



Home Office

GANGMASTERS & LABOUR ABUSE AUTHORITY

CHAIR

Recruitment Information Pack

March 2021



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Foreword from Margaret Beels, Retiring GLAA Chair

Dear Applicant,

Why Become Chair of GLAA?

Thank you for your interest becoming Chair of the Gangmasters and Labour Abuse Authority.

Our objective is “Working in partnership to protect vulnerable and exploited workers”. Our partners range from agencies who, like us, enforce the law, including National Minimum Wage team, local authorities, police. But our partners are also businesses, worker representatives, charities – anyone who shares our mission to ensure workers are paid properly, are treated fairly, that ethical businesses are not undercut by unscrupulous employers who exploit their workers. We also seek to ensure that those who are guilty of “wage theft” are brought to justice.

Good governance of GLAA is fundamental to its mission. As Chair you will be responsible for ensuring that the Board does its job, supporting the Executive while also holding them to account on behalf of ministers. Board meetings are attended by the GLAA leadership team and you will manage the interaction between Board members and the Executive to deliver clear decisions. You will work closely with Chief Executive to ensure that GLAA has the leadership its needs. You will also draw out the skills and experience of fellow Board members at formal meetings, at stakeholder discussions and in their interaction with GLAA colleagues. You will be a voice for GLAA with stakeholders and, in particular, will build important links with ministers and senior officials at Home Office.

Being Chair of GLAA has been a rewarding and a challenging experience for me, never dull and always giving me a sense that I have been able to make a difference in an area that matters – the protection of the rights of vulnerable workers. If you have this ambition and the qualities required to do the job, then do apply.

Margaret Beels OBE

About the GLAA

The Gangmasters and Labour Abuse Authority (GLAA) is a Non Departmental Public Body which reports to Home Office ministers. Its role is to prevent, detect and investigate labour exploitation across the economy, including investigation of labour market offences, with the overarching strategic aim of:

'Working in partnership to protect vulnerable and exploited workers'

The GLA (Gangmasters Licensing Authority) was originally created to protect vulnerable workers and prevent worker exploitation in the agriculture, shellfish gathering, food and drink processing and packaging sectors, following the deaths of 23 Chinese cockle pickers at Morecambe Bay. The GLA's remit was to license labour providers (also known as gangmasters), ensuring those licensed operated within the law and to tackle those engaging in unlicensed or criminal activity.

The Authority 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 1000 licensed labour providers 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 businesses which meet the required standards to flourish.

The Immigration Act 2016 gave the Authority new powers under national minimum wage, employment agencies, modern slavery legislation and powers to investigate more serious cases of labour market offences. These powers apply in England and Wales only. The GLA was renamed the Gangmasters and Labour Abuse Authority (GLAA), and provided with additional funding, to reflect these broader functions. The GLAA work closely with other law enforcement agencies such as the police, the National Crime Agency, the Employment Agency Standards Inspectorate and the HMRC- National Minimum Wage team. The GLAA has been leading the multi-agency response to the serious allegations to labour exploitation in Leicester's garment industry.

The Act gives the Secretary of State power to extend the GLAA licensing scheme and also places a requirement on the GLAA to carry out its functions in accordance with the strategy set by the Director of Labour Market Enforcement.

GLAA attaches great importance to its prevention activity, working with higher risk sectors to establish higher standards with businesses who seek to be compliant. GLAA was involved in the creation of the Responsible Car Wash Scheme and has set up protocols with the retail industry, with construction and with garment manufacturers. It has also taken a lead role in establishing a national Level 1 qualification in Workers' Rights and Labour Exploitation to be rolled out in Further Education Colleges.

The GLAA is based in Nottingham and currently employs approximately 120 members of staff with more than half home based. The Board comprises a Chair and up to eight Non-Executive Board Members appointed on merit. Since March 2020, in response to the COVID pandemic, GLAA staff have all worked from home. Its field activities have been curtailed to those that require physical interventions. These are being carried out with additional safety protocols. Board meetings are virtual at present.

It is an interesting time to be Chair of the GLAA, as it continues to deliver its expanded remit working with its Labour Market Enforcement Authority partners and others, to prevent worker exploitation and understand new trends. These include the impact of changes to labour markets which resulted from Britain's exit from the European Union. The Board has oversight of the effective management of GLAA's resources to ensure value for money is obtained. The Government intends to create a Single Enforcement Body which will include GLAA and planning for this will be a key activity going forward.

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

Role Description

- Job Title:** Chair, Gangmasters and Labour Abuse Authority
- Remuneration:** You will receive £330 per day, based on an expected time commitment of 6 – 8 days per month.
- Appointment:** Two years with the possibility of an extension to accommodate for when the Single Enforcement Body goes live
- Location:** Flexible – the GLAA base is in Nottingham, but the Chair is not required to be based in close proximity
- Reporting to:** Home Secretary
- Purpose:**

The Gangmasters and Labour Abuse Authority (GLAA) is seeking a new Chair to provide strategic direction to the GLAA in its mission to protect vulnerable and exploited workers.

You will work with the Board Members and staff to:

- deliver the GLAA's statutory responsibilities and objectives, particularly in relation to the exercise of its powers and its full remit in relation to the wider labour market as well as the licensed sector;
- take fully into account Government objectives and priorities in the area of employment protection for vulnerable workers;
- maintain and develop effective partnerships at a strategic level with key bodies;
- enable it 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 labour market including establishing the proposed 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;
- achieve the performance indicators, as defined in the GLAA's business plan, or equivalent;
- work in close collaboration with the Director for Labour Market Enforcement (DLME), as the GLAA is required to carry out its functions in accordance with the DLME's strategy; and
- hold the Chief Executive to account for delivery.

Key Responsibilities

The Chair has the following leadership responsibilities:

- chair meetings of the non-executive Board of the GLAA;
- ensure active Board consideration of the GLAA's priorities;
- support and challenge the GLAA Chief Executive and staff in meeting statutory licensing and enforcement duties and in maintaining the organisation's capacity to do so;
- establish and maintain good working relationships with stakeholders;
- act as the public spokesperson for the Board;
- plan and manage the Board's business, including setting agendas for Board meetings and clearing papers;
- ensure that the proceedings of the Board are documented, so that there is a clear audit trail of Board decisions;
- undertake annual performance appraisals of the Non-Executive Board members and of the Chief Executive of GLAA in line with agreed procedures and timetable;
- as necessary, support the Chief Executive in communicating GLAA policies to, and consulting with, a wide range of interested parties; and
- ensure the GLAA operates in line with Government policies as a NDPB; 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 only** of the person specification, in so far as you are able. These responses will be further developed and 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, although understanding of, or experience in, a law enforcement or regulatory environment would be useful.

Part One – Essential Criteria

- Demonstrable experience of operating at senior board level, working successfully with the Executive and non-executives to develop a high performing Board for an organisation working in a complex and constantly evolving environment.
- Demonstrable experience in transformational system and business change to reflect the significant strategic and operational transition the organisation is experiencing.
- A professional track record that demonstrates dynamic and strategic leadership and inspires confidence in your ability to foster a positive organisational culture and guide the GLAA in its mission of protecting vulnerable and exploited workers.
- A successful track record of managing relations with a complex range of stakeholders in an environment where decisions are taken under tough internal and external scrutiny.
- Proven ability to develop and implement robust governance arrangements and monitor performance encompassing financial, performance and risk management.
- A sound understanding of and strong commitment to diversity, public service values and the principles of public life.

Part Two – Skills and Personal qualities

- Excellent communication, influencing and relationship management skills.
- Ability to work collaboratively using persuasion and influence effectively in a high-profile environment.
- Political awareness and the ability to operate at the most senior levels within Westminster.
- Undisputed personal integrity and a personal style that demonstrates authority and commitment to public services values.
- A strong commitment to the GLAA's mission to protect vulnerable and exploited workers.

Due Diligence: Please note that as part of the recruitment process, due diligence, including social media checks will be undertaken on the appointable candidates.

Response Instructions

The closing date for applications is 23:00, Monday 26 April 2021.

Please submit the following 4 documents, clearly labelled, by email to:

publicappointments@homeoffice.gov.uk

1. A **concise CV** (maximum two sides A4, minimum 11 font) setting out your career history and including details of any professional qualifications.
2. 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 role. Please provide specific examples to demonstrate how you meet each of the experience, qualities and skill areas identified in the person specification as the evidence you provide will be used by the selection panel to determine your suitability for interview.
3. Please complete and return via email the forms at **Annex B**, relating to referees, conflicts of interest and nationality.
4. In addition, please complete the **Diversity Form at Annex C**. Please click on the link to the [Public Appointments website](#) for further information on recording whether or not you have a disability.

Please include the heading (Chair, Gangmasters and Labour Abuse Authority) in the subject box.

Please submit your application documents as 4 separate attachments.

Please note the following:

- **We cannot accept applications submitted after the closing date.**
- **Applications will be assessed on the documentation provided. Please refer to the advert and checklist to ensure you have provided the necessary documentation We will assess it based solely on documentation provided.**
- **Applications will be acknowledged upon receipt.**
- **Feedback will only be given to unsuccessful candidates following interview.**

Further Information:

If you have any queries about this role, please contact Michael Grimwood by email on michaelp.grimwood@homeoffice.gov.uk

If you have any queries about the recruitment process for this role, please contact Christine Ugborogho via email on christine.ugborogho@homeoffice.gov.uk

Indicative Timetable

Please note that these dates are only indicative at this stage and could be subject to change.

Advert Closing Date	23:00, Monday 26 April 2021
Short List Meeting	Expected w/c 10 May
Final Panel Interviews	Expected w/c 7 June
Meeting with Home Secretary (if required)	Expected post interview

Selection Process

This role is being competed in accordance with the Government's Governance Code on Public Appointments¹, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness and fairness.

The panel for the Chair recruitment will be independently chaired by Rosie Varley OBE and consist of Damian Johnson (Head of Modern Slavery Unit, Home Office) and Mike Warren (Director of Labour Markets, BEIS) as a specialist member.

The panel will ensure the appointment is made in accordance with the Governance Code. The Home Office Public Appointments Team will acknowledge your application on behalf of the Home Office and keep you updated on the progress of the competition.

At the short-listing meeting the selection panel will assess each application against the essential criteria and decide who to invite for interview. The Government has adapted the recruitment process around the UK's coronavirus restrictions while ensuring a fair and open competition. This includes planning for remote interviews. Further details about the format will be provided to you in advance.

The final decision to appoint to this role rests with the Home Secretary. Appointable candidates may be invited to meet with Ministers before a 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. This appointment is 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.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf

Pre-appointment scrutiny

This role is subject to pre-appointment scrutiny by the Home Affairs Select Committee. Pre-appointment scrutiny is an important part of the appointment process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny to verify that the recruitment meets the principles set out in the Governance Code on Public Appointments.

The pre-appointment scrutiny aspect of the appointment has two parts.

First, information concerning the appointment and the Minister's preferred candidate will be shared with the relevant select committee. As part of this process you will need to be content for your name and your CV to be shared with the Select Committee as the Government's preferred candidate. You may also be required to complete a pre-appointment hearing questionnaire which could include, among other things:

- declarations of any relevant potential conflicts of interest,
- what you see as the priorities and key risks for the organisation,
- questions about how you would lead the Inspectorate and work with stakeholders,
- your commitment to standards in public life and how you would handle being in the public eye.

Normally any information provided to the select committee by the Government or a candidate will be published.

Second, it is likely that the select committee will decide to call the Government's preferred candidate to a public hearing before the select committee to answer questions relating to their suitability to the role. You would not be expected to have an in depth technical knowledge of how the Inspectorate works or an exact plan of what you would do in the role, however you will be expected to provide a credible representation of your understanding of the work of the Authority and what your role in its future would be.

The proposed date for a pre-appointment hearing for this role, will be confirmed in due course.

The Government is committed to making the public appointments as accessible as possible so that no one is deterred from applying. The Department will provide support to you to help you prepare for the hearing and the clerks to the select committee will also be available to discuss with you how the hearing will run. You will also be supported by the Department in working with the select committee should you require any adjustment to enable you to participate fully in the hearing process.

For more information about pre-appointment scrutiny, please see the [Cabinet Office Guidance: Pre-appointment scrutiny by House of Commons Select Committees](#).

The Liaison Committee also publishes guidelines to select committees for pre-appointment. You may also find it helpful to review the [Code of Conduct for board members of public bodies](#) which sets out the expectations which the Government places on non-executive members of public bodies.

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 GLAA Chair will be made by the Home Secretary. The appointment will be for a fixed period of two years with the possibility of an extension to accommodate for when the Single Enforcement Body goes live.

Re-appointments 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. It should be noted that this post is a public appointment, appointments may be terminated prior to the conclusion of the period of appointment.

Remuneration: The role is remunerated at £330 per day, based on an expected time commitment of 6-8 days per month. Travel and subsistence expenses incurred on GLAA business will be reimbursed.

Time Commitment: The expected time commitment is a minimum of 6 – 8 days per month, depending on the GLAA's work programme.

Location: Flexible – the GLAA base is in Nottingham, but the Chair is not required to be based in close proximity.

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 Counter Terrorism Check (CTC) level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. It usually takes between 4-5 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.

Confidentiality: You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired during official duties, and not to disclose information which is held in confidence.

Disqualification 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 3 months or more in the last 5 years;
- people who are the subject of a bankruptcy restrictions order or interim order;
- in certain circumstances, those who have had an earlier term of appointment terminated;
- anyone who is under a disqualification order under the Company Directors Disqualification 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

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 16).

Registration of interests: The purpose of these provisions is to avoid any danger of a public appointee 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 in a separate form. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

Political activity: The Chair will need to show political impartiality during their time on the GLAA and must declare significant 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.

Disability Confident: 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. 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 Disability Confident scheme 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.

Equal Opportunities Monitoring: The Home Office is committed to providing equal opportunities for all, irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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 in Annex C will be treated as

confidential and used for statistical purposes only. The form will not be treated as part of 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.

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 the Public Appointments Team at: publicappointments@homeoffice.gov.uk

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.