do you know what criminal offences the GLA can investigate?

Answer	Number of responses
Acting as a gangmaster without a licence	10
Using an unlicensed gangmaster	11
Obstructing a GLA officer	9
Do not know	2

Question 4(e): The GLA published its Strategy for Protecting Vulnerable and Exploited Workers in June 2013. Please read the following statements and tick the applicable answer

Answer	Number of responses
Knew the Strategy had been published and understand what is covered	9
Knew the Strategy had been published but do not know what is covered	1
Did not know the Strategy had been published	2

1 'labour user' representative organisation and 1 'other' organisation did not know that did know the Strategy had been published.

Part Two

Question 5: How would you rate the GLA at targeting, dismantling and disrupting serious and organised crime?

Answer	Number of responses
Very good	0
Good	8
Poor	0
Very poor	0
Do not know	4

Comments provided:

"The GLA's resources have been reduced and its ability to provide the same level of excellence, professionalism and reach in relation to prevention of organised crime has been compromised."

"In the UK very good but most of the illegal activity is taking place abroad and it is very difficult for the GLA to have major impact there."

"Impossible to quantify as we do not know what extent the problem exists."

"Good but Limited resources limit results and not knowing the level of serious and organised crime, it is difficult to judge success rate."

"I do not know about the operational successes/ failures of the GLA."

"The GLA operate well on intelligence gathered. More could be down with more field officers, which would require more money."

"No scales of comparison."

Question 6: How would you rate the GLA with the early identification of human trafficking?

Answer	Number of responses
Very good	0

Good	6
Poor	0
Very poor	0
Do not know	6

Comments provided:

"GLA needs adequate human and financial resourcing to detect and build capacity of others to identify human trafficking risks. In the areas for which GLA has a remit and expertise, it does well, but there are other sectors that are vulnerable, and the GLA could play a significant role in early identification since labour providers & traffickers often operate across sectors."

"Impossible to quantify as we do not know what extent the problem exists."

"Information not ready available so can't measure good or poor."

"I do not know about the operational successes/ failures of the GLA."

"Within the bounds of the fact that we are not aware of the extent of human trafficking in this country. We need more resources on this."

"No scales of comparison."

Question 7: How would you rate the GLA at identifying and tackling forced / bonded labour?

Answer	Number of responses
Very good	1
Good	7
Poor	0
Very poor	0
Do not know	4

Comments received:

"Impossible to quantify as we do not know the what extent the problem exists."

"Good and getting better."

"No scales of comparison."

Question 8: How would you rate the GLA at identifying and tackling unlicensed activity?

Answer	Number of responses
Very good	2
Good	6
Poor	1
Very poor	0
Do not know	3

Comments received:

"I think the lack of resources impact on the length of time it takes the GLA to investigate some cases."

"Good where there has been intelligence gathered, offered or 'stumbled upon'."

"The field force works well on intelligence gathered."

"No scales of comparison."

Question 9: How would you rate the GLA for engaging with stakeholders?

Answer	Number of responses
Very good	3
Good	7
Poor	2
Very poor	0
Do not know	0

Comments received:

"The GLA has always been very responsive to meeting with and working with others, as it recognises the importance of collaboration to tackle these problems. It is also strategic in its stakeholder engagement because it focuses on stakeholders that have influence and the potential to show impact."

"Stakeholders are still concerned about getting their name in the paper when there is a issue. Trust between the GLA and the stakeholders needs to be improved greatly."

"The GLA do try engaging with stakeholders & are very good at asking for input into ways that communications can be improved upon."

"With some stakeholders good but with licence holders poor."

"We have appreciated Paul's efforts in the past two years to keep in touch with retailers both as a group and individually, as well as speak to our suppliers. We would welcome this continuing - perhaps in a structured way eg twice yearly catch ups with retailers and Paul and/or other senior reps. We would also be interested to understand more about ideas for future engagement of retailers and suppliers, eg training interventions which I have heard about in passing but unsure exactly what the opportunity is."

"The new chief executive is keen to engage at all opportunities."

"[We have] not been contacted for some 2 years."

Question 10: How do you rate the GLA's use of social media?

Answer	Number of responses
Very good	0
Good	2
Poor	2
Very poor	1
Do not know	6

Comments received:

"So far, social media has not proven successful. It may be that a more professional approach is required with advice from experts."

"Don't use social media."

"Not aware of it."

"Not aware of any social media use."

"The GLA needs dedicated resource for social media engagement."

"Needs to be proactive by sending email."

Question 11: How would your rate the GLA's ability to communicate with workers?

Answer	Number of responses
Very good	1
Good	2
Poor	4
Very poor	0
Do not know	5

Comments received:

"GLA works closely with trade unions and could do more of this to help tackle human trafficking. Organised workers are generally not trafficked workers and can best tackle the problem themselves if they have the opportunity and support from the GLA to play this role."

"Most workers I speak to have not heard of the GLA. Where do you advertise? do you rely on just the UK's Facebook (or equivalent)? do you use similar social media facilities in the home countries, i.e. Romania, Poland etc., There are a number of other outlets that you can use, i.e. Local churches, Polish/Romanaian Shops etc."

"Very little successful communication in evidence."

"This is not easy as workers in most cases don't relate to GLA on a day to day basis."

"Not aware of how this is done."

"The GLA is hampered severely by lack of funds and an inability to 'advertise'."

"No knowledge of this aspect."

Question 12: How would you rate the GLA at tackling tax evasion, health and safety negligence, fraud, breaches of employment and other law / regulations?

Answer	Number of responses
Very good	1
Good	6
Poor	0
Very poor	0
Do not know	5

Comments received:

"Where these issues are uncovered, I believe the GLA do pursue the perpetrators, however, they are often let down at prosecution by the level of punishments imposed."

"Good when carrying out inspections but how well they do uncovering these issues is less known."

"I have no experience of the GLA in this field."

"Difficult to judge."

Question 13: How credible do you think the GLA licensing scheme is?

Answer	Number of responses
Very credible	4
Credible	5
Limited credibility	3
No credibility	0
Do not know	0

Comments received:

"The GLA's licensing scheme is a global benchmark for other countries and is often used by the ILO and other international bodies as an example of good practice in rewarding

ethical labour providers and excluding those who operate outside of the law to exploit workers."

"I do believe that the GLA has been successful in removing a substantial number of rogue gangmasters. The licensing scheme also acts as a deterent to unscrupulous gangmasters entering our industry."

"Better than not having one."

"It is accepted by most in the industry as a credible scheme but Supermarkets still don't accept a Supplier with a GLA licence as sufficient for their own standard produce schemes."

"The message needs to be put out more."

"It does not cover a wide enough swathe of industry."

Question 14: How successful do you think the GLA is in creating a level playing field for compliant businesses to operate?

Answer	Number of responses
Very successful	2
Successful	6
Unsuccessful	2
Very unsuccessful	0
Do not know	2

Comments received:

"This issue has been highlighted repeatedly in the debates around the Modern Slavery Bill. [We] have repeatedly called for the Bill to create a level playing field - along the lines of the GLA in the food & farming sector. It can also play a role in sharing this good practice in other countries."

"Good. Mainly from intelligence gathered from other labour suppliers attempting to ensure that there is a level playing field."

"No evidence of this".

"1. there remains a significant amount of illegal activity in the reg sector 2. the continued use of travel and subsistence schemes gives many companies a competitive advantage 3. some companies continue to ignore the law eg in providing illegal transport aided and abetted by unethical labour users."

"Only in certain sectors."

"I believe that its successes are limited by its funding."

"It is difficult to establish that there is a benefit for compliant businesses whilst there are those who do not comply."

Question 15: How would you rate the GLA at improving the conditions of workers?

Answer	Number of responses
Very good	2
Good	8
Poor	2
Very poor	0
Do not know	0

Comments received:

"It is critical that the GLA has always put workers at the centre of their approach and response to labour exploitation. This has shaped their strategy and is what makes them so successful."

"Any scheme that helps vulnerable people has to be better than none."

"Suppliers know they have a standard to comply with and this can be self policing"

"Massive improvement in basic compliance levels in transport , H&S etc as result of licensing."

"The GLA works hard on this."

"It is difficult to overcome the workers' fear of losing their employment"

Question 16: Overall, how would you rate the GLA at delivering its strategic aim of "Working in partnership to protect vulnerable and exploited workers"?

Answer	Number of responses
Very good	3
Good	7

Poor	0
Very poor	0
Do not know	2

Comments received:

"On the whole, they are making inroads into tackling the basic problems. However, budgetry constraints & a lack of understanding in the courts are failing to help the problems encountered."

"Good but again limited resources limit how much can be achieved"

"66 employees are never going to change the world. Believe GLA punches above its weight but suspect we are only touching the surface of the problem. At least the problem is being identified and getting focus."

"I believe that the GLA does all it can, within budgetary constraints."

Question 17: Do you have any additional comments?

Comments received:

"We regard the GLA as a highly effective body and an important partner. We would like to see its powers extended to other sectors where workers are vulnerable (care, cleaning, construction, hospitality, etc.) and we would like to see it properly resourced with staff and funding to play a leadership role not only in the UK but globally to share its expertise and promote good practice elsewhere. It has built a body of expertise and experience that is important, particularly as the focus on modern slavery increases."

"Please note that some of the lack of awareness of the specific GLA activities and impacts indicated above is because I have newly taken over the lead on GLA issues. Having attended a couple of meetings in recent months…it is encouraging to hear the GLA talk about a change in approach where farmers and growers are also being regarded as victims of those exploiting workers, and the GLA is looking to improve relationships with farmers and growers. Because of past experiences, the reality is that the farmer and grower community will need to see this changed approach happening on the ground and throughout the GLA and its activities, before it is convinced about this change. While the remit of the GLA extends across the fresh produce supply chain, fish and shellfish, the majority of the focus of its activity, and what it is viewed 'publicly' as doing, centers on 'farming'. [We] believe that this focus of activity means the GLA has a significant responsibility to ensure it represents farming in a fair and proportionate way.

There can be no doubt that the limited mandate of the GLA, and absence of GLA equivalents for all industries outside of fresh produce, means our knowledge and data about exploitation of workers within 'farming' in its widest sense, will be disproportionately high compared to other industries. This knowledge is clearly powerful and important in stamping out exploitation. [We] believes this knowledge also brings with it a huge

responsibility for the GLA to ensure it is used in context and that 'farming' is not unfairly portrayed as the only industry where there are issues with labour exploitation. The reality is - this is how the farming industry feels at the moment - it feels like it is being picked-on. Particularly in light of recent media coverage, around things like the Home Office's Modern Slavery campaign. Engagement with stakeholders is going to be challenging for the GLA if those stakeholders feel unfairly picked-on.

A rather simplistic example of where the nature of this representation is missing the mark would be the imagery used on the GLA website. The majority of the imagery relates to farming or horticultural produce. The imagery is also generally very positive - if you just looked at the imagery you would be forgiven for thinking the website is positively promoting work opportunities in the fresh produce industry. Instead the website is juxtaposing positive images of farming, produce and harvest workers, with basically negative content about exploitation.

[We] understand the importance of a clear public message that those who exploit workers will be caught and prosecuted. The NFU believes the GLA needs to look at better balancing this message better promotion of the good practice within the industry, which is the reality in the significant majority of labour use situations."

"Overall the introduction of the GLA has given the industry a template to work towards and ongoing improvements which is good for both workers and suppliers."

"Remain supportive of the GLA and its work and remain to keen to stay engaged/in touch."

"I am a strong supporter of the GLA, and all it does."

"I would like to obtain more feedback from workers that have been helped by GLA activity, in particular Polish workers. This would enable [us] to support the GLA in a more direct and focused way. We have contact with a large number of polish people though our member organisations."