



Gangmasters & Labour Abuse Authority

Minutes

Title of meeting	83rd GLAA Board Meeting		
Date	27/07/2023	Time	10:30 – 15:30
Venue	Apex Court		
Chair	Julia Mulligan	Secretary	Victoria Robinson

Attendees

Julia Mulligan (JM) GLAA Board Chair
Deep Sagar (DAS) GLAA Board Member
Dr David Snowball (DJS) GLAA Board Member
Pippa Greenslade (PG) GLAA Board Member
Suzanne McCarthy (SM) GLAA Board Member
Keith Rosser (KR) GLAA Board Member

In attendance

Elysia McCaffrey (EM) CEO
Phil Cain (PHC) Director of Operations
Samantha Ireland (SI) Director of Strategy and Impact
Justin Rumball (JJR) Head of Finance
Steve Hickman (SHI) Transformation Director
Victoria Robinson (VR) Secretariat
Darryl Dixon (DD) (Item 13 only)
Megan Bethell (MB) Senior Governance Officer (Items 10 and 14 only)

Home Office attendees

Anita Bailey (AB) Sponsorship Unit, Home Office (HO)
Hannah Pooley (HP) Modern Slavery Unit, Home Office
Helena Sharpling (HS) Modern Slavery Unit, Home Office

Observers

Charlotte Bogod (CB) Capgemini
Lucy Batchelor (LB) Capgemini
Khalil Souki (KS) Capgemini

Apologies

Bunmi Opeodu (BO) GLAA Board Apprentice

1	Introductions
	All attendees were welcomed. The Board noted PHC has taken the role of Director of Operations, so will no longer be a Non-executive Director. Pippa Greenslade was nominated the Board Conscience.
2	Apologies
	The Board noted Bunmi Opeodu's apology.
3	Declarations of interest
	None.

4	Minutes of the previous meeting held on 16 May 2023
Decision	The Board agreed the minutes of the previous meeting held on 16 May 2023.
5	Outstanding actions
	<p>Outstanding:</p> <p>BM81(3) – An update to be provided at the next Board. BM82(1) – An update to be provided at the next Board. BM82(2) – To be picked up by PHC - update to be provided at the next Board.</p> <p>All other actions have been closed prior to the meeting or are on the agenda.</p>
6	Home Office Update (Check with HO)
	<p>Home Affair Select Committee (HASC): The Human Trafficking Inquiry is to end soon. EM had provided evidence on GLAA’s behalf. Minister Dines and Directors gave evidence on 19 July 2023. A report is expected in the coming weeks, and the HO will pay close attention to the recommendations.</p> <p>The HO reported that HASC have a neutral view of the GLAA. The CEO asked the HO to clarify the NCA’s policy towards enforcing modern slavery and illegal migration. HO said they would consider and welcomed further discussions with the GLAA.</p>
Action BM83(1)	EM to meet with Home Office to discuss partnership working with NCA.
	<p>Illegal Migration Act (IMA): The Illegal Migration Bill received Royal Assent on 20 July 2023.</p> <p>The HO updated the Board on the key points of the Act relevant to the GLAA and reported.</p> <p>Two concessions impacting the modern slavery clauses:</p> <ul style="list-style-type: none"> • the disqualification will now only apply to people arriving on or after Royal Assent. • the second is a commitment to provide specific support in statutory guidance for individuals who have been exploited in the UK. <p>The Home Office committed to working with the GLAA on the implementation of the Act as required. The current working target date for implementation is after summer recess.</p> <p>Provision for staff training was queried, particularly regarding victim engagement and support about which there are concerns. It was explained that this is being addressed.</p>

	<p>Business Plan 2023/24: HO thanked the GLAA for the business plan and advised that it was currently with ministers and special advisors who had no questions to date.</p> <p>However, the HO had some recommendations, which will be taken forward and the Board will be sighted on any changes to KPIs.</p> <p>Board Vacancy: HO is hoping to begin recruiting to the NED vacancy by the end of the week.</p> <p>Cost of Living Award: The HO are discussing the pay pressure arising from the cost of living award with all ALBs. Solutions will be on a case-by-case basis with the aim to resolve by September.</p> <p>Ministerial Decision-making: The ARA will need to be submitted in time for ministerial decisions due in October. GLAA is aware of the deadline.</p>
7	CEO report, Elysia McCaffrey
	<p>The CEO thanked HO for the Delegation letter.</p> <p>Leadership Team Changes: All three new Director roles have been recruited. Two are in place with a third joining in October. The Board noted that the planned disestablishment of six senior posts has been implemented.</p> <p>New organisational structure: It was confirmed that the new organisational structure will be fully in place by Spring 2024 and the new leadership team will be critical in seeing through the changes to their departments.</p> <p>It was highlighted that the Board had been fully sighted on the proposals including at formal and informal meetings, oversight via the People and Culture Committee (P&C) and fortnightly Steering Groups between the Chair and CEO.</p>
Action BM83(2)	EM to share the new organisational structure again with DAS.
	<p>The Mustafa Case: An update was provided. It was noted that the judge imposed an eight-year prison sentence and a 12 year Slavery and</p>

	<p>Trafficking Prevention Order, the longest sentence achieved by the GLAA to date.</p> <p>New CEO's Values Award:</p> <p>Devised by the Change Champion Network, the CEO's Values Award has been launched. The number of nominations from staff has been very healthy and it has been positively received.</p>
8	Target Operating Model (TOM), Steve Hickman
	<p>Updates were provided on the implementation of the TOM including the Band 4 consultation, improvements to Regulation and the first meeting of the new Management Board.</p> <p>Culture:</p> <p>An area of focus for the Board, positive developments in organisational culture were reported, but challenges remain challenges, which is to be expected. The Board encouraged transparency around change.</p> <p>Benefits Realisation:</p> <p>The Board recognised the work done reviewing the effectiveness of the TOM, and requested a formal paper setting this out, including the financial implications.</p>
Action BM83(3)	A paper on the Benefit Realisation Plan of the TOM to be brought to the Board in September.
	<p>Future ways of working:</p> <p>Improvements in the performance of Regulation are a priority. The Board was briefed on a new 'model office' which is being trialled that will test new ways of working in a drive to improve performance.</p> <p>Communication:</p> <p>In response to questions, the process for establishing the new communications team was outlined. It will have a focus on improving press engagement, and media training will be made more widely available. The Board supported strengthening this area of delivery.</p> <p>Reduction of Investigations and Intelligence:</p> <p>The reduction in the number of investigations and intelligence reports was queried and whether this was linked to the TOM. It was explained that the cause was not clear but was likely due to several factors. Further work was being done to understand the figures. In addition, developments to the intelligence function were explained, including that new ways of working are being piloted and are showing promising results. The Board commended the work, whilst highlighting that a balance was</p>

	<p>needed between a corporate approach and individual proactiveness and enthusiasm.</p> <p>Artificial Intelligence (AI): The potential of AI was raised. The HO said they are open to ALB collaborations and explained that DBS and UK Visa and Immigration are currently looking at how AI could help.</p>
9	Impacts of TOM on Governance, Sam Ireland
	<p>Key improvements to governance include the establishment of the new Management Board (MB) which has now met. The CEO reported that it is already providing her with greater grip, visibility and assurance. It was explained that the work of MB will be kept under review.</p> <p>The Board workplan was agreed at the meeting between Committee Chairs and the Board Chair (the Chairs' Meeting). This will be aligned with Management Board to improve assurance and accountability.</p> <p>Directorate meetings will also be established for each area, led by Directors with their senior managers.</p> <p>The Board recognised the improvements in formal papers, and was told that their development will continue, linked with Management Board as it and accountability mechanisms develop. The Board welcomed this but for the future, also encouraged greater use of evidence and data, as well as more in-depth analysis of performance.</p> <p>Sub-committees: It was agreed that the structure of board sub-committees needs to be reviewed and that this should be linked with the desired skill set of the new board member being recruited. It was noted that committee structure and effectiveness is likely to be included in the forthcoming Cabinet Office Review.</p>
Action BM83(4)	Governance and committee structure to be discussed at the upcoming Strategy Day.
10	Strategic Performance, Sam Ireland
	<p>Regulation Backlog: The applications backlog is skewing the data, but with these extracted, processing time is reduced to 147 days.</p> <p>The Board challenged the ambition of the target and asked for it to be reassessed. It was explained that work was ongoing to improve processes and performance targets are being reviewed.</p>

Action BM83(5)	To review the regulation target date.
	<p>People data: The high level of sickness was discussed, but also noted that turnover is lower than expected, which was explained by colleagues staying in post during the TOM changes.</p>
11	Finance
	<p>Financial Position and Outturn, Justin Rumball</p> <p>Much work has been done on affordability and the financial impact of the TOM.</p> <p>The HO has indicated there may be potential to use capital to assist with overspend.</p> <p>The current forecast is based on last year's level of turnover, but different staffing scenarios have been modelled.</p> <p>Income has been fluctuating, but applications are steady and higher income is forecast as performance improves.</p> <p>There is a forecast capital underspend, due to the closure of the Phoenix Connect project and the new website being put on hold.</p> <p>The current in-year overspend, and budget delegations were queried.</p> <p>The HO explained that the position is not unusual, particularly due to the cost of living award. The CEO confirmed this and noted that the forecast is on track.</p> <p>The CEO clarified her role as Accounting Officer, explaining the structures in place to manage the budget effectively. She highlighted the pro-activeness of the Finance team in raising concerns. She explained that she has to report any significant budget issues to the Principal Accounting Officer and Permanent Secretary and only they have the power to extend budgets.</p> <p>The HO clarified they have no concerns and explained that without the cost of living award the GLAA are currently £40,280 overspent, which doesn't warrant concern.</p> <p>The CEO said that within the financial year, budgets will be delegated to the three Directors.</p>
Action BM83(6)	For the budget delegations to be documented clearly. In addition, any updates regarding budgets to also be documented clearly.
	Medium Term Financial Plan, Steve Hickman

	<p>The impact of likely cost pressures had been considered and future resourcing modelled to identify the potential implications.</p> <p>The Board discussed the impact of continuing reductions in budget and the different options for improving efficiency including the potential of AI, outsourcing and collaboration with other ALBs.</p> <p>The HO highlighted that the paper did not include work on the fee review, and it was explained that this is planned for consideration at the next Board meeting.</p>
12	Strategy Day Proposals, Megan Bethell
	<p>The proposed agenda was discussed, and it was agreed that the final version would reflect the suggestions made, but that the Strategy Day was not a forum for formal decision-making.</p> <p>In addition, it was agreed that an external speaker would help the Board focus on wider, more strategic issues which should be an important part of the day.</p>
Action BM83(5)	The final agenda to be discussed again between the Committee Chairs and Board Chair.
13	Matters Arising from Management Board – Phoenix Connect, Elysia McCaffrey/Darryl Dixon
	<p>The Board thanked DD for his work on this project. The recommendation to the Board is to agree to decommission the Phoenix Connect project and review the lessons learnt.</p> <p>The issues with HO IT were clarified and it was noted that there had been improvements in the relationship.</p> <p>The issues with the original supplier were explained, whilst noting that there were no financial implications. The Board noted that existing systems will be upgraded at the end of the year and explored the risks between now and then. The contingency plan was outlined.</p> <p>It was noted that IT will need to be a focus of the incoming Director of Resources.</p>
Decision	The Board agreed that Phoenix Connect should be discontinued and existing systems upgraded.
Action BM83(7)	IT-related strategic risks to be reviewed and contingency plan to be shared with the Board.
14	Protected Disclosure (Whistle Blowing) Policy, Sam Ireland – to approve
	<p>This policy had been recommended for approval by ARAC.</p> <p>Introducing a ‘Speak Up Guardian’ was mooted and it was agreed that this would be followed up.</p>

	Wider work on the accessibility of policy documents was noted.
Action BM83(8)	EM to speak with SM about the 'Speak Up Guardian' role.
Decision	The Board approved the policy.
15	Board Conscience Feedback, Pippa Greenslade
	<p>PG thanked all attendees for their time and contribution.</p> <p>She noted higher energy and engagement in the morning.</p> <p>Overall, the conversation felt open and honest, and there was good questioning, good complimenting, as well as constructive criticism.</p> <p>She noted efforts made to ensure everyone was able to contribute and hoped no one felt left out of the conversation.</p> <p>The executive team answered all questions well and welcomed feedback offered.</p> <p>The Chair kept the meeting on time and conversations on topic.</p>
16	AOB
	<p>Date of next meeting: 29/09/2023 (Virtual)</p> <p>The meeting concluded at 15:30pm</p>
	Deep Dive – Regulation, Steve Hickman and Nicola Ray
	<p>The changes being made to improve the performance of the organisation's regulatory functions were discussed in detail, including the development of a 'model office'.</p> <p>It was agreed that the Board be invited to a full briefing on this initiative.</p> <p>The different charging points that may be possible within the current regulatory framework were explored and the Executive was encouraged to look at this more innovatively.</p> <p>The Home Office noted that if changes to the fee structure are to be implemented in the next financial year, the fee review needs to be submitted to them by November 2023.</p> <p>The Board suggested that the point at which the 'clock started ticking' on an application might be reviewed to better reflect when a complete submission was made.</p> <p>The Board questioned the amount of work done to 'hand hold' applicants through the process and the resources that this involved when it could be argued that getting it right is the responsibility of the applicant.</p>

	<p>Performance of the regulation team is a priority for the Board and regular updates will be required.</p>
--	---

	<p>The Board agreed their support for Regulation process improvements, the outcomes of which need to be measurable via the KPIs.</p>
--	--