






# 1. Identify and support victims of labour exploitation

Measure	Baseline	20/21 YTD	Progress against business plan (projected)	Target	Total
Potential victims identified <b>Increase 2018-19 totals by 10%</b>	<b>7,396</b>  Victims of labour market offences/MSHT encountered as part of enforcement activity = 1,658  Victims of Licensing Standards Breaches = 5,738	<b>4,858</b>  Victims of labour market offences/MSHT encountered as part of enforcement activity = 1,947  Victims of Licensing Standards Breaches = 2,911	 35%	8,135	<b>5,244*</b> <b>(projected 6,992)</b>  (*386 from Op Tacit)
NRM Referrals <b>Increase 2019-20 by 10%</b>	<b>33</b> (+13 assists)	<b>5</b> (+3 assists)	 76%	116	<b>92</b>
MS1 Referrals <b>Increase 2019-20 by 10%</b>	<b>34</b> (+19 assists)	<b>84</b> (all GLAA)	<b>Target exceeded</b>		
Proportion of enforcement cases resulting in an NRM or MS1 form <b>Increase 2019-20 proportion</b>	<b>12%</b>	<b>4%</b> (10 out of 147 cases tasked)	 42%	12%>	<b>4%</b>

## Money recovered

2019-20  
£166,605.30



2020-21  
£11,766.26

## Workers assisted

2019-20  
2,374


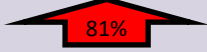





2020-21  
1,062





## 2. Maintain a credible licensing scheme

Measure	Target	20/21 YTD Up to December 2020	Progress against business plan
Days taken to complete application inspections <b>2019-20 = 68</b>	<b>50 working days</b>	<b>81 working days</b> (102 AIs)	
Days taken to complete compliance inspections <b>2019-20 = 163</b>	<b>80 working days</b>	<b>159 working days</b> (26 CIs, 0 CNBs 16 CPAs)	
Days taken to make a licensing decision once all information is available <b>Reduce to 5 days, 2 days and 1 day respectively.</b>	Revocation = 5 days  ALC = 2 days  Grant of licence = 1 day	Revocation = 7 days  ALC = 10 days  Grant of licence = 5 days (excluding 1 outlier)	  

The current average age of an **ongoing** AI is **90** working days, and for a CI, CNB or CPA is **202** working days



# Objective 2 – explanatory notes

- The metrics are measured from date of the tasking to when licencing make a decision, taking an average time in working days end to end, across all cases. This has been consistent between 19/20 and 20/21.
- The key difference is the way the sample has been selected to take the end to end averages. In 2019/20 the average working days was selected based on the date of the task – e.g all cases that were tasked in the year to date. In 2020/21 the methodology changed to selected cases based on the case closing date being in the year to date period. Further impacting this change has been a process change of ‘bulk closing’ cases in the month causing some cases to be missed when pulling the data.
- Using the latter methodology of the closing date, would include cases that had been tasked at any point before the closing date, for example a case could have been tasked in January 2019 and closed in October 2020. The former methodology of using cases tasked in the period, would exclude these old cases and hence average times would be reduced.
- Below is a summary of the impacts of the different methodologies:

AI

Date	Average working days based on tasking date as sample	Average working days based on closing date as sample
19/20	72	78
20/21	56	88

CI

Date	Average working days based on tasking date as sample	Average working days based on closing date as sample
19/20	109	160
20/21	87	168


- New baselines were also calculated for consistency:

	Was		Now	
Measure	CI	AI	CI	AI
19-20 Baseline	88	66	163	68





### 3. Work in partnership with all stakeholders to protect workers' rights and prevent labour exploitation


Measure	Target	20/21 YTD	Progress against business plan
Impressions	Average monthly impressions <b>438,996</b>  2019-20 total impressions <b>4,789,039</b>	Average monthly impressions <b>403,745</b>  2020-21 YTD impressions <b>3,633,702</b>	

Number of partnership or training events delivered by operational personnel	Number of persons reached
April – 31 <sup>st</sup> December	April – 20 <sup>th</sup> October
<b>2019-20</b> 117	<b>2019-20</b> 4,121
<b>2020-21</b> 61	<b>2020-21</b> 3,075

#### Average engagement rate 2020-21

Twitter   
**1.8%**

Facebook   
**4.4%**

LinkedIn   
**4.8%**



## 4. Disrupt and deter criminal activity within the labour market

Measure	19-20 Baseline	Target	2020-21
Enforcement & NSO investigations led by the GLAA <b>To maintain the baseline</b>	<b>226 out of 350</b> <b>65%</b>	<b>65%</b>	<b>143 out of 192</b> <b>74%</b>
Enforcement & NSO investigations in partnership <b>To maintain at approximately 40% of investigations.</b>	<b>164 out of 350</b> <b>47%</b>	<b>40%</b>	<b>70 out of 192</b> <b>36%</b>
Convictions**	<b>8 (plus 15 other)</b>	<b>10</b>	<b>0</b>
LMEUs	<b>6</b>	<b>18</b>	<b>4</b>
LMEOs	<b>0</b>	<b>1</b>	<b>0</b>
Warnings	<b>23</b>	<b>34</b>	<b>14</b>
Enforcement Notices	<b>43</b>	<b>47</b>	<b>12</b>
STROs	<b>0</b>	<b>N/A</b>	<b>2</b>
Arrests	<b>16 (+13 assists)</b> (18 further persons IUC'd)	<b>N/A</b>	<b>6 (+14 assists)</b> (8 further persons IUC'd)
<b>2019-20</b> Licences refused = 16 Licences given ALCs = 42 Suspensions = 0 Revocations = 23  <b>Cases referred to CPS = 5</b>		<b>2020-21</b> Licences refused = 5 Licences given ALCs = 20 Suspensions = 0 Revocations = 9 CPA refused = 1 (by physical inspection)  <b>Cases referred to CPS = 3</b>	

Op TACIT\*

175 factory visits  
15 led by other agencies  
160 led by GLAA

\*Due to the volume of work for one syndicate to manage these cases, a decision was made to record all Op TACIT activity as one entry on the case management system.

\*\*Covid-19 has had a direct impact on GLAA-led convictions. This is due to the courts closing during the early stages of the pandemic and accumulating a backlog on cases. Whilst performance is forecasted to below target on all elements of convictions, work is underway to push cases through the nightingale courts before the end of the year





## 5. Develop our people and culture in line with the GLAA's values, ensuring a diverse, resilient and change-ready organisation

Measure	Baseline	20/21 YTD
Sickness rates (% of working days lost due to sickness absence) To maintain or reduce %	GLAA 2019-20 <b>2.98%</b>  Public sector average (2018) <b>2.90%</b>	GLAA 2020-21 <b>1.92%</b>  Public sector average (2019)* 2.9%
People turnover To reduce and fall under the national public sector average	GLAA 2019-20 <b>21.6%</b>  Public sector average (2018) <b>17.9%</b>	GLAA 2020-21 <b>8.8% (YTD)</b>
To move closer to the national workforce figures based on gender and ethnicity	<b>Female employees</b> GLAA 2019-20 = <b>37%</b> Civil Service average = <b>53.9%*</b> UK Police average = <b>30%**</b>  <b>BAME employees</b> GLAA 2019-20 = <b>5.8%</b> Public sector average = <b>12.7%*</b>	<b>Female employees</b> GLAA 2020-21 = <b>37%</b>  <b>BAME employees</b> GLAA 2020-21 = <b>4.4%</b>
Proportion of GLAA people who do not declare their ethnicity to organisation To reduce by 10%	46%	37%

\*The public sector average for 2020 will not be published until July 21





## 6. Provide efficient and effective services, sound governance, robust risk management and value for money

Measure	19/20 baseline	Target	20/21 YTD progress
Self-Assessment against assurance model	Limited	<b>Moderate</b>	Limited
Improve end of year overall Internal audit opinion	Number of Overdue Audit Actions = 17 Number of Open Audit Actions = 17 Number of Open High Priority Actions = 6	<b>Moderate</b>	Number of Overdue Audit Actions = 3 Number of Open Audit Actions = 8 Number of Open High Priority Actions = 5
Assessment by DPO as agreed with Audit and Risk Committee	N/A	<b>To be assessed as compliant</b>	Due March 21

