



GLA Monthly Summary Performance Report

Against Business Plan FY06/07

To 31st March 2007

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Policy and Communications

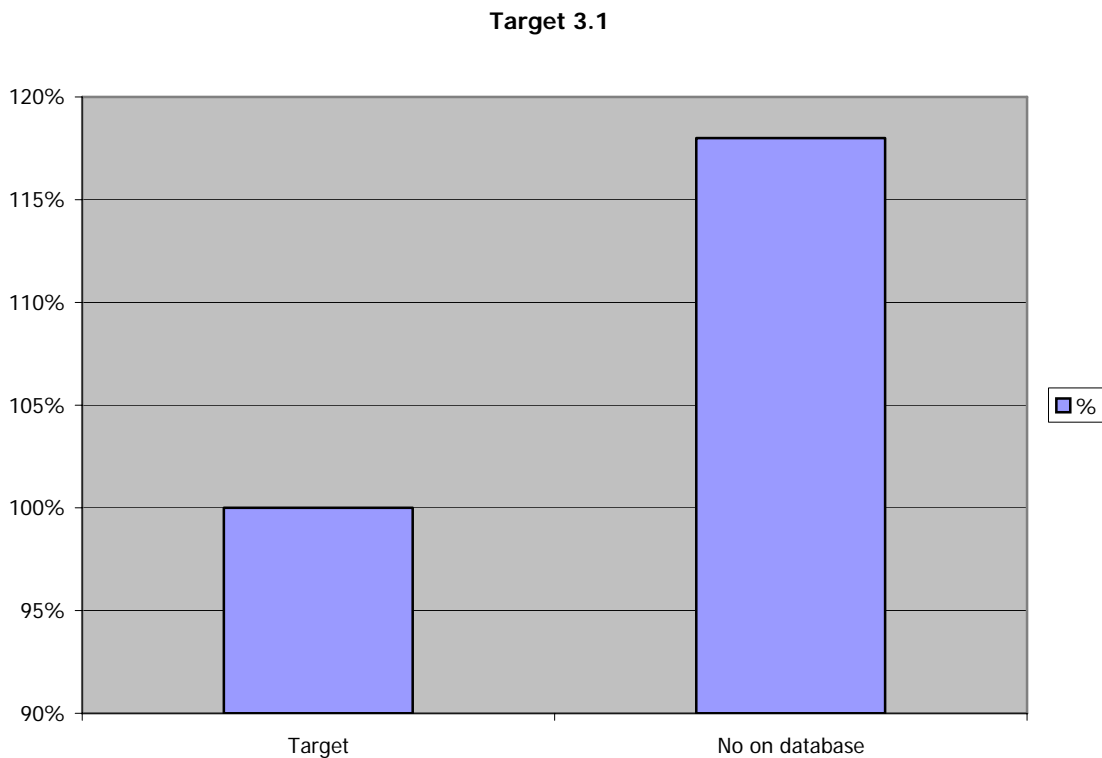
Target 3.1 - Awareness of licensing

90% of identified gangmasters should be aware of the legal obligations for licensing by 6th April 2006

By 6th April 2006 the database of labour providers should hold information on 900 licensable gangmasters

- 1,000 identified gangmasters (Precision Prospect research)
- Mailshot to 2,200 contacts (4 April 2006). Assumption that 40% were gangmasters
- Publicised licensing requirements through a variety of media
- 1,072 labour providers on contact database (31st March 2007)

Target 3.1 – Percentage Targets



Target 3.2 - Awareness of the offence of acting as an unlicensed gangmaster – agriculture and horticulture and food processing and packaging

90% of identified labour providers and users should be aware of the legal obligations for licensing by 1st October 2006

- 1233 licence applications
- Circa 15,000 labour users had access to supermarket intranet information and information passed down through the supply chain
- GLA mailshots
- Publicised legal obligations through a variety of media

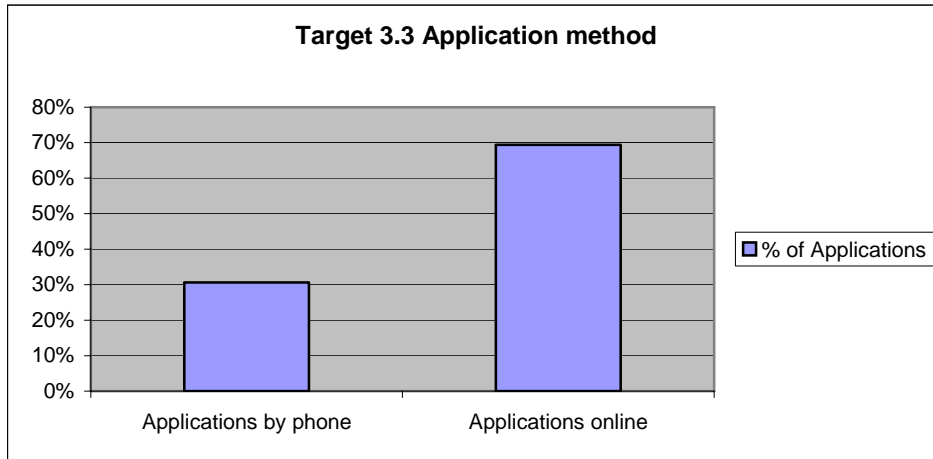
By 1st October 2006 information should be available in a variety of formats for workers, labour users and providers to access. Helpdesk staff will survey all callers

- See annex 1 below

Target 3.3 - Application submission strategy

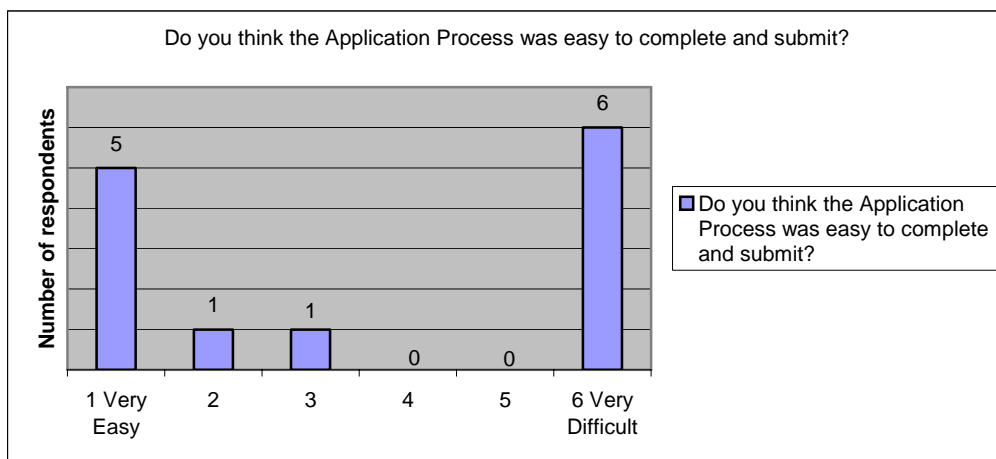
75% of applicants for a gangmasters licence should be made online

- 69.4% of applications have been made online (31st March 2007)



Applicants chose the web as their preferred option due to ease of use, speed and accessibility as evidenced through feedback. The GLA will conduct an e-survey to judge effectiveness of the application process.

- E-survey response



Target 3.4 - Awareness of the offence of using an unlicensed gangmaster – agriculture and horticulture and food processing and packaging

90% of identified labour users should be aware of the legal obligations for licensing by 1st December 2006

- 214 labour users on contact database

By 1st December 2006 information should be available in a variety of formats for labour users. Helpdesk staff will survey all callers

- See annex 1 below

Target 3.5 - Awareness of licensing shellfish

90% of identified gangmasters should be aware of the legal obligations for licensing by 1st October 2006

- 130 newsletters sent out to contacts interested in shellfish licensing
- Meetings held with shellfish stakeholders
- Shellfish consultation events
- Using experts in the field to disseminate materials
- Publicised licensing requirements through a variety of media
- Licence application mailshot to 868 sea fishery permit holders
- Agreement of several relevant fishery bodies to post mail shot on their websites
- Solway operation to increase awareness to gatherers and generally in the media

By 1st October 2006 the database of gangmasters in shellfish should hold information on 90% of licensable gangmasters

- 14 shellfish contacts on database

Target 3.6 - Awareness of offence of acting as an unlicensed gangmaster – shellfish

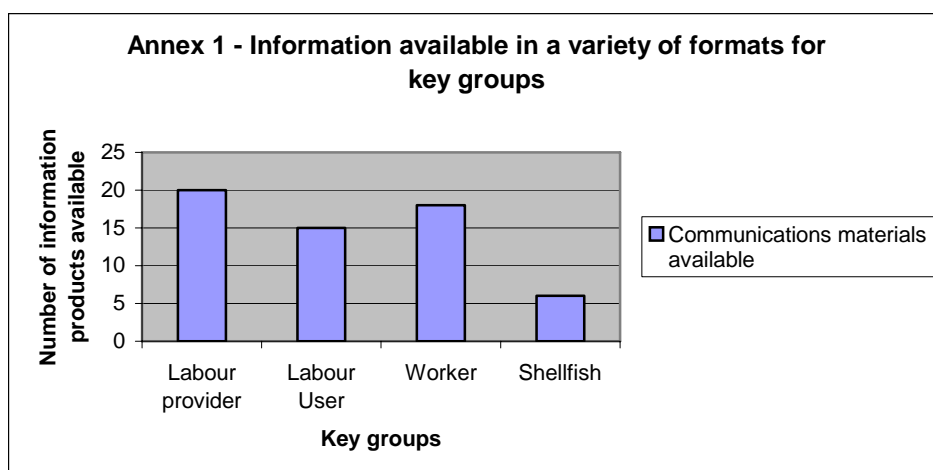
90% of identified labour providers and users should be aware of the legal obligations for licensing by 6th April 2007

- Have met major buyers
- Shellfish leaflet to be distributed shortly
- Publicised offences through a variety of media

By 6th April 2007 information should be available in a variety of formats for workers, labour users and providers to access. Helpdesk staff will survey all callers

- See annex 1

Annex 1



Distribution of publications						
2006/7	Oct	Nov	Dec	Jan	Feb	March
Worker Rights						
English concertina leaflet	480	16,000	800	130	100	20
Polish concertina leaflet	2900	3,900	350	494	700	800
Slovak concertina leaflet	0	4,200	200	384	240	500
Portuguese concertina leaflet	600	800	200	494	420	190
Polish poster A4	90	150	10	484	12	35
Polish poster A3 agriculture	20	20	40	-	2	5
Polish poster A3 shellfish	10	5	100	-	2	10
Portuguese poster A4	50	130	100	24	10	12
Portuguese poster A3 agriculture	15	10	40	-	2	7
Slovak poster A4	0	15	20	24	4	15
Slovak poster A3 agriculture	0	0	20	24	-	-
English Poster A4					20	135
Brochures						
An Introduction to the GLA	10	10	5	130	150	20
How to apply & pay	30	10		-	-	10
An Introduction to Licensing Standards	40	30	50	100	20	30
Do you need a licence?	50	30	50	80	10	40
Licensing Standards	120		90	70	50	80
Will you need a licence	20		15	-	10	10
How to keep your licence		370	30	100	50	30
Labour User			300	100	200	150
Newsletters						
Spring worker newsletter					1000	300
Autumn Worker		1500				
Licensing News		350		370		
Winter newsletter				1002		
Postcards						
Shellfish – Worker Rights				50	100	150

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

Targets and indicators to be developed and rationalised for this target and 4.3 below for next year's Plan. No evidence to suggest undue financial or administrative burdens are being imposed. A substantial proportion of licences have been issued at nil cost due to the TLWG discount for successful audits. The fee levels for 2007-08 have now been agreed by the Secretary of State.

Target 4.2 – The GLA will undertake a formal review of its organisation structure during 2006/7 to ensure that licence fee payers are receiving value for money from the authority

On track. Review undertaken by Defra Internal Audit during December 2006, work having commenced in November. A presentation was made by Defra Internal Audit to the January Board Meeting. The final report is expected in March 2007 from which an implementation plan will be developed.

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

A proposal was made to the Audit and Risk Committee (ARC) in January 2007 to establish the baseline for future monitoring. Further discussions are now being conducted with both internal and external auditors, which will conclude in a recommendation to the ARC in April 2007.

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

No opportunities for maximising miscellaneous income from receipts other than licence fees have been identified during FY06/07.

Target 4.5 – Contributing to meeting the requirements of Defra's sustainability target

Target 4.6 – To promote sustainable development within the work of the GLA and to improve sustainable development performance in our operations

These targets amount to the same thing.

Although a number of measures have been taken (see below) the GLA has recognised that the measurement of the improvement in performance is a problematic area.

Due to the nature of the accommodation occupied by the GLA in its Nottingham headquarters (part of a significant site housing many government departments and agencies) any impact that the GLA makes in this area is extremely difficult to quantify. This is mainly due to the fact that, for instance, water, electricity and gas are not separately

metered and service charges are levied to the whole site and then recharged on a proportion basis. Therefore if the GLA was to make a saving of, say, 10% on its electricity usage the GLA would be unable to measure this improvement and would hence receive little or no financial benefit. However, the GLA has instigated a number of re-cycling initiatives during 2006-7 for HQ based operations. These include the re-cycling of all paper, cardboard and ink cartridges as well as plastic bottles and metal cans. The GLA has recently appointed a courier company in Nottingham that uses only bicycles and therefore significantly reduces carbon emissions in the city centre.

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

Throughout 2006-7 the GLA has monitored its expenditure on pay on a monthly basis. The forecast for 2006-7 shows a slight underspend against the annual budget.

From April 2007 the GLA will produce a monthly report identifying staff in post against budgeted posts with an explanation of any variances.

The exceptionally low staff turnover rate during 2006-7 (2.25%) suggests that those recruited are suited to and comfortable with their job.

The VFM study carried out by Defra Internal Audit confirms that the GLA is appropriately staffed to meet its objectives.

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

The GLA has now developed the basis for reporting on a monthly basis the following KPI's

- Staff Turnover
- Absence (sickness, unauthorised, special, maternity leave, training, union facility time)

From April 2007 a monthly report will be included in the Business Plan summary against these criteria.

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

In July 2006 the GLA distributed a staff survey as part of the Investors in People programme. The survey concentrated on communications within the organisation. The results were presented to the EMB with actions identified. This led to the creation of 6 working groups to aid the IIP and communication process. These are

- Communications
- Learning and Development
- Core Values
- Management
- Cross Team Working

- Employee contribution, recognition value and reward.

The working groups will continue their work in 2007-8 and have to date provided valuable input into daily operations within the GLA e.g. re-design of the PADR forms for 2006-7 appraisal process.

In addition the GLA has published its own internal communications strategy (March 2007) which will further enhance dialogue within the organisation.

Effective staff communications will continue to be a major consideration within the GLA as evidenced by the agreement of a collective bargaining agreement (March 2007) with PCS the union which represents approximately 50% of GLA staff.

Target 5.4 – Best practice in management and staff co-operation

Achieve Investors in People status by 30 June 2007. Investors in People questionnaires circulated to all staff during October 2006. Initial feedback being compiled. Directors to consider next steps on 15th January 2007.

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

All staff involved in interviewing have been given training to strengthen their technical skills in recruitment interviewing.

All recruitment during 2006-7 has been conducted on a demonstrably fair and open basis.

Recent posts have been advertised on diversity web sites e.g. Asian jobs, Ethnic jobs, disability jobs and Works FM, a multi-ethnic web site.

A post evaluation report will be produced by the Head of HR following the recruitment of additional enforcement officers and should be available in June 2007.

Target 7.1 – Merger of GLA and HSE

On track for completion by 31st March 2009. GLA involved on the Merger Steering Group and workstreams as follows:

- Finance – to agree funding arrangements
- HR – to decide staff terms and conditions
- IT – to agree and implement arrangements for hardware and software provision under HSE regimes
- Accommodation – to decide and implement lease arrangements and design and set up office arrangement in new accommodation.

A meeting has been arranged for 3rd April 2007 to bring together the steering group and representatives of all workstreams to consolidate and inform of progress to date and the next steps in the process.

Financial Report – March 2007

Due to the imminent production of the year end accounts, no management accounts are available at this stage for March 2007. These will be circulated under separate cover once the first draft has been completed within the next two weeks. Should you require any additional information please contact Ray Dawson on 0115 900 8949.

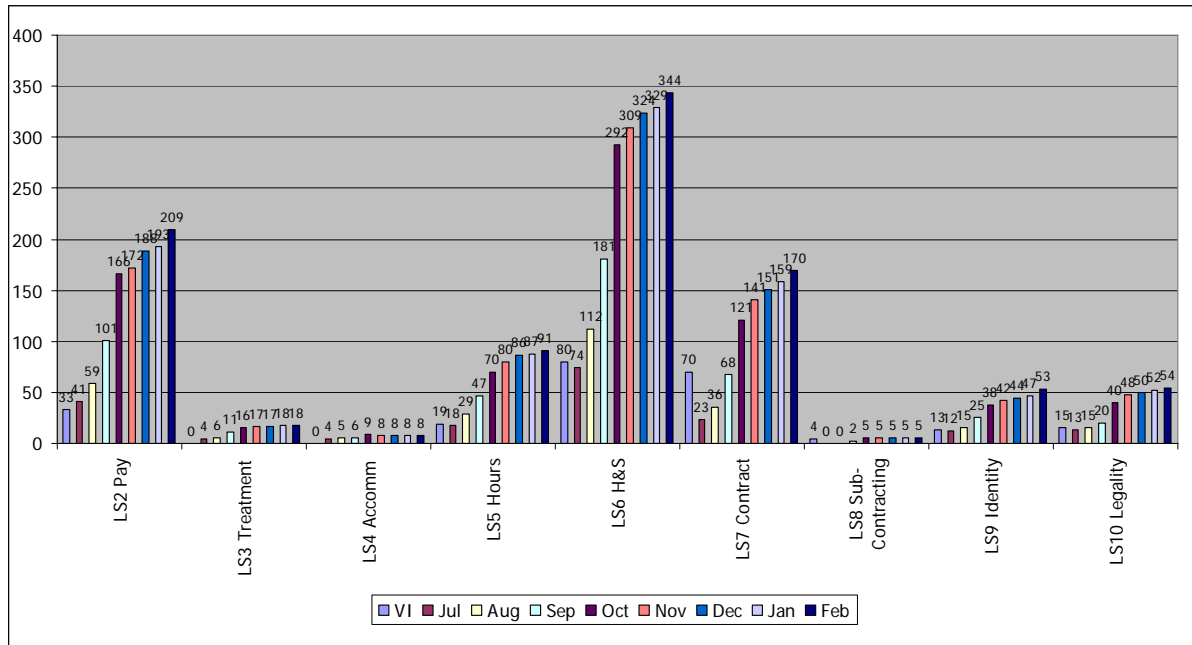
This will also apply to the two graphs entitled 'Recognised licence fee income from licences issued 2006/7' and 'Application inspection fee income 2006/7'.

Applications Received 2006-7					
		Budgeted to 31 March 2007		Actual to 31st March 2007	
		No	%	No	%
A		27	2.7	14	1.3
B		30	3.0	19	1.7
C		190	19.0	204	18.3
D		753	75.3	876	78.7
		1,000	100.0	1,113	100.0

NB: Actuals based on cleared funds at application

Operations

Nature and Number of ALCs identified from Verification and Application Inspection



The above figures identify the current culminative level of ALCs recorded against LPs for all completed inspections (i.e. for LS2 in November the figure is 172, which includes outstanding ALCs that would have been counted in the 166 October figure).

Licensing Update

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Projection to end of March 2007 & variance against actual
Applications received (process commenced)	142	177	151	85	109	173	87	58	28	38	28	37	1113	1173 (-5.2%)
OGD Checks complete	32	198	205	95	93	171	115	62	51	29	31	38	1120	1180 (-5.1%)
Application Inspections scheduled (Non TLWG)	1	13	43	49	65	95	146	89	29	48	37	36	652	672 (-3%)
Application Inspections completed	0	6	26	51	56	102	138	101	38	45	29	40	632	646 (-2.2%)
Licence decisions	0	143	199	95	73	136	141	98	41	43	28	38	1035	1088 (-5%)
Minded to refuse	0	1	3	9	3	11	8	4	4	1	3	0	47	51(-7.9%)
Pre-Appeal	0	0	0	0	4	3	5	3	1	1	1	0	18	20 (-10%)
Refused (Critical non-compliance)	0	0	0	2	2	3	5	3	8	2	5	2	32	36 (-11%)
Appeals against refusal	0	0	0	0	1	2	1	1	3	3	1	0	12	13 (-7.7%)
Appeal against ALCs	0	0	0	0	0	1	2	0	0	0	0	1	4	3 (+33%)
Revoked without immediate effect	0	0	0	0	0	0	0	1	0	0	3	10	14	3 (+21%)
Revoked with immediate effect	0	0	0	0	0	0	0	0	0	0	0	1	1	0 (+100%)
Appeal against revocation without immediate effect	0	0	0	0	0	0	0	1	0	0	3	6	9	4 (+44%)
Appeal against revocation with immediate effect	0	0	0	0	0	0	0	0	0	0	0	1	1	0(+100%) ¹

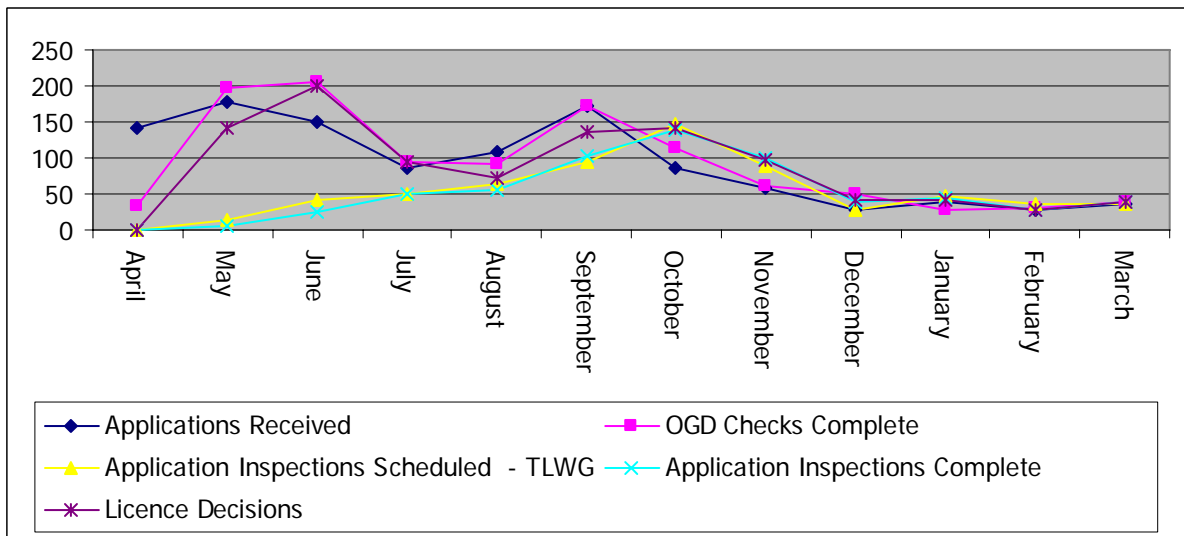
(* Although outside the scope of the report, a 4 appeals against revocation were received in early April)

Appeal Results

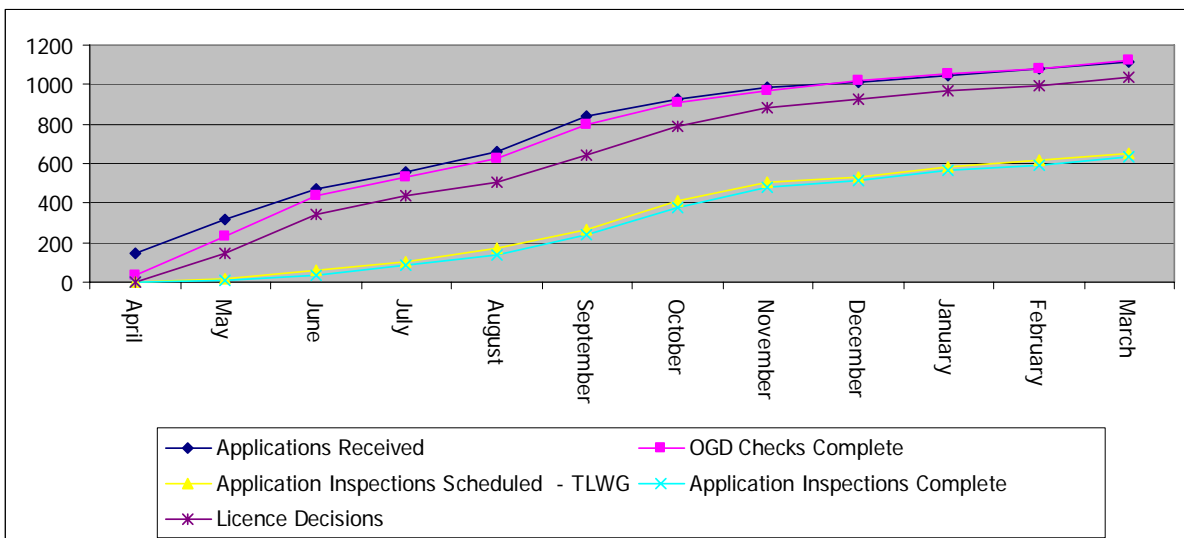
Appeal against ALCs 1		
Result	Areas of non-compliance	Decision
Dismissed	6.11	Dismissed: The vehicle was used for transport to work, and the contract price included the cost of the vehicle (amounting to reward)

Appeal against Refusal 7		
Result	Areas of non-compliance	Decision
Dismissed	2.5; 3.2; 3.6; 4.3; 5.3; 6.11; 7.3	Dismissed: The company had amended documents after the decision, and therefore at the time of inspection the GLA were right to refuse the licence
Dismissed	2.8; 2.9; 6.1; 6.2; 6.6; 7.3; 9.1; 10.1	Dismissed: The company were in the process of rectifying ALCs, so at the time of inspection the GLA were right to refuse the licence
Dismissed	2.9; 6.1; 6.2; 6.5; 6.6	Dismissed: The GLA decision was correct on all standards that were failed, and the refusal was therefore made on valid grounds
Dismissed	5.2; 6.1; 6.2; 6.5; 7.3; 9.1; 10.1	Dismissed: The GLA was correct on all major standards failed, and the refusal was made on valid grounds. The appointed person suggested changing the wording "minded to refuse your application" to something more clear to show the application has actually already been refused.
Dismissed	2.2; 2.8; 2.9; 5.2; 5.3; 6.2; 6.6; 9.1; 10.1	Dismissed: The GLA decision was correct on all standards that were failed, and the refusal was therefore made on valid grounds
Dismissed	2.5; 2.7; 2.8; 2.9; 3.6; 4.2	Dismissed: There were a number of breaches of licence conditions of varying degrees of seriousness, some of which had been accepted by... and others are subject to remedial action which is on going.
Dismissed	2.5; 2.8; 2.9; 6.1	Dismissed: The GLA decision was correct on all standards that were failed, and the refusal was therefore made on valid grounds. The appointed person did not accept the companies claim of inconsistent treatment.

Monthly Comparison



Cumulative Performance



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

100% of “Green light cases” (applications not requiring an Inspection) should be completed within 10 days.

Decision Month	Previous Year						
	MAY	JUN	JUL	AUG	SEP	OCT	to Date
Processed Applications	138	176	43	24	22	6	409
Processed within 11 days	33 %	47 %	77 %	75 %	64 %	83 %	48 %
Processed within 12 days	59 %	57 %	86 %	88 %	86 %	83 %	65 %
Processed within 13 days	80 %	63 %	86 %	92 %	95 %	83 %	75 %
Processed within 14 days	82 %	71 %	86 %	96 %	95 %	83 %	79 %
Processed within 15 days	83 %	76 %	88 %	96 %	95 %	83 %	82 %
Processed within 20 days	97 %	89 %	88 %	96 %	95 %	83 %	92 %
Processed within 25 days	99 %	94 %	88 %	96 %	95 %	83 %	95 %
Processed within 30 days	100 %	97 %	88 %	96 %	95 %	83 %	97 %
Processed within 40 days	100 %	100 %	93 %	100 %	95 %	100 %	99 %

Note. The target requires OGD checks to be completed within 10 days. This report therefore calculates performance against the 100% based on licence decision clearance on the 11th day.

Note 2: There is no column entry for November to March. This is because there were no “green light” cases in these months, and the Business Objects configuration does not currently return a column where all entries are zero.

80% of applications requiring an Inspection should be processed within 30 days.

Decision Month	Previous Year											
	JAN	FEB	MAR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	to Date
Processed Applications	43	28	38	5	23	52	49	114	135	98	41	626
Processed within 30 days	56 %	57 %	53 %	100 %	48 %	40 %	29 %	60 %	72 %	61 %	63 %	58 %
Processed within 31 days	63 %	61 %	53 %	100 %	48 %	46 %	31 %	62 %	74 %	62 %	66 %	60 %
Processed within 32 days	70 %	64 %	61 %	100 %	57 %	50 %	33 %	65 %	77 %	67 %	66 %	64 %
Processed within 33 days	70 %	64 %	66 %	100 %	65 %	58 %	35 %	67 %	81 %	70 %	68 %	67 %
Processed within 34 days	72 %	64 %	66 %	100 %	70 %	62 %	39 %	67 %	85 %	71 %	68 %	69 %
Processed within 35 days	74 %	68 %	68 %	100 %	70 %	65 %	39 %	70 %	87 %	76 %	73 %	72 %
Processed within 40 days	84 %	71 %	84 %	100 %	91 %	75 %	59 %	81 %	93 %	86 %	76 %	82 %
Processed within 50 days	88 %	86 %	87 %	100 %	100 %	92 %	84 %	91 %	97 %	95 %	95 %	92 %

Note: The performance reported above is accurate. However, it does not take account of those cases that, for a variety of reasons, had to be placed for a period in the exceptions status. When a case enters this status the case is suspended, but the count for overall clearance still continues. Reasons for cases being placed in the exception status include:

- Incomplete application forms
- Inspection delays, where further information was requested
- Issues raised by OGDs requiring further investigation
- Early application cases, where the Licensing Standards Score was in excess of 30 following application, but where within the “sunset clause” period, allowing the applicant to notify corrections before 01/10/06

Target 6.2 – Response to enquiries

No backlogs in March.

Target 6.3 – Effective use of intelligence analysis to support field operations

The first operational tasking and co-ordination meeting (T&CM) was conducted on 13th November 2006. T&CM now occur fortnightly, to identify specific priority targets for compliance and enforcement activity including intelligence gathering. These cases are currently under early investigation/planning.

Target 6.4 – Inspection timescales (time from scheduling to inspection report input). 80% of application inspections will be carried out within 10 days.

	JAN	FEB	MAR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total for Month	45	29	40	6	26	51	56	102	138	101	38
<= 10 Days	6	9	14	2	8	6	4	23	45	31	11
<= 10 Days %	13 %	31 %	35 %	33 %	31 %	12 %	7 %	23 %	33 %	31 %	29 %
> 10 and <=15 Days	7	5	6	3	6	17	9	20	32	16	12
< 16 Days %	29 %	48 %	50 %	83 %	54 %	45 %	23 %	42 %	56 %	47 %	61 %
> 15 and <=20 Days	18	6	5	1	10	16	11	28	33	20	5
< 20 Days %	64 %	66 %	57 %	100 %	88 %	65 %	39 %	68 %	75 %	61 %	74 %
> 20 <=25 Days	5	1	6	0	1	6	11	12	15	10	3
< 25 Days %	78 %	72 %	70 %	100 %	96 %	86 %	55 %	78 %	91 %	76 %	79 %
> 25 Days <=30 Days	5	1	2	0	1	4	9	7	12	10	0
< 30 Days %	91 %	76 %	83 %	100 %	100 %	94 %	77 %	88 %	98 %	86 %	82 %
>30 <=100	4	7	7	0	0	2	12	12	1	14	7
< 100 Days %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %

Target 6.5 – Verification timescales

Verification completed. No further report to be given.

Target 6.6 – Inspection review. A minimum of 10% of all scheduled inspections to be inspected during Year-1 of GLA operations. No more than 10% to be classed as inaccurate against GLA Standards.

This target has been abandoned in favour of a more risk-based approach and because of resource pressures.

In planning and managing each operation the Projects Team (as Inspection Standards will now be known) will ensure where possible that each inspection is carried out to the highest possible standard, and that each area of the GLA Standards is fully discussed at a debrief following each operation.

Available capacity, not utilised on project Operations, will be used on inspection standards, where evidence of the need for remedial training is identified.

Target 6.7 – Investigation timescales (from initiation to appropriate conclusion – e.g. appropriate sanction, if offences are proven)

The current position remains as reported in the report for January. Significant development of these cases has been precluded by the necessary investigative training being undertaken through February and March. Despite this, available staff have been involved in a number of joint operations with the Compliance Team, which has proved successful from a "policing" and visibility aspect. This includes a major exercise at multiple sites of a single labour user, that utilised 7 labour providers. More detailed analysis of the types of cases that are under investigation is:

- 16 investigations into unlicensed trading within the regulated sector
- 6 investigations into businesses that have been refused/revoked or ceased trading where there is evidence of a continuance of trade
- 5 cases of applicants trading before licences are issued
- 12 investigations into companies using unlicensed overseas labour providers
- 8 investigations into labour users within the Vale of Evesham engaging the services of unlicensed labour providers
- 11 companies in the meat processing industry in Northern Ireland using unlicensed labour