

GLA Monthly Summary Performance Report

Against Business Plan FY07/08

To 31st December 2007

Contents

Policy and Communications 3

Corporate Services..... 7

Operations15

Target 2.1 Strategic Direction – Priorities to be reviewed in November 2007 and at 6 monthly intervals thereafter.

The strategic assessment and control strategy was agreed by the Board in April 2007. A GLA internal meeting was held on 10 October 2007 to begin the process of determining the strategic priorities for the GLA which will inform the development of objectives and corporate plans and EMB met on 21st November 2007 to consider the corporate plan objectives and targets for 2008 onwards. The Corporate Plan is due to be approved at the January 2008 board meeting.

Target 2.2 Measuring Outcomes – Baseline research to be completed by April 2007 and first year report to be completed by August 2007.

Baseline research completed in July 2007 and published on the GLA website in August. 1st year report published in November 2007.

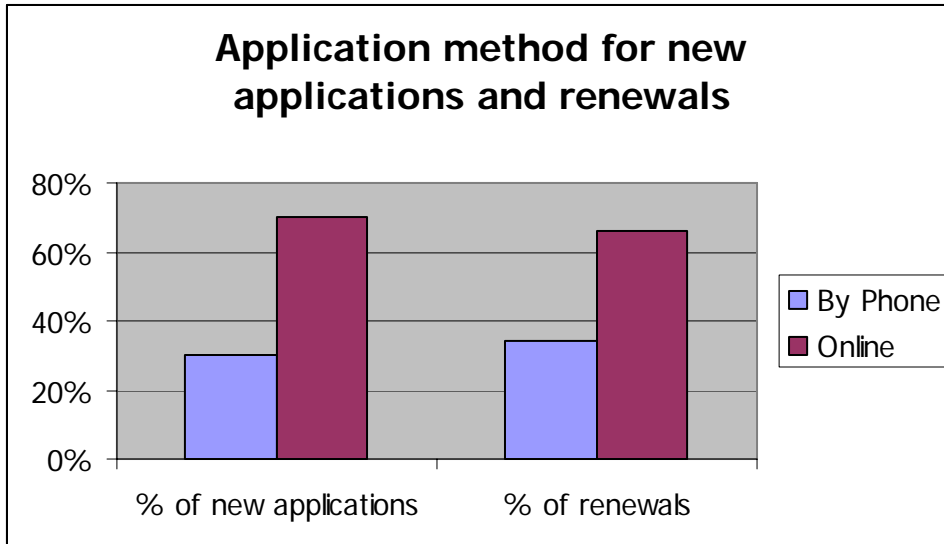
Policy and Communications

Target 3.1 – External Communications Strategy

The External Communications and Media Strategy has now been finalised and will be presented to the Board at the January meeting.

Target 3.2 – Responding to Public Correspondence

Correspondence	No. received to date	No. responded to within timescales	Percentage of enquiries to date resulting in further correspondence
Written PQs	1	1	0
Oral PQs	0	0	0
Ministers	6	6	0
Members of Public (non-operational enquiries)	13	11	0
FOI	12	12	1
Appeals	30	30	0



Target 3.3 - Application submission strategy

75% of applications and renewals for a gangmasters licence should be made online.

Applicants chose the web as their preferred option due to ease of use, speed and accessibility as evidenced through feedback.

Target 3.4 – Developing External Communications Plans

Press enquires – each phone call and email counted

In December 2007 the GLA received 41 press enquiries.

Website hits and sessions per month

The website has received 219,383 hits during December with 12,869 sessions completed. With an average of 9,012 hits per day with 415 sessions.

The vast majority of usage takes place between Monday to Friday.

Events, presentation and Media Highlights

Media

Operation Scorpion

Events and Presentations

- 3 Dec: Senior managers/technical managers meeting at Tesco
- 4 Dec: Neighbourhood Management Team, Nottingham City Council
- 5/6 Dec: ILO meeting of experts on labour inspection, Geneva
- 6 Dec: Bishop of Exeter meeting
- 10 Dec: Seasonal Agricultural Workers Scheme Operators, London.
- 10 Dec: Vulnerable Workers Enforcement Forum

10 Dec: ESOL Launch
 11 Dec: Seminar Against Trafficking in human beings
 12 Dec: SOCA: UK Threat Assessment 08/09
 14 Dec: Action Aid, London.
 17 Dec: Business Assurance Group meeting
 18 Dec: Unite, London.

Jobcentre Plus, to try and stop rogue gang masters advertising on EURES website.

Devon and Cornwall Police – meeting with migrant worker officer for Devon arrangements in hand for multi agency meeting on 31.1.08.

Wiltshire - Exercise assist. Meeting with multi agency organisers to prepare for presentation in Trowbridge in February.

Devon and Somerset Fire service - Presentation on the GLA.

Links with Other Organisations

Jobcentre Plus	Action Aid
Unite	Devon and Cornwall Fire Service
Devon and Cornwall Police	Supermarkets (re. Simms and Wood)

Distribution of publications	
2007/8	December
Worker Rights	
Posters & Concertina leaflets available in English, Benglai, Bulgarian, Gujerati, Hindi, Latvian, Lithuanian. Polish, Portuguese, Punjab, Romanian Slovak, Urdu	180
Brochures	
An Introduction to the GLA How to apply & pay An Introduction to Licensing Standards Do you need a licence? Licensing Standards Will you need a licence How to keep your licence Labour User	40
Newsletters	
Including quarterly, general, Workers, licensing news	20
Postcards	
Including Shellfish, Forestry, Workers Rights	20

Target 3.5 – Customer and Stakeholder Feedback – To deliver a survey on customer and stakeholder views of the GLA’s performance by 31 March 2008.

The user group comprises labour providers and trade bodies and meets quarterly. It provides an opportunity for members to raise questions about the services that the GLA provide and the quality of those services. The group has met four times so far. Suppliers and labour users have met with the GLA and it is anticipated that this will now become a more regular forum meeting six monthly. The GLA is preparing a survey for key business stakeholders.

Corporate Services

Target 4.1 – The GLA will continue to operate on an effective and efficient basis to ensure that no undue financial burden is imposed on licence fee payers.

- **By July 2007 the GLA will identify a measure of the regulatory burden imposed on industry as a result of its activities.** As a result of internal discussions it now appears that the emphasis of this target will change. Discussions will now take place with OGDs and GLA stakeholders in an attempt to establish the impact being suffered as a result of GLA activity. It is anticipated that this work will be completed before the end of 2007.
- **By October 2007 the GLA will develop the terms of reference for a study to set baselines and develop targets to reduce the regulatory burden during 2008-9.** This will be reviewed following agreement by the Executive Management Board in 1st quarter 2008.

Recent correspondence from BERR has suggested that a government wide study will be held concerning the whole area of regulatory impact. A public consultation document was issued during August 2007 to which the GLA has had an input. This has resulted in the Regulatory Enforcement Sanctions Bill receiving its first reading in November 2007.

Target 4.2 – The GLA will implement any agreed recommendations emanating from the December 2006 VFM study which will require implementation during the period of the Corporate Plan.

Action complete. The staffing position of the GLA will be further reviewed within the next two years.

Target 4.3 – The GLA will continue to strive to reduce the unit cost of issued licences.

Figures for the period to December 2007 are listed below:

	Unit Cost of Output		
Baseline (Year to 31 March 2007)	£	£	£
Pay Costs	572,051		
Non-Pay Costs	<u>401,753</u>		
		973,804	
Licences issued		1,058	
Unit Cost/Licence			<u>920.42</u>
2007-08 (Forecast Year to 31 March 2008)		1,314	<u>1,082.80</u>
2007-08 (9 months to 31 December 2007)			
Pay Costs	533,245		
Non-Pay Costs	<u>453,804</u>		
		987,048	
New Licences Issues		356	
Renewals Processed		<u>724</u>	
		1,080	
Unit Cost/Licence			<u>913.93</u>

Target 4.4 – The GLA will keep under constant review any areas that are perceived to be appropriate to maximise its miscellaneous income from receipts other than licence fees.

To date there have been no identified opportunities for miscellaneous income generation.

Target 4.5 – To promote sustainable development within the work of the GLA, and to improve sustainable development performance in our operations. To include a quarterly report to EMB to demonstrate the action being proposed and taken in this area.

Following receipt of a Defra sponsored report on sustainable development the GLA will identify areas of best practice to be adopted. This will form the basis of a report to the Executive Management Board in early 2008. A meeting took place between the GLA and the site landlords to discuss local actions available to the GLA. Subsequently it has been agreed that the GLA will commence monitoring in the following areas –

- percentage of paper recycled
- number of printer cartridges recycled
- CO₂ emissions produced as a result of vehicle mileage

It is intended that 2007 – 08 will provide the benchmark for the above areas and work has now started to establish the baseline.

Target 5.1 – To ensure that the GLA is staffed appropriately to meet its business objectives.

Staff from 01.08.07	B/F from previous month	Leavers	New Recruits	Actual	Budget	Variance	Comments
Directorate	2	0	0	2	2	0	
Policy & Comms	5	0	0	5 ¹	6	0	This does not include p/t policy officer post which has been postponed until further notice
Corporate Services	9	0	0	9 ²	9	0	
Operations	38	0	0	39	43	4	Currently recruiting 3 x enforcement officer posts
Of which							
Compliance, Licensing, Intel, Projects	24	1	0	23	22	1	2 x Intelligence posts
Enforcement	15	0	0	15	18	3	

- ¹ Although 5 staff, one is job share so in effect 4 full-time equivalent positions
- ² Although 9 staff, three roles are part-time, so in effect 8 full-time equivalent positions
- Currently all job offers are held in abeyance subject to confirmation that funding will be available for 2008/9

Target 5.2 – The GLA will seek to be a proactive organisation in relation to its HR policies and operations to enable its most important resource (people) to be: effectively recruited (on time); properly rewarded; trained and developed; motivated; multi-skilled (where appropriate); and retained

Version 2 of the HR Strategy was submitted to the EMB on the 12th November 2007. The Directors have accepted the principle of the strategy but wish to revisit certain specific objectives. It has been agreed that the revised strategy will be adopted by 31st January 2008.

Retention policy – staff turnover: no. of leavers in month expressed as a percentage of establishment: The staff turnover for December is 1%.

Target 5.3 – The GLA will continue to communicate effectively with staff at all levels within the organisation

This target has been reviewed for 2008/9 and will form a significant component of the business plan next year.

Target 5.4 – Best practice in management and staff co-operation – to achieve IiP status by June 2007

The GLA failed to meet the standards required for IiP Accreditation in June 07.

Following a Strategic Review by the Directors it has been agreed that the IiP Programme will be rescheduled for 2009. Therefore no further work will take place for the foreseeable future. This item will be included in the new edition of the GLA Corporate Plan 2008-2011.

Target 5.5 – To recruit and employ staff according to diversity and equal opportunities policy

	Enforcement	Intelligence	Policy
Nationality			
British or Mixed British	10	2	4
English	5	5	6
Irish	1		
Scottish	3		
Welsh			
Not answered			
Ethnic Background			
Asian			
Bangladeshi			
Indian			
Pakistani			
Black			
African			
Caribbean			
Chinese			
Any other Chinese background			
Mixed Ethnic Background			
Asian and White			
Black African and White			
Black Caribbean and White			1
Any other mixed race background			
White			
Any white background	14	6	8
Any other ethnic background			
Any other ethnic background			
Not answered	5	1	1
Age			
16 – 19			
20 – 24		1	1
25 – 29	1		2
30 – 34	2		
35 – 39	3	1	3
40 – 44	3	2	
45 – 49	3	1	1

50 – 54	4	1	1
55 – 59	2		2
60 – 74		1	
Prefer not to say			
Not answered	1		
Gender			
Male	15	5	2
Female	3	1	7
Prefer not to say			
Not answered	1	1	1

Target 5.6 – Complaints Procedure

No. of complaints received to date from 01.04.07	Target achieved? (Initial response 5 working days/Full response 15 working days)	No. that require further correspondence	Comments
12	12	1	Target being met.

Target 7.1 – Merger of GLA and HSE – By April 2007 the GLA will produce a timetable for the key dates and events that are scheduled to occur during 2007-8

Following a recent Steering Committee meeting it has been agreed, following a directive from the Secretary of State, that officials from all relevant departments will meet to identify the future programme. This meeting has been arranged for 14th January, 2008 and a further update will be given subsequently.

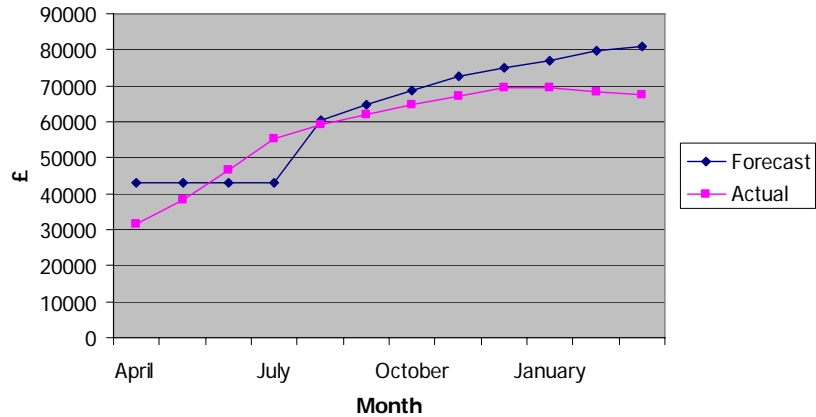
Financial Report – December 2007

	THIS MONTH			TO DATE			VARIANCE COMMENTS
	Actual	Forecast	Variance	Actual	Forecast	Variance	
INCOME							
Licence Fees	69,446	75,069	(5,623)	494,455	512,987	(18,532)	Total scheduled YTD at 94% of forecast
Licence Application Fees	24,248	75,150	(50,902)	520,148	645,700	(125,552)	At 60% of YTD forecast
Other					2,440	(2,440)	Paid directly to CF Fund
TOTAL INCOME	93,694	150,219	(56,525)	1,014,603	1,161,127	(146,525)	
EXPENDITURE							
Chairman	1,575	1,550	(25)	16,950	13,900	(3,050)	
Chief Executives Office	11,967	13,000	1,033	101,826	82,731	(19,095)	Under budgeted one month of new CE & bonus & back dated pay for MW
Policy & Secretariat	11,669	14,170	2,501	139,841	148,359	8,518	Timing of job share recruitment
Licensing & Compliance	54,566	59,830	5,264	480,221	508,194	27,972	Forecast inc. internal job change from enforcement which is still being budgeted within enforcement salaries & recruitment delay for 2 new officers
Finance & Corporate Services	25,397	22,400	(2,997)	219,835	207,838	(11,997)	Back pay more than forecast, and under forecasted MTD
Helpdesk	1,699	1,660	(39)	24,650	23,972	(678)	
Business Review Consultancy					0		
Consultancy					0		
Performance related pay	1,000		(1,000)	1,628	4,428	2,800	£1.6k over accrual 06-07
Temporary Labour				14,276	14,125	(151)	
Total Pay Costs	107,874	112,610	4,736	999,228	1,003,547	4,319	
Travel & subsistence	8,497	14,500	6,003	123,436	128,611	5,175	£30.1k YTD on projects and £16.8k on AI's
Accommodation	4,165	5,470	1,305	27,519	42,759	15,240	Over accrual due to unknown overcharge by Defra
Office machinery				675	271	(403)	
Telephone	3,114	1,666	(1,448)	16,164	13,283	(2,880)	
Stationery/postage	572	2,000	1,428	13,612	16,179	2,567	
Board expenses	(175)	800	975	6,145	10,942	4,797	Timing of claims being submitted
Internal audit					0		
External audit					0		
Annual Report				(819)	(819)		Over accrual 06/07
Recruitment costs		9,400	9,400	60,131	65,540	5,409	Delay in recruitment
Vehicle hire				654	142	(512)	
Training	5,037	3,000	(2,037)	14,400	17,567	3,167	
App Opps for LAWS	5,304	5,304		47,736	47,736		As per budget, paid directly by Defra
Software licenses & Support	975	760	(215)	7,986	7,268	(719)	
Marketing	6,968	8,206	1,237	48,904	75,384	26,479	Timing issue expect YTD as per forecast
Miscellaneous	935	2,400	1,465	31,397	48,591	17,194	Forecast inc. £7k for strategic review not yet taken place
External Inspections				67,956	59,684	(8,272)	Authorised overspend
Interpreters	1,742	2,800	1,058	16,459	28,721	12,262	
Legal Costs (Appeals)	16,347	10,250	(6,097)	93,785	110,226	16,441	
Measuring Outcomes				6,373	35,473	29,100	Currently being negotiated
Depreciation	14,388	15,000	613	126,378	126,760	383	
Total non pay costs	67,870	81,556	13,685	708,891	834,318	125,427	
Less Overhead Transfer From Enforcement	74,578	87,210	(12,632)	721,071	764,667	(43,596)	
TOTAL EXPENDITURE	101,166	106,955	5,789	987,048	1,073,198	86,150	
SURPLUS/DEFICIT	(7,472)	43,264	(50,736)	27,555	87,929	(60,374)	

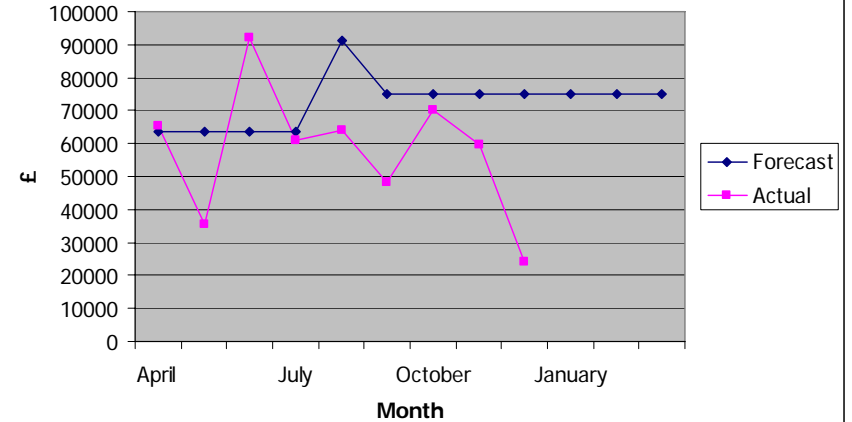
ENFORCEMENT	THIS MONTH			TO DATE			VARIANCE COMMENTS
	Actual	Forecast	Variance	Actual	Forecast	Variance	
EXPENDITURE							
Pay Costs	45,831	56,700	10,869	431,702	448,877	17,175	Timing issue of two new officers
Performance Related Pay				1,750	1,500	(250)	
Allowances Contingency							
T&S	6,479	10,500	4,021	84,428	83,562	(866)	£13.4k on operational project work
Vehicle Hire	91	900	809	4,127	7,040	2,913	
Training				35,871	22,330	(13,541)	Minimal further expenditure expected
Interpreters (Witness Statements etc)							
Home working equipment		0		165	720	555	
Telephones/Radio	(1,375)	3,000	4,375	27,381	35,760	8,379	
IT Support	777	50	(727)	2,578	415	(2,163)	
IT Enhancements		150	150		750	750	Timing of purchase of 3G cards
IT Forensics				4,465		(4,465)	Authorised overspend
Miscellaneous	8	3,525	3,517	2,714	17,637	14,923	Forecast inc. recruitment costs not yet incurred
Legal Support							
Clothing	1		(1)	3,650	3,518	(132)	
Pool Equipment Costs		50	50	4,935	4,163	(771)	
Total Non Pay Costs	5,981	18,175	12,194	170,314	175,894	5,580	
Plus Overhead Transfer From Enforcement	74,578	87,210	(12,632)	721,071	764,667	(43,596)	
Plus NI Unrecovered Costs	(2,243)	2,033	209	7,327	4,492	11,819	
TOTAL EXPENDITURE	124,148	160,052	35,904	1,332,164	1,386,447	54,282	
NORTHERN IRELAND ENFORCEMENT	THIS MONTH			TO DATE			VARIANCE COMMENTS
	Actual	Forecast	Variance	Actual	Forecast	Variance	
INCOME							
DARDNI SLA	8,333	8,333		41,693	41,667	27	
EXPENDITURE							
Pay Costs	5,551	5,600	49	27,998	28,000	2	
Performance Related Pay							
Allowances Contingency							
T&S	695	700	5	10,833	4,700	(6,133)	Anticipate YTD to be approx £12k over forecast
Training				106	1,175	1,069	
Interpreters (Witness Statements etc)				397		(397)	
Equipment	(155)		155	1,044	200	(844)	
Miscellaneous				8,642	3,100	(5,542)	Inc. £7.1k for marketing brochures
Total Non Pay Costs	540	700	160	21,022	9,175	(11,847)	
TOTAL EXPENDITURE	6,091	6,300	209	49,021	37,175	(11,846)	
Surplus/Deficit	2,243	2,033	209	(7,327)	4,492	(11,819)	

Please note as a result of Defra increasing the GLA budget allocation for 2007/08, budget figures are now replaced by mid-year forecasts which reflect the increased settlement figure.

Recognised Licence Fee Income from Licences Issued 2007-08



Application Inspection Fee Income 2007-08



Renewals Received 2007-8

	Forecast to 31 March 2008		Actual From 01 Apr 07 to 31 December 07	
	No	%	No	%
	A	11	1.3	12
B	18	2.1	14	1.9
C	173	20.6	152	21.0
D	637	76.0	546	75.4
Total	839	100.0	724	100.0

New Applications 2007-8

	Forecast to 31 March 2008		Actual From 01 Apr 07 to 31 December 07	
	No	%	No	%
	A	0	0.0	0
B	1	0.2	2	0.6
C	48	10.1	17	4.7
D	426	89.7	337	94.7
Total	475	100.0	356	100.0

NB: Actuals based on cleared funds for completed applications

Operations

Licensing Update

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD 07/08	06/07	Projection to end of March 2008
Applications received (process commenced)	41	31	49	41	42	31	45	36	12	328	1113	437
OGD Checks complete	35	39	48	33	37	43	38	45	20	338	1120	451
Application Inspections scheduled (Non TLWG)	33	47	30	46	34	38	40	58	16	342	652	456
Application Inspections completed	33	46	33	43	37	36	43	51	26	348	632	464
Licence decisions	30	39	42	38	34	37	42	45	28	335	1035	447
Minded to refuse	0	0	0	0	0	0	2	1	1	4	47	5
Pre-Appeal	0	0	0	0	0	0	1	2	0	3	18	4
Refused (Critical non-compliance)	0	0	0	0	1	0	1	2	0	4	32	5
Appeals against refusal	0	0	0	0	0	0	0	2	1	3	12	4
Appeal against ALCs	1	2	0	0	0	0	0	0	0	3	4	4
Revoked without immediate effect	3	3	2	5	1	2	2	2	3	23	14	31
Revoked with immediate effect	0	0	0	0	1	0	0	0	1	2	1	3
Appeal against revocation without immediate effect	7	2	1	3	2	2	1	1	2	21	9	28
Appeal against revocation with immediate effect	0	0	0	0	1	0	0	0	0	1	1	1

Appeal results for 2007/08

Appeal against ALCs	2 – 1 lost and 1 withdrawn
Appeal against Refusal	2
Appeal against Revocation	20 – 4 won, 3 struck out, 1 not contested by the GLA, 12 withdrawn by the appellant

Summary of 06/07 Appeal Results

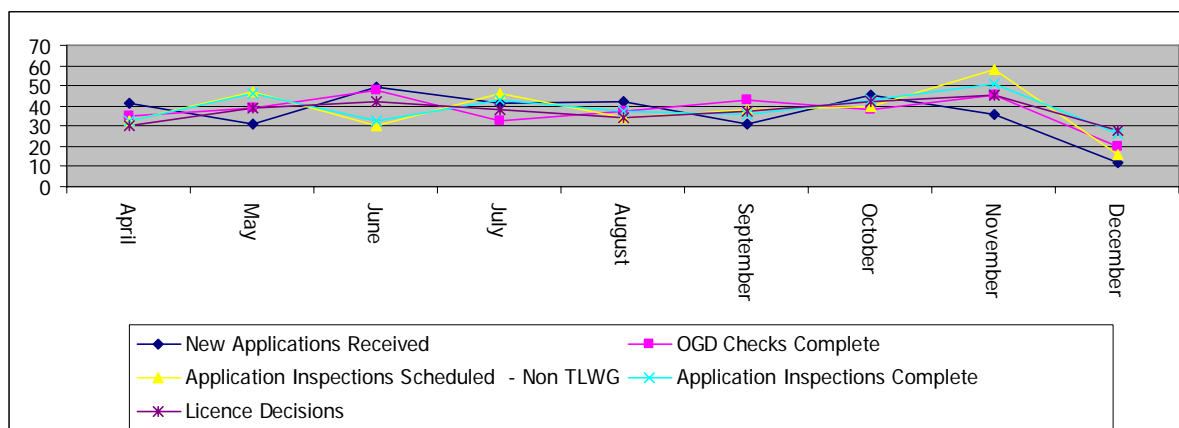
Appeal against ALCs – 1 Dismissed. 1 upheld.

Appeal against Refusal – 10 Dismissed. None upheld.

Operations Outputs FY 07/08

Activity	Planned Output 07/08	Output YTD	Actual	
			Projected	Variance
1. Licensing	711	328	437	-38%
2. Intelligence	3500	2092	2789	-20%
3. AIs	711	348	464	-34%
4. CIs (inc ALC work-offs)	234	154	205	-12%
5. Enforce (Investigate)	150	89	119	-21%
6. Enforce (Disrupt)	264	21	28	-89%
7. Projects (Major)	12	9	12	0%
8. Projects (Mini)	24	3	4	-83%
9. Follow-up CI	180	32	43	-76%
10. Project support	93	2	3	-97%
11. Section 16 Requests	n/a	186	248	
12. Interviews Under Caution	n/a	53	50	
13. Arrests	n/a	1	2	
14. Enforcement Notice	n/a	14	14	
15. Formal Cautions	n/a	7	16	
16. Referred for Prosecution	n/a	2	8	
17. Prosecutions	n/a	0	0	
18. Convictions	1 (Milestone 11)	0	0	

Monthly comparison



From the 1st April 2007 to 31st Dec 2007 we have received 9338 calls on the 0845 602 5020 number.

Target 6.1 – Licence decisions (time from application to decision)

80% of applications requiring an Inspection to be completed within 30 days.

Decision Month	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year to Date
Processed Applications	30	39	42	38	34	37	41	45	28	334
Processed within 30 days	47 %	56 %	64 %	55 %	53 %	62 %	49 %	64 %	57 %	57 %
Processed within 31 days	53 %	59 %	69 %	61 %	53 %	68 %	54 %	67 %	57 %	60 %
Processed within 32 days	53 %	59 %	74 %	74 %	62 %	70 %	54 %	67 %	61 %	64 %
Processed within 33 days	57 %	59 %	79 %	76 %	62 %	73 %	59 %	69 %	64 %	67 %
Processed within 34 days	60 %	72 %	81 %	76 %	62 %	76 %	63 %	71 %	68 %	70 %
Processed within 35 days	60 %	77 %	83 %	79 %	68 %	76 %	63 %	76 %	71 %	73 %
Processed within 40 days	80 %	82 %	83 %	92 %	79 %	86 %	71 %	82 %	82 %	82 %
Processed within 50 days	80 %	90 %	90 %	97 %	88 %	95 %	80 %	87 %	86 %	88 %

Target 6.2 – Effective use of intelligence analysis to support field operations – 95% of intelligence systems checks to be entered into the GLA licensing system within the 10-day turnaround timeframe.

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total for Month	28	42	56	37	33	44	39	42	15
<= 10 Days	21	31	56	36	29	36	27	28	14
<= 10 Days %	75 %	74 %	100 %	97 %	88 %	82 %	69 %	67 %	93 %
> 10 Days	7	11	0	1	4	8	12	14	1
> 10 Days %	25 %	26 %	0%	3 %	12 %	18 %	31 %	33 %	7 %
Total	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %

Target 6.3 – Inspection timescales (time from scheduling to inspection report input). At least 90% of application inspections will be carried out within 18 days.

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total for Month	33	46	33	43	37	36	43	51	26
<= 10 Days	9	6	6	9	7	3	12	10	7
<= 10 Days %	27 %	13 %	18 %	21 %	19 %	8 %	28 %	20 %	27 %
> 10 and <= 18 Days	10	19	19	12	10	18	10	21	10
<= 18 Days %	58 %	54 %	76 %	49 %	46 %	58 %	51 %	61 %	65 %
> 18 <= 25 Days	6	11	5	13	9	8	8	9	3
<= 25 Days %	76 %	78 %	91 %	79 %	70 %	81 %	70 %	78 %	77 %
> 25 Days <= 30 Day	3	3	1	5	5	4	2	3	2
<= 30 Days %	85 %	85 %	94 %	91 %	84 %	92 %	74 %	84 %	85 %
> 30 <= 180 Days	5	7	2	4	6	3	11	8	4
<= 180 Days %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %

Target 6.5 – Investigation timescales (from initiation to appropriate conclusion – e.g. appropriate sanction, if offences are proven).

90% of LP investigations requiring sanction to be referred to Defra Legal, DARDNI or Procurator Fiscal for a decision within 3 months of the date of allocation to an investigating officer	No case as yet referred, albeit all investigations have been concluded to sanction decision within given timeframes.
90% of LU investigations requiring sanction to be referred to Defra Legal, DARDNI or the Procurator Fiscal for a decision within 6 months of the date of allocation to an investigating officer	No case as yet referred, albeit all investigations have been concluded to sanction decision within given timeframes.
100% of LP cases not requiring sanction to be closed by enforcement within 3 months of the date of allocation to an investigating officer	Target met.
100% of LU cases not requiring sanction to be closed by enforcement within 6 months of the date of allocation to an investigating officer	Target met.