

GLA 35/10.4 Business Plan 2012 - 2014

17 October 2012

BOARD PAPER REFERENCE – GLA 35/10.4 – BUSINESS PLAN 2012 - 2014

Foreword

The GLA Business Plan for 2012-14 outlines the measures which support the strategic objectives to be set out in the Corporate Plan 2012-2015.

The GLA Corporate Plan for 2012-2015 will be published separately.

The Business Plan has two purposes:

- It lays out clearly and simply the GLA's program of work for the year.
- It provides the basis against which the GLA's in-year performance will be measured and reported.

Ian Livsey
Chief Executive

Overview and Priorities

The GLA has done a great deal of valuable work since it was formally constituted on 1 April 2005 with cross-party support. Seven years on, it is a good time to see where improvements can be made so that the Authority can become more focused on the worst excesses in the areas it regulates and work more closely with other agencies that tackle crime.

The business plan for the year 2012-14 begins the process of change and implementation of recommendations made under the Employment Theme of the Government's Red Tape Challenge (RTC). The RTC Ministerial Star Chamber has endorsed the need for the GLA to continue to enforce protection for vulnerable workers, while requiring it to look at reducing burdens on compliant operators. These recommendations can be summarised as follows:

- Ensure GLA targets suspected serious and organised crime by working more closely with the Serious Organised Crime Authority and other specialist law enforcement agencies;
- Ensure that evidence of worker exploitation by unlicensed gangmasters or licence holders will contribute effectively to continued successful investigation and prosecution of organised crime groups and assist in the earlier identification of the victims of human trafficking;
- Reduce the burden on compliant labour providers and labour users and focus forensically on gross abuse of workers by unscrupulous gangmasters – whose crimes include tax evasion, trafficking, health and safety negligence and other serious crimes;
- Streamline the process for issuing licences and remove the general requirement for an application inspection and associated fee, aim to reduce fees and charges and extend the licensing period from twelve months to two years or more for highly compliant business.

1. Operations: Targeting serious and organised crime	
<p>Objective:</p> <p>1.1 12 operations in the year targetted at organised crime groups, including tax evasion, trafficking, health and safety negligence and other serious crimes.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Monthly monitoring of enforcement operations • Enforcement operations carried out with relevant key partners • Achieve significant sanction outcomes • Number of workers who would have been potentially at risk in the GLA sector over a twelve-month period had the enforcement action not taken place • Media coverage of enforcement operations 	<p>Start End</p> <p>1 April 2012 to 31 March 2013</p>
<p>Multi-agency working will lead to intelligence-led operations against serious and organised crime in the regulated sector.</p>	<p>Owner: Chief Operating Officer</p>

1. Operations: Investigation and prosecution of organised crime groups	
<p>Objective:</p> <p>1.2 6 successful prosecutions of serious criminality.</p> <p>Measures:</p> <ul style="list-style-type: none">• Charges brought on GLA offences• Prosecutions achieved as a proportion of cases brought• Sentencing outcomes• Media coverage	<p>Start _____ End</p> <p>1 April 2012 to 31 March 2013</p>
<p>Evidence gathered from operations will be used to prosecute those labour providers (or labour users) who have been involved in serious criminal activity.</p>	<p>Owner: Chief Executive/Chief Operating Officer</p>

1. Operations: Operate an effective licensing scheme	
<p>Objective:</p> <p>1.3 Identify and eliminate non-compliance in those sectors and activities covered by the Authority, such as food processing, where exploitation of the most vulnerable workers is known to exist.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Monthly monitoring of operations performance, processes and priorities • Intelligence gathering from the following sectors: food processing, meat processing, fish processing, poultry and eggs and sandwich making. • Continued activity on fresh produce intelligence • Media coverage of enforcement operations, including pre-emptive information campaigns to alert labour users and labour providers to their obligations 	<p>Start _____ End</p> <p>1 April 2012 to 31 March 2013</p>
<p>The GLA will focus more resources in those sectors where intelligence has indicated that there is evidence of abuse.</p>	<p>Owner: Chief Operating Officer/Director of Strategy</p>

1. Operations: Reducing the burden on compliant labour providers	
<p>Objective:</p> <p>1.4 80% of tasked intelligence driven operations result in identification of serious non-compliance or unlicensed activity.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of operations identifying serious non-compliance • Number of operations identifying unlicensed activity • Number of licence revocations • Number of prosecutions 	<p>Start _____ End</p> <p>1 April 2012 to 31 March 2013</p>
<p>This will demonstrate how effective the intelligence gathering and tasking process are at identifying the most serious non-compliance.</p>	<p>Owner: Chief Operating Officer</p>

1. Operations: Protecting vulnerable workers	
<p>Objective:</p> <p>1.5 Identify the number of workers protected from abuse and exploitation following an enforcement operation and take appropriate action in all cases.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Financial or other recompense gained by exploited workers • Number of workers who would have been potentially at risk over a twelve month period had the enforcement action not taken place 	<p>Start _____ End</p> <p>1 April 2012 to 31 March 2013</p>
<p>The GLA will gather intelligence on the number of workers who may have been subjected to abuse and identify what action the GLA was able to take on behalf of workers to rectify the situation.</p>	<p>Owner: Chief Operating Officer</p>

2. Written Ministerial Statement Implementation: Introducing Administrative Fines and Penalties	
<p>Objective:</p> <p>2.1 Introduce administrative fines and penalties for low-level and technical minor offences</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of cases where used as an alternative • Reoffending rates 	<p>Start _____ End _____</p> <p>Need to look at over a rolling period to measure impact.</p>
<p>The GLA will be seeking to gain the powers to deal with minor non-compliance and criminality through a system of fines and penalties. This is dependent on GLA being included within the requisite legislation.</p>	<p>Owner: Director of Strategy</p>

2. Written Ministerial Statement Implementation: Protecting Vulnerable Workers	
<p>Objective:</p> <p>2.2 Introduce a measure similar to a Repayment Order to achieve rapid reimbursement to an exploited worker of wages or other payment which has been removed.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Aggregate and per capita financial or other recompense gained by exploited workers per enforcement operation • Aggregate and average per capita financial or other recompense gained over period of business plan. 	<p>Start _____ End</p> <p>1 April 2012 to 31 March 2013</p>
<p>The issues around restitution of lost monies will be identified, and a system put in place to implement and enforce repayment to workers who have been exploited financially.</p>	<p>Owner: Director of Strategy</p>

2. Written Ministerial Statement: Reduce the burden on compliant labour providers and labour users	
<p>Objective:</p> <p>2.3 Reduce annual licence fees</p> <p>Measures:</p> <ul style="list-style-type: none"> • Introduce a new fee regime 	<p>Start _____ End _____</p> <p>Would need to be in place by April 2013 for common commencement.</p>
<p>The options, scenarios and implications of reducing the annual licence fee will be worked up, discussed with key stakeholders and OGDs. There will be a consultation on fees as normal.</p>	<p>Owner: Chief Operating Officer</p>

2. Written Ministerial Statement: Reduce the burden on compliant labour providers and labour users	
<p>Objective:</p> <p>2.4 Extend the licensing period from twelve months to two years or more for highly compliant businesses.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Develop system for extended licences • Number of licences revoked for extended licences 	<p>Start _____ End</p> <p>In place by April 2013 but not operating until 2013/14</p>
<p>We will examine the criteria whereby it may be possible to grant a licence for longer than 12 months, and the necessary checks and balances that will be needed will be developed. The issues regarding fees and charges related to an extended licence will be identified and resolved.</p>	<p>Owner: Director of Projects/Director of Strategy</p>

2. Written Ministerial Statement: Streamline the processing for issuing licences	
<p>Objective:</p> <p>2.5 Review the general requirement for an application inspection and associated fee.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of inspections where AI required • Number of applications refused following AI • Number of non-compliances identified when CI occurs in cases where no AI 	<p>Start _____ End _____</p> <p>In place by April 2013</p>
<p>Although the GLA will conduct an application inspection on an approximate 10% sample of applications assessed by earned recognition, and we estimate that around 15% of all submitted earned recognition portfolios will be the subject of adverse intelligence and will therefore require an application inspection. No fee will be charged for these inspections.</p>	<p>Owner: Chief Operating Officer/Director of Strategy</p>

2. Written Ministerial Statement: Reduce the burden on compliant labour providers	
<p>Objective:</p> <p>2.6 Define and introduce 'Earned Recognition' as a means of awarding a licence to new applicants.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Consultation on "earned recognition" to seek stakeholder views • Identify process for making licensing decisions against the criteria for ER 	<p>Start _____ End _____</p> <p>In place by April 2013</p>
<p>The GLA will define the requirements for earned recognition after consultation of the sector and its representatives. A new process will be introduced. It is likely to be a head office function based in the current Licensing department. The skills required and the grade of the post will need to be assessed.</p>	<p>Owner: Director of Strategy</p>

2. Written Ministerial Statement: Reduce the burden on compliant labour users	
<p>Objective:</p> <p>2.7 Implement an approach in respect of a labour user who uses an unlicensed gangmaster proportionate to the circumstances of the offence.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Design a system for making decisions about LU's where there is no evidence of abuse or exploitation • Consultation to seek stakeholder views • Number of labour users dealt with by alternative sanction • Re-offending rates 	<p>Start _____ End _____</p> <p>System in place by April 2013</p>
<p>Currently, the GLA is obliged to prosecute labour users who use an unlicensed labour provider, even where there may be no abuse or exploitation. If an alternative approach to s.13 prosecution were introduced this may be a more proportionate and indeed effective sanction. For example, this might include 'stop notices', civil penalties or other forms of alternative to the criminal courts. The GLA will consult on the options available.</p>	<p>Owner: Director of Strategy</p>

2. Written Ministerial Statement: Governance	
Objective:	Start End
2.8 Amend the structure of the Board of the GLA and introduce a smaller Board to provide clear strategic leadership and direction to the GLA.	
This is an objective for DEFRA, the Chair and the GLA Board	Owner: Chair

3. Finance: Streamlining the Inspection Process	
Objective: 3.1 Reduction of at least 5% in the cost of processing a licence application or renewal.	Start _____ End 1 April 2012 to 31 March 2013
Measures: <ul style="list-style-type: none">Licensing costs monitored monthly	
The GLA will look at introducing measures to improve the efficiency of its operations on an annual basis and reduce costs	Owner: Chief Operating Officer

4. People: Performance	
<p>Objective:</p> <p>4.1 Motivate and retain staff to ensure they can contribute to the achievement of the business plan.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Staff attrition and natural wastage • Recognition of staff performance in PADR cycle • L&D activity • Induction of new staff 	<p><u>Start</u> <u>End</u></p> <p>1 April 2012 to 31 March 2013</p>
<p>The GLA recognises that its staff are a great asset and will look at ways to ensure that they remain motivated and engaged.</p>	<p>Owner: Chief Executive/Director of Projects</p>

4. People: Engagement	
<p>Objective:</p> <p>4.2 Have good employee relations with staff and the recognised trade union.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Effective internal communication and liaison takes place • Quarterly Whitley meetings progress GLA/PCS relationship • Staff forum for non-unionised staff operates effectively • Staff survey and external assessments 	<p>Start _____ End</p> <p>1 April 2012 to 31 March 2013</p>
<p>The GLA has excellent relations with its recognised trade union (PCS) and it is the authority's objective to work in consultation, partnership and openness with the trade union. Union membership is high in the authority (estimated at over 75% of staff being members).</p> <p>The recruitment of a Media & Information Officer will greatly improve internal communications within the authority, in addition to re-invigorating the board's policy of 'name and shame' for exploitative gangmasters. The year will see significantly increased press and broadcast media exposure.</p>	<p>Owner: Chief Executive</p>

Paper classification: To note

GLA 35th Board Meeting 17 October 2012