



Gangmasters &
Labour Abuse Authority

Our Plan

2017-2020

Introduction

The Gangmasters and Labour Abuse Authority (GLAA) was formerly the Gangmasters Licensing Authority (GLA). We work in partnership to protect vulnerable and exploited workers.

The Gangmasters (Licensing) Act 2004 was introduced following the death of 23 cockle pickers in Morecambe Bay in February 2004. It created a licensing scheme to regulate the supply of temporary labour to the farming, food processing and shellfish gathering sectors and a licensing authority to administer it.

The 2004 Act aimed to protect the most vulnerable workers employed in the regulated sectors by ensuring those engaged in the supply of workers meet the minimum employment and other standards. It also created a number of criminal offences. The most common two are operating as an unlicensed gangmaster and entering into arrangements with an unlicensed gangmaster.

Recent changes

The Modern Slavery Act 2015 and the Immigration Act 2016 provided a greater national focus on labour exploitation. A review of the role and remit of the authority took place and concluded it should have a broader role in tackling labour exploitation and the organisation was renamed the Gangmasters and Labour Abuse Authority (GLAA).

Under the Immigration Act, the GLAA gained new powers to investigate labour market offences in England and Wales from 30 April 2017. We have retained our existing licensing and regulatory functions but now have a much broader role in terms of addressing labour exploitation across the UK labour market.

Strategic direction for the GLAA is set by an appointed board and agreed by the Director of Labour Market Enforcement. This is a new post also created by the Immigration Act. Ultimately, the GLAA's strategy is signed off by Home Office Ministers.

What we do

Since 2005, the GLAA has regulated the activities of gangmasters (labour providers) in the farming, food processing and shellfish gathering sectors across the whole of England, Scotland, Wales and Northern Ireland. There are nearly 1,000 licensed gangmasters, based in both the UK and overseas, who supply as many as 464,000 temporary contracted workers in the regulated sector.

The GLAA has civil powers to carry out inspections at application and throughout the duration of the licence to ensure compliance, as well as the ability to invoke additional licence conditions and suspend or revoke a licence depending upon the severity of the breach.

Enhanced role

On 30 April 2017, we were granted additional police-style powers to search for and seize evidence in relation to offences under the Modern Slavery Act; and investigation of offences under the National Minimum Wage (NMW) and Employment Agencies Acts, as well as the existing Gangmasters Licensing legislation. This enhanced investigatory function aims to protect all employees, not just temporary workers.

The Immigration Act also provided the GLAA with new legislative sanctions – Labour Market Enforcement Undertakings and Labour Market Enforcement Orders.

Strategic aim and objectives 2017 – 2020

The GLAA has a single overarching aim:

‘Working in partnership to protect vulnerable and exploited workers’

Strategic priorities

This aim will be achieved by maintaining a continual focus on three strategic priorities:

- Preventing worker exploitation
- Protecting vulnerable people
- Pursuing those who exploit others for their work either financially, physically and or through coercion and control

Strategic objectives

To achieve these three strategic priorities, the GLAA has six objectives:

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| One | Disrupt criminal activity within the labour market |
| Two | Engage with stakeholders to minimise and manage risk |
| Three | Support compliant business |
| Four | Work in partnership to protect workers’ rights |
| Five | Maintain a credible licensing scheme, creating a level playing field and promoting growth |
| Six | Identify and support victims of labour exploitation |

Strategic programme of activity

In 2017-2020, the GLAA will engage in three specific areas of work which will all be achieved in partnership, to:

Prevent workers from being exploited for their labour;

Protect workers and potential victims so making them less vulnerable to being exploited for their labour; and

Pursue relentlessly, disrupting and prosecuting those who engage in the exploitation of workers.

These areas of activity will be underpinned and driven by:

- Good governance
- Effective use of budgets to target areas of maximum impact and achieve value for money
- Maximising the use, expertise and deployment of staff
- Employing effective risk mitigation practices and processes
- Gathering and analysing intelligence
- Enhancing relationships and joint working with all partner bodies
- The effective use of international best practice
- Development with stakeholders of the GLAA 'Innovation Lab'.

Delivering the Plan - values

The GLAA strongly believes that providing a high quality of service to the public is not simply about what it does; it is equally about the way it is done. Our values are shared by all staff and are the foundations that underpin the delivery of the aim, priorities and objectives:

- P** Professional
- R** Respect
- O** One team
- U** Utmost integrity, trust, openness
- D** Doing it differently

Delivering the Plan - resources

The GLAA currently employs 114 people, with around half based at its head office in Nottingham, providing core central functions such as: licensing; the collation, analysis and management of intelligence based on a threat and risk methodology; finance, communications, IT and HR.

Our Intelligence Officers, and Enforcement and Compliance Officers, together with their three managers, are home-based in locations throughout the UK. They maintain the licensing scheme and investigate suspected criminality.

In order to undertake the additional responsibilities required by the Immigration Act 2016, the overall number of staff will be increased to around 125 by April 2018.

The GLAA is fully funded by the Home Office which provides an annual budget. The 2017-18 expenditure is £7.6m - an increase in funding of £2.6m from 2016-17. This reflects the increase in role, powers and responsibility of the GLAA.

Delivering the Plan - governance

A board of up to eight independent members plus a Chair provide the scrutiny, oversight and governance of the work of the GLAA. The GLAA is accountable to the Home Office's Crime, Policing and Fire Directorate with additional oversight and scrutiny provided by the Director of Labour Market Enforcement.

Delivering the Plan – operational impact

Measuring impact

Outputs and outcomes will be measured through a suite of performance indicators which will be used to evaluate the success of this Strategic Plan.

In order to demonstrate the impact and difference made by GLAA activity, performance will be measured at a strategic level against five key performance questions:

- 1 How comprehensive is the GLAA's understanding of the scale and threat of labour exploitation in the UK?
- 2 How effective is the GLAA's response to the identified threats of labour exploitation and modern slavery?
- 3 How effective is the GLAA at working with partners to tackle labour exploitation and modern slavery?
- 4 How effective is the GLAA at working with business, labour users and providers to drive up standards, preventing and tackling labour exploitation and modern slavery?
- 5 How effective is the GLAA at managing its resources?

Performance against the key performance questions will be reported to the GLAA Board, Home Office and Director of Labour Market Enforcement on a quarterly basis.

A full range of diagnostic indicators exist to measure performance under the five key questions which are all linked to the strategic objectives. Performance against these measures will be reported on a monthly basis.

Stakeholder engagement

The GLAA is a small organisation that carries significant responsibilities. Stakeholder engagement remains at the core in delivering its objectives.

The GLAA will widen its stakeholder base to reflect its extended powers and responsibility in addressing labour exploitation. Mechanisms are in place to demonstrate an ongoing commitment to prompt, clear and two-way communication with all our stakeholders. A formal communications strategy to maximise all means of contact will continue to evolve during and beyond the lifetime of this plan.

The GLAA has dedicated liaison groups for Labour Users/Providers and also for Worker/NGOs. These are chaired by Board members and designed to act as critical reference groups to facilitate debate from key stakeholders and enable them to discuss and influence policy and strategy.

The GLAA will continually strive to enhance its relationship with stakeholders across the private, public, voluntary and faith sectors to ensure it meets the needs of the workers and the industry. Such activity will be coordinated to complement the work of the Director of Labour Market Enforcement.

Risk management

The GLAA will be unrelenting in its approach to disrupt labour exploitation in all its forms by any lawful, ethical and reasonably cost-effective means.

Managing risk in all aspects of the work of the GLAA is critical to ensuring that a consistently high level of service is delivered.

A key aspect of risk management is identifying the risks to vulnerable and exploited workers, evaluating those risks and deciding on the most appropriate course of action to safeguard the vulnerable and to protect workers' rights.

Summary

Our plan for protecting vulnerable and exploited workers seeks to illustrate a clear framework by which the GLAA will continually improve, enhance public and stakeholder confidence and, most importantly, work in partnership to protect vulnerable and exploited workers.