



GLA 26/7.1

Business Plan 2010 - 2011

21 April 2010

BOARD PAPER REFERENCE – GLA 26/7.1 – Business Plan 2010 – 2011

Issue

1. The GLA Business Plan for 2010 – 2011.

Recommendation

2. The Board is invited to approve the Business Plan at annex A.

Annex A

External Measures

1. Operations

- 1.1. Identify the number of workers protected from abuse and exploitation following an enforcement operation and take appropriate action in all cases.

Measured by:

- *Number of workers involved in labour providers subject to enforcement operation,*
- *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.*

- 1.2. To carry out at least 18 high impact enforcement operations.

Measured by:

- *Monthly monitoring of enforcement operations,*
- *Enforcement operations carried out with relevant key partners,*
- *Achieve significant sanction outcomes,*
- *Media coverage of enforcement operations.*

- 1.3. 80% of tasked intelligence driven operations result in identification of serious non-compliance or unlicensed activity.

Measured by:

- *Number of operations identifying serious non-compliance,*
- *Number of operations identifying unlicensed activity,*
- *Number of licence revocations,*
- *Number of prosecutions.*

- 1.4. All high impact enforcement operations in measure 1.3 lead to positive media coverage of GLA activities.

Measured by:

- *Analysis of media coverage of activities.*

- 1.5. Increased intelligence and operational effectiveness through partnership working with local authorities.

Measured by:

- *Operating Memorandum of Understanding signed by at least 80 local authorities,*
- *Increased intelligence data received from local authorities.*

- 1.6. Amount of tax revenues identified which would have been unpaid if enforcement operations had not taken place.

Measured by:

- *Estimate of tax recovered for individual enforcement operations;*
- *Annual estimate of aggregate tax saving based on operations.*

Internal Measures

2. People

- 2.1. Train and skill staff to ensure they can contribute to the achievement of the business plan.

Measured by:

- *Achievement of formal qualification, NVQs, relevant to GLA activities;*
- *Recognition of staff performance in PADR cycle.*

2.2. Have good employee relations with staff and the recognised trade union.

Measured by:

- *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 (e.g., IiP).*

3. Finance

3.1. Reduction of at least 5% in the cost of processing a licence application or renewal.

Measured by:

- *Licensing costs monitored monthly.*

3.2. Monthly report on the volume of waste paper recycled, numbers of toner cartridges recycled and CO₂ emissions.

Measured by:

- *Monthly monitoring of environmental performance.*

4. Corporate

4.1. Quarterly statistical bulletin on trends in the regulated sector based on GLA data and activities.

Measured by:

- *Quarterly bulletin published for board discussion.*

4.2. Exploitation Index developed, measured and published.

Measured by:

- *Indices of (1) fair employment; (2) fair treatment at work; and (3) fair treatment outside work, based on non-compliances against GLA Licensing Standards;*
- *Quarterly Index published for board discussion.*

- 4.3. A Composite Performance Index (CPI) for the GLA will be produced at year-end 2010/11.

Measured by:

- *Quarterly CPI published for board discussion.*