



# Minutes

<b>Title of meeting</b>	<b>GLAA 58th BOARD MEETING</b>		
<b>Date</b>	14 March 2018	<b>Time</b>	11:00
<b>Venue</b>	Home Office London		
<b>Chair</b>	Margaret Beels (MB)	<b>Secretary</b>	Jennifer Clarke
<b>Attendees</b>	Simon Allbutt (SA) William Butler (WB) Angela Coleshill (AC) Linda Dickens (LD) Marshall Evans (ME)		

## **In attendance**

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

## **Observers**

Beth Sizeland (BS) Director of Tackling Slavery and Exploitation  
Zoe Wilkinson (ZW) Head of Home Office Sponsorship Unit

## **Apologies**

Paul Williams

## **Apologies**

1.	<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>
2.	<b>APOLOGIES</b> <ul style="list-style-type: none"><li>• As above.</li></ul>

3.	<b>MINUTES OF THE PREVIOUS MEETING</b> <ul style="list-style-type: none"> <li>• The minutes of the 57<sup>th</sup> GLAA Board meeting were agreed as an accurate record of the meeting.</li> </ul>
4.	<b>DECLARATION OF INTEREST</b> <ul style="list-style-type: none"> <li>• None.</li> </ul>
5.	<b>ACTION POINTS</b> <b>Note</b> <ul style="list-style-type: none"> <li>• The outstanding action points were noted by the Board.</li> </ul>
6.	<b>DECLARATION OF URGENT BUSINESS</b> <ul style="list-style-type: none"> <li>• None.</li> </ul>

<p><b>7.</b></p>	<p><b>HOME OFFICE UPDATE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• BS updated the Board on the Public Accounts Committee meeting about the Reducing Modern Slavery and Emergency Services Network, which she had attended on 21 February, deputising for the Permanent Secretary. There was to be a Cabinet Office led initiative to pull together activity across Whitehall on Modern Day Slavery.</li> <li>• ZW gave an update to the board.</li> <li>• The Framework document is waiting an update from the GLAA on the IOPC reference but was ready for sign-off otherwise.</li> <li>• Simon Allbutt had attended the first Sponsorship Unit’s induction briefing meetings for Non-Executive Directors (NEDs) of its ALBs on 13 March.</li> <li>• The final shortlist for the vacancies of board members will go to the panel in April. Interviews are expected to be carried out in May with appointments by the end of June.</li> <li>• Ministerial decisions were still pending on a series of issues relating to GLAA governance.</li> <li>• The outstanding interview for the vacancy of the Chair has taken place.</li> <li>• LD raised concerns around effective governance by a whole series of risks including <ul style="list-style-type: none"> <li>○ The significant uncertainties around Board membership</li> <li>○ The continuing absence of a Chief Executive on either a permanent or interim basis</li> <li>○ The continuing absence of a delegated Accounting Officer within the GLAA</li> <li>○ Issues around GLAA IT systems.</li> </ul> </li> <li>• The depth of concern was articulated in WB’s ARC report. The committee shared the concerns of Internal and External Audit</li> <li>• ZW recognised the issues and uncertainty. The Salisbury incident had added to the pressures on ministers’ time but decisions in relation to GLAA appointments were being actively sought by the sponsorship team. The Accounting Officer situation was under review</li> <li>• The Board members agreed that, as proposed in the ARC report, WB should write to Sir Philip Rutman, in his role as Accounting Officer</li> </ul> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>1. DD to update IOPC paragraph on the Framework document.</li> <li>2. WB to author a letter from the Board to Sir Philip Rutman.</li> </ol>
<p><b>8</b></p>	<p><b>3 YEAR STRATEGIC PLAN</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• DD presented the refreshed Strategic Plan for Protecting Vulnerable and Exploited Workers 2018 – 2021.</li> <li>• The Board noted the plan.</li> </ul>

9.	<b>1 YEAR BUSINESS PLAN</b>
9a	<p><b>APPROVAL OF BUSINESS PLAN 2018 - 2019</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted and commented on the plan. There was a concern about the capacity of the organisation to handle the proposed volume of work.</li> </ul> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>3. Amend 'by when' to 'target' on table at page 23.</li> <li>4. Board members to feedback to IW on the Business Targets by 31 March.</li> <li>5. IW to produce a risk assessment against the list of deliverables.</li> <li>6. Business Plan to come to the 2 May Board meeting for final sign off.</li> </ol>
9b	<p><b>GLAA PLANNING CYCLE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• IW gave an overview of the draft Planning Cycle chart. This was a new initiative aimed at ensuring that work started is in a timely and ordered fashion in relation to the production of key documents such as the threat assessment and the business plan.</li> <li>• SA recommended that a review should take place at the end of the year.</li> <li>• BS reminded the Board of the impending Government Spending Review (date of review unconfirmed).</li> </ul> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>7. Review Planning Cycle arrangements after first year.</li> <li>8. Additional key dates to be added to the plan.</li> </ol>
9c	<p><b>REVIEW OF GLAA BOARD WORK PLAN</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board reviewed the GLAA Board Work Plan.</li> <li>• It was suggested that the September meeting should be a full day to provide sufficient time for the strategy review</li> </ul> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>9. Amend arrangement for September meeting to become a full day.</li> </ol>
10	<p><b>APPROVAL OF BUDGET FOR 2018-19 – FINANCIAL YEAR/MEDIUM TERM FORECAST</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report.</li> <li>• Discussion took place around the Efficiency Plan.</li> <li>• Devolved budgets have been agreed by the Executive Management Team.</li> </ul>

<p><b>11</b></p>	<p><b>REVIEW OF LICENCE FEES AND STANDARDS – EMERGING FINDINGS</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• NR updated the Board.</li> <li>• HO colleagues are still checking with lawyers to see if it is possible to have an informal consultation as there are no change to the regulations.</li> <li>• The consultation paper is in draft.</li> <li>• More work is required to put together a fees model. The earliest time a legislative change can be made is spring 2019.</li> <li>• A report is to be made available for the next meeting of the board.</li> <li>• ZW highlighted that a provisional slot for January 2019 had been made for the secondary legislation which needs to be confirmed within eight weeks.</li> </ul> <p><b>Action</b></p> <p>10. GLAA to confirm to ZW within 8 weeks whether the slot in January 2019 is possible.</p> <p>11. GLAA to discuss at SMT and draw up a timetable to establish if the January 2019 date is achievable.</p> <p>12. NR to submit a report to the May meeting on licence fees.</p>
<p><b>12</b></p>	<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>• IW had attended the February meeting of the Prime Minister’s Anti-Slavery Taskforce (of which the GLAA is a member). Theresa May, PM opened the meeting with a personal tribute to Paul Broadbent.</li> <li>• It was agreed that the content of this report should be reviewed once a CEO is in post.</li> </ul> <p><b>Action</b></p> <p>13. Review CEO Report.</p>
<p><b>13</b></p>	<p><b>PERFORMANCE AND INSIGHT REPORT</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• IW noted the issues around processes and data quality that had delayed the issuing of the new pack.</li> <li>• The Board welcomed the new style performance report.</li> <li>• Discussion took place regarding the content and design.</li> <li>• It was recommended that the HO dashboard be added to the report.</li> </ul> <p><b>Action</b></p> <p>14. Comments regarding the report content to be sent to IW by Board members by 31 March.</p>

14	HR
14a	<p><b>6 MONTHLY HR UPDATE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board welcomed information on workforce composition and looked forward so seeing this and reporting on other dimensions of diversity presented in terms of progress being made towards equality objectives.</li> <li>• It was recommended that gender pay gap reporting should be added to the report.</li> </ul> <p><b>Action</b></p> <p>15. Add gender pay gap reporting to the report.</p>
14b	<p><b>WORKFORCE PLANNING</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report giving members the GLAA's approach to formulating a workforce plan to ensure that the organisation is able to deliver its strategic objectives.</li> </ul>
15	<p><b>GLA – GLAA TRANSITION BOARD UPDATE</b></p> <p><b>Note</b></p> <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>• It was noted that due to technical issues the laptop roll out has been deferred.</li> <li>• A voice recording system for the new telephony system has been procured through another Home Office department.</li> <li>• Provision of the new licensing system was significantly delayed.</li> <li>• HO requested a submission on the licensing project for the Permanent Secretary.</li> </ul>
16	<p><b>STAKEHOLDER ENGAGEMENT</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the minutes of the joint Labour User/Labour Provider and the Worker /NGO Liaison Group held on 28 February 2018.</li> <li>• The event was considered to be successful with 25 external attendees notwithstanding the bad weather. Workshops on Labour Shortages, Voluntary Licensing and issues specific to the exploitation of Women Workers were run.</li> <li>• Dates for the Popup seminars had been circulated and venues will be announced shortly.</li> </ul> <p><b>Action</b></p> <p>16. GLAA to circulate to Board schedule for pop-ups when venues agreed and seek Board volunteers to attend.</p>
17	<p><b>REVIEW OF BOARD PERFORMANCE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• An electronic questionnaire is to be circulated shortly to assist in the review of Board performance.</li> </ul> <p><b>Action</b></p> <p>17. GLAA Board members to complete the questionnaire by 28 March.</p>

18	<p><b>AUDIT &amp; RISK COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• <b>Chair’s Report</b></li> </ul> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• WB updated the Board following its meeting on 5 March 2018.</li> <li>• The Committee considered, as a matter of urgent business, the issues affecting the proper governance of the GLAA. The Committee is very concerned by the combined impact of a number of risks and issues confronting the GLAA and set out in the agenda papers. Some of these issues are significant in their own right but, in combination, they present a major challenge to the proper and effective governance of the GLAA. They also raise as yet unanswered questions in respect of the leadership and management of the organisation, its systems and the capacity and resources required to deliver.</li> <li>• The Committee had recommended that the ‘deep dive’ on stakeholder management should be made to the full Board.</li> <li>• The Committee had considered the paper on the General Data Protection Regulation (GDPR) that comes into force in May. It was noted that the Committee was concerned at the work required to ensure compliance and the expertise and support that would be needed. The Committee had also noted that the issues with data quality and the HO requirements on retention of documents created further challenges. The Committee has asked that the Board should be informed of action on GDPR to ensure it is able to ensure its proper involvement.</li> <li>• A GDPR paper is to be submitted to the board by the end of April to discharge their duties.</li> </ul> <p><b>Action</b></p> <p>18. Include deep dive on stakeholder management on agenda of future Board meeting.</p>
18a	<p><b>ELECTION OF MEMBERS</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• It was agreed to re-consider membership of committees once the new board appointment were made.</li> </ul>
18b	<p><b>ANNUAL REVIEW OF THE TERMS OF REFERENCE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Terms of Reference for ARC were reviewed and accepted by the Board.</li> </ul>
19	<p><b>REMUNERATION COMMITTEE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• MB asked ZW for advice regarding membership of committees when board members are acting as panel members for board recruitment by HO.</li> </ul>
19a	<p><b>TERMS OF REFERENCE</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The revised Terms of Reference for RemCo were reviewed and accepted by the Board.</li> </ul>

<b>19b</b>	<b>ELECTION OF MEMBERS</b> <b>Note</b> <ul style="list-style-type: none"> <li>• It was agreed to re-consider membership of ARC &amp; REMCO committees once the new board appointment were made.</li> </ul>
<b>20</b>	<b>ANY OTHER BUSINESS</b> <ol style="list-style-type: none"> <li>a) MB reported that the GLAA is providing the usual presentation at the six country wide ALP roadshows.</li> <li>b) AC had attended an ACAS event on 8 March on behalf of GLAA.</li> </ol>
<b>21</b>	<b>CLOSE</b>