



Gangmasters &  
Labour Abuse Authority

# GLAA58/14b Workforce Planning

**14 March 2018**

# **Board Paper Reference – GLAA58/14b Workforce Planning**

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

- 1.1 To inform Board members regarding the GLAA's approach to formulating a workforce plan to ensure that the organisation is able to deliver its strategic objectives through adopting a measured and pragmatic approach to resourcing that is affordable and targeted at the appropriate areas.

## **2. Recommendation**

- 2.1 For GLAA Board members to note the information provided in the report.

## **3. Reasons for Recommendation**

- 3.1 To ensure Board members are cited on the approach to workforce planning and provide assurance that appropriate governance arrangements are in place as the organisation grows and evolves in complexity.

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

### **Current Position**

- 4.1 Following the allocation of additional budget of £2 million from the Home Office in May 2017 with the instruction of recruiting 24 Labour Abuse Prevention Officers a recruitment plan was put in place in order to transition to the GLAA.
- 4.2 Almost all areas of the organisation have seen an uplift in resource, we have increased from 76 employees in April 2017 to 122 employees at 28 February 2018.
- 4.3 We have also responded to additional requirements identified by external review and recommendations such as the risk management review resulting in the recruitment of a Risk and Information Assurance Manager.
- 4.4 Our focus has been on achieving the growth plan and operating within a new environment, we now need to ensure we have a workforce planning process in place that provides focus and structure as well as having an element of flexibility to enable us to meet new and emerging needs. This will also address the recommendations of a recent internal audit regarding Workforce Planning.

### **Workforce Planning Considerations**

- 4.5 The objective of the workforce plan will be to ensure the right number of people with the right skills are employed in the right place at the right time. It will also be future-focussed to enable the organisation to deliver the business strategy while at the same time remaining flexible enough to deal with constant change.

- 4.6 The plan will be subject to constant feedback and review for it to remain relevant in a changing environment.
- 4.7 The following factors will be taken into consideration in forming a workforce plan:
- Existing resource level and demographic
  - Existing skill and capabilities
  - Future requirements of the above
  - Performance data – to give an indication of the volume and type of work we are leading on and involved in
  - Alignment with the Strategic and Business Plan
  - Affordability, 2018/2019 budget allocation and beyond

### **Timescales**

- 4.8 A workforce plan that covers existing and projected capacity and capability as well as our aspirations for a balanced workforce will be in place by July 2018.
- 4.9 It will also refer to additional people initiatives such as the development of a trainee scheme for specialist roles.
- 4.10 A succession plan will also be developed for key roles that will provide internal development opportunities for identified employees and mitigate risks in relation to single role dependency.

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

- 5.1 There are no financial implications to the planning stage however there may be some cost to the implementation of the plan.

## **6. Organisational Risks**

- 6.1 A risk moving forward as a larger organisation than the GLA, the absence of a documented process for workforce planning may hinder effective planning of current and future resource and impact on organisational delivery.

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

- 7.1 The GLAA Strategic Plan 2017 – 2020 reflects these changes and the level of expectation upon the organisation.

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

- 8.1 Consultation is ongoing with the Directors and Finance, an EQIA is not required at this stage.

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

9.1 Board paper GLA53/13 - Recruitment Plan

9.2 Internal Audit report – GLAA Workforce Planning December 2017

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