



Home Office

**BOARD MEMBER  
GANGMASTERS AND LABOUR ABUSE  
AUTHORITY**

**CANDIDATE PACK**

**July 2019**



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## Welcome note from Margaret Beels, Chair of the Gangmasters and Labour Abuse Authority

I'm so pleased you have expressed an interest in taking up the vacant position on the Gangmasters and Labour Abuse Authority's Board. If successful you will join us at a time when setting the strategic direction for the GLAA has never been more important.

Our mission is *'working in partnership to protect vulnerable and exploited workers'* and we do this by working closely with a range of partners across the public, private and third sectors.

We used to be the Gangmasters Licensing Authority – formed in 2006 following the Morecambe Bay tragedy in which 23 Chinese cockle pickers drowned. We licence 'gangmasters' – labour agencies – who supply workers in the farming, horticulture, shellfish gathering and food packing industries.

In 2017 we became the GLAA, our reach was expanded, and we now have powers under the Police and Criminal Evidence Act to investigate forced or compulsory labour as defined by the Modern Slavery Act. Sadly, there is plenty for us to do.

We can't arrest our way out of the issue of labour exploitation but we can help educate our way out of it. That's why partnerships with businesses are so vital; they help increase standards, raise awareness, shape and inform thinking.

Examples of this include our work with the construction industry, where an information sharing protocol has seen more than 100 companies sign a pledge of support. Developing a similar protocol in the textile industry and work to develop an industry-led code of practice and accreditation scheme in the hand car wash industry are further examples of 'prevent' activity.

In July the Government opened public consultation around its latest measures to advance the 'Good work plan'. These include creating a single enforcement agency which would embrace the work of GLAA. Such an agency could create a strong, recognisable single brand so individuals know where to go for help, better support for businesses who want to comply with the rules, coordinated enforcement to tackle the spectrum of non-compliance, pooled intelligence, more flexible resourcing and closer working with other enforcement partners. Our priority at the GLAA is the protection of vulnerable workers from exploitation and we welcome moves to make it easier for victims to access help and support.

The Board has a crucial role to play in considering these proposals carefully and responding in kind. We must also ensure public money is well spent; the Government's Spending Review is under way and it is likely that the GLAA will have difficult choices ahead.

Again, the Board's role is critical to help position the agency in the best possible shape as it continues to contend with significant challenges around the exploitation of vulnerable workers.

If you believe you have skills that would support the GLAA's mission we would welcome your application to join the GLAA Board.

**Margaret Beels**  
**GLAA Chair**

## About the Gangmasters and Labour Abuse Authority

The Gangmasters and Labour Abuse Authority (GLAA), formerly the Gangmasters Licensing Authority (GLA), is a Non Departmental Public Body sponsored by the Home Office, which reports to Home Office ministers.

The GLA was originally established under the Gangmasters Licensing Act 2004 to protect vulnerable workers and prevent worker exploitation in the agriculture, shellfish gathering, food and drink processing and packaging sectors. The responsibility for the GLA transferred to the Home Office from the Department of Food, Environment and Rural Affairs (Defra) in 2014, providing a natural step towards closer working with law enforcement partners and organisations seeking to eradicate modern slavery.

The GLAA licenses labour providers (also known as gangmasters), ensuring those licensed operate within the law and tackling those engaging in unlicensed or criminal activity. The Immigration Act 2016 Act introduced new powers under the Police and Criminal Evidence Act 1984 (PACE) to allow specialist trained GLAA officers to investigate serious cases of labour market offences across national minimum wage, employment agencies, and modern slavery legislation, as well as the existing offences under the Gangmasters Licensing Act 2004. The Act also introduced new powers to apply statutory licensing of labour providers to new sectors. The GLAA has been provided with additional funding, to reflect these broader functions. The Act also created a [Director of Labour Market Enforcement](#) (DLME) and places a requirement on the GLAA to carry out its functions in accordance with the strategy the DLME sets.

The GLAA regulates activities across the whole of England, Scotland, Wales and Northern Ireland through the mandatory licensing of individuals and businesses. It carries out risk based inspections, ensures compliance with the licensing standards, responds to specific complaints of abuse, and carries out enforcement action against criminal offenders. There are around 1,000 licensed gangmasters across the UK who supply temporary contracted workers in the regulated sector. The Government is committed to providing an effective licensing scheme which targets non-compliant labour providers, whilst allowing those businesses which do conform to the required standards, to flourish.

The broader role acquired in 2016 involves the GLAA working both independently and with its law enforcement partners both within the police community, National Minimum Wage team from HMRC, Employment Agency Standards Inspectorate and central and local government. It does so to identify, disrupt and dismantle serious and organised criminality, across the spectrum of labour market offences, from withholding holiday pay to serious Modern Slavery offences in which criminals seek to exploit human assets for profit.

GLAA also now has an increasing focus on how it can work with high risk industries, to educate, and enable them, to play a full and active part in preventing exploitation, thereby protecting their workers from victimisation. In addition to working with regulated businesses engaged in agriculture, horticulture food packing and shell fishing GLAA works with the construction industry, the textile industry, businesses running car washes and nail bars. Going forward, GLAA will be looking to build on this experience working with other high risk sectors. Prioritisation is informed by the DLME strategy and by its own intelligence led assessment of the nature and scale of labour exploitation.

GLAA's expanded remit has required significant organisational change, to support it in fulfilling its new roles and responsibilities. The pace has been rapid; the GLAA's workforce increased from 72 to 122 in the space of a year with significant investment in training to deliver an effective response to labour exploitation across industry.

The 2015 Gangmasters Regulations provide for a Chair and up to eight Board Members. The GLAA Board currently has six Non-Executive Board Members. The Chief Executive was appointed to the Board in July 2019.

Further information about the organisation is available on the GLAA [website](#).

On 16 July 2019 the government announced its latest measures to advance the '[Good work plan](#)', the largest upgrade to workers' rights in a generation. These include:

- proposals to create a single labour market enforcement body, which would have the powers to enforce minimum wage and holiday payments; and
- bringing together our different enforcement partners (including GLAA) putting all expertise in one dedicated place, better protecting workers and enforcing their rights now and into the future.

The [consultation](#) runs till 6 October.

## Role Description

<b>Title:</b>	Non-Executive Board Member
<b>Reports to:</b>	Home Secretary, through the Non-Executive Chair
<b>Duration:</b>	Initial fixed term of three years
<b>Remuneration:</b>	£270 per day, expected commitment 18-25 days per annum

The Gangmasters and Labour Abuse Authority (GLAA) is seeking a new Non-Executive Board Member to assist the Chair in providing strategic direction to the GLAA in its mission to protect vulnerable and exploited workers. You will work with the Chair to ensure the GLAA exercises these new powers effectively, as well as:

- maintaining and developing effective partnerships at a strategic level with key bodies;
- enable the organisation to respond positively and constructively to any changes in the GLAA's policy or operational context, e.g. the potential impact of Britain's exit from the European Union, changes arising from the Government's consultation on a Single Labour Market Enforcement Body;
- provide an effective licensing scheme which targets non-compliant labour providers, whilst allowing those businesses which do conform to the required standards, to flourish; and
- achieve the performance indicators, as defined in the GLAA's business plan.

As a Non-Executive Board Member your key responsibilities will be to:

- work with the Chair and other Board Members to approve the strategic plan, the annual business plan and the budget and operate an effective, efficient and transparent Board;
- ensure that GLAA discharges its statutory duties and responsibilities, working in close collaboration with key partner organisations, especially with the Director of Labour Market Enforcement (DLME), as the GLAA is required to carry out its functions in accordance with the DLME's strategy;
- oversee the work of the Chief Executive in managing the organisation and ensure that the Executive Team is held to account, monitoring and challenging operational performance and performance against budget;
- play a key role in representing the Board and the GLAA with key stakeholders; and
- demonstrate a commitment to the Principles of Public Life.

## Person Specification

It is essential in your supporting statement that you provide evidence and proven examples against each of the selection criteria in **Part One** of the person specification. These responses

will be further explored with those candidates invited for interview, together with the criteria listed in **Part Two**.

*There are no fixed views on the specific professional background or sector for this role.*

**You will be able to demonstrate:**

### **Part One – Essential Criteria**

- experience of operating at board level and how you can work as part of a team, developing a high performing Board that takes forward the strategic direction for an organisation working in a complex and constantly evolving environment;
- demonstrable record of creating positive and collaborative relationships with a complex range of stakeholders, in an environment where decisions are taken under tough internal and external scrutiny;
- ability to develop and implement robust governance arrangements and monitor performance, encompassing financial, performance and strategic risk management;
- experience of organisational, system or business change to reflect the significant strategic and operational transition GLAA is going through and may face again going forward; and
- a sound understanding of and strong commitment to diversity, public service values and the principles of public life.

### **Part Two – Skills and personal qualities**

- Good understanding of the business world, particularly in a labour intensive sector or one with extended supply chains, and the ability to work effectively with business stakeholders.
- Good understanding of the operation of high end enforcement or regulation in an international context.
- Understanding of the experience of vulnerable workers and/or with getting worker voice heard.
- Ability to work collaboratively using persuasion and influence effectively in a high profile environment.
- Political awareness and the ability to work effectively as Board member of an Arms Length Body with its associated governance.

As a holder of a public office the Commissioner is expected to follow the **Seven Principles of Public Life**, as set out by the Nolan Committee on Standards in Public Life, at Annex A.

**Due Diligence:** as part of the recruitment process, due diligence, including social media checks will be undertaken on short-listed candidates.

### **Response Instructions**

If you wish to apply for this position, please supply the following by 23:00 on Monday 2 September 2019:

- A **comprehensive CV** setting out your career history and including details of any professional qualifications.
- A **short supporting statement** (maximum two sides A4, minimum 11 font) giving evidence of the strength and depth of your ability to meet the essential criteria for the roles. Please provide specific examples to demonstrate how you meet each of the experience, qualities and skill areas identified in the person specification.
- **The names and contact details for two referees.** These must be people who know you in a professional capacity to comment on your suitability for the post. They will be expected to have authoritative and personal knowledge of your achievements. Referees will not be contacted without your prior agreement.
- In addition, please also complete and return via email the **forms at Annex B**, relating to referees, diversity, nationality, political activity and conflicts of interest.

Completed applications should be emailed to: [publicappointments@homeoffice.gov.uk](mailto:publicappointments@homeoffice.gov.uk)

**Please note it is your responsibility to ensure we receive your application by the closing date.**

### **Further Information:**

If you have any queries about this role, please contact Michael Grimwood on 020 7035 3085 or email [MichaelP.Grimwood@homeoffice.gov.uk](mailto:MichaelP.Grimwood@homeoffice.gov.uk)

If you have any queries about the recruitment process for this role, please contact Christine Ugborogho on 07776 808364 or email [Christine.Ugborogho@homeoffice.gov.uk](mailto:Christine.Ugborogho@homeoffice.gov.uk)

## Indicative Timetable

Please note that these dates could be subject to change. Please let us know in your application letter if you are unable to meet these timeframes.

Advert Closing Date	23:00, Monday 2 September 2019
Short List Meeting	Expected w/c Monday 16 September 2019
Final Panel Interviews	Expected w/c Monday 14 October 2019
Meeting with Minister (if required)	Post interview

## Recruitment Process

This role is being competed in accordance with the Cabinet Office Governance Code on Public Appointments, (December 2016) which sets out the regulatory framework for public appointment processes. The Code is based on three core principles – merit, openness and fairness.

An Advisory Assessment Panel (AAP) will sift applications, assessing each application against the essential criteria, to produce a shortlist. Subject to Ministerial agreement, they will then conduct interviews to ascertain which candidates are appointable to the role.

The AAP will be chaired by Zoe Wilkinson (Head of Home Office Sponsorship Unit), whose role will be to ensure that the appointment is made in accordance with the Governance Code. In addition, the panel will comprise Margaret Beels (GLAA Chair), and Dr Brian Bell (Migration Advisory Committee member) as the independent member.

At the short-listing meeting the selection panel will assess each application against the essential criteria and decide who to invite for final panel interview. Candidates who have been shortlisted for interview will be offered an opportunity to discuss the role further with the Chair of GLAA.

Interviews are expected to take place in central London and will last for around 45 minutes. Further details about the format will be provided to you in advance.

The decision to appoint to this role rests with the Home Secretary. Appointable candidates may be invited to meet with a Home Office Minister, before the final decision is made. As a result there may be a delay in informing candidates of the outcome of the competition.

*We encourage a diverse workforce and welcome applications from all suitably qualified people. Appointments to the GLAA are regulated by the Office of the Commissioner for Public Appointments.*

**Please note:** Expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance with the Home Office Public Appointments Team.

## Terms of Appointment

**Nature of Appointment:** You are not an employee of the Home Office or the GLAA. Accordingly, nothing in this document shall be construed as, or taken to create, a contract of employment between you and the Department or Her Majesty's Government.

### Appointment Term:

- Your appointment as a Non-Executive Board Member of the Gangmasters and Labour Abuse Authority will be made by the Home Secretary.
- The appointment will be for a fixed period of three years.
- Reappointments can be made at the end of the period of office for a further term at the discretion of Ministers, subject to a satisfactory appraisal of performance and mutual agreement.
- Provisions under the Gangmasters (Licensing Authority) Regulations 2015, 5.(2) state that "At the end of their period of appointment, each member of the Board must continue to hold office until the appointment of their successor takes effect".
- It should be noted that this post is a public appointment; Non-Executive Board members are neither employees of the Crown nor of the GLAA. Such appointments are not normally subject to the provisions of employment law.
- Appointments may be terminated prior to the conclusion of the period of appointment.

**Time Commitment:** The anticipated time commitment is 18 to 25 days per annum. The role involves attendance at Board meetings, visits around the UK, meetings with associations and related areas of activity.

**Remuneration:** Members receive a day rate of £270 per day. The remuneration is taxable through the payroll but the appointment is not pensionable.

**Location:** The roles are flexibly based. Members can claim reimbursement for reasonable travel costs for attendance at GLAA meetings at rates set centrally by the Home Office.

**Availability:** The successful candidate will be encouraged to take up their appointment as soon as possible, subject to the successful completion of pre-appointment checks and security clearance.

**Security clearance:** The successful candidate will be required to have or be willing to obtain security clearance to CTC level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. It usually takes between 4-6 weeks to obtain the security clearance. The role will be offered on a conditional basis until the successful candidate has passed all checks.

The successful candidate will be encouraged to take up this appointment as soon as possible, subject to the successful completion of all pre-appointment checks.

**Nationality:** This is a non reserved post and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. In order to confirm your eligibility for this post, please complete the Nationality form at the end of this candidate pack which asks for information regarding this. You will not be asked to produce the evidence stated at the application stage but you will be required to do so should you be invited to the final panel interview.

**Disqualifications for appointment:** There are circumstances in which an individual will not be considered for appointment. They include:

- people who have received a prison sentence or suspended sentence of three months or more in the last five years;
- people who are the subject of a bankruptcy restrictions order or interim order;
- they are disqualified from acting as a company director;
- in certain circumstances, those who have had an earlier term of appointment terminated;
- they have had a licence under the Gangmasters (Licensing) Act 2004 refused or revoked, and:
- the time for lodging any appeal has passed; or
- or an appeal has been unsuccessful;
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986, or Part 2 of the Companies (Northern Ireland) Order 1989;
- anyone who has failed to make a payment under a county court administration order; □ anyone subject to an order under the Insolvency Act 1986; and □ anyone who has been removed from trusteeship of a charity.

Further advice about disqualification for appointment can be given by contacting the Public Appointments Team on [publicappointments@homeoffice.gov.uk](mailto:publicappointments@homeoffice.gov.uk)

**Standards in public life:** You will be expected to demonstrate high standards of corporate and personal conduct. Candidates will be expected to abide by the “Seven Principles of Public Life” set out by the Committee on Standards in Public Life (see below, page 14).

**Registration of interests:** The purpose of these provisions is to avoid any danger of GLAA Board Members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

Public appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable, or political interest which might be material and relevant to the work of the body concerned should be declared. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

There is a requirement to declare any actual or potential conflict of interest you may have in being appointed to the GLAA Board in a separate form. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

**Political activity:** Members will need to show political impartiality during their time on the Board and must declare any party political activity they undertake in the period of their appointment. Details of the successful candidate's declared political activity must be published by appointing departments when the appointments are publicised.

The Political Activity Declaration will be kept separate from your application and will only be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any potential for conflict of interest. It is appreciated that political activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you may if you choose include it separately in the main body of your application.

**Equal Opportunities Monitoring:** The Home Office is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation and transgender.

As part of the application process we ask candidates to complete equal opportunities monitoring information. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

**Guaranteed Interview Scheme for Disabled Persons:** The Home Office is an accredited user of the government's "Disability Confident" disability symbol, which denotes organisations which have a positive attitude towards disabled applicants. Applicants who meet the minimum criteria in the job specification are guaranteed an interview (GIS). Selection will be on merit. If you wish to apply for consideration under this scheme, please complete the form in Annex B. It is not necessary to state the nature of your disability.

Whether you choose to apply under the GIS or not you can still ask us to make particular arrangements for you when attending an interview. You can also contact us if you want to discuss the criteria for the role or have questions regarding your application.

**Centre for Public Appointments Database:** As set out in Annex B, if you consent, we will retain your CV and contact details for the purposes of alerting you to any opportunities that may arise in future. We will also share your CV and contact details with the Centre for Public Appointments in the Cabinet Office who may use it for this purpose. They may also share it with other Government Departments so that they can contact you about such opportunities. You may withdraw your consent to your information being processed for this purpose at any time by contacting [dpo@homeoffice.gov.uk](mailto:dpo@homeoffice.gov.uk).

Under certain circumstances, by law you have the right to:

Request access to your personal information (commonly known as a "data subject access request"). This enables you to receive a copy of the personal information we hold about you and to check that we are lawfully processing it.

Request correction of the personal information that we hold about you. This enables you to have any incomplete or inaccurate information we hold about you corrected.

- Request erasure of your personal information. This enables you to ask us to delete or remove personal information where there is no good reason for us continuing to process it. You also have the right to ask us to delete or remove your personal information where you have exercised your right to object to processing (see below).
- Object to processing of your personal information where we are relying on a legitimate interest (or those of a third party) and there is something about your particular situation which makes you want to object to processing on this ground.
- Request the restriction of processing of your personal information. This enables you to ask us to suspend the processing of personal information about you, for example if you want us to establish its accuracy or the reason for processing it.
- Request the transfer of your personal information to another party.

If you would like to review, verify, correct or request erasure of your personal details, object to the processing of such or request that we transfer a copy of such to another party please contact [dpo@homeoffice.gov.uk](mailto:dpo@homeoffice.gov.uk).

**Data Protection:** The Home Office takes its obligations under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may also be used for the purposes of monitoring the effectiveness of the recruitment process, but in these circumstances it will be kept anonymous. The ethnic monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. We are required by the Commissioner for Public Appointments to retain information about the people who apply for public appointments within his remit, and make this information available to him for audit purposes, if requested to do so. Information you provide in your application may therefore be made available to the Commissioner for Public Appointments and the Commissioner's auditors on a confidential basis in order to help fulfil the Commissioner's formal complaints investigation role and for audit purposes.

Our data protection policy is in line with the requirements of the Data Protection Act and the requirements of the Commissioner's Code of Practice. The Commissioner's requirements relating to the information we collect about applicants are set out below:

- Your initial contact details, including your name and address will be held by the Home Office for a period of at least 2 years.
- If you submit an application form, the form and any supporting documentation will be retained for at least 2 years.
- Information held electronically, including your contact details and the monitoring information which you provide will also be held for at least 2 years.

If you would like these details to be removed from our records as soon as this recruitment exercise is complete, please contact Colette Talbot on 020 7035 3501.

## Complaints

If you are not completely satisfied with the way your application is handled at any stage of the competition, please raise any complaint in the first instance with:

Will Nixon  
Public Appointments Team  
Home Office  
Third Floor, Peel Building  
2 Marsham Street  
London, SW1P 4DF

We will reply to your complaint within 20 days. If, after receiving our response you are still not satisfied, you may contact the Commissioner for Public Appointments:

The Commissioner for Public Appointments Room G/8, Ground Floor 1 Horse Guards Road  
London SW1A 2HQ. Tel: 0207 271 0849.

## ANNEX A – THE SEVEN PRINCIPLES OF PUBLIC LIFE

The principles of public life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the public interest clearly demands.

### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### **Leadership**

Holders of public office should promote and support these principles by leadership and example.