



Gangmasters &  
Labour Abuse Authority

# **GLAA72/18 Launch of Review of Board Performance**

**27 January 2021**

# Board Paper Reference – GLAA72/18 – Launch of Review of Board Performance

## 1. Purpose of the Report

- 1.1 The purpose of this report is to agree the approach to the evaluation of the GLAA Board performance during 2020-21.

## 2. Recommendation

- 2.1 I recommend that:

- The GLAA Board undertakes an evaluation of its performance in 2020-21.
- The Board to discuss whether to take a different approach to recent years taking account of a recent Internal Audit report.
- If so, a separate discussion may be necessary.

If not

- The Board considers whether it wishes to make any changes to the questions posed.
- Questionnaires be completed by Board members and GLAA colleagues who attended Board meetings in 2020-21 by 28 February 2021.
- People and Change team to prepare report for consideration at Board meeting on 28 April 2021 at which the Board will agree a follow-up action plan.

## 3. Reasons for Recommendation

- 3.1 An annual review of Board performance is in line with good practice.

## 4. Summary of Key Points

- 4.1 An annual review of Board performance is regarded as good practice. An Internal Audit report into GLAA governance in March 2020, which overall gave a “Moderate” opinion recommended the following:

“Board meetings are well attended, in accordance to schedule and quorum requirements are met. Sub-committee and Board papers are clear, concise and appropriately targeted. Board effectiveness reviews have been undertaken, however, to strengthen governance arrangements in line with the Code of Good Practice, these reviews should be extended to include all sub-committees and independent input should be sought to complete this exercise once every three years.”

- 4.2 The questionnaire used by the Board last year is attached at Appendix 1. While there are continuity advantages in using the same questions, Board members may wish to add, delete or change some of the questions.
- 4.3 The survey would be run using Survey Monkey and circulated to all Board members and the GLAA Leadership Team members who attended the Board in 2020-21. The People and Change team will then pull the results together and flag issues that merit discussion at the April GLAA Board meeting.
- 4.4 The Board should also consider whether the Action Plan arrangements that have been followed in the past are an effective mechanism for making improvements.

## **5. Financial Implications and Budget Provision**

- 5.1 Analysis and write up of the results will involve time from a member of the People and Change team.

## **6. Organisational Risks**

- 6.1 By reviewing its performance, the Board reduces the organisational risk that would exist were it not to look at its own performance on a regular basis.

## **7. Policy Implications and Links to Strategic Priorities**

- 7.1 The evaluation is in line with the Framework Agreement and NAO guidance.

## **8. Details of Consultation/EQIA**

- 8.1 N/A

## **9. Background Papers and Relevant Published Documents**

- 9.1 National Audit Office guidance available on the NAO website.

**Report Author: Emma Coxon, Head of People and Change**

**Senior Responsible Officer: Ziggy MacDonald, Interim Chief Executive**

## Board evaluation Questions

	Question	Yes	No	Not sure to discuss
<b>A</b>	<b>Objectives Strategy and Remit</b>			
1	The GLAA Board has a clear set of objectives and has clearly documented its role and responsibilities.			
2	GLAA Board members understand what is expected of them (i.e. determining GLAA's strategic aims).			
3	The GLAA Board realistically assesses its performance against its objectives at regular intervals and at year-end.			
4	The GLAA Board has developed a strategy for GLAA that is central to the way it is directed.			
5	The strategy is well aligned to GLAA's remit and its capabilities, i.e. its people, assets, intellectual property, and financial and other resources.			
6	The GLAA Board devotes quality time to reviewing the implementation of the strategy.			
7	The strategy is updated for any changes to GLAA's remit or the external environment.			
8	Significant programmes and projects are clearly aligned to the strategy and fall within GLAA's remit.			
<b>B</b>	<b>Performance Measurement</b>			
9	A. Management's reports contain accurate and relevant high quality data and narrative.  B. The Board uses the data effectively.			
10	Performance information is integrated with financial reporting.			
11	The GLAA Board gets early-warning signals of problems ahead that will adversely affect key outcomes, targets or financial performance.			

12	Management provides a thorough analysis of performance against budget, targets and key outcomes, and discusses any necessary remedial action.			
13	The GLAA Board receives regular updates on progress and (any) post implementation reviews for all significant programmes and projects.			
14	The GLAA Board has a good understanding of the performance of GLAA relative to other bodies, where appropriate.			
15	The GLAA Board takes collective responsibility for the performance of GLAA.			
<b>C</b>	<b>Relationship with stakeholders</b>			
16	<p><u>Home Office</u></p> <ol style="list-style-type: none"> <li>Contributions by HO representatives to Board/ ARC discussions are consistent, timely and helpful.</li> <li>HO Sponsorship team provides effective support to GLAA.</li> <li>HO as a whole demonstrates that it values GLAA through timely and effective support (e.g. on finance, audit, IT) and on matters requiring HO official or ministerial approval.</li> <li>HO shares its policy thinking with GLAA in an open and honest manner which assists the board (and the executive) in its strategic and business planning.</li> </ol>			
17	Home Office and Parliament consider GLAA is performing well, has a strong Board and a good reputation.			
18	The GLAA Board receives appropriate feedback whenever the Chair or Chief Executive meets with Ministers, the Secretary of State or the Home Office Permanent Secretary. The feedback includes perspectives on GLAA's performance, strengths and areas for development, where appropriate.			
19	The GLAA Board receives clear feedback whenever the Chair or Chief Executive meet with or consult key stakeholders. The feedback includes stakeholder perspectives on GLAA's performance, strengths and areas for development, where appropriate.			

D	Risk Management			
20	The GLAA Board has a sound process for identifying and regularly reviewing its principal risks, determining its risk appetite and making the necessary amendments in the light of changes in the internal and external environment. This process involves all parts of the business.			
21	The GLAA Board receives regular, insightful reports from the Audit and Risk Assurance Committee on the organisation's risk management and internal control systems that provide assurance over their operational effectiveness.			
22	The GLAA Board takes full account of risk in its decisions, for example, in relation to proposed major projects and programmes.			
23	The GLAA Board receives reliable financial projections for the medium as well as the short term, and is confident that the available funding will enable the organisation to develop and operate as planned.			
24	The GLAA Board is satisfied there have been no problems with regulatory and similar requirements, and that sound health and safety, employment and other practices are implemented to protect the organisation against unnecessary litigation and reputation risk.			
25	The GLAA Board is aware of changing demand patterns and is confident that these can be met from the resources available and within the organisation's statutory remit.			
26	The GLAA Board monitors the political environment for potential changes to its remit and assesses the impact these will have on the strategy.			
27	The GLAA Board is aware of the organisation's information needs. Any exceptions to best practice over data acquisition, usage, storage and destruction are reported.			
28	No substantial, unexpected problems have emerged which the GLAA Board should have been aware of earlier.			

<b>E</b>	<b>The Audit and Risk Committee (ARC), internal audit, propriety and corporate reporting</b>			
29	The ARC has sufficient expertise, support, time, and access to key staff and information to enable it to discharge its monitoring and oversight role effectively.			
30	There is a proper discussion (not just nodding through) by the GLAA Board of reports from the ARC, ensuring all members are aware of the issues discussed and their resolution.			
31	The GLAA Board is satisfied that the ARC provides it with adequate assurance on fraud risk, bribery, whistleblowing, potential significant losses, any special payments and novel or contentious payments.			
32	The GLAA Board is aware of, and annually approves, the scheme of delegation.			
33	The internal audit function is independent of management, appropriately skilled, competent and complies with Government Internal Audit Standards.			
34	The GLAA Board is satisfied that there is no evidence of inappropriate or less than fully transparent accounting in the financial statements.			
<b>F</b>	<b>The Boardroom</b>			
35	The Board takes collective responsibility after rigorous challenge and is seen as cohesive.			
36	<p>A. The Chair sets an effective agenda.</p> <p>B. The Chair leads meetings well with a clear focus on the big issues facing GLAA and allows full and open discussion before major decisions are taken.</p> <p>C. The Chair has sufficient time to commit to the role.</p> <p>D. The Chair exhibits a positive leadership style and ensures the Board works well as a team.</p>			

37	The GLAA Board has sufficient time to address agenda items and receives appropriate briefings/papers.			
38	Board meetings are characterised by a high quality of debate with robust and probing discussions and no “no-go” areas; constructive challenge as well as teamwork are welcomed.			
39	A. Appointments place significant emphasis on succession planning both with regard to independent and non-executive directors’ positions.  B. The Board is able to influence the public appointments process to effect this.			
40	The GLAA Board constantly strives to improve its effectiveness by ensuring its own performance appraisal replicates good practice elsewhere.			
41	The GLAA Board draws up action plans following its performance evaluations. The actions include behavioural and qualitative aspects, where appropriate.			
42	Board members receive ongoing training to meet their development needs.			
43	The GLAA Board regularly reviews progress against its performance appraisal action plan.			
44	The information provided to the Board is:  A. Provided on a timely basis; and  B. Is of sufficiently good quality.			
<b>G</b>	<b>Board Diversity</b>			
45	Working as a team, the GLAA Board has the right blend of skills, expertise and personalities, to enable it to face today’s and tomorrow’s challenges successfully.			
46	The Board is made up of individuals from a diverse background.			
<b>H</b>	<b>The Board and The Executive</b>			
47	Board members recognise the distinction between Executive and Non-Executive roles and responsibilities, and			



	separation has been effective during the year. If not, what happened and what should have happened.			
48	The Board acts positively and constructively in the event of a crisis. The Board reviews its actions following such a crisis or event and learns from it.			
<b>G</b>	<b>Reflections</b>			
49	Are there any other matters on which you wish to comment?			
50	Overall, do the questionnaire responses accurately portray the GLA Board's performance?			