



Department for
Business, Energy
& Industrial Strategy

EMPLOYMENT AGENCY STANDARDS (EAS) INSPECTORATE

Annual Report 2018 - 2019

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Executive Summary

- The Employment Agency Standards Inspectorate (EAS) is located within the Department for Business, Energy and Industrial Strategy (BEIS). EAS is the government regulator for the private recruitment sector. We regulate all employment agencies and employment businesses that provide work-finding services in the Great Britain.
- EAS is fully established as one of the three enforcement bodies, along with the Gangmasters and Labour Abuse Authority and HMRC's National Minimum Wage Team, focusing on identifying and tackling different types of labour market exploitation.
- During this reporting year EAS has led and contributed to joint operations involving the above enforcement bodies. It continues to work with other enforcement organisations nationally and internationally to protect work seekers' rights.
- EAS has worked in conjunction with BEIS policy officials to ensure that policies relating to commitments in the "Good Work Plan¹" are implemented. This includes the introduction of the Key Information Document, the abolition of Pay Between Assignments' (PBA) contracts (otherwise known as the 'Swedish Derogation') and on-going work to prepare for the extension of EAS' remit to cover 'Umbrella' companies.
- During this reporting period EAS enhanced and developed its existing relationships with a wide range of trade bodies, sector representatives and charities who have an interest in EAS' ongoing work. This enables all stakeholders to share issues of concern and for EAS to provide information about its work and priorities.
- In response to the recommendation made by the Director of Labour Market Enforcements (DLME) strategy 2018/19², BEIS has invested additional funding for more front-line inspectors. EAS have recruited additional members of staff and are also looking at the resourcing implications of any changes to the remit of EAS, following The Good Work Plan and DLME Strategy.
- The volume of complaints received by EAS in this financial year exceeded previous years and the team continues to deliver a wide range of both pro-active and re-active inspections. EAS staff continue to maintain high levels of customer service as well as ensuring strong delivery outcomes are achieved.
- In response to a recommendation made by the DLME in his strategy, EAS has developed and published its own website which can be found at <https://www.gov.uk/government/organisations/employment-agency-standards-inspectorate>.

¹ <https://www.gov.uk/government/publications/good-work-plan>

² <https://www.gov.uk/Government/publications/labour-market-enforcement-strategy-2018-to-2019>

Agency Workers and Enforcement Landscape

EAS Role and Responsibilities

The private recruitment sector continues to play a crucial role in ensuring that the labour market works effectively by facilitating work-seekers to find temporary or permanent work. It also allows business to meet the need for a flexible workforce.

The legislative basis for EAS and its work is set out in the Employment Agencies Act 1973 and the Conduct of Employment Agencies and Employment Businesses Regulations 2003 (both as amended) which applies across Great Britain. The Department for the Economy in Belfast is responsible for enforcing employment agency legislation in Northern Ireland.

EAS' aim is to work with private recruitment agencies, hirers and work-seekers to ensure compliance with the regulatory framework. It also seeks to ensure that anyone who uses the services of such an agency to find work is afforded statutory protection of their employment rights. The budget for 2017/18 was increased to £0.725m to enable procurement of a CRM system to enhance EAS' capabilities. This was maintained in 2018/19 to allow for the recruitment of additional frontline Inspectors in line with the DLME's strategy.

Intelligence-led Working

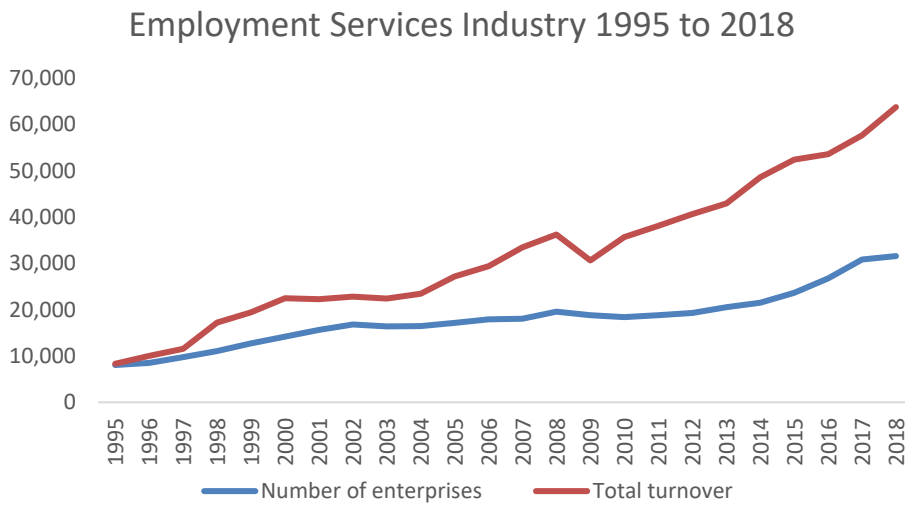
EAS continues to support and enhance its intelligence-led work by refining its risk indicators, and by working in close partnership with key stakeholders to identify non-compliant behaviours. These partners include:

- HMRC's National Minimum Wage Team
- Gangmaster and Labour Abuse Authority
- The Pensions Regulator
- Health and Safety Executive
- Home Office Immigration Enforcement
- Scottish Government
- Welsh Government
- Local Police Forces
- SAFERjobs
- Department for the Economy (Northern Ireland)
- Trade Associations and Trade Unions.

As a result of EAS' improved risking strategy, EAS has developed and led joint operations with partner organisations, including geographical and sectoral operations in line with the DLME strategy.

Recruitment Sector Overview

The recruitment sector has grown in recent years, both in terms of the number of enterprises and total turnover. The Recruitment and Employers Confederation (REC) estimated that in 2018 there were 31,566 employment businesses/agencies whose combined turnover had grown from £8.3 billion in 1995 to £63.7 billion in 2018 (not adjusted for inflation). ONS also estimate that the number of agency workers has increased from 620,000 in the late 1990s to approximately one million in 2018 (ONS, 2019).³



Government Reforms relating to temporary workers

The Good Work Plan⁴

In December 2018, The Government published the “Good Work Plan”, setting out Government’s vision for the future of the UK labour market, in response to the Review of Modern Working Practices led by Matthew Taylor. This vision is of a labour market that rewards people for hard work, celebrates good employers and is ambitious about boosting productivity and earnings potential in the UK.

The Good Work Plan established an ambitious programme of work, which included specific commitments to improve protections for temporary workers and highlighted key areas where steps needed to be taken to protect them.

³ <https://www.ons.gov.uk/>

⁴ [Taylor Review](#)

Good Work Plan	Outcome
<p>The Government committed to the introduction of a key facts page and a consultation was conducted to determine what information should be included to help temporary workers make informed decisions about their contractual relationship with an employment business.</p> <p>The Government also considered whether EAS's remit should be extended to enforce the Agency Worker Regulations (AWR).</p> <p>The Government also committed to the expansion of the remit of EAS to cover the activity of umbrella companies and consulted on how this could be achieved.</p>	<p>In order to provide clarity and transparency of information provided to work seekers, both in terms of rates of pay and those responsible for paying them, Legislation has now been amended, and will come into force on 6th April 2020. This requires employment businesses to issue a "Key Information Document" to work-seekers. In addition to current information provided under the Conduct Regulations, this document will specify the contractual relationship between the parties, any fees payable to an intermediary, and any relevant benefits.</p> <p>Further information can be found at: http://www.legislation.gov.uk/ukxi/2019/725/contents/made</p> <p>Further guidance can be found at https://www.gov.uk/government/publications/providing-a-key-information-document-for-agency-workers-guidance-for-employment-businesses</p> <p>The Government considered that expanding EAS's remit to cover the Agency Worker Regulations 2010 (AWR) would represent an unreasonable expansion of its role and that this would be a radical shift in their operating model which would risk their ability to take effective action.</p> <p>EAS's remit will not include enforcement of the Agency Workers Regulations.</p> <p>When Parliamentary time allows, Legislation will be introduced that will extend EAS' remit and powers to allow them to investigate complaints against umbrella companies and regulate them in a similar way to employment businesses.</p>

The Director of Labour Market Enforcement (DLME) Strategy 2018-19

The Director, in his 2018-19 strategy, made several recommendations regarding EAS, many of which were consistent with the 'Good Work Plan'. However, the Director also made additional recommendations in specific areas, including:

DLME Recommendations	Outcome
<p>EAS should raise its profile and have an easy to find webpage on Gov.UK with contact details for people to make complaints.</p> <p>Government should consider an increase in resources for EAS, both to promote their ability to enforce current regulations and due to the proposal to expand its remit.</p> <p>BEIS and EAS should investigate the potential for EAS being given the powers to impose civil penalties on non-compliant employment agencies.</p>	<p>In addition to the newly developed and published website⁵, EAS supports temporary workers and businesses through stakeholder events, the newly developed EAS Roadshows, liaison with SAFERJobs and trade organisations.</p> <p>EAS continues to increase its activities within current resources and doubled the number of front-line Inspectors for 2018/19.</p> <p>The Government launched a consultation on establishing a new Single Enforcement Body (SEB) which closed on 6th October 2019. The consultation sought views on whether establishing the SEB for employment rights could improve enforcement for temporary workers and create a level playing field for the majority of businesses who are complying with the legislation. The responses are now being considered.</p> <p>The case for civil penalties was accepted by the Government. BEIS consulted on the introduction of civil penalties as part of the SEB Consultation (see above). This elicited views on how a civil penalty regime would work. The Government has not yet responded to the consultation.</p>

⁵ <https://www.gov.uk/government/organisations/employment-agency-standards-inspectorate/about>

EAS Strategic Direction

EAS has two key strategic drivers:

- ensuring effective compliance with the legislation and enforcement of legislation, where necessary, on employment agencies and businesses; and,
- delivering efficient customer service.

Underpinning these strategic drivers are three broader aims that encompass the activity that EAS provides not only to work seekers but also to business. EAS' core strategic operational functions are to:

- **Advise** both work-seekers and businesses about the legislation in place, to support and protect both parties to the employment relationship
- **Protect** vulnerable work-seekers where their employment rights may be denied
- **Enforce** legislation, where serious and/or repeated non-compliance is identified

Advise

EAS seeks to provide a range of supportive information for both businesses working in the recruitment sector and work seekers looking for new job opportunities.

For businesses operating in the recruitment sector this information seeks to support them in becoming or remaining fully compliant with the law. However, EAS also seeks to share information to support business in achieving a wider range of positive business behaviours and actively shares information to support business in the modern labour market. This enables business to offer the best levels of customer service to its work seekers, whilst allowing hirers to recruit with confidence.

For work seekers who are looking for exciting new job opportunities in the labour market, EAS seeks to advise on what they should expect as a statutory minimum from the recruitment sector. EAS aims to ensure those seeking work through the recruitment sector know their rights, understand their contracts, know who is paying them and the amount they should receive. Most importantly, EAS aims to ensure all workers know how to get support, should they feel they have been unfairly treated.

Our experience within the labour market allows us to help inform decision makers through guidance and advice, whilst empowering businesses to achieve compliance in a way that can be related to individual business needs.

EAS remains committed to enhancing awareness and compliance with all stakeholders, to ensure that temporary workers who require the protections that EAS provide are aware of how to make a complaint to EAS and what can be done to assist them. EAS now has its own website which includes guidance for businesses and has undertaken its first ever EAS Roadshow. These activities ensure that the role and scope of EAS is highlighted as an integral part of the wider enforcement landscape.

EAS have undertaken presentations to representative bodies and businesses to support those in the industry to achieve and maintain the required level of compliance. This has included highlighting good practice and detailing the most common areas of non-compliance.

EAS engages in regular strategic stakeholder conversations and holds quarterly meetings with the industry's leading recruitment companies and relevant trade bodies. EAS has also increased its work to raise awareness and compliance with the legislation. The measures targeted temporary workers and industry, and included:

- planning for the inaugural EAS Roadshow⁶ to invite collaboration with, and feedback from, employment business and agencies to improve industry standards;
- facilitating regular training with ACAS to ensure that Helpline Advisors received relevant refresher training regarding EAS and its role;
- regular training with the other enforcement bodies to ensure they are aware of EAS legislation, role and responsibilities;
- working with key partner organisations to ensure issues relating to Agency Workers were carefully considered, and to emphasise how EAS could support their objectives;
- updating and refreshing guidance on employment agency issues on Gov.UK; and
- working with the Romanian and Bulgarian Embassies in London to improve communication with temporary workers intending to work in the UK.

Protect

Employment businesses and employment agencies need work-seekers to operate and thousands of work-seekers use their services every day. EAS works to protect both parties in this relationship as well as the hirers.

A significant amount of work is undertaken with those who provide assignments where temporary workers are engaging with the vulnerable, such as in the healthcare and education sectors. Many temporary workers are considered to be vulnerable and EAS helps to ensure that their basic rights within the scope of EAS legislation are upheld. EAS does this by investigating reports of non-compliance as well as targeted work.

EAS' aim is to protect all those operating in or using the recruitment sector by achieving compliance with the legislation. This is achieved through responding to complaints and undertaking targeted inspections.

⁶ This was successfully run in Manchester in April 2019

EAS has a staged approach to seeking compliance, working with businesses who are willing to engage to develop their understanding of the benefits of compliance to their business as opposed to the potential damage that can result from non-compliance. This helps to create a level playing field within the marketplace and deters businesses from seeking a competitive advantage through non-compliance. Where necessary, EAS will issue warning letters to agencies/businesses and seek to ensure that corrective measures are put in place and maintained.

EAS continues to play a lead role in the tripartite labour market enforcement regime, working closely with the teams in HMRC's National Minimum Wage team and the Gangmasters and Labour Abuse Authority.

A robust partnership between the three enforcement bodies facilitates the timely identification of abuse within the labour market and helps to ensure that offenders are dealt with using the full range of new and existing powers.

Alongside the investigation and enforcement activity, EAS will continue to work with industry, trade associations and other organisations to support those operating in the sector to comply with its legislation.

This work complements the publicity strand of delivery whilst also ensuring EAS can be proactive in identifying emerging trends, risks and threats.

Enforce

EAS' have worked proactively with businesses to ensure compliance by means of stakeholder intelligence and strategic risk analysis. However, where EAS has identified deliberately non-compliant business models, or business have failed to achieve compliance, a range of enforcement powers can be utilised, which include:

The Immigration Act 2016 introduced two new enforcement tools for EAS where trigger offences set out in the legislation are breached: **Labour Market Enforcement Undertakings (LMEU)** and **Labour Market Enforcement Orders (LMEO)**. These powers enable tougher sanctions for offenders who repeatedly fail to comply with legislation, including up to 2 years in prison for breaching an Order.

LMEU's can be put in place when a trigger offence, such as a breach of EAS legislation, is identified. An undertaking is an agreement given by the employment agency and/or business to bring their business into compliance.

The undertaking stipulates the measures that need to be made to prevent further non-compliance and sets out the time period as agreed with EAS in which to achieve this (a maximum period of two years). An undertaking provides an opportunity for an employment agency or employment business to put things right at an early stage. Compliance with the undertaking is monitored and supported by EAS, facilitated through repeat visits and contact by phone and email.

If the business or individual does not agree to the undertaking within the specified time, or does not comply with it once issued, EAS or one of the other enforcement bodies

can apply to a court for an LME order. This is a stronger enforcement measure and failure to comply with an order can lead to a custodial sentence of up to two years and/or an unlimited fine.

Prohibition: EAS can also consider prohibiting individuals from running, owning or managing an employment agency/business because of their misconduct or unsuitability. The maximum prohibition period is up to 10 years.

In 2018/19 EAS recovered
£76,000 for workers.

Since April 2008
Inspectors have recovered
over £1.6 million.

It is possible for EAS to approach the original tribunal to seek a further order if it is deemed necessary due to the nature of the misconduct. It should also be noted that a prohibition can be sought against other persons to protect persons and prevent the misconduct that has resulted in an order being sought in the first place. Prohibitions may also be sought where individuals have been successfully prosecuted by another authority, and EAS consider that sanctions imposed make them unsuitable to run an employment business or agency.

Prosecution: Where appropriate, EAS can consider prosecution, in either a magistrates or crown court and, if convicted, the Courts may impose unlimited fines against all defendants. A court may also consider issuing a Labour Market Enforcement Order. EAS endeavours to strike a balance between pro-active and re-active enforcement, and this has been demonstrated through a shift in focus to more targeted operational activity this year.

EAS Performance

One of the objectives for EAS in this reporting period was to utilise increased resources to enable more intelligence-led operations and achieve greater balance with the team's complaint-led work.

During this year EAS has increased the number of proactive visits in proportion to the rise in the number of complaints received. This is an important development as it supports businesses by combining information and guidance to help educate and support future compliance.

Number of complaints received

EAS received 1953 complaints in 2018/19 compared to 1261 in 2017/18. This represented a 55% increase in the volume of complaints, and a 105% increase since 2016/17. This increase is believed to be a result of the greater awareness raising that EAS has undertaken and of a higher media profile more generally of the rights for temporary workers.

Over the course of 2018/19, EAS recovered approximately £75,000 for individuals who were not paid for reasons ranging from administrative error to deliberate non-payment. Most of the money recovered related to non-payment of wages to temporary workers, or where fees were being charged for work finding services.

Since April 2008, EAS Inspectors have recovered approximately £1.6 million for individuals whose employment rights have been breached.

Further details and analysis of the data relating to 2018/19 can be found in the Annexes.

The largest volume of complaints made to EAS this year continues to be about the failure of an employment business/agency to pay a worker (wages or earnings).

EAS continue to receive referrals where individuals have paid fees to photographic studios and were seeking refunds. EAS does not regulate photographic studios so the complaints were signposted to both Trading Standards and Action Fraud. EAS are keen to maintain and develop intelligence sharing with such partners.

Number and outcomes of EAS operations

EAS are developing improved ways to utilise intelligence/complaint data to identify and better understand the behaviours that continue to drive the upsurge in complaints.

EAS uses an assessment of intelligence and risk to plan targeted operations. In the reporting period, EAS undertook 12 targeted operations in geographical locations and occupational sectors. This targeted approach enabled EAS to deploy its resource more efficiently in order to conduct more visits in this reporting year.

There were 16 re-visits during the reporting year, which now form part of rolling programme. These were mainly to agencies operating in high risk sectors and in most cases the improvements were being sustained, which resulted in no further action from EAS.

In 2018/19 EAS has:

- dealt with over **55%** more complaints
- conducted **61%** more targeted inspections
- identified **39%** more breaches

than in the previous reporting year.

There are two types of operation:

- EAS unitary operations looking at particular high-risk sectors; and
- joint operations with HMRC's National Minimum Wage team and the Gangmasters and Labour Abuse Authority.

EAS inspectors have also worked on wider joint operations with other enforcement partners, including Immigration, Compliance & Enforcement and the police.

All operations were conducted in line with the DLME's current strategy (which identified warehousing, healthcare, construction and hospitality as priority sectors) or as a result of intelligence relating to EAS high risk sectors. The majority of infringements related to non-compliance with:

- the required content of the terms and conditions or contracts given to temporary workers when they engage with an employment business;
- with the information required to be collected and passed onto the worker or hirer.

Where infringements were found, EAS issued a total of 205 warning letters to the relevant employment business and sought compliance with the relevant provisions of the legislation. This was an increase of 62% from the previous reporting year.

Month	Type	Number of Visits	Infringements
April 2018	Sectoral (Tutors)	16	43
May 2018	Sectoral (Actors)	9	28
July 2018	Geographical (West Yorkshire)	31	138
August 2018	Sectoral (Models)	27	91
September 2018	Sectoral (Translation)	3	22
Nov/Dec 2018	Sectoral (Teaching)	31	110
December 2018	DLME Risk Sectors ⁷	31	108
January 2019	Geographical (West Midlands)	52	210
February 2019	Geographical (South Wales)	6	28
March 2019	Follow Up (sanctions) Visits	7	19
March 2019	Follow Up Visits *	9	43
March 2019	Sectoral (Warehousing)	8	46
	Total	230	886

**These visits were undertaken to ensure ongoing compliance with the legislation and to offer support and guidance where appropriate.*

⁷ Key Risk sectors from which most worker complaints were received by EAS included Healthcare, Construction, Hospitality and Warehousing /Distribution.

Freedom of Information Requests

EAS received three Freedom of Information requests during the reporting period and responded to 100% of requests within the deadline. There were also requests made for information about EAS investigations. However, EAS does not publish the detail of investigations, or reveal information captured during an inspection, unless it leads to a prosecution, prohibition or the issue of Labour Market Enforcement Order, which are a matter of public record. Section 9 of the Employment Agencies Act 1973, which sets out the inspectors' enforcement powers, makes it illegal for EAS inspectors to disclose any information to a third party that has been obtained during any EAS investigation, without the permission of the person providing the information.

Labour Market Enforcement Undertakings and Labour Market Enforcement Orders.

EAS has issued **four** Labour Market Undertakings during this reporting period and is working with those businesses to support them in becoming compliant with their statutory obligations. All of these undertakings were discharged within the primary phase of the undertaking.

Prosecutions and Prohibitions

In this reporting year EAS has considered enforcement against 30 individuals; 16 of which were cases for either potential prosecution and/or prohibition proceedings. After due consideration and reviewing all the evidence, 14 cases (12 prosecutions and 2 prohibitions) are proceeding against the relevant agencies or employment businesses and are at different stages of the process.

Case study 1:

In August 2018, a former Director of an employment business pleaded guilty to four charges of breaching statutory obligations. Two charges related to withholding wages to two temporary work-seekers and two charges relating to deficient terms and conditions issued to two work-seekers.

The director was prosecuted following a full criminal investigation by EAS. The defendant was sentenced to four charges contrary to the Conduct of Employment Agencies and Employment Businesses Regulations 2003. He was fined a total of £518.00 and ordered to pay £4,500.00 in compensation to the two affected work-seekers.

He was also disqualified from being a director of a company for five years.

Case study 2:

In November 2018, a limited company, two former directors, and five other senior members of an employment business, were sentenced following guilty pleas for breaching the Computer Misuse Act 1990.

This was a joint investigation with EAS, The Pensions Regulator and the police. Charges were brought by The Pensions Regulator.

The company was fined £200,000 and had to pay costs of £60,930. The two directors were sentenced to four months imprisonment suspended for two years and 200 hours of community service. They had to pay costs of £11,250. Two members of staff were sentenced to two years imprisonment suspended for two years and pay costs of £1500 each. One was sentenced to a five-month overnight curfew and the other to 200 hours of community service.

Three other members of staff were each sentenced to two-year community orders

It should be noted that both prosecutions and prohibitions are time-consuming processes, subject to the Courts and Employment Tribunals allocating dates and locations for the case to be taken forward.

In any potential prosecution case, it is not always possible for EAS to gather the necessary evidence to meet the test in the Code for Crown Prosecutors. The decision to bring proceedings is a matter for the Department's lawyers.

Some cases are not progressed to full proceedings as they might not meet the required evidential standard. Such cases are now assessed to see whether there is scope to issue an LME undertaking and/or orders.

There are five cases where prosecution proceedings have commenced but have not yet, at the time of producing this Report, been concluded⁸ and a number of other cases are at different stages of the investigation process.

They include:

- employment businesses withholding the payment of wages to its temporary workers; and
- entertainment/model agencies failing to pass money to work-seekers that they have received on behalf of those work-seekers.

Prohibitions

There have not been any prohibition applications made by EAS during the reporting year. Currently 11 individuals are prohibited, and the current list of prohibited persons is available through GOV.UK ⁹.

⁸ This relates to the case for Chelsea Clarke and Vernon Nxumalo where Court Warrants have been issued as defendants have not turned up at Court. Another case (FS2) has now been concluded. The director pleaded guilty in April 2019. She was fined and handed a community service order in August 2019.

⁹ <https://www.gov.uk/government/publications/list-of-people-banned-from-running-an-employment-agency-or-business/employment-agency-standards-inspectorates-eas-people-prohibited-from-running-an-employment-agency-or-business>

EAS Strategy 2019/2020

Strategic Direction

The Director of Labour Market Enforcement is responsible for producing an annual strategy setting the strategic direction which the three enforcement bodies must have regard to in order to ensure enforcement efforts are coordinated and targeted.

EAS will continue to play a full and active role in supporting the delivery of the Director's strategy and will contribute to the delivery of any relevant recommendations arising from the Review into Modern Employment Practices led by Matthew Taylor and the Good Work Plan¹⁰

The Director has established an information hub. The hub facilitates the sharing of intelligence that will lead to coordinated enforcement action between the enforcement bodies, as well as supporting outcomes of investigations. EAS will continue to provide information and intelligence to the central intelligence hub. This will enhance the development of joint enforcement activity and support future labour market enforcement strategies.

Further detail on the 2019/20 strategy for EAS can be found in Annex C.

Continuous Improvement

To drive further efficiencies EAS have embedded new case working and management software. This supports greater automation of the work EAS undertakes and decreases the amount of time inspectors use to deal with administrative duties. This frees up inspectors' capacity to conduct more compliance investigations and enables them to work more closely with industry.

Alongside the introduction of a case working and management system, EAS will continue to explore IT solutions to support the gathering and utilisation of intelligence. This system will support EAS in accessing a greater range of data from a variety of sources to support intelligence led operations.

¹⁰ <https://www.gov.uk/government/publications/good-work-plan>

Contacting EAS

- The EAS website can be found at:
<https://www.gov.uk/government/organisations/employment-agency-standards-inspectorate>
- Further information about the legislation that agencies and employment businesses are obliged to comply with are on Gov.UK -
<https://www.gov.uk/employment-agencies-and-businesses>
- There is further information on Gov.UK about agency worker rights –
<https://www.gov.uk/agency-workers-your-rights>
- Anyone who wishes to seek advice and guidance about issues with an employment agency or employment business should in the first instance contact Acas (0300 123 1100). If appropriate, Acas will offer to transfer the call to EAS so that EAS can determine if there is a complaint that should be handled by us.
- To submit a complaint in writing, a complaint form is available on the Pay and Work Rights page on Gov.UK. Completed forms that relate to employment agencies or employment businesses will be forwarded to EAS for consideration -
<https://www.gov.uk/pay-and-work-rights>.
- EAS can also be contacted at eas@beis.gov.uk or by calling 020 7215 5000. Please provide a case reference number if you have previously been allocated one.

Annex A - EAS case statistics – 2013 to 2019

Cases	2013-14	2014-15	2015-16	2016-17	2017 - 18	2018-19
Complaints received	714	603	781	828	1261	1953
Complaints cleared	779	581	730	750	1267	1805
Targeted inspections	46	23	172	142	145	261
Infringements found (cleared cases and inspections)	320	186	782	782	1071	1242
Total number of warning letters issued	179	133	275	387	321	415

Annex B - Complaints cleared, targeted inspections and analysis of infringements carried out (by sector) – 1 April 2018 to 31 March 2019

Types of agencies	Number of cases	% of total cases	Number of infringements	% of total cases
Healthcare (carers/nurses/doctors)	127	15%	178	14%
Industrial	141	16%	133	11%
Drivers	44	5%	74	6%
Construction	111	13%	133	11%
Secretarial/Commercial/Admin (office workers)	56	6%	91	7%
Entertainment(actors/extras)	37	4%	40	3%
Models (promotional workers)	31	4%	101	8%
Nannies/Au Pairs/Childcare (domestic workers)	3	0%	4	0%
Hotel/Catering/Hospitality	34	4%	47	4%
IT/Online (including Job Boards)	13	1%	12	1%
Professional/Executive (engineering and technical)	35	4%	54	4%
Teachers/Tutors	83	9%	179	14%
Sectors not listed	161	18%	196	16%
Total	876	99%*	1,242	99%

NB: *All figures are rounded to the nearest whole number

Annex C - EAS Business Delivery Strategy 2019-20

Ref.	Action	Timing	Outcomes
1	<p>Investigate all relevant complaints received.</p> <p>Where necessary work with other enforcement partners and agree a joint approach on a case by case basis.</p>	On-going	<p>Complaint cases cleared by the most appropriate intervention, making the best use of resources, and securing compliance with the legislation.</p> <p>EAS Inspectors to carry out their first action within 10 days of receipt of the case.</p> <p>80% of complaint cases cleared within 6 weeks from the date of receipt of the complaint.</p> <p>95% of complaint cases cleared within 12 weeks from the date of receipt of the complaint.</p>
2	Carry out a series of targeted operations both in partnership with other partner organisations and also on a unitary basis.	Current EAS led operations planned for:	<p><u>Operations as part of LME</u> Effective sharing of targets with other enforcement partners (NMW, GLAA, Pensions Regulator). Effective collaboration with other enforcement partners and developing working protocols.</p> <p><u>EAS unitary operations</u> Better targeting of risk, and sectors to establish an increased identification of non-compliance.</p>
3	Improve the profile and visibility of EAS compliance to maximise the deterrent effect and raise compliance and awareness of the employment agency legislation.	On-going – Make presentations to businesses and industry to highlight good and bad practice.	<p>Encourage an increase of queries regarding alleged breaches of EAS legislation/regulations.</p> <p>Increase queries from the professionals in the industry regarding how to be compliant with the legislation/regulations.</p>
4	Further improve risk profiling skills and use of intelligence	On-going.	Continue to build a range of contacts both nationally and locally within the police force.

Ref.	Action	Timing	Outcomes
	tools to enable greater focus on resources and where they will have the greatest impact.		Identify and utilise existing Intelligence systems from across the UK to inform risk profiling.
5	Implement a dedicated EAS case working system to support the efficient and effective use of resources.	On-going.	Provision of more detailed and more timely management information, supporting a reduction in case progression time leading to greater operational utilisation of staff on front line activity.

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