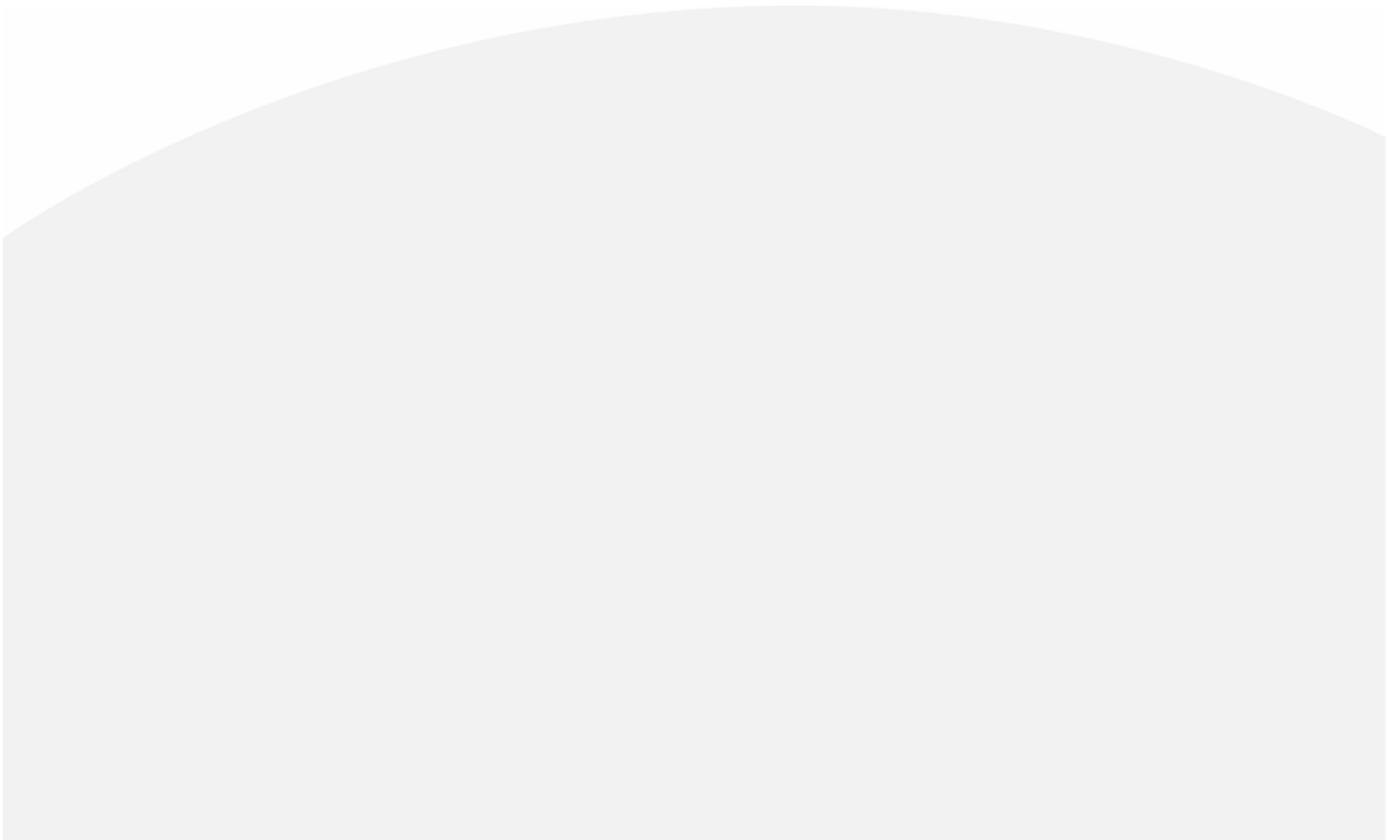




# **Business Plan FY08/09**



## Foreword

Our activities in FY08/09 will be focused on tackling those who fail to comply with the licensing standards and those who continue to operate outside the law. We will be adopting a systematic approach to identifying non-compliances through improved planning and use of intelligence. As the year progresses, we will have staff located and working where the problems are the highest but with the added flexibility of being able to be deployed wherever problems are rife. We will raise the profile of our work in tackling exploitation through an active media campaign and closer working with our partner agencies. This will be balanced with regular engagement with our key stakeholders to ensure we meet the expectations of the industry.

The GLA Business Plan for FY08/09 outlines the measures which support the strategic objectives set out in the Corporate Plan 08/11.

The GLA Corporate Plan for 08/11 has been published separately and is on the GLA website at [www.gla.gov.uk](http://www.gla.gov.uk).

The Business Plan has two purposes:

- It lays out clearly and simply the GLA's programme of work for the year.
- It provides the basis against which the GLA's in-year performance will be measured and reported.

**Ian Livsey**  
*Chief Executive*

## Corporate Plan Objective 1 – Enforcement, Inspections and Compliance

- Implement effective enforcement and compliance operations and actions.

### Business Plan Objectives

Target 1.1	To carry out a series of high profile operational projects and planned enforcement activity which will disrupt and deter non-compliant labour providers. Enforcement activities throughout the year will include road stops, unannounced labour user visits and planned operations.
Measure	<b>12 projects in 2008/09.</b>
Owner	Enforcement/Compliance

Target 1.2	The GLA will make licensing decisions promptly based on evidence from inspections.
Measure	<b>80% of applications requiring a licence decision completed within 3 days of receipt of the inspection report.</b>
Owner	Licensing

Target 1.3	A projected number of new licence inspections will be completed.
Measure	<b>150 application inspections completed.</b>
Owner	Compliance

Target 1.4	To inspect licence holders that have previously not been inspected by the GLA.
Measure	<b>Inspections on 80% of TLWG inspected licence holders.</b>
Owner	Compliance

Target 1.5	To inspect those licence holders that have ALCs at 31/03/08 which cannot be cleared by a desk based assessment. Estimate that this is about 80 inspections in 2008/9.
Measure	<b>Inspections on 80 licence holders with ALCs.</b>
Owner	Compliance

Target 1.6	To inspect licence holders classed as new businesses - those LPs that have the "new business" tag on the public register suggesting that they are not currently trading in the regulated sectors.
Measure	<b>Inspections on 80% of new business inspections.</b>
Owner	Compliance

Target 1.7	To meet inspection timescales (time from scheduling to inspection report input).
Measure	<b>At least 80% of application and compliance inspections carried out within 18 working days.</b>
Owner	Compliance

Target 1.8	To ensure that inspections are carried out consistently and accurately.
Measure	<b>10% random review of inspection reports.</b> <b>100% review of inspections where a concern has been raised.</b>
Owner	Inspection Standards

Target 1.9	Effective use of intelligence analysis to support field operations.
Measure	<b>80% of intelligence systems checks entered into the GLA licensing system within 10 days.</b>
Owner	Intelligence

Target 1.10	To meet investigation timescales (from initiation to appropriate conclusion – e.g. appropriate sanction, if offences are proven).
Measure	<p><b>90% of labour provider investigations requiring sanction referred to Defra Legal, DARDNI or the Procurator Fiscal (as appropriate) or their agents, for a decision within 3 months of the date of allocation to an investigating officer.</b></p> <p><b>90% of labour user investigations requiring sanction referred to Defra Legal, DARDNI or the Procurator Fiscal (as appropriate) or their agents, for a decision within 6 months of the date of allocation to an investigating officer.</b></p> <p><b>100% of labour provider cases not requiring sanction closed by enforcement management team within 3 months of the date of allocation to the investigating officer.</b></p> <p><b>100% of labour user cases not requiring sanction closed by enforcement management team within 6 months of the date of allocation to the investigating officer.</b></p>
Owner	Enforcement

Target 1.11	To more effectively deploy staff to reduce TOIL. Under normal circumstances it is anticipated that all operational staff will not exceed 37 hours accumulated and untaken TOIL.
Measure	<b>Manage TOIL throughout the year at acceptable levels.</b>
Owner	Director of Operations

Target 1.12	To review the GLA licensing standards (as recommended by the GLA Annual Review 2007).
Measure	<b>Revised licensing standards by end 2008.</b>
Owner	Policy

## Corporate Plan Objective 2 – Policy & Communications

- To develop an External Communications and Media Strategy which meets the requirements of the GLA (Targets 2.1 – 2.3).
- To generate customer and stakeholder feedback to inform development of the GLA (Targets 2.4 – 2.7).

### Business Plan Objectives

Target 2.1	Securing high level media coverage for GLA operations.
Measure	<p><b>Media plan produced for each operational project. Applicants chose the web as their preferred option due to ease of use, speed and accessibility as evidenced through feedback.</b></p> <p><b>Press releases issued for revocations and refusals as part of the “naming and shaming” campaign.</b></p> <p><b>Post-operation monitoring and media follow up identifying take-up by different types of media.</b></p>
Owner	Communications

Target 2.2	Raising awareness of how to report worker exploitation.
Measure	<b>10% increase in intelligence reports from workers following campaigns to contact workers or operational projects.</b>
Owner	Communications

Target 2.3	Compliance with Application Submission Strategy: applicants chose the web as their preferred option due to ease of use, speed and accessibility as evidenced through feedback.
Measure	<b>75% of applications for a gangmasters licence made online.</b>
Owner	Communications

Target 2.4	Stakeholder Engagement
Measure	<b>Quarterly meetings with Labour User Group.</b>
Owner	Policy

Target 2.5	Providing information to labour providers and labour users.
Measure	<b>Production of Licensing News – quarterly.</b> <b>Production of Labour Users Newsletter – quarterly.</b>
Owner	Policy

Target 2.6	Survey of effectiveness of GLA communications.
Measure	<b>Survey on customer and stakeholder views of the GLA's performance completed by 31 March 2009.</b>
Owner	Communications

Target 2.7	Meeting response times for public correspondence.
Measure	<b>Draft responses to written PQ's within 3 working days.</b> <b>Draft responses to oral PQ's within agreed deadlines.</b> <b>Correspondence to ministers and members of the public within 5 working days and a full response within 15 working days. If this is impractical, a letter will be sent within 5 working days setting out the response timeframe.</b> <b>Freedom of Information and Data Protection enquiries responded to within 20 working days.</b> <b>Initial response to appeals sent within 5 working days and a full response within 20 working days.</b> <b>No more than 5% of enquiries result in further correspondence</b>
Owner	Policy

## Corporate Plan Objective 3 – Financial Performance

- The GLA will continue to operate on an effective and efficient basis to ensure that no undue financial burden is imposed on licence payers (Targets 3.1 – 3.3).
- The GLA will continue to strive to reduce the unit cost of issued licences (Target 3.1).
- To meet the Biodiversity Duty imposed on all Public Authorities (Target 3.4).

### Business Plan Objectives

Target 3.1	Determine and implement financial measures to ensure on-going performance management and value for money, including potential economies of scale and other efficiency savings that can be achieved beyond 2008/09 when the organisation has completed its set-up phase.
Measure	<b>Review the structure of the organisation during 2008/9 to ensure that licence payers are receiving value for money.</b>  <b>Establish year-on-year efficiency targets for 2009/10 and beyond.</b>
Owner	Deputy Chief Executive and Director of Finance

Target 3.2	Meet government target for payment of invoices.
Measure	<b>90% of invoices paid within 30 days or suppliers' normal terms of trading.</b>
Owner	Finance

Target 3.3	Meet target for production of management accounts.
Measure	<b>Management accounts produced within 10 working days of the end of the month.</b>
Owner	Finance



Target 3.4	To increase the volumes of waste paper and toner cartridges sent for recycling and monitor the CO <sub>2</sub> emissions of GLA business related travel.
Measure	<b>Monthly report on the volume of waste paper recycled, numbers of toner cartridges recycled and CO<sub>2</sub> emissions, using 2007-08 as a benchmark.</b>
Owner	Finance

## Corporate Plan Objective 4 – People

- To ensure that the GLA is staffed appropriately to meet its business objectives (Target 4.1).
- To be seen to be following good practice in management and staff co-operation (Targets 4.2 – 4.3).
- To be recognised as an employer who is fair and values the contribution of its staff (Targets 4.4 - 4.5).

### Business Plan Objectives

Target 4.1	To retain appropriate levels of staff.
Measure	<b>Monthly table, by directorate, which identifies (by headcount) budgeted staff numbers, actual staff numbers, variances and comments regarding variances (where appropriate).</b>
Owner	Human Resources

Target 4.2	To work towards achieving IiP status in June 2009.
Measure	<b>Quarterly report on progress to EMB.</b>
Owner	Human Resources

Target 4.3	The GLA will continue to communicate effectively with staff at all levels within the organisation.
Measure	<b>By 31 March 2009 the internal communications strategy will be implemented and staff views sought on whether it meets their needs.</b>
Owner	Communications and Human Resources

Target 4.4	To put diversity training in place for all appropriate staff.
Measure	<b>Training in equal opportunities and valuing diversity for all interviewing staff by 31 March 2009.</b>
Owner	Human Resources

Target 4.5	The GLA will seek to deal with 100% of complaints about GLA staff or processes within the agreed timetable.
Measure	<p><b>100% of all written complaints responded to fully, within either 5 working days or 15 working days (if a full investigation is required).</b></p> <p><b>Monthly report which will show:</b></p> <ul style="list-style-type: none"> <li>• <b>Number of complaints received</b></li> <li>• <b>Target for response</b></li> <li>• <b>Actual response time</b></li> <li>• <b>Number of complaints that required further action/correspondence</b></li> </ul>
Owner	Deputy Chief Executive and Director of Finance

## Corporate Plan Objective 5 – Strategic Management

- Hampton Review recommendations (Target 5.1).
- To meet the requirements of the Act to report on the performance of the GLA - Measuring Outcomes (Target 5.2).

### Business Plan Objectives

Target 5.1	The GLA will contribute constructively to the process of the possible merger of the GLA and the HSE and will be a major contributor to the project steering group looking at the Hampton review recommendations.
Measure	<b>Minutes of the project steering group.</b>
Owner	Deputy Chief Executive and Director of Finance

Target 5.2	Completion of Annual Review of GLA.
Measure	<b>To procure the services of the University of Sheffield and the University of Liverpool to complete the third annual review by 31 January 2009.</b>
Owner	Policy