

| Threat | Objectives   | Deliverable  | 4P   | Lead Agency | Key Partners   | Timescales   | Success Measures  | Progress   | Evidence of Impact | Assessed Impact | Comments |  |
|--------|--|--|--|-------------|--|--|---|--|--------------------|-----------------|----------|--|
|        | 1. Partnership Working: With all partners and stakeholders | Raise awareness of the reality and consequences of gross exploitation to include trafficking and forced labour through input to training packages and production of DVD  | Prevent  | GLA         | Police, NCA, HMRC, UKVI, HSE, DWP, LA's,   | Mar-15   | Production of DVD and/or provision of material for use by partners for training purposes  |  |                    |                 |          |  |
|        |  | Undertake presentations through joint initiatives and maintain ongoing links developed through those initiatives   | Prevent  | GLA         |  | Mar-15   | Contribution to any joint initiatives with partner agencies in relation to tackling labour exploitation                           |  |                    |                 |          |  |
|        |  | Use legislative tools available to partners in order to prevent exploitative practices   | Pursue   | GLA         |  | Mar-15   | Number of intelligence referrals to partner agencies leading to regulatory action relating to exploitative practice               |  |                    |                 |          |  |
|        |  | Develop programme for raising awareness for workers in source country via FCO Embassy and overseas authorities   | Protect  | GLA         | FCO, EU Embassies, Relevant Labour Inspectorates                                       | Mar-15   | Material distributed to overseas partners   |  |                    |                 |          |  |
|        |  | Work alongside Labour Providers, Labour Users and other stakeholders to develop business processes, identify and share best practice in order to show a unified approach to identify and tackle gross exploitation | Prepare  | GLA         | Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers | Mar-15   | Number of cases where GLA has engaged with partner and/or contributed to change in businesses processes                           |  |                    |                 |          |  |
|        |  | Embed staff within the supply chain  | Prepare  | GLA         | Retailers, Labour Users  | Sep-14   | GLA Officers working alongside partner  |  |                    |                 |          |  |
|        |  | Develop and deliver training for stakeholders  | Prevent  | GLA         | Labour Providers, Labour Users, Retailers, REC, ALP                                    | Sep-14   | Number of GLA Training courses delivered  |  |                    |                 |          |  |
|        |  | Support the voluntary sector to take all steps to ensure workers do not return to the control of those who have exploited them   | Prepare  | GLA         | Salvation Army, Migrant Help, BAWSO, TARA, NI Women's Aid, City Hearts, Midland Hearts | Mar-15   | Demonstrate voluntary sector partners have been advised on risks within GLA regulated sector and workers advised of best practice |  |                    |                 |          |  |
|        |  |  | Highlight the indicators of trafficking and forced labour through joint investigation and give clear guidance to partners  | Prepare     | GLA  | Police, NCA, HMRC, UKVI, HSE, DWP, LA's, Fire and Rescue Service   | Mar-15  | Number of joint investigations conducted where trafficking and forced labour offences run alongside GLA offences |                    |                 |          |  |
|        |  |  | Use the experience of partners own preventative initiatives to educate identify best practice which can be implemented by the GLA  | Prevent     | GLA  |  | Mar-15  | Show where preventative measures of partners have been used by GLA   |                    |                 |          |  |
|        |  |  | Develop links to partner agency websites to further disseminate best practice  | Protect     | GLA  |  | Mar-15  | Increase in number of partner websites containing GLA guidance   |                    |                 |          |  |
|        |  |  | Conduct joint visits to stakeholders to identify and address areas of common concern   | Protect     | GLA  |  | Mar-15  | Number of joint visits conducted with partner agencies   |                    |                 |          |  |
|        |  |  | Understand regulatory framework in which partner organisations operate in order to identify where preventative tools can be introduced   | Prevent     | GLA  |  | Mar-15  | Demonstrate where GLA has used regulatory powers of partners to prevent exploitative practice                    |                    |                 |          |  |
|        |  |  | Initiate and contribute to stakeholder initiatives to raise awareness of exploitative practice, protect workers and develop techniques to deter those who subject others to exploitation | Prepare     | GLA  | Police, NCA, HMRC, UKVI, HSE, DWP, LA's, Fire and Rescue Service, FCO, EU Embassies, Relevant Labour Inspectorates, Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers | Mar-15  | Number of GLA led initiatives and contribution to partner led initiatives  |                    |                 |          |  |

Exploitation of Vulnerable Workers

|                                    |  |   |         |                                       |  |   |   |  |  |  |  |
|------------------------------------|--|---|---------|---------------------------------------|--|---|---|--|--|--|--|
| Exploitation of Vulnerable Workers | 2. Education. Raise awareness of exploitative practice   | Work alongside stakeholders in their engagement with workers to assist in the early identification of exploitative practice   | Protect | GLA                                   | Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers   | Mar-15  | Number of interventions with workers through joint GLA/stakeholder activity   |  |  |  |  |
|                                    |  | Support initiatives to make workers aware of how they may be exploited and how to report issues to the GLA or other partner   | Protect | GLA                                   |  | Mar-15  | Number of initiatives targeting information to workers the GLA has contributed to   |  |  |  |  |
|                                    |  | Use the GLA website and the websites of stakeholders to raise profile of the GLA, it's role, remit and reporting mechanisms   | Prevent | GLA                                   | Police, NCA, HMRC, UKVI, HSE, DWP, LA's, Fire and Rescue Service, FCO, EU Embassies, Relevant Labour Inspectorates, Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers | March   | Enhance information on GLA website in relation to gross exploitation, trafficking and forced labour and increase number of links to stakeholder sites |  |  |  |  |
|                                    |  | Utilise the Business Alert/Neighbourhood Watch systems to highlight trends, best practice and flag areas of concern to stakeholders in order to protect potential victims and also business at risk from exploitative practices   | Protect | GLA                                   |  | Mar-15  | Number of alert messages distributed and read   |  |  |  |  |
|                                    |  | Work alongside the Voluntary Sector in the rehabilitation of any worker subject to trafficking/forced labour to minimise the risk of the victim returning to an exploitative arrangement in order to educate the worker in relation to the signs to look for when seeking or undertaking further employment | Protect | GLA                                   |  | Salvation Army, Migrant Help, BAWSO, TARA, NI Women's Aid, City Hearts, Midland Hearts                      | Mar-15  | Number of workers who have received guidance from GLA within the support given by the voluntary sector |  |  |  |
|                                    | Contribute to EU and other initiatives to promote the work of the GLA by attendance at conferences relevant to gross exploitation, trafficking and forced labour | Prevent   | GLA     | International Partners, Academia, ILO | Mar-15   |   | Number of conferences attended within EU  |  |  |  |  |
|                                    | 3. Engagement. With all partners and stakeholders  | Conduct visits to stakeholders upon request to give advice, disseminate best practices and demonstrate a commitment to working in partnership to prevent exploitation of vulnerable and exploited workers   | Prepare | GLA                                   | Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers   | Mar-15  | Number of visits requested and conducted  |  |  |  |  |
|                                    |  | Second/attach GLA officers to work alongside stakeholders to develop an understanding of current investigation, inspection and auditing processes and to develop best practice from any lessons learned   | Prevent | GLA                                   |  | Police, NCA, HMRC, UKVI, HSE, DWP, LA's, Fire and Rescue Service, Labour Providers, Labour Users, Retailers | Mar-15  | Number of GLA officers seconded or attached to stakeholders  |  |  |  |
|                                    | 4. Deterrence. Reduce  | Publicise the successes of joint working to demonstrate that the GLA will be robust in the prosecution of those who operate in contravention of legislation   | Pursue  | GLA                                   | Police, NCA, HMRC, UKVI, HSE, DWP, LA's, Fire and Rescue Service, FCO, EU  | Mar-15  | Number of press releases issued by GLA in relation to successful interventions and prosecutions undertaken with partners                              |  |  |  |  |
|                                    |  | Demonstrate and publicise a commitment to working in partnership to protect vulnerable and exploited workers  | Prevent | GLA                                   |  | Mar-15  | Publicise instances of joint working on GLA website   |  |  |  |  |

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|  | opportunities for exploitative practice   | Ensure all stakeholders are aware of the indicators of exploitation, trafficking and forced labour and the penalties that can be imposed against those that operate in contravention of the law or are non compliant with GLA Licensing Standards | Prepare | GLA | Embassies, Relevant Labour Inspectorates, Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers   | Mar-15 | Update GLA website to include relevant guidance on indicators of trafficking, forced labour along with GLA Licensing Standards |  |  |  |  |
|  |   | Support the industry by providing learning and development in order to identify, report and tackle exploitative practice through a partnership approach   | Prepare | GLA |  | Mar-15 | Number of stakeholder representatives who undertake GLA led training events  |  |  |  |  |
|  | 5. Disruption. Use innovative, traditional and non traditional methods for disruption | Support any awareness raising or crime prevention activity to promote the role of the GLA and partners in tackling exploitative practice  | Prevent | GLA | Police, NCA, HMRC, UKVI, HSE, DWP, LA's, Fire and Rescue Service   | Mar-15 | Number of instances where GLA have supported awareness raising or crime prevention guidance relevant to exploitative practice  |  |  |  |  |
|  |   | Work alongside partners in source country to identify methods and routes for recruitment of workers to ensure providers comply with appropriate legislation and close those avenues where they do not   | Pursue  | GLA | FCO, EU Embassies, Police Forces in source countries and relevant Labour Inspectorates   | Mar-15 | Number of intelligence reports submitted from overseas partners in relation to recruitment and transport from source country   |  |  |  |  |
|  |   | Ensure free exchange of information to work alongside stakeholders to identify joint work opportunities   | Pursue  | GLA | Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers   | Mar-15 | Number of cases investigated alongside stakeholders which result from disclosure from stakeholders                             |  |  |  |  |
|  |   | Ensure workers are aware of their rights, how they can identify exploitative practices and who to report it to  | Protect | GLA | Labour Providers, Labour Users, REC, ALP, FPC, BRC, Trades Unions, NFU, FPC, Retailers, Salvation Army, Migrant Help, BAWSO, TARA, NI Women's Aid, City Hearts, Midland Hearts | Mar-15 | Number of worker leaflets issued and number of "hits" to worker guidance/information on GLA website                            |  |  |  |  |