



# Minutes

<b>Title of meeting</b>	<b>GLAA 57th BOARD MEETING</b>		
<b>Date</b>	17 January 2018	<b>Time</b>	11:00
<b>Venue</b>	Apex Court Nottingham		
<b>Chair</b>	Margaret Beels (MB)	<b>Secretary</b>	Jennifer Clarke
<b>Attendees</b>	William Butler (WB) Angela Coleshill (AC) Linda Dickens (LD) Paul Williams (PW)		
	<b>In attendance</b> Darryl Dixon (DD) Director of Strategy Nicola Ray (NR) Director of People & Licensing Ian Waterfield (IW) Head of Operations Justin Rumball (JJR) Head of Business & Finance		
	<b>Observers</b> Zoe Wilkinson (ZW) Head of Home Office Sponsorship Unit		
	<b>Apologies</b> Simon Allbutt Marshall Evans Beth Sizeland		

## Apologies

	<p>The meeting commenced with a period of silence to mark the sudden and tragic death of our Chief Executive, Paul Broadbent who died at home on 27 December 2017.</p> <p>MB thanked GLAA staff for their work through this difficult period and in particular commended the executive for the exemplary way they had provided leadership.</p>
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<b>1.</b>	<b>INTRODUCTIONS</b> <b>Note</b> <ul style="list-style-type: none"> <li>• MB welcomed members of the Board and observers to the meeting.</li> </ul>
<b>2.</b>	<b>APOLOGIES</b> <ul style="list-style-type: none"> <li>• As above.</li> </ul>
<b>3.</b>	<b>MINUTES OF THE PREVIOUS MEETING</b> <ul style="list-style-type: none"> <li>• The minutes of the 55<sup>th</sup> &amp; 56<sup>th</sup> GLAA Board meetings were agreed as an accurate record of the meetings subject to minor amendments.</li> </ul>
<b>4.</b>	<b>DECLARATION OF INTEREST</b> <ul style="list-style-type: none"> <li>• None.</li> </ul>
<b>5.</b>	<b>ACTION POINTS</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The outstanding action points were noted by the Board.</li> <li>• BM37(3) notification of the GLAA funding for 2018-19 should be received within the next 2 weeks.</li> </ul>
<b>6.</b>	<b>DECLARATION OF URGENT BUSINESS</b> <ul style="list-style-type: none"> <li>• None.</li> </ul>
<b>7.</b>	<b>HOME OFFICE UPDATE</b> <b>Note</b> <ul style="list-style-type: none"> <li>• ZW &amp; the Permanent Secretary offered support to the Board during this difficult period.</li> <li>• Arrangements are being explored for an interim/acting CEO and Accounting Officer.</li> <li>• Recruitment for Non-Executive Directors is in progress with shortlisting taking place next week.</li> <li>• The ARA has been approved by HO. The sign off is delayed until brief updates are made and an Accounting Officer is appointed.</li> <li>• The Framework document is ready for sign off once a replacement CEO is appointed.</li> <li>• The Board considered the future appointments of Chair and CEO and the need for continuity.</li> <li>• DD said that the GLAA Executive were of the same view.</li> <li>• The Board recommended that Justin Rumball becomes Acting Accounting Officer (AO) on the basis that additional professional accounting support would be provided to him.</li> <li>• ZW accepted the recommendation in relation to the AO and stated that arrangements would be made to put the delegation in place without delay.</li> <li>• Contingent labour (within budget) was agreed to support JJR.</li> <li>• DD gave an overview of the current draft of the Director of Labour Market Enforcement strategy.</li> <li>• The GLAA has met with DLME's office to provide feedback on the proposals.</li> <li>• It was noted that the GLAA Strategy document will need to be reviewed once the DLME's Strategy has been published.</li> </ul>

<b>8a.</b>	<b>FIVE YEAR VISION</b> <b>Note</b> <ul style="list-style-type: none"> <li>• SLT had discussed the draft Five Year vision at its meeting on 6 December 2017. A discussion document was circulated to attendees of the meeting for information, noting it was a working draft.</li> <li>• The Board noted the document.</li> </ul>
<b>8b</b>	<b>DRAFT 3 YEAR STRATEGIC PLAN</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The Board noted the draft strategy.</li> <li>• PW &amp; LD volunteered to help re draft the document.</li> <li>• The strategy will be presented at the March Board meeting for sign off.</li> </ul>
<b>8c</b>	<b>DRAFT 1 YEAR BUSINESS PLAN</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The Board noted the draft plan.</li> <li>• It was agreed that the plan should be more delivery and outcome focused.</li> <li>• Given the close link with the strategy PW and LD agreed they would support the Exec in finalising the plan that would come back to the March Board meeting for approval.</li> <li>• ZW asked that HO have opportunity to review the document and provide comments prior to the March Board meeting.</li> </ul>
<b>8d</b>	<b>APPROVAL OF DRAFT BUDGET FOR 2018 – 2019 FINANCIAL YEAR/MEDIUM TERM FORECAST</b> <b>Note</b> <ul style="list-style-type: none"> <li>• JJR gave an overview of the draft budget.</li> <li>• WB volunteered to help as a mentor to JJR.</li> <li>• EMT will be discussing the budget at its next meeting.</li> <li>• An update on the Flexible Working Arrangements paper will be presented at the March Board meeting.</li> </ul>

9.	<p><b>REVIEW OF LICENCE FEES – EMERGING FINDINGS</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• NR gave a verbal update on licence fees and standards.</li> <li>• Any charging model which is proposed needs to be future proofed so if there are changes to licensing the model can still be used.</li> <li>• There will not be legislative time till Spring 2019 to make any changes to fees.</li> <li>• The GLAA is currently running an exercise to collect activity based data. This began in November so there has not been sufficient time to draw conclusion.</li> <li>• The emerging findings will be shared at the March Board meeting.</li> <li>• An informal consultation as regards changes to Licensing Standards will be conducted shortly. These were believed to be changes that could be made without changes to the Rules (which require secondary legislation).</li> <li>• David Camp offered to use the ALP roadshows for the consultation. It was also suggested that the joint stakeholder meeting on 28 February 2018 would be another opportunity.</li> <li>• The Board suggested that an early meeting to establish what future fee options would be acceptable to HO would be helpful.</li> </ul> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>1. Prior to consultation NR to supply Board members with a note of the proposed changes to the Licensing Standards.</li> </ol>
10	<p><b>CHIEF EXECUTIVE’S REPORT</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the Chief Executive’s Report detailing operational activity and events.</li> <li>• The third quarter of the year saw the GLAA continue its drive towards firmly establishing itself as the foremost investigative law enforcement agency for labour exploitation in the UK.</li> <li>• Working together, the GLAA will continue in 2018 to strive to deliver the legacy that Paul Broadbent has left with us.</li> </ul>
11a 11b	<p><b>PERFORMANCE AND INSIGHT REPORT APRIL - DECEMBER 2017</b>  <b>2017- 18 BUSINESS PLANS TARGETS APRIL - DECEMBER</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the Performance and Insight Report 1 April 2017 – 31 December 2017.</li> <li>• IW gave an overview of the report.</li> <li>• The new performance pack is still in development. The delay has been caused by difficulties in extracting and validating the data.</li> <li>• ZW has offered the assistance of the HO Performance Team to develop the pack.</li> <li>• The new style report will be presented to the joint stakeholder meeting on 28 February 2018.</li> </ul> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>2. IW to circulate the new performance pack to the Board prior to the March Board meeting.</li> <li>3. The monthly GLAA briefing note supplied to the HO Sponsorship Unit to be issued to the Board.</li> </ol>

12	<b>GLA – GLAA TRANSITION BOARD UPDATE</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The Board noted the report providing an update on the work of the GLA – GLAA Transition Board regarding the transition of the IT provision and support to the Home Office Technology platforms.</li> <li>• There were risks and concerns around the delivery of the new licensing system, and risks of delay with the desktop roll-out. Both would have financial impact which JJR was discussing with HO Finance.</li> </ul>
13	<b>STAKEHOLDER ENGAGEMENT</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The Board noted the minutes of the Labour User/Labour Provider meeting held on 23 November 2017 and the Worker /NGO Liaison Group held on 1 November 2017.</li> </ul> <b>Action</b> <p>4. In discussion with colleagues, NR to determine the agenda and own the arrangements for the joint stakeholder meeting scheduled for 28 February 2018.</p>
14	<b>FINANCIAL REPORTING</b> <b>Note</b> <ul style="list-style-type: none"> <li>• Document to be circulated out of committee.</li> </ul>
15	<b>AUDIT &amp; RISK COMMITTEE</b> <b>Chair's Report</b> <b>Note</b> <ul style="list-style-type: none"> <li>• WB updated the Board following its meeting on 12 January 2018.</li> <li>• ARC recommend that RemCo terms of reference are broadened to cover Staff/Management policies.</li> <li>• A review of the interim governance arrangements put in place by the Board should be carried out as soon as possible to ensure that the interim framework is robust.</li> <li>• A “deep dive” presentation should be made to the Committee and interested Board members on the stakeholder risk and that the outputs from this work should inform the scoping of the audit review.</li> <li>• The executive should ensure that resources are available to support audit work and that we avoid duplicating work by other review agencies, including HMIC.</li> <li>• When the ARA requires Board sign off this could be done by Board members out of committee as this has been formally approved by ARC.</li> <li>• Reappointment of ARC members has been postponed until March 2018.</li> </ul>
16a	<b>REMUNERATION COMMITTEE TERMS OF REFERENCE</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The Board noted and agreed the proposed changes to the terms of reference.</li> <li>• Further changes would be required to pick up suggestion from ARC.</li> </ul> <b>Action</b> <p>5. RemCo to further review its ToR.</p>

<b>16b</b>	<b>RE-ELECTION OF MEMBERS OF BOARD SUB-COMMITTEES</b> <b>Action</b> <b>6.</b> Members to be re-elected in March 2018.
<b>17</b>	<b>REGISTER OF INTEREST</b> <b>Action</b> <b>7.</b> The Board to send their returns in.
<b>18</b>	<b>ANTI-BRIBERY POLICY FOR BOARD MEMBERS</b> <b>Action</b> <b>8</b> The Board are required to return a signed copy of the policy.
<b>19</b>	<b>ANY OTHER BUSINESS</b> a) AC to deputise for Chair at the ACAS event on 8 March. b) Board members offered support at the forthcoming ALP Roadshows and GLAA Pop-ups. <b>Action</b> <b>9.</b> Circulate dates of ALP Roadshows, GLAA Pop up Seminars and Liaison Group meetings.
<b>20</b>	<b>CLOSE</b>