



Gangmasters & Labour Abuse Authority

Minutes

Title of meeting	GLAA 71st Board meeting		
Date	4 November 2020	Time	
Venue	Skype/Zoom		
Chair	Margaret Beels	Secretary	Jennifer Clarke

Attendees

Margaret Beels (MB)
Simon Allbutt (SA)
William Butler (BB)
Linda Dickens (LD)
Suzanne McCarthy (SM)
Julia Mulligan (JM)
Paul Williams (PW)

Ex officio attendee

Ziggy MacDonald (ZM) Chief Executive (interim)

In attendance

Emma Coxon (EC) Head of People & Change
Darryl Dixon (DD) Head of Single Enforcement Body Programme
Frank Hanson (FH) Head of Prevention and Partnerships
Nicola Ray (NR) Head of Regulation
Justin Rumball (JJR) Head of Business & Finance
Ian Walker (ISW) Head of Intelligence
Jane Walker (JW) Risk & Information Assurance Manager/DPO
Ian Waterfield (IW) Head of Enforcement
Tom Frost (TF) item 1 – 6 &12 only
Jennifer Clarke (JC) (Secretariat)

Home Office attendees

Suzelle Dickson
Kiran Garcha
Elinor Howard
Rebecca Kirby
Ellie Gough

Observers

David Camp item 1 – 6 &12 only

Apologies

1	Welcome <ul style="list-style-type: none">• The Chair welcomed members of the Board, Leadership Team and Home Office colleagues to the meeting.
2	Apologies <ul style="list-style-type: none">• Notes as above.
3	Minutes of the previous meetings <ul style="list-style-type: none">• The minutes of the meetings held on 22 July and 2 September 2020 were agreed as an accurate record.
4	Declarations of Interest <ul style="list-style-type: none">• None.

Action points

Action points closed since 27 July 2020 Board meeting

- **BM50(10) BM51(2) BM51(5) BM51(6) BM51(15) BM52(2) BM52(5) BM52(6) BM52(9) BM52(10) BM52(12) BM52(14) BM52(15) BM52(17) BM52(18) BM52(20) BM52(22) BM52(24) BM52(26) BM53(2)**

Action points closed at 4 November 2020 Board meeting

- **BM51(13) BM51(2) BM51(13) BM52(8) BM53(1)**
- **BM52(3)** ZM, JJR, BB & MB met on 30.10.20 and agreed the 2019-2020 ARA, a draft of which has been submitted to the HO for ministerial approval. [**Secretary note: update to GLAA71.05 Board action points report**]

Action points carried forward from previous meetings

- **BM49(6) JM** to provide profile for Morecambe.
- **BM51(12)** Action plan to address workforce diversity **EC**
- **BM51(17)** Lessons Learned exercise relating to the new structure. **EC/MB**
- **BM51(21)** CEO to present a progress report on Action plan to ARC in September (completed by correspondence). ARC to inform the Board once the actions have been completed to their satisfaction. **BB/ZM**
- **BM51(22)** Produce an action plan from the joint liaison group meeting March 2019. **FH**
- **BM52(1)** ARC to report on follow up actions from Deep Dives. BB requested that those running the deep dives should provide a note to ARC of the action agreed by the Board. The owner of the deep dives should record and pursue them. ARC will monitor the delivery of them; this will be an agenda item at the meeting of the Committee. **ARC/Deep Dive owners.**
- **BM52(4) DS/IW** are feeding into a lessons learned paper being prepared by BEIS, leading to a bigger piece of work.
- **BM52(7)** Add to the Performance Pack the outcomes to illustrate better GLAA effectiveness in terms of impact on vulnerable workers. Proposals made at Strategy Day 24.09.20 & 04.11.20 meeting. **TF/IW/JM/PW**
- **BM52(11)** Stakeholder engagement cost benefit – initial discussion held between LD & FH. **FH/PC**
- **BM52(13)** Re energise stakeholder engagement with the lu/lp meetings – useful discussions taking place. **FH/MC/PC/SM**
- **BM52(16)** approach to the review by RemCo of the HR policies where RemCo has a formal role – discussed at RemCo 15.10.20 **DS/LD**
- **BM52(19)** lessons learned temporary Licensing scheme – action now with HO colleagues to consider what amendments might be helpful in anticipation of the SEB, in addition to using the SI to tidy up the rules. **HO**
- **BM52(21)** Board evaluation workplan - a progress report was provided ahead of the meeting - in progress. **Action owners**
- **BM52(23)** dates of sub committees – ARC dates circulated. A meeting is scheduled for 28.11.20 re planning cycle/governance meetings. **JC**
- **BM52(25)** Governance boards - further TORs to be added to Morecambe. **DS**
- **BM53(3)** Inform the Board of the Government response to the SEB Consultation – awaiting publication. **DD**

Action

- BM54(1)** Action owners of deep dives to provide ARC with a note of actions. **FH/ISW**
- BM54(2)** MB to supply a note to ZM of actions arising from the recent Intelligence deep dive. **MB**

6	<p>Declaration of urgent business</p> <ul style="list-style-type: none"> • MB informed the meeting that the post of CEO has now been advertised and encouraged meeting attendees to inform their networks. https://www.gla.gov.uk/whats-new/latest-press-releases/04112020-recruitment-process-begins-for-glaa-chief-executive/
12	<p>Performance</p>
	<p>a) 1 April – 20 October 2020</p> <ul style="list-style-type: none"> • The Board noted the performance report for the period 1 April – 20 October 2020. • Tom Frost presented the key findings and progress against these. • Referrals to the National Referral Mechanism (NRM) have dropped during this financial year, however four referrals have been made in recent months. Becky Kirby (BK) suggested that IW discusses the national picture with HO statisticians. • Discussion took place around the ongoing compliance cases. Delays have been identified in increased inspection times, some of which may be due to COVID-19. More analysis was needed to understand where the delays were occurring. • It was noted a large number of cases are now in their final stages or awaiting closure. NR to develop an action plan with the Head of Compliance and LT members. Consideration should be given by the Executive as to how this maps onto risk appetite. • The high-profile work on Operation Tacit in Leicester was noted, discussion took place regarding the impact on the broader organisational performance. <p>Action</p> <p>BM54(3) Produce an action plan to address performance against objective 2. NR</p> <p>BM54(4) LT to reflect on leadership focus on Op Tacit and its impact on GLAA performance. LT</p> <p>BM54(5) Add Compliance issues to the Risk Register. JW</p> <p>BM54(6) Discuss the NRM national picture with HO statisticians. IW</p>
	<p>b) Resetting of 2020-2021 Business Plan targets</p> <ul style="list-style-type: none"> • The Board noted the report proposing a set of principles and associated methodology for reviewing and potentially resetting the 2020-2021 Business Plan targets in the light of COVID-19 restrictions. • The Board agreed that the plan should be reviewed recognising the impact of COVID-19 and adopting the methodology and considering the GIAA and NAO advice. • Further discussions are to take place on 07.12.20 at the Board subgroup performance measures meeting.

Home Office update

- The Board noted the report provided by the Home Office Sponsorship Unit in advance of the meeting.
- Home Office attendees provided an update: -
- The spending review will be a one-year review; the overall Departmental outcome is not expected until the end of November.
- There will be a period of assessment before individual allocations are announced.
- Ministerial approval has been obtained for the GLAA Strategic Plan 2020-2023 and Business Plan 2020-2021 which has now been published.
- Further advice has been given to the Minister on the recruitment of Board members and Chair.
- HO are seeking a laying date for the 2019-2020 Annual Report & Accounts (ARA) before Christmas. It was recommended that ministers should be sighted on the revised targets for the 2020-2021 ARA.
- DLME Strategy 2020-2021, BEIS, HO and enforcement bodies are working with the DLME and his office to agree amendments to the original recommendations to ensure they are feasible and can be delivered this year
- The Government's response to the DLME's annual strategy for 2019-2020 was published on 09.10.20.
- Both the DLME's Annual report and the Modern Slavery Annual report 2020 have been published.
- SEB - reflecting on the impact of COVID-19 and the issues in Leicester, BEIS ministers are keen to explore whether any other elements should form part of the SEB's remit and including considering TISC enforcement. (further update at agenda item 8)
- The Board noted the current position of the Leicester task force. It is likely that the HO will seek weekly information during the national lockdown commencing on 05.11.20 on how law enforcement is operating and victim footprint.
- Board member recruitment – noting that four GLAA Board members' terms end in March 2021 BB raised concerns based on previous recruitment exercises for Board members and the length of time taken to complete them. BK gave assurances that the recruitment of GLAA Board members was being actively progressed with ministers' offices.
[An interest in this item was declared by BB].
- PW said that it would be important that the Government response to the DLME strategy provided clarity, especially the section on GLAA funding.
- HO confirmed that they support self-sufficiency of the licensing function which was welcomed by the Board. ZM/BK to discuss further.
- It was noted that the substantive DLME role has been advertised.
- BK updated the Board on the work underway with HO and partners on the NRM. Going forward this will be a more tailored system to suit individual's needs. Further detailed discussion to be held at the January 2021 meeting.
- It was noted that performance measures for next year should reflect the work carried out in Leicester. ZM /BK to discuss how best to capture inputs/outputs/outcomes of the Leicester work.

Action

BM54(7) Sight ministers on any revised performance targets for 2020-2021. **SI**

BM54(8) ZM /BK to discuss how best to capture inputs/outputs/outcomes of the Leicester work **ZM/BK**

BM54(9) Add NRM on January Board meeting agenda. **JC**

8	<p>Single Enforcement Body</p> <ul style="list-style-type: none"> • DD provided an update on the Single Enforcement Body (SEB) • The BEIS-hosted SEB Programme Board met on 22.10.20. The focus of that meeting was governance and supporting structures for implementation. • The Programme Board also considered a paper on NMW access to HMRC data post migration (which is key for SEB). This will be picked up through a designating working group. • The OLDME workshops are planned with wide stakeholder involvement to collate views on: - <ul style="list-style-type: none"> 1 Worker and community engagement (held 03.11.20) 2 Engaging local agencies and statutory bodies (27.11.20) 3 Sectorial approach and engaging industry/employers (03.12.20) • The GLAA will produce position papers for each workshop which will be reviewed by its SEB group. • JM updated the Board on a recent conversation she had with Mike Warren & Emma Waite, from BEIS about the SEB. This is now set up as a quarterly meeting; She reported that Mike Warren is happy to engage at future GLAA Board meetings. <p>Immigration update</p> <ul style="list-style-type: none"> • DD gave an update on the system from January 2021. • There will be no immigration route for low skilled workers (except under temporary schemes). • Skilled workers require an employer to be licensed by the HO as a sponsor. • The potential impacts were noted including increased likelihood of illegal migration to the UK, ease of access, lower risk to traffickers.
9	<p>Compliance Strategy – proposed consultation</p> <ul style="list-style-type: none"> • The Board noted the paper providing a summary of the proposals intended to form the basis of a formal consultation on the GLAA’s approach to compliance. • Following the agreement at the September Board meeting to begin formal engagement with key partners on options, workshops were held in October which have helped to develop/improve these options; 6/7 key themes have been identified for consultation. • It was agreed that the consultation should commence in early December for a period of 8 weeks. • The results of the consultation and proposals will be presented at the Board meeting on 28.04.21. • The Board agreed to delegate formal sign off of the consultation paper to MB & SM • NR & ZM to produce a consultation paper which will be supported by SM. • David Camp thanked the Executive and Board for preparing this paper. The ALP is supportive of this work and the consultation. • SD queried if the GLAA needed HO approval to run the consultation. It was noted that this had not been required for the previous consultation on the review of Licensing Standards in 2018. <p>Action</p> <p>BM54(10) Add the consultation to the Worker/NGO meeting agenda 01.12.20 JC</p> <p>BM54(11) NR/SM to map in how to engage policy and sponsor unit colleagues. NR/SM</p> <p>BM54(12) Present results of the consultation to the Board at its meeting on 28.04.21 ZM/NR</p> <p>BM54(13) Check whether GLAA needed HO approval to run the consultation. Suzelle Dickson</p>

10	<p>Coronavirus (COVID-19) business impact update</p> <ul style="list-style-type: none"> • The internal measures agreed by the GLAA are stable and there is no change despite the changes to national tiers and lock down. • The LT have agreed how the “new normal” working practices of the GLAA are likely to look like post the COVID-19 pandemic. • Partnership working is returning to normal levels. • The new lockdown guidelines introduced on 5 November are unlikely to see the whole sale closure of workplaces outside of hospitality and leisure.
11	<p>Op Tacit – update and lessons being learned from Leicester</p> <ul style="list-style-type: none"> • IW gave an update on Op Tacit. • Work is continuing with 120 premises visited so far; this has resulted in 80 planned enforcement visits. • Information sharing is leading to previously unidentified disruption and enforcement opportunities. • Decisions have been taken that will see the Apparel and General Merchandising Protocol being used as the business engagement pathway. • The GLAA is now receiving intelligence and information from brands and retailers for the first time. • The focus has been shifted to concentrate on the enforcement visits rather than the wider engagement visits, those will continue but at a lower rate. • The Apparel and General Merchandising protocol has its second meeting today. Four task and finish groups have been formed. • It was noted that protocols and how they are managed by the GLAA will form part of the Prevent deep dive on 06.11.20. This should include consideration of how to guard against poor practice on the part of signatories devaluing the protocol. • It was noted that community engagement and the work with Leicester City Council has gathered pace, bringing NGOs together. • Discussion took place on victim/worker profiles and the impact of sharing intelligence with brands and if the GLAA was getting a more informed picture.
13	<p>Risk Management</p>
	<p>a) Strategic Risk update</p> <ul style="list-style-type: none"> • The Board noted the report and discussed proposed changes to the Strategic Risk Register. • It was noted that the Board should approve the additions to the Risk Register to define what are “risks” and what are “issues” on the Risk Register. • The introduction of an IT Risk Register has been agreed by the LT. <p>Action BM54(14) Add Governance risk around the appointment of a Chair and Board members. JW BM54(15) Separate “risks” from “issues” on the Risk Register. JW</p>
	<p>b) 6-month review of Risk Appetite</p> <ul style="list-style-type: none"> • The Board noted the report with the Risk Appetite as currently defined, and the update on the progress made to date on the maturity model. • The Board agreed to postpone the review of the Risk Appetite framework until the meeting of the Board on 27.01.21. <p>Action BM54(16) Consider moving position of risk item on future meeting agendas so that it sits with performance. MB/JC BM54(17) LT to discuss risk in context of risk appetite matrix. SI</p>

14	Financial position
	a) 6-month financial outturn <ul style="list-style-type: none"> • The Board noted the report informing them of the spend to date and forecast outturn for 2020-2021. Although we are showing a balanced financial position, this was mainly due to holding posts vacant following the restructure and some impacts due to COVID-19.
	b) Spending Review update <ul style="list-style-type: none"> • The Board noted the report on the progress of the Spending Review (SR). This is now a one-year spending review. • HO are now anticipating a more challenging financial settlement and announcements associated with this have slipped back. The allocations are due to be announced at the end of November.
	c) Draft high-level budget principles or 2021-2022 <ul style="list-style-type: none"> • The Board noted the report setting out the principles for the approach to setting the budget for 2021-2022. • ZM and JJR are meeting next week to discuss the budget with a planning assumption of a flat cash settlement. The Board will respond to any proposals out of committee. • Work is ongoing on cost of outputs and outcomes for scenario planning.
15	6-month People update <ul style="list-style-type: none"> • The Board noted the report which provided an update on key people matters including Learning and Development (L&D) and Health and Safety (H&S). • It was noted there are 9 new starters who are commencing their new starter induction w/c 16 November. Discussion took place around keeping new the starters engaged given COVID-19 restrictions and the various options. • The impact of COVID-19 on mental health and wellbeing issues and how these are being monitored were discussed. • COVID-19 related questions have been added to the interim PADR. • Two thirds of workforce surveyed welcomed a more flexible approach to work. Working plans going forward are to be considered to achieve a consistent approach across the organisation with flexible working. • It was noted that the Queen's Speech had indicated that the Employment Bill would provide for flexibility by default. • An Equality, Diversity & Inclusion group has been formed and met for the first time. A training issue has been identified and themes for engagement. TORs are to be circulated to the group. • The People Plan is to be produced before the end of the financial year. Action BM54(18) Include an introductory session to the Board in the new starter induction programme. EC

16	<p>Plan for 3-year Strategic Plan for 2021-2024 & Business Plan 2021-2022</p> <ul style="list-style-type: none"> • The Board noted the reports which presented a schedule of works to ensure the review and production of the 2021-24 Strategic Plan and corresponding 2021-2022 Business Plan. • Due to COVID-19 some targets have been impacted, therefore the targets need to be reconsidered and reset where appropriate. • ERT to host Engagement workshops to get views on broad proposals being put forward. • It was noted the business plan needs to be signed off before the end of the financial year which may necessitate an additional meeting. • The Board agreed the approach set out in the report. <p>Action BM54(19) Keep under review the need for a further Board meeting to sign off the business plan. SI/ZM</p>
17	<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • The Board noted the report which provided an overview of key stakeholder engagement activity during the last quarter. • The GLAA has recently run a Construction webinar with over 100 attendees. • Meetings held with the TUC, NMW and EAS have had positive outcomes in respect of the design and build of a national qualification for the post-16 educational sector around employment rights and awareness of exploitative practices. • Webinar platforms are to be introduced for the liaison group meetings. A corporate approach is being developed to mitigate IT issues on future presentations. It was noted that engagement platforms must provide for fully inter-active two-way exchanges. A webinar format which provided for presentations and on line Q&A was not a substitute for discussion and engagement. Discussion took place on different levels of engagement through virtual engagement.
	<p>a) Liaison group update</p> <ul style="list-style-type: none"> • The Board noted Annex A of the paper containing the draft minutes of the liaison group meetings - Labour User/Labour Provider group 16 September and the Worker/NGO Liaison group 28 September. <p>Action BM54(20) Set date for joint liaison group meeting date March 2021.</p>

18	Audit & Risk Committee
	<p>a) Chair's Report</p> <ul style="list-style-type: none"> • The Board noted the report of the Audit & Risk Committee (ARC) meeting held on 16 October. • BB was pleased to report that longstanding actions from various GIAA reports had now been cleared and thanked those who had contributed to this. • The final draft of the Annual Report and Accounts 2019-2020 was presented. Some minor adjustments were required to address NAO and HO comments. Subject to this ARC recommend that the Board should adopt the Annual Report and Accounts 2019-2020. • Since the submission of the report MB, BB, ZM and JM had met on 30 October and approved the version of the ARA to be submitted to ministers for their approval. (BM52(3) refers). • The Committee noted the GIAA's limited assurance conclusion following the Staff Performance Management, Reward and Recognition and Talent Management review. ARC noted the executive's commitment to addressing the recommendations and asked that his be brought to the attention of RemCo. • BB invited Board members and the LT to suggest any areas for inclusion in the ARC workplan which is subject to review. <p>Action BM54(21) Create a list of what has already been done by date to include audit reports and deep dives. JJR/SI BM54(22) Suggest areas for inclusion to the ARC workplan. ALL BM54(23) Arrange for Board members to meet the auditors as part of their planning cycle. WB/MB</p>
19	Remuneration Committee
	<p>a) Chair's Report/CEO recruitment / Review of HR policies</p> <ul style="list-style-type: none"> • The Board noted the report of the Remuneration Committee (RemCo) meetings held on 18 September and 15 October. • The greater frequency of meetings reflects the role of RemCo in assisting the Board and its Chair in the preliminary stages of appointment of a permanent CEO. The GLAA Chair attended the meetings. • Policy Review – RemCo clarified how it would discharge its responsibilities in this area of the review process, with ownership by People & Change, and timetable. • The Committee considered it should now meet quarterly. • The need to update the Trade Union Agreement was noted. • The CEO recruitment was discussed at agenda item 6. • MB thanked ARC & RemCo for their hard work and the Executive for servicing these committees.
20	Any other business
	<p>a) People Survey EC canvassed views on the timing of the survey which needs to be issued before mid-February 2021. It was agreed that the LT just make this decision</p> <p>Action BM54(24) LT to agree a date to launch the People Survey.</p>
21	Close
	Date of next meeting 27 January 2021