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Gangmasters  
Licensing Authority

# Performance and Insight Report

**Period Covered:  
1 April 2015 to 30 September 2015**

## External Publication

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**Contents**

1.	Business Plan Targets	4
2.	Intelligence and Information sharing	6
3.	Tasking Process	8
4.	Licensing Process	10
5.	Inspection & Enforcement	12
6.	HR & Finance	14
7.	Website Statistics	15

**Glossary**

NRM	National Referral Mechanism
OCGM	Organised Crime Group Mapping
PAWR	Pay and Worker Rights helpline
NBCI	New Business Compliance Inspection
CPA	Change of Principal Authority
MG3	National forms report for advice to Crown Prosecution Service

Please note that some of the data contained in this report has been taken from live systems and is therefore subject to minor fluctuations

## Strategic Priorities

- Preventing worker exploitation.
- Protecting vulnerable people.
- Tackling unlicensed/criminal activity & ensuring those licensed operate within the law.

## Strategic Objectives

- Through joint working, target, dismantle and disrupt serious and organised criminality including the early identification of human trafficking.
- Identify and tackle forced/bonded labour by licensed or unlicensed gangmasters.
- Maintain a credible licensing scheme creating a level playing field for the industry and promoting growth.
- In partnership tackle those who engage in tax evasion, health and safety negligence, fraud, breach of regulations.
- Provide effective and meaningful engagement with key partners, stakeholders and sponsors.
- To work with the regulated sector to enable them to recognise and address issues of noncompliance before the GLA is forced to intervene.

## 1. Business Plan Targets

### Delivery Plan Targets 2015 -18

- ❖ Establish the baseline and review the extent of workers unpaid holiday pay, breaches of national minimum wage and enforcement of breaches of employment standards/statutory employment rights. Ensuring that all such identified instances are accurately recorded at all times.
- ❖ Increase by 15% year on year the number of actual and potential victims of labour exploitation identified, and given support to remove them from danger/raise awareness of their rights.
- ❖ Increase by 10% year on year the identified criminal profits from GLA investigations and joint investigations, for consideration of seizure of proceeds of crime through unlawful activity within the sector.
- ❖ Monitor and maintain year on year the number of referrals (successfully identified as victims) made to the UK Human Trafficking Centre (NRM referrals).
- ❖ Monitor and maintain year on year referrals of the identification and activity of Organised Crime Group to Law Enforcement regional organised crime units (ROCU).
- ❖ Increase by 20% year on year the assistance given to labour users/providers in the co-identification of and dealing with potential worker exploitation prior to formal regulatory engagement.
- ❖ To develop closer working relationships with HMRC, HSE, NCA, Local Authorities and law enforcement agencies through monitor and maintaining the number of joint operations year on year.
- ❖ Monitor and maintain the satisfaction of licence holders with the service provided by the GLA at 86%.
- ❖ Monitor and maintain the perception amongst all key stakeholders that the GLA is doing a good or very good job at 93%.

The following three objectives are those actions the GLA is leading on behalf of the national modern slavery strategy.

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- ❖ Work with the regulated sectors to raise standards of worker treatment through the entire supply chain.
- ❖ Provide expert witness evidence and impact statements to law enforcement organisations undertaking investigations into labour exploitation.
- ❖ Develop partnerships with other enforcement bodies across Europe focussed on the sharing of information, emerging trends, best practice as well as conducting joint operations to prevent exploitative practices.

### Within year 2015 - 16

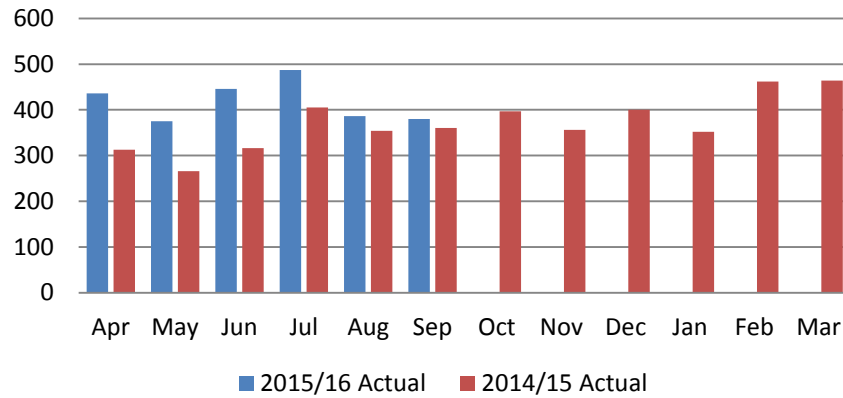
- ❖ By March 2016 to have implemented the GLA Licensing Standards to ensure that they best support the Authority's strategic aim, priorities and outcomes.
- ❖ By January 2016 to have improved the stakeholder survey response rate to 10% more than 2015 levels.
- ❖ By January 2016 to have improved the licence holder survey response rate to 10% more than 2015 levels.
- ❖ By May 2015 to have made appropriate plans for briefing of any change in governmental administration.
- ❖ By September 2015 to present alternative sustainable funding models for consideration by the Home Office.

## 2. Intelligence and Information Sharing

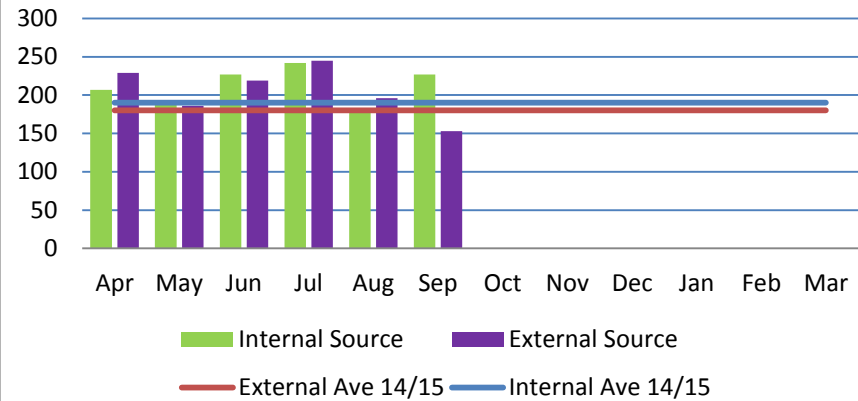
### Key Points:

- The number of intelligence reports created continues to exceed the number in the same period last year
- Internally generated intelligence is broadly in keeping with externally sourced information with Industry sources remaining particularly strong
- Actionable intelligence accounts for 21% of all information recorded on the intelligence system

### Intelligence Reports Created 2015/16



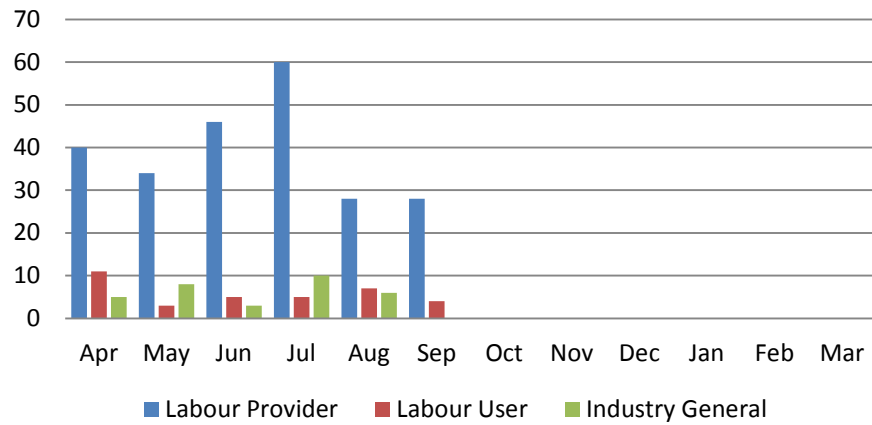
### Intelligence Reports Created - All Sources 2015/16



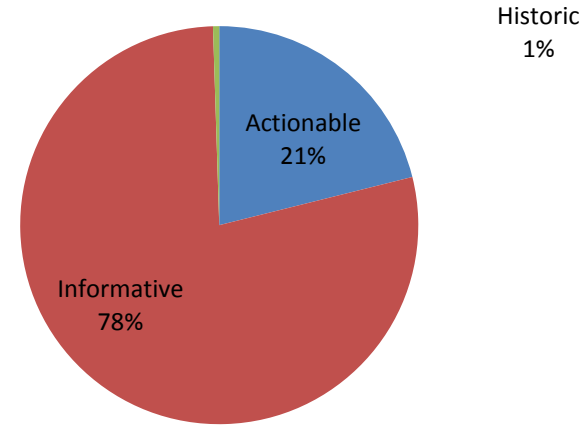
### Explanatory Notes:

- Intelligence 'reports' are individual information 'logs' created on the GLA Intelligence database. The information can relate to any aspect of licensing, compliance or enforcement activity and may contain a single strand or a combination of information that is either **Informative, Actionable** or **Historic**.
- Intelligence reports are generated in response to a variety of circumstances which include information received from external sources (e.g victims, industry sources or partner agencies) and also Internal sources that includes Licensing, Enforcement Officers and Intelligence Unit personnel, This information can be derived from a range of activity
- Intelligence reports or 'logs' are disseminated to and from partner agencies either as a proactive/dynamic response to events or to inform potential regulatory/compliance activity by that agency; or as part of joint operational activity.

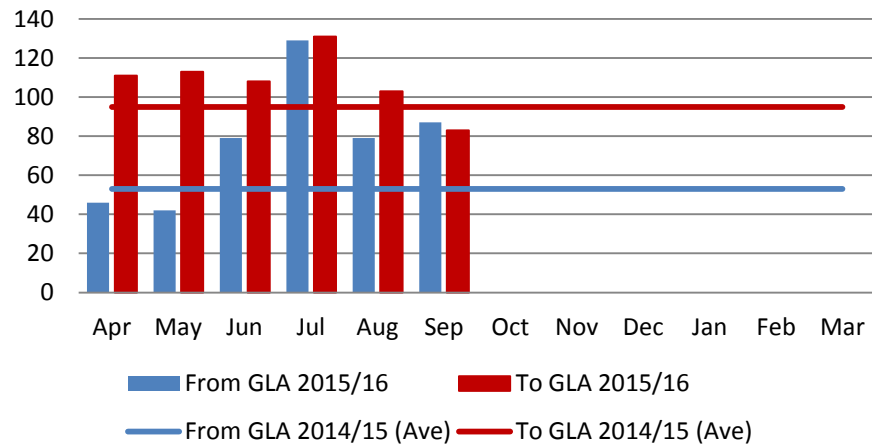
### Intelligence Created Industry Source 2015/16



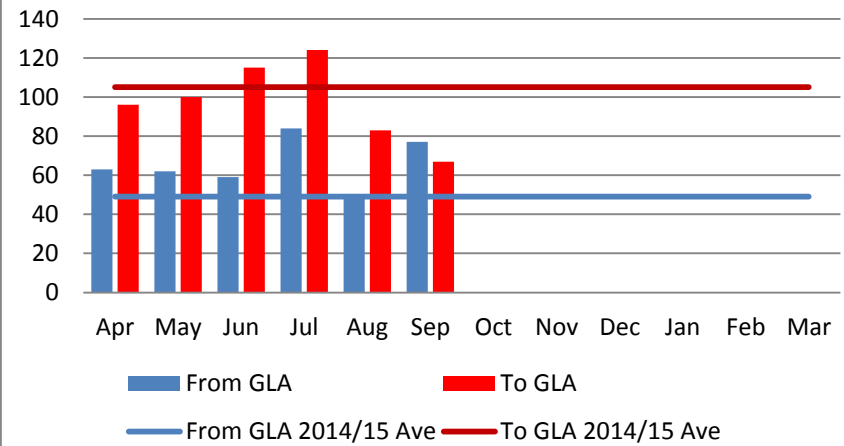
### Intelligence Value 2015/16



### Intelligence Disseminated to and from Partner Agencies



### Requests for Information to & from Partner Agencies 2015/16

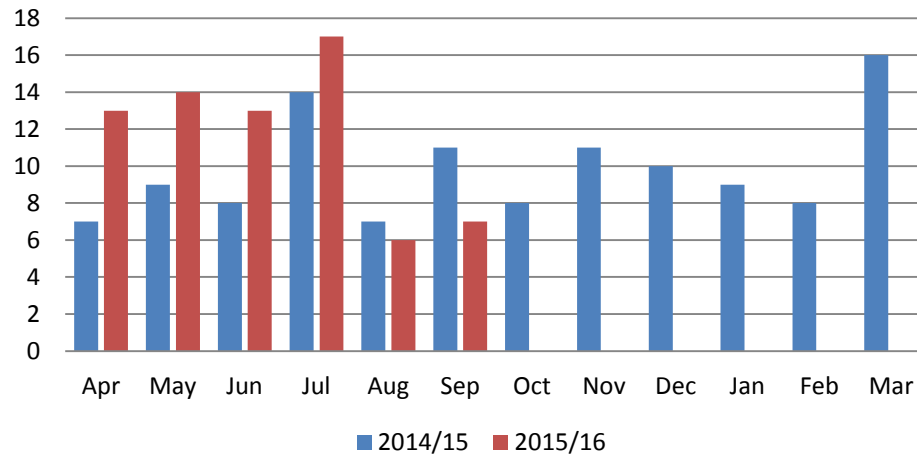


### 3. Tasking Process

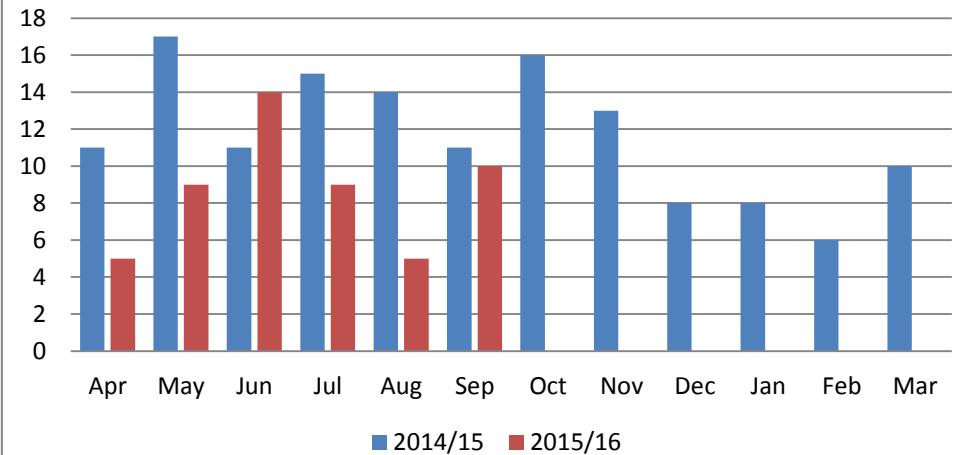
**Key Points:**

- AI's – slowed during the second quarter of the year. Several applications were granted without a need for inspection during the last quarter. Early indications during October suggest an uplift in the number of applications submitted
- CI's – fewer tasked in the year to date – albeit complexity increased
- Enforcement cases currently exceed the total for same period in the previous year
- Tier 1 interventions have recovered in excess of £56,000 for workers in the year to date – significantly exceeding the total for the previous year

**Application Inspections 2015/16**



**Compliance Inspections 2015/16**



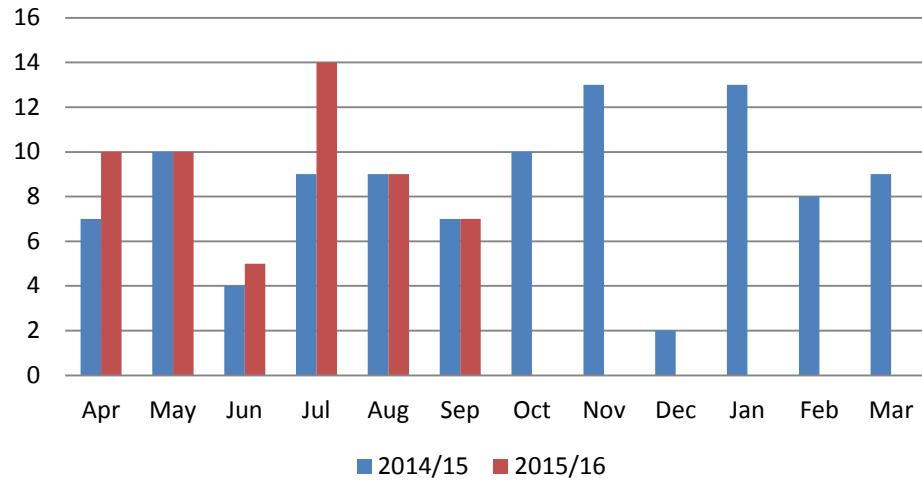
**Explanatory Notes:**

This section deals with the output from the intelligence analysis. All inspection activity is determined according to the intelligence case.

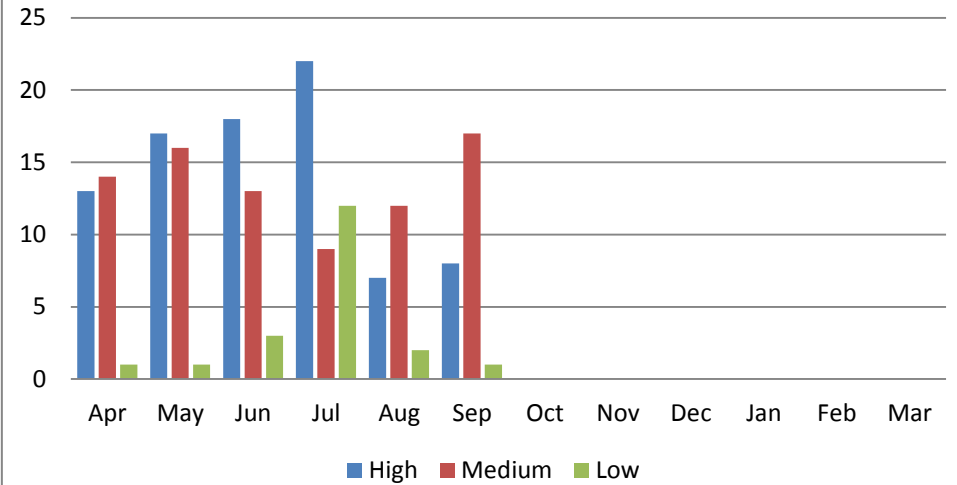
- Application Inspections always attract a high priority so as to minimise the impact and burden on the business. Compliance and Enforcement activity is prioritised following an assessment of the intelligence case.
- Tier 1 interventions are cases where the Intelligence Unit or Licensing Team have made a direct approach to the labour provider to resolve an issue informally without the need for formal regulatory intervention or the deployment of inspection resources.



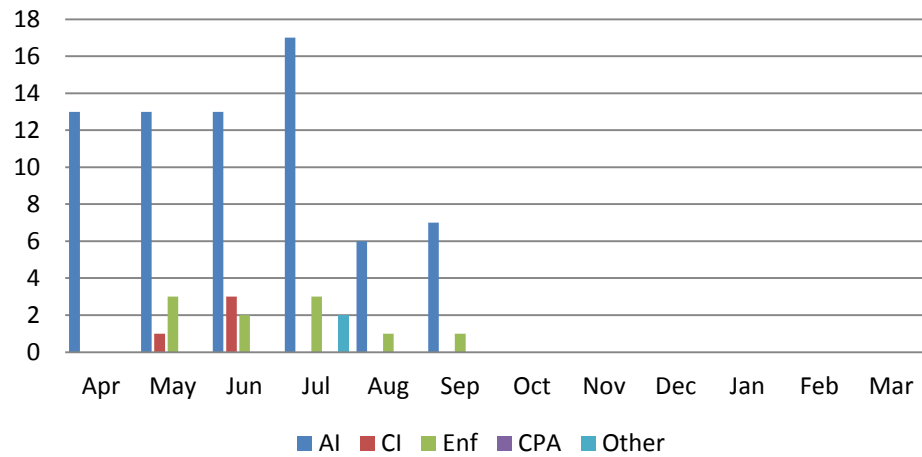
### Enforcement (Unlicensed) 2015/16



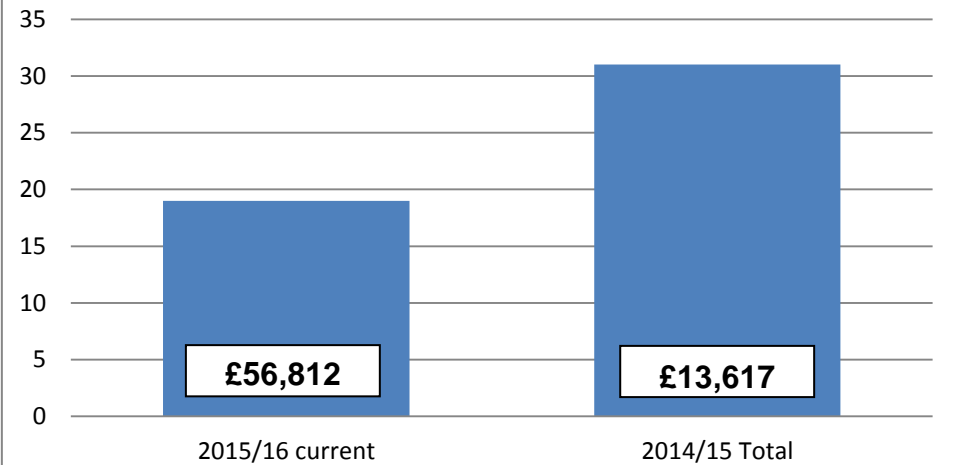
### Tasking by Priority 2015/16



### High Priority Taskings by Category



### Tier 1 Interventions

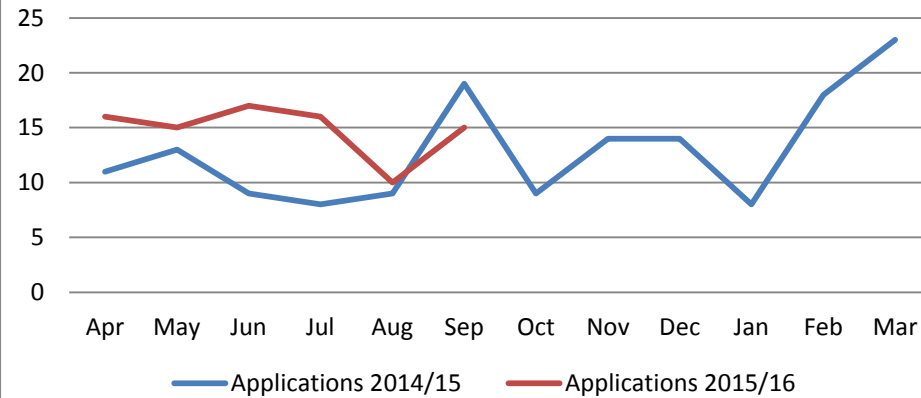


## 4. Licensing Process

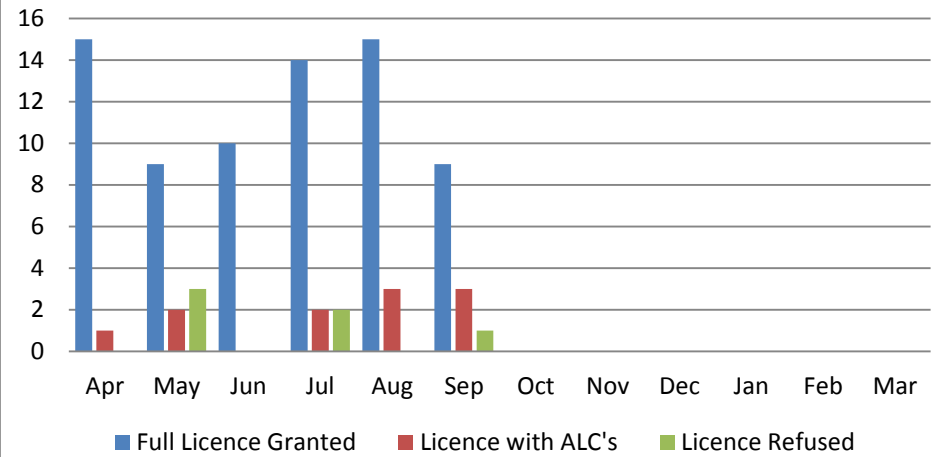
### Key Points:

- The number of Licence applications initiated mirrors the AI trend with the corresponding uplift during September
- There have been 4 revocations with immediate effect so far this year doubling the total for the previous year
- Appeals remain consistent and the GLA continues to enjoy a very healthy success rate

### Licence Applications Initiated 2015/16



### Licence Application Decision 2015/16

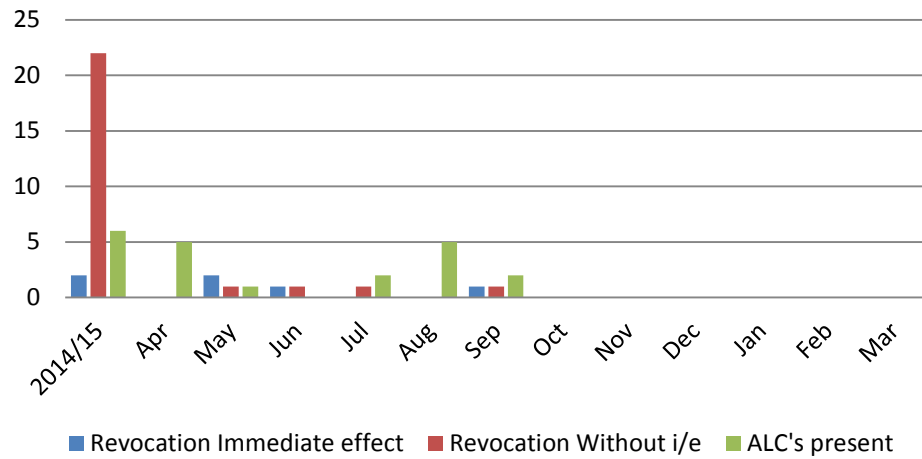


### Explanatory Notes:

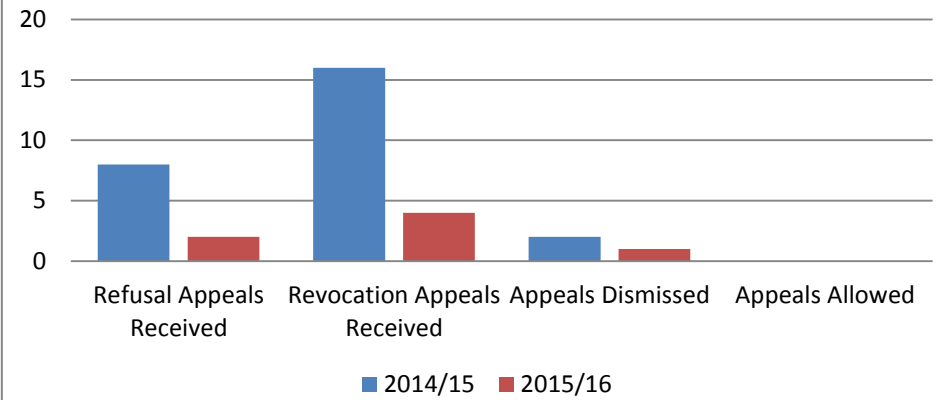
This section deals with the initial licence application and subsequent decision process following inspection activity.

- Licence Applications Initiated is where an initial application for a licence has been submitted – however at that stage payment may not have been made or funds cleared.
- Licence decisions relate to either an 'Application' for a licence, or following Compliance inspection activity.
- Licence 'Standards Breached' – are the standards accepted by the Licensing Officer as having been breached and on which the licence decision is made. Such decisions are based on the basis of case 'proven' on the balance of probabilities – not on the basis of the initial allegation.

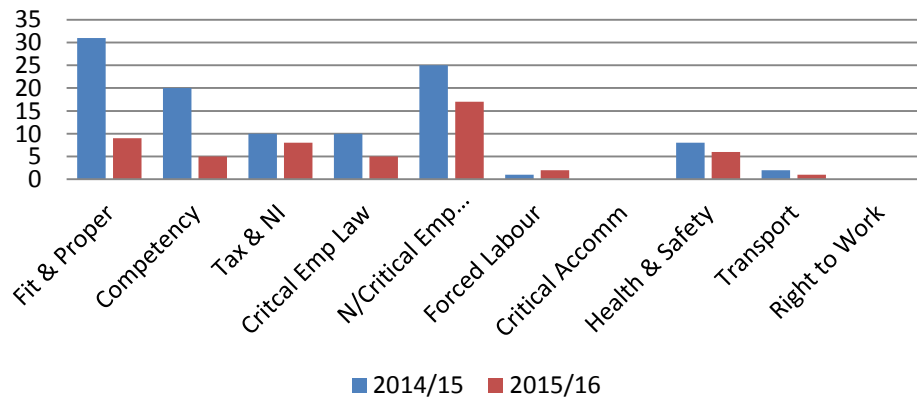
### Licensing Decision - Compliance



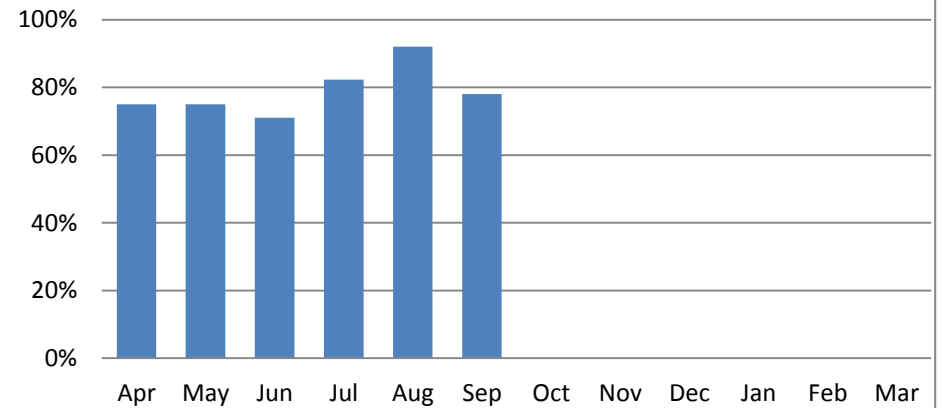
### Licensing Case Appeals Rolling Total



### License Compliance Standards Breached - Rolling Total



### % of OGD Checks completed within 10 working days

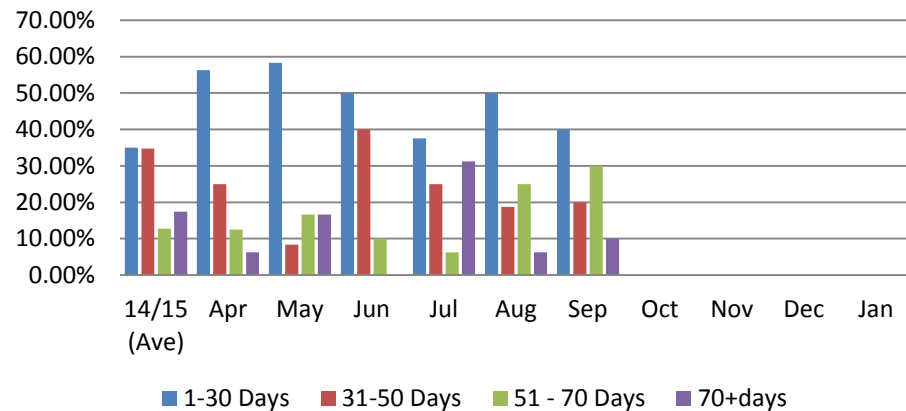


## 5. Inspection & Enforcement

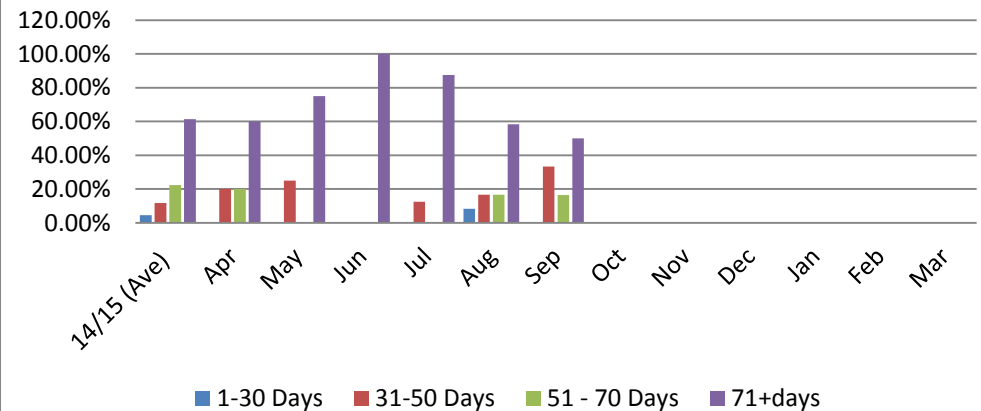
### Key Points:

- The discovery of unlicensed trading will cause the suspension of the AI process in most cases and may therefore adversely affect completion times in those cases.
- Timeliness for the completion times for AI's remains generally healthy. However, CI's have been taking longer to resolve which reflect the increasing complexity of some cases.
- 3 cases are currently with the CPS for a charging decision

### AI - Inspection Timeliness - Days to Completion

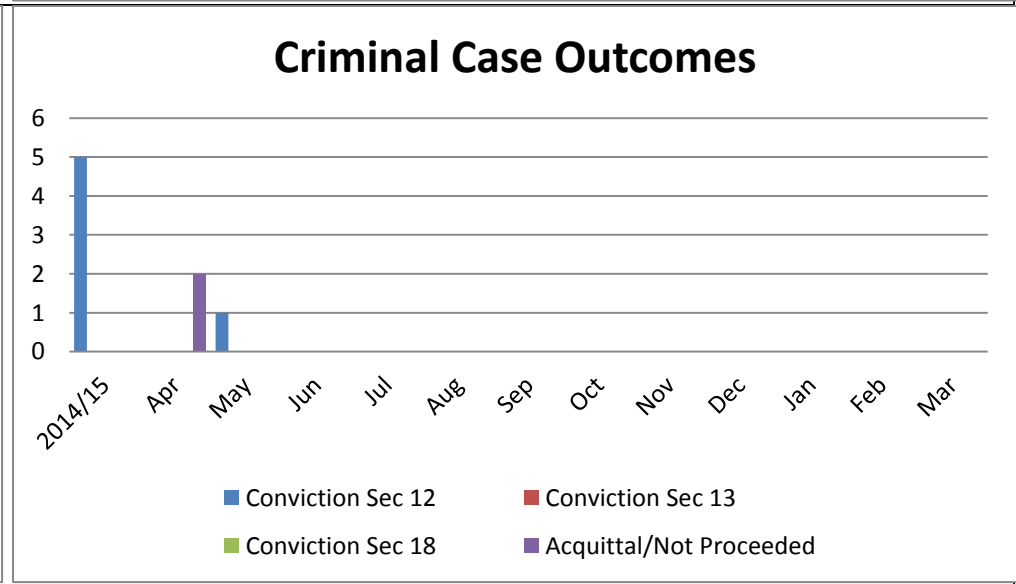
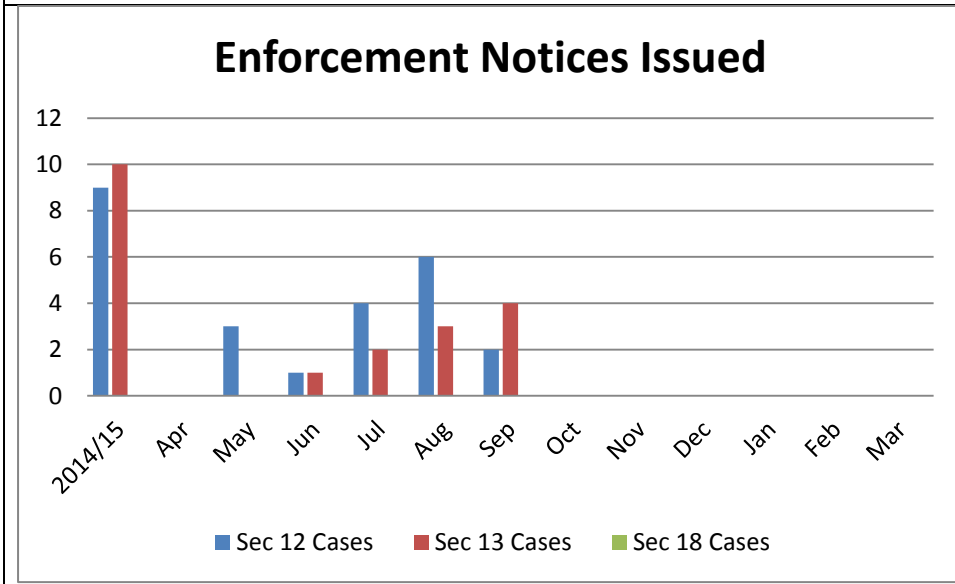
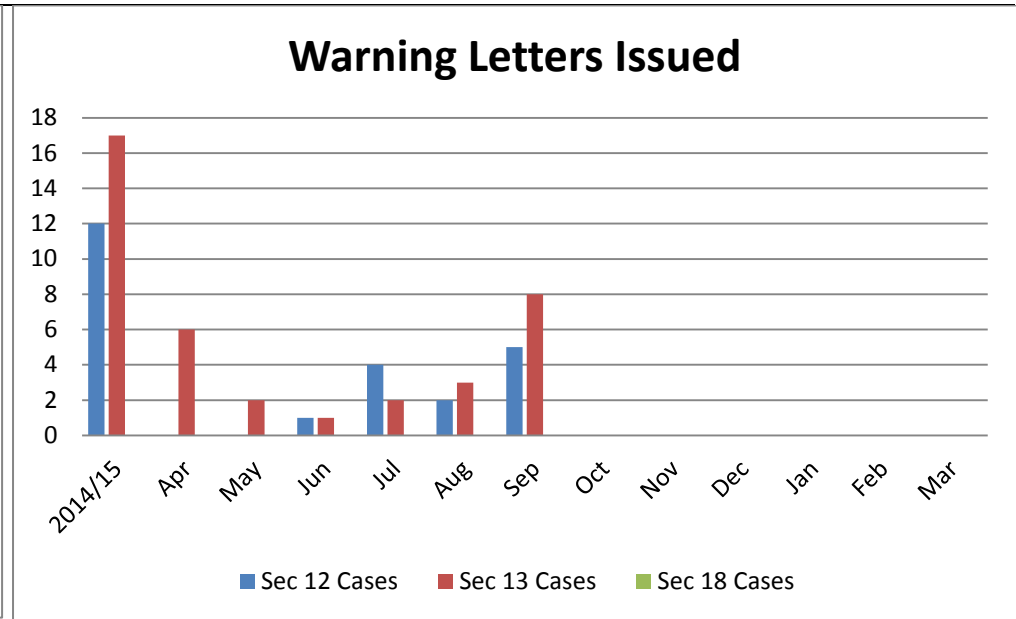
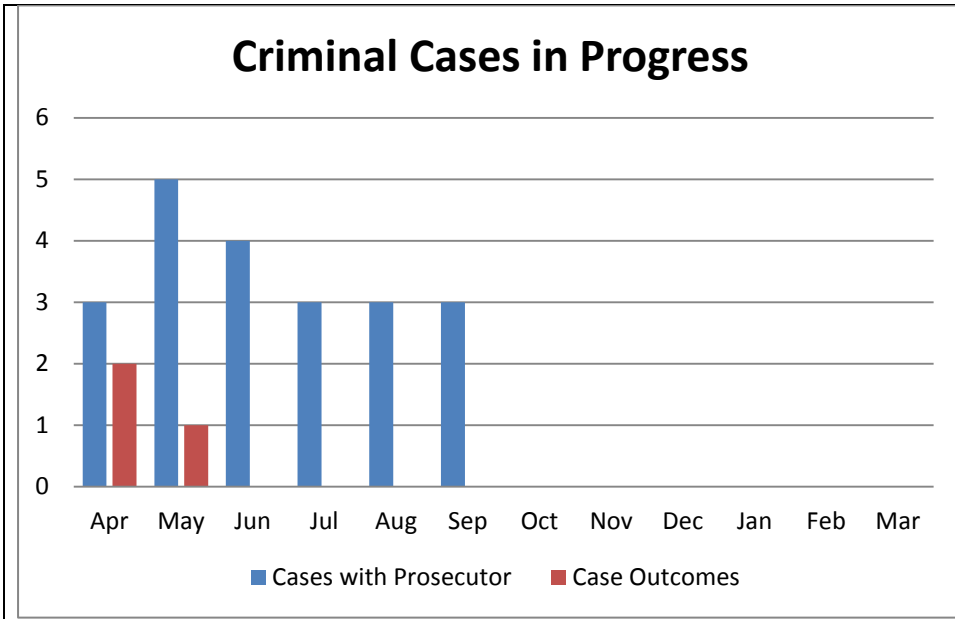


### CI - Inspection Timeliness - Days to Completion



### Explanatory Notes:

- Timeliness of inspections can vary for many reasons and delays may occur during the inspection or licensing decision phase or possibly both.
- Completion times are calculated from the date of 'tasking' to the date the licence decision is made.
- An 'Enforcement Notice' is a document given to a labour provider where ongoing unlicensed supply has been discovered. It is an advisory notice warning the offender of the possible consequences should they continue trading without a licence whilst a decision is made as to prosecution.
- A 'Warning Letter' is issued to a labour provider or labour user where sufficient evidence has been found to prove an offence to the criminal standard but a decision has been made that it is not in the public interest to pursue a prosecution through the courts.
- Criminal case outcomes and the progress of such are entirely at the discretion of the Court



## 6. HR & Finance

### Key Points:

- Expenditure is broadly lower than the average monthly costs for the previous year and shows no immediate cause for concern.
- Sickness levels increased significantly during June and continue to be adversely influenced by a small number of exceptional cases. There is no cause for concern at this time as generally speaking levels are at or lower than the public sector average.

## 7. Website Statistics

### Key Points:

- Website sessions and views continue to exceed previous year's average
- A 'session' is defined as a series of clicks on the site by an individual visitor during a specific period of time. A session is initiated when the visitor arrives on the site, and it ends when the browser is closed or there is a period of inactivity.
- A 'Page view' is defined as a request from a visitor's browser for a displayable web page, generally an HTML file.

