



# Gangmasters & Labour Abuse Authority

## Minutes

<b>Title of meeting</b>	<b>GLAA 64<sup>th</sup> Board Meeting</b>		
<b>Date</b>	1 May 2019	<b>Time</b>	10:00
<b>Venue</b>	Nottingham		
<b>Chair</b>	Margaret Beels	<b>Secretary</b>	Jennifer Clarke

**Attendees**

William Butler (WB)  
Angela Coleshill (AC)  
Linda Dickens (LD)  
Paul Williams (PW)

### **In attendance**

Darryl Dixon (DD) Director of Strategy  
Nicola Ray (NR) Director of People and Licensing  
Michael Rich (MR) Chief Executive  
Ian Waterfield (IW) Head of Operations  
Paul Coffey (PC) Head of Communications and Engagement (item 11 only)  
Tom Frost (TF) Performance Analyst (items 11,12 only)  
Charlotte Woodliffe (CW) Head of Licensing (items 11, 12,13 only)

### **Observers**

Sophie George, Department for Business, Energy, & Industrial Strategy  
Anne-Yael Grant, Home Office  
Elinor Howard, Home Office  
Emma Waite, Department for Business, Energy, & Industrial Strategy

**Apologies**

Simon Allbutt (SA)  
Suzanne McCarthy (SM) – submitted written comments to the Chair

<b>1.</b>	<b>Introduction</b> <ul style="list-style-type: none"><li>• MB opened the meeting and welcomed Home Office colleagues, Elinor Howard and Anne-Yael Grant.</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 previous Board meeting were accepted as an accurate record of the meeting.</li></ul>

4.	<p><b>Declaration of Interest/Register of Interests</b></p> <ul style="list-style-type: none"> <li>• None.</li> <li>• MB reminded Board members that any new interests should be declared throughout the year to enable the GLAA to maintain a current register of interests.</li> </ul>
5.	<p><b>Action points</b></p> <ul style="list-style-type: none"> <li>• BM40(6) Agenda item 26</li> <li>• BM45(4) Agenda item 13(a)</li> <li>• BM45(4) Agenda item 10</li> <li>• BM46(1) Agenda item 11</li> <li>• BM46(2) Agenda item 9</li> <li>• BM46(3) Agenda item 15</li> <li>• BM46(4) completed added to the workplan.</li> <li>• BM46(5) Jane Walker working on some questions that will prompt consideration for impact in certain scenarios.</li> <li>• BM46(6) Agenda item 13b</li> <li>• BM46(7) In progress – management summary to be added to the 2019-2020 financial year reports.</li> <li>• BM46(12) (13) (14) Agenda item 24</li> <li>• BM46(15) Agenda item 27</li> </ul>
6.	<p><b>Declaration of Urgent Business</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

7.

**Home Office update**

- EH gave an update from the sponsorship unit as Becky Kirby was unable to attend the meeting.
- The Board raised concerns over sponsor liaison and governance engagement with the HO. It was noted that the letter sent by MB to the Minister in February on options for further Board member recruitment remained unanswered. The Board agreed that MB should send a follow up letter to the Minister, a draft of which will be circulated to the Board for approval.
- Anne-Grant Yael updated the Board on policy matters. The Director of Labour Market Enforcement Second Strategy is with the Minister for approval – date tbc. This document requires Ministerial clearance before it can be widely shared. Examples of the immediate requirement for the use of this document (e.g. ALP roadshows) to be sent to Anne-Yael Grant to expedite the process. Within the document are 53 recommendations of which 12 were overarching.
- MR is to flag to the Modern Slavery Unit the crucial items which the GLAA requires answers on with regard to the DLME strategy.
- It was noted that the Single Competent Authority (for taking decisions within the National Referral Mechanism) was launched on 29 April 2019. The First Responder document is to be copied to IW for wider circulation within the GLAA.
- The Independent Review of Modern Slavery Act is with Ministers for consideration. This has resulted in 80 recommendations, 21 focus on transparency and supply chains requirements. It was agreed this should be an item at the next GLAA Board meeting.
- Sara Thornton (ST) the newly appointed Independent Anti-Slavery Commissioner takes up the post today. MB, on behalf of the Board agreed to write to ST and extend an invitation to attend a future meeting of the Board. MR is due to meet with ST at the end of the month.
- A Construction roundtable is taking place in June with which the GLAA are assisting.
- Prevention – a recent Cabinet Office campaign is raising awareness in three identified areas. This may result in calls to the helpline and the GLAA are requested to assist with evaluation and measuring the impact.
- The Taskforce at a recent International Strategy meeting agreed that the international priority countries are Nigeria, Vietnam, China, Albania, Poland and Romania
- It was agreed that there should be a focus on prevent at the next Board meeting.

**Action**

1. Items on Prevention and on the Independent Review of Modern Slavery Act to be included for the July Board meeting.
2. Chair to write to the new Independent Anti-Slavery Commissioner with invitation to a future Board meeting.

8.	<p><b>Chief Executive Report</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report.</li> <li>• An ALP report from their recent survey contains good responses in support of the GLAA e.g. 95% were in favour of licensing and 84% thought GLAA was doing a good job.</li> <li>• The GLAA's new intranet platform, Morecambe, was launched in February. The channel is providing a platform for colleagues to keep up to date on organisational developments as well as enhance internal engagement across the GLAA.</li> <li>• The newly established People Survey Working Group (PSWG) is continuing its work to review last year's survey results. The group is exploring a range of ideas and solutions to improve the working environment, morale and the organisation's efficiency.</li> <li>• The 100<sup>th</sup> signatory to the Construction Protocol is expected shortly. This is a landmark joint agreement with the construction industry aimed at eradicating modern slavery and labour exploitation from the sector's supply chains. The GLAA will continue to promote the protocol to ensure major construction companies are signatories and through them sub-contracting companies are also engaged.</li> </ul> <p><b>Action</b></p> <p>3. Circulate to Board members the ALP survey results.</p>
9.	<p><b>BEIS update</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• Sophie George and Emma Waite updated the meeting on the BEIS Single Labour Market Enforcement Body (SLME) consultation.</li> <li>• In terms of core remit, Ministers have stated that any new body could cover the functions under the remit of the DLME and new areas of enforcement to which the Government had committed itself.</li> <li>• Whilst there is uncertainty around the time frame a consultation on the SLME body will be taking part in the summer.</li> <li>• Board members expressed the view that while a re-think was welcome, the setting up of any new body needed to be more than organisational restructuring or tinkering at the margins to make the most of the opportunity and to justify disruption associated with the change.</li> <li>• BEIS were invited to witness GLAA operational activities to further develop their understanding of what GLAA does.</li> </ul>
10.	<p><b>Information Security</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report providing an update to the position regarding information security issues and data protection in relation documents and emails going to the GLAA Board members.</li> <li>• The Board agreed in principle to adopt Option 1 - all Board members to be provided with a Home Office laptop and a Poise account.</li> <li>• Individual needs will be assessed on adoption of this option.</li> </ul> <p><b>Action</b></p> <p>4. JW and IT to coordinate supply of laptops and IT platform to Board members.</p>

11.	<p><b>Stakeholder Engagement</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report highlighting the progress made around enhancing and developing stakeholder engagement for the GLAA. The Board welcomed the fact that progress was now being made in this important area, and that the recognition that stakeholder engagement was not just about communication.</li> <li>• The Board acknowledged the progress made over the last six months and the direction of travel. The stakeholder engagement approach now has better alignment with the GLAA strategy and focuses GLAA resources accordingly.</li> <li>• MB proposed that how stakeholders are engaged in the Prevent strategy, and prioritisation of contacts should be added.</li> <li>• Board members repeated their willingness to represent the GLAA at future meetings/roadshows etc. and also offered support in developing contacts in new areas.</li> </ul>
12.	<p><b>Q4 Performance report</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• IW apologised for the late circulation of the report and made a short presentation focusing on the key points.</li> <li>• The Board noted the performance report for the period April 2018 – March 2019.</li> <li>• IW noted that the recruitment of a performance analyst will enable GLAA better to address the impact of its actions rather than just recording the actions themselves – the “So What” test.</li> </ul>
13.	<p><b>Licensing</b></p>
	<p><b>(a) Exclusion Regulations</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Exclusion Regulations have not been subject to review since 2013.</li> <li>• The GLAA have met with the Home Office regarding certain areas which have been identified as potential additional exclusions which would assist businesses inadvertently caught by the existing wording.</li> <li>• HO need to consider if legislative time is available.</li> </ul>
	<p><b>(b) Licence Applications</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report.</li> <li>• There are no clear or identifiable reasons why there has been an increase in licence applications for the year 2018/2019. The number is within the normal year on year variation.</li> </ul>
	<p><b>(c) Licensing Options</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report stating the GLAA’s preferred route for replacing the GLAA licensing system.</li> <li>• Concerns were raised about LAWs failing and the pending relocation of the system in Defra/IBM.</li> <li>• WB stressed the need for a properly based risk assessment in support of the case being made to Home Office for the spend approval, SM had suggested that the project should have its own risk register.</li> </ul>

14.	<p><b>Approval of Strategic Plan 2019-22</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Strategic Plan is substantially a roll-over of the strategy from last year.</li> <li>• The Board discussed the issues noted in the plan.</li> <li>• Revisions are to be made to the plan based on the comments raised by Board members.</li> <li>• The Board delegated approval of the final plan to the Chair (target date before 24 May 2019) to enable submission to the Home Office for Ministerial sign off, accompanying the Business Plan for 2019-2020.</li> </ul> <p><b>Action</b></p> <p>5. Final version of the Strategic Plan to be sent to Chair for approval prior to 24<sup>th</sup> May.</p>
15.	<p><b>Approval of Business Plan 2019-20</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• MR agreed to add more quantifiable measures and hard measures to the plan.</li> <li>• It was agreed that MB should approve the measures within the plan following the same timetable as the Strategic Plan.</li> </ul> <p><b>Action</b></p> <p>6. Final version of the measures to be sent to Chair for approval prior to 24<sup>th</sup> May</p>
16.	<p><b>Planning Cycle 2019-2020</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board viewed this as a useful document, but action was needed in accordance with it.</li> <li>• Discussion took place around the (often late) availability of Board papers and the effectiveness and time spent producing papers.</li> <li>• Reflecting on this and the length of the agenda for the current meeting, MB asked Board members and the Executive to consider what items/papers if any had come to the Board unnecessarily.</li> </ul> <p><b>Action</b></p> <p>7. Board to advise the Chair and CEO of items or papers that had come to the Board which did not need to be presented to a Board meeting.</p>
17.	<p><b>Process for completion of the Annual Reports and Accounts (ARA) 2018-2019</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted and approved the report informing them on process and timetable for the completion, audit and laying of the Annual Report and Accounts for 2018-19.</li> <li>• WB requested that revisions should be made to the Governance Statement at Appendix 1. LD to forward a minor amendment to Appendix 3.</li> <li>• There are still some outstanding queries on the 2017-2018 ARA. MB and WB have been delegated by the Board to sign off these accounts.</li> </ul>
18.	<p><b>Stakeholder Engagement</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report contacting the draft minutes of the Joint Worker/NGO and Labour User/Labour Provider Liaison Group meeting held on 14 March 2019.</li> <li>• The importance of following up on actions coming out of that meeting was noted.</li> <li>• Angela Coleshill will take over from Linda Dickens and chair future meetings of the Worker/NGO Liaison group.</li> </ul> <p><b>Action</b></p> <p>8. The notes showing the following up of actions from the joint liaison group meeting be made available for the July Board meeting.</p>

19.	<p><b>HMICFRS inspection update</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• Her Majesty’s Inspectorate of Constabulary and Fire &amp; Rescue (HMICFRS) completed their first inspection of the GLAA in October 2018, the report was published in April 2019.</li> <li>• The action plan arising out of the recommendations of the report was noted by the Board.</li> <li>• Discussion took place around the frequency of future inspections. The Board agreed that there was a need to maintain the progress on completing the action log. Assurances should be given to HMICFRS that, as they had recommended, the Board was keeping this in its sights. To allow an appropriate time for the action log to be discharged, the Board considered that a further inspection should take place at least one year after the published report.</li> </ul>
20.	<p><b>HR 6 monthly update</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report updating them with key people matters, HR and Learning and Development activity.</li> <li>• Ethnicity data was requested by the Board.</li> <li>• Concerns were raised regarding the low take up of personal development. It was noted that revisions had been made to the PADR process and the drive for completion of a personal development plans is now an integral part of the process for 2019/2020.</li> <li>• There was also concern about an emerging trend showing a decline in numbers of female employees which was being looked into.</li> <li>• It was agreed that the People Survey Working Group (PSWG) would be invited to update the Board at the July meeting (See GLAA 62/18 for survey results and action plan).</li> <li>• It was confirmed that the output from PSWG would be a key agenda item at the People Seminar in September.</li> <li>• PW raised issues around Health &amp; Safety data absent from the report and asked for reassurances around driving policies. Arguably driving is one of the most dangerous working activities of GLAA employees.</li> </ul> <p><b>Action</b></p> <p>9. An invitation to be sent to the People Survey Working Group to attend the July Board meeting.</p>
21.	<p><b>Budget</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report informing them of the outturns for 2018-2019, indicative budget for 2019-2020 and the work which is underway to bring 2019-20 activities within budget and to shape a sustainable medium term financial plan.</li> </ul>
22.	<p><b>Audit and Risk Committee</b></p> <p><b>(a) Chair’s update</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report of the ARC meeting held on 26 March 2019.</li> <li>• ARC will be calling to its meeting people who have not completed actions on the Internal Audit reports.</li> </ul>

	<p><b>(b) Annual Review of TOR</b></p> <ul style="list-style-type: none"> <li>• The Board agreed the revision to the Terms of Reference (TOR) subject to MB providing WB with some drafting changes suggested by SM.</li> <li>• The revisions bring the TOR into line with standard Home Office arrangements. The changes make specific reference to ARC having responsibility for oversight of health and safety and data and information management, cyber security and for oversight of whistle blowing investigations.</li> </ul>
<b>23.</b>	<b>Remuneration Committee</b>
	<p><b>(a) Chair's update</b></p> <ul style="list-style-type: none"> <li>• There was no update as the Chair was absent from today's meeting.</li> </ul>
	<p><b>(b) CEO Remuneration</b></p> <ul style="list-style-type: none"> <li>• Remco are to meet in two weeks' time to discuss the objectives for the CEO for 2019-20.</li> </ul>
	<p><b>(c) Annual Review of TOR</b>  [Secretary note – paper withdrawn from the meeting. Paper to be re-presented at 24 July 2019 meeting.]</p>
<b>24.</b>	<p><b>Review of Board Performance</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report.</li> <li>• NR reported that there were no major changes for the review last year.</li> <li>• It was agreed that Survey Monkey should be continued to be used for the purpose of the survey and the evaluation.</li> <li>• The NAO survey questions were reviewed at Appendix 2.</li> <li>• Elinor Howard agreed to assist with Q16. (Benchmarking Performance) and other organisations' experiences of how to measure the success of "Prevent".</li> <li>• It was agreed that the Board should undertake a lessons learnt exercise around the governance issues in 2018-19.</li> </ul> <p><b>Action</b></p> <p>10. Chair to make arrangements for a Board lessons learned exercise related to the governance issues during 2018-19.</p>
<b>25.</b>	<p><b>Corporate Objectives for the Board 2019-2020</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted and agreed the Corporate Objectives for Board members for 2019-2020.</li> </ul>



26.	<p><b>Sub Committees election</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the report providing information to support the election of subcommittee appointments following the appointment of one new Board member in January 2019 and approved the recommendations.</li> <li>• The Board agreed that with immediate effect the sub committees should comprise of ARC – William Butler, Suzanne McCarthy, Paul Williams Remco – Simon Allbutt, Angela Coleshill, Linda Dickens</li> <li>• WB noted that there may be merit in asking new representatives coming onto the ARC to remain at a distance from some of the current reviews under consideration in order to provide an independent perspective at a future date should this be required</li> <li>• The committees at their next meeting are to nominate a chair to be approved by the Board by correspondence.</li> </ul> <p><b>Action</b></p> <p>11. Circulate ARC and Remco meeting dates.</p>
27.	<p><b>Anti-Bribery Policy/Register of Interest</b></p> <p><b>Note</b></p> <ul style="list-style-type: none"> <li>• The Board noted the update to the policy at 5.1 which reflect the discussion at the January Board meeting on the annual reporting of interests.</li> </ul>
28.	<p><b>Any other Business</b></p> <p>(i) 22 January 2020 - the Board noted the meeting date which was presented in the planning cycle document.</p> <p>(ii) PW agreed to give the post Board meeting briefing to GLAA in the office and on Morecambe.</p>
29.	<p><b>Close</b></p>