



Gangmasters & Labour Abuse Authority

Minutes

Title of meeting	GLAA 67th Board Meeting		
Date	22 January 2020	Time	10:00
Venue	Nottingham		
Chair	Margaret Beels	Secretary	Jennifer Clarke

Attendees	Margaret Beels (MB) William Butler (BB) Angela Coleshill (AC) Linda Dickens (LD) Suzanne McCarthy (SM) Michael Rich (MR) CEO Paul Williams (PW)
------------------	---

In attendance

Darryl Dixon (DD) Director of Strategy
Nicola Ray (NR) Director of People & Licensing
Justin Rumball (JJR) Head of Business & Finance
Tom Frost (TF) Performance Analyst (item 8)
Ian Walker (IW) Head of Intelligence (items 8 and 12)
Jane Walker (JW) Risk Manager (item 11)

Observers

Elinor Howard, Home Office
Kiran Gracha, Home Office (by teleconference)
Suzelle Dickson, Home Office (by teleconference)
David Camp

Apologies	Simon Allbutt Becky Kirby
------------------	------------------------------

1	Introductions <ul style="list-style-type: none">The Chair welcomed members of the Board and Home Office officials to the meetingLD on behalf of the Board offered congratulations to Margaret Beels who has been honoured with an OBE.
2	Apologies <ul style="list-style-type: none">As above.
3	Minutes of the previous meeting <ul style="list-style-type: none">The minutes of the previous meeting were accepted as an accurate record.

4	<p>Declaration of interest</p> <ul style="list-style-type: none"> • None.
5	<p>Action points</p> <ul style="list-style-type: none"> • BM49(1) (2) (3) (4) (7) (8) (10)(11) (12) (13) (14) (15) (16) (17) (18) (19) (20) closed. • Completion dates to be agreed BM49 (6) (9) (21). • AC noted that there had been an action on the Comms Team from the GLAA Board teleconference on 14 January about Stakeholder Engagement to circulate to the Board an updated version of the GLAA Stakeholder Engagement plan. This would be done.
6	<p>Declaration of urgent business</p> <ul style="list-style-type: none"> • None.
7	<p>Home Office update</p> <p>Note</p> <ul style="list-style-type: none"> • Elinor Howard gave an update from the Sponsorship Unit; the Board noted the report provided by the Home Office in advance of the meeting. • Brexit – there are no further updates relevant to the work of the GLAA. • The 2020/21 budget allocations are expected to be finalised soon. The GLAA should continue to plan on a flat cash settlement basis. • At recent meeting with Becky Kirby MR & MB outlined the consequences of flat lining – which is in effect a budget cut. • The Minister’s decision on her preferred candidate for the position of Board member is awaited and being chased by HO colleagues. • The Annual Report and Accounts (ARA) 2018/19 has been submitted to the NAO for approval, the provisional date for laying them in Parliament is 30 January. • MB thanked HO colleagues along with GLAA colleagues for the completion of the ARA acknowledging the huge amount of work that goes into the production of it. • HM Treasury’s Shared Outcomes Fund - expressions of interests around car washes and nail bars have been sent to HMT for review and further work to develop a full strategic outline case is underway. The deadline for submitting bids is the end of January. • Transparency in the Supply Chains (TISC) - HO is continuing to scope policy options for a new enforcement mechanism and will provide advice to Ministers on the Government response in February. The GLAA had registered an interest in playing a role, subject to there being additional funding. • It was noted that the interim Director of Labour Enforcement, Matthew Taylor and Tim Harrison, Head of Secretariat, Office of the DLME had a productive visit to the GLAA on 17 January. An overview of Intelligence, Compliance & Licensing, Communications, Engagement and Prevention was given. Two LAPOs gave an overview of a recent forced labour investigation • NR/DD are in liaison with the HO team who are awaiting ministerial direction regarding the expansion of the Seasonal Pilot workers. <p><i>[Secretary Note: David Camp joined the meeting as an observer]</i></p>

8	<p>Performance Report</p>
	<p>Note i) Q3 October – December 2019</p> <ul style="list-style-type: none"> • The Board noted the performance report for Q3 October– December 2019. • Tom Frost presented the key findings and progress against these. • It was requested by BB that all internal reviews which impact on monetary decision should be added to section 6 of this report e.g. HMICFRS inspection. • The Board suggested that alternative measures should be explored that would give an indication of the impact of enforcement disrupting criminality. • It was requested additional measures re ethnicity by levels and reasons for leaving recorded at exit interviews should be added to the 6 monthly HR report. Also, could the report be more analytical and highlight any issues of concern rather than simply providing statistical data, for example on recruitment and retention. <p>Action</p> <ol style="list-style-type: none"> 1. Add internal views to the Performance report 2. Add alternative measures of the impact of enforcement disrupting criminality. 3. Review content of HR Report for next meeting.
	<p>Note ii) Progress against the 5KPQs</p> <ul style="list-style-type: none"> • TF gave an overview of the 5 KPQs. • LD asked that the GLAA looks at the factors that might underpin vulnerability across sectors and that data is presented by such themes. • The Board requested that the report be modified to provide succinct answers to the questions which should include identifying gaps in performance. <p>Action</p> <ol style="list-style-type: none"> 4. Revise the context of the report.
12	<p>Review of Intelligence</p>
	<p>b) Control Strategy</p> <ul style="list-style-type: none"> • The Board supported the Control Strategy which was presented by Ian Walker. This had been previously agreed by EMT. It is derived from the Strategic Assessment. • MR added that once this is implemented it will be kept under review.
12	<p>Note a) Peer Review of Intelligence – implementation and recommendations</p> <ul style="list-style-type: none"> • Devon and Cornwall Police carried out a peer review of the GLAA intelligence capability w/c 29 October 2019. • IW discussed the key four findings detailed in the report. • The Sponsorship Unit are able to offer assistance on work required on ibase, the IT database system used by Intel. • The GLAA needs to be clear where its Intelligence colleagues elect to divert from the National Intelligence Model and ensure that it is noted. • The work to empower Intelligence unit colleagues to make unhindered early decisions will need to be factored into current work on culture and values. • The GLAA will ensure that colleagues feel supported and valued in all aspects of their decision making, notably as regards decision not to undertake work which had lower priority under the Control Strategy. • Board members noted the report.

9	<p>Approval of the draft Business Plan 2020-2021 and Strategic Plan 2020-2023</p> <p>Note</p> <ul style="list-style-type: none"> • Now that, in principle, Single Enforcement Body (SEB) is known to be Government policy, it was recommended that the GLAA Strategic Plan is amended to reflect the work on the SEB. • To identify what are the steps towards creating SEB and focus on opportunities • Circulate drafts of strategic plan and business plan after EMT on 12.3.20 followed by Board telecon. The approval process will be conducted out of the Board meeting. The possibility of some Board members being together for this important discussion (e.g. at 2MS) should be explored. <p>Action</p> <ol style="list-style-type: none"> 5. Feedback to Suzelle Dickson assumptions and adjustments on the amended Business Plan. 6. Circulate draft document to Board members after 12.03.20. 7. Arrange teleconference/meeting after 12.03.20 to discuss the draft documents giving Board members at least a week to study the documents before the discussion.
10	<p>2020-2021 Budget/medium term forecast update</p> <p>Note</p> <ul style="list-style-type: none"> • The Board noted the report updating them with the 2020/2021 budget and the medium-term forecast. • The Board reviewed the GLAA proposed approach to balancing its budget for 2020/21 and to building a sustainable medium-term forecast. • JJR to provide a paper to the Board on the balanced budget which will be discussed at the April Board meeting. • Noting that 80% of GLAA costs are staff related, it was agreed that a plan should be effective as soon as possible in the financial year as achieving any set amount of savings becomes more difficult as the financial year progresses. • If at some point in the future the licensing fees were to be increased this may result in a reduction in grant in aid. <p>Action</p> <ol style="list-style-type: none"> 8. Produce a plan for a balanced budget in 2020/21.
13	<p>HMICFRS inspection update</p> <p>Note</p> <ul style="list-style-type: none"> • The Board noted the report informing them of the progress made on the HMICFRS action plan. • 9 actions are outstanding. • There is no date set for the return inspection this year.
11	<p>Risk Management</p> <p>Note</p> <p>a) Annual Review of Risk Management Policy</p> <ul style="list-style-type: none"> • There were no changes to this policy which had been signed off by the Board in January 2019 and the appetite and tolerances in November 2019. JW reported that the organisation was still working through the process. • BB confirmed that the policy should be reviewed annually with a covering paper detailing the changes. After its approval at ARC on 19 March it should be submitted to the April meeting of the Board. <p><i>[Secretary note: David Camp left the meeting]</i></p>

	<p>b) Strategic Risk Register</p> <ul style="list-style-type: none"> • The register had been updated in line with Board comments in November. ARC had requested that a new strategic risk should be added to reflect the impact of going through a restructure at the senior levels of the organisation. • The organisational restructure could lead to potential changes of ownership with work across the board to identify opportunities and mitigations. This also could cause a delay in mitigations to the risks already identified on the Strategic Risk Register. • JW discussed the two new risks 18) Licensing system and capital funding and 19) Brexit and Immigration changes. • The Board considered each of the strategic risks in turn noting the measures that are being taken to mitigate them. The importance of having the business continuity plan in place was noted. It was suggested that the residual risk on budget overspend should be amber rather than green.
	<p>c) Appetite setting for any new strategic risks</p> <p>Note</p> <ul style="list-style-type: none"> • It was agreed that JW should make a proposal to the Board on any new strategic risks. <p>Action</p> <p>9. The Board requested that the document be circulated to them in a more user-friendly way.</p>
14	<p>Licence Fee update</p> <p>Note</p> <ul style="list-style-type: none"> • NR updated the Board. • The GLAA are looking at the licensing processes to identify the costs of our activity. Thus far they have completed looking at Application Inspections and still need to look at compliance. • Although a government decision to increase licence fees might be a distant prospect, the costing work should be given priority to assist understanding of GLAA spend.
15	<p>Audit & Risk Committee</p> <p>a) Chair's Report</p> <ul style="list-style-type: none"> • The Board noted the report of the Audit and Risk Committee (ARC) held on 19 December. • Board members noted the NAO's Audit Completion report for 2018/19 and the letter of assurance. • Topics for "Deep Dives" open to all Board members, had been agreed. Dates would be settled at the next ARC meeting and circulated to the Board. <p>Action</p> <p>10. Circulate dates for "Deep Dives" to all Board members.</p>
16	<p>Remuneration Committee</p> <p>Note</p> <p>a) Chair's report</p> <ul style="list-style-type: none"> • The Board noted the report of the Remuneration Committee (Remco) held on 2 December 2019 and the approach to policy oversight agreed by the committee, noting the list of extant policies in scope for Remco to review.

17	<p>Launch of Review of Board performance</p> <p>Note</p> <ul style="list-style-type: none"> • The Board noted the report setting out the approach to the evaluation of the Board performance during 2019-2020. • MB agreed to ask Zoe Wilkinson to respond to Q.17 of the survey – the question to be removed. • Amendments requested at Q4,32,42 & 47 of the survey. • The survey is to be circulated by 31 January. <p>Action</p> <p>11. Amend the survey questions. 12. Circulate the survey by 31 January.</p>
18	<p>Anti-Bribery Policy for Board members</p> <p>Note</p> <ul style="list-style-type: none"> • The Board noted the policy and their responsibilities. <p>Action</p> <p>13. Board members to sign declarations.</p>
19	<p>Liaison groups update</p> <p>Note</p> <ul style="list-style-type: none"> • The Board noted the report containing the draft minutes of the lu/lp meeting held on 19 September 2019 and the agenda of the NGO Worker Liaison group meeting held on 7 January 2020. • AC updated the Board on the NGO Worker Liaison group meeting. • The terms of reference were reviewed with no amendments. • Discussion took place around the joint liaison group meeting on 3 March 2020 and how to attract attendance which should include trade associations. • The GLAA are working on the agenda, workshop topics and facilitators, details of which will be circulated to the Board. <p>Action</p> <p>14. The GLAA to widen the invitation to its liaison to other interested parties who might make a useful contribution to the discussions.</p>
20	<p>Any other business</p>
	<p>a) Protected Disclosure Policy update</p> <ul style="list-style-type: none"> • The Board noted and approved the suggestions made by PCS.
	<p>b) Skills Education group Parliamentary Reception</p> <ul style="list-style-type: none"> • A Board representative was invited to attend the Skills Education group Parliamentary Reception for the Modern Slavery project on 3 March 12:30 – 14:30 where the Boston College project work will be showcased. Anyone wishing to attend should inform Darryl Dixon.
	<p>c) Review of the meeting</p> <ul style="list-style-type: none"> • Meeting attendees each provided a review of the meeting.
	<p>d) Appraisals</p> <ul style="list-style-type: none"> • MB advised Board members that 1-2-1 appraisals of Board members will be scheduled shortly.
21	<p>Close</p>
	<p>Date of next meeting 29 April 2020 @10:00</p>