



Gangmasters &  
Labour Abuse Authority

# **GLAA71/13 Plan for Draft Strategic Plan 2021-24 and Business Plan 2021-22**

**4 November 2020**

# **Board Paper Reference – GLAA71/13- Plan for Draft Strategic Plan 2021-24 & Business Plan for 2021-22**

## **1. Purpose of the Report**

- 1.1 To present a schedule of works to ensure the review and production of the 2021-24 strategic plan and corresponding 2021-22 business plan.

## **2. Recommendation**

- 2.1 Carry out a review of year one of the 2020-23 strategic commitments to take stock of what we have achieved and what commitments are outstanding.
- 2.2 Carry out a light refresh for the 2021-24 strategic plan incorporating more focus on the Single Enforcement Body (SEB).
- 2.3 Building on the performance measurement work initiated at the September Board Strategy Day, set up a series of colleague engagement workshops to develop 2021-22 business plan targets, based on past performance, utilising ERT to engage colleagues and to provide a reality check of viability of proposed targets
- 2.4 Identify where the disruption from COVID-19 has impacted on the delivery of business plan targets during the 2020-21 performance year.
- 2.5 Ensure any recommendations made by ODLME are reflected in the 2021-24 strategic plan and 2021-22 business plan.
- 2.6 Horizon scan and consider any upcoming opportunities and implications on GLAA activity.

## **3. Reasons for Recommendation**

- 3.1 There has been a delay in signing off the 2020-23 strategic plan and 2020-21 business plan. Alongside this, the disruptions associated with COVID-19 have meant we have had to prioritise business continuity and colleague safety measures. Despite these unexpected impacts, the GLAA's Daily Management Meetings (DMM) have ensured decisions have been taken on high risk cases resulting in operational field activity.
- 3.2 The development of the last strategic plan looked forward to the development of the SEB and indicated areas within the strategic plan period where preparatory work would be likely in specific objective areas of the plan. Currently, though the development of a SEB is certain, Ministerial direction on it, following the public consultation, which ended in October 2019, and the publication of the Government decision are awaited, but might reasonably be expected within the timeframe for preparing the plans. The new strategic and business plans will need to ensure the

ambition of the GLAA is articulated as clarity of the scope and remit of the SEB emerges, expanding on projected activity from the current strategic plan.

- 3.3 Colleague consultation is an important aspect in the development of the business plan, both key work objectives and performance measures. Having wider GLAA engagement through the ERT will support the robust delivery of the plans. It also provides greater transparency, and understanding for colleagues, supporting the continuous development of their commitment to the delivery of the objectives and measures.
- 3.4 COVID-19 has caused unprecedented disruption to usual delivery of services and it is right to review those impacts on the delivery of 2020-21 targets and future 2021-22 targets.
- 3.5 Recommendations from the Director of Labour Market Enforcement (DLME) strategies, accepted by Government, and pertinent to the GLAA, and the creation of the SEB, will need to be considered in those plans. Reflecting the DLME's recommendations remains a difficulty due to those strategies, and Government responses not being in sync with the GLAA planning cycle. It should be noted that the Government's response to the DLME 2019-20 strategy has only just been published, and the DLME 2020-21 strategy (or a Government response to it) has not yet been published.
- 3.6 In this transition year following Brexit, new Immigration rules and schemes, (such as the season workers pilot) and the economic impact of the novel virus COVID -19 there are potential future impacts for the GLAA, which may also require activity over future years, and reflection in plans.

## **4. Summary of Key Points**

- 4.1 COVID-19 has had an unprecedented and longstanding impact on the GLAA's planned activities. In refreshing the strategic plan and setting the corresponding business plan it is pertinent to ensure the restrictions the GLAA has faced are reflected in the reality of what will be able to be reasonably achieved.
- 4.2 A light touch refresh of the strategic plan will allow the GLAA to ensure the ambitions of the 2020-23 strategy can still be achieved during the uncertainty of the pandemic. A proposed timetable and key milestones are included at the end of this paper.
- 4.3 The 2021-24 strategy should include more focus on the SEB to ensure that GLAA activity in this period is driven towards this new model.
- 4.4 The 2021-24 Strategic Plan and the 2021-22 Business Plan will be presented to the Board for approval in January

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

- 5.1 There will be financial implications associated with the delivery of the plans.

## **6. Organisational Risks**

- 6.1 There is an organisational risk if the targets for the current and 2021-22 business plans are not reset in light of COVID-19. Leaving targets, the way they are, whilst operating under restrictions, would make it challenging to demonstrate the real impact the GLAA is having. This is a significant risk given the development of the SEB on the horizon.
- 6.2 If the strategy, business plan and targets are not reset colleagues may disengage with the vision set out for the organisation and feel that the commitments are not achievable.
- 6.3 Failure to develop a 2021-24 strategy and business plan may impact on the organisations ability to account for itself and demonstrate value for money.
- 6.4 Although the creation of the SEB is on the horizon, there remains uncertainty around the scope and nature of the SEB. This poses a risk when developing strategic and accompanying financial plans.

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

- 7.1 Due to the current uncertainties around the SEB and the changing impacts of COVID-19 on the GLAA, development of the strategic and business plans will undoubtedly have policy implications in several areas. Initial assessments suggest policy implications around business continuity and governance arrangements. In developing the plans, other policy implications will become apparent which will in turn affect the strategic priorities of the GLAA.

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

- 8.1 After consideration, there are no barriers or impacts identified. Skype, e-mail and the ERT will be used to ensure all colleagues who wish to consult on the development of the plans can do so.

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

- 9.1 2020-23 Strategy, 2020-21 Business plan.
- 9.2 Proposed timetable for completion of the 2021-24 strategic plan and 2021-22 business plan is included at the end of this paper.
- 9.3 Government response to the 2019-20 ODLME strategy

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## **Proposed timetable:**

### **Resetting of BP targets - Oct-Jan:**

- **Development of principles where COVID-19 has impacted each performance area – LT**
- Principles tested against data and new targets proposed – TF
- Proposed targets discussed at November LT – LT
- Proposed targets discussed at Board subgroup on 7 December
- New targets signed off by January Board - Board

### **Review of year 1 of 2020-23 Strategic plan – Nov-Jan:**

- Review of year one commitments by area – LT
- Development of 2021-24 strategic plan taking into account position as of 2020 – SI
- Strategic plan reviewed – LT
- Strategic plan signed off by January Board - Board

### **Development of 2021-22 Business plan – Nov-Jan:**

- Establish ERT consultation meetings – SI
- Design initial business plan measures – ERT
- Refine business plan measures – LT
- Business plan signed off by January Board - Board