



House of Commons
Home Affairs Committee

Appointment of the Chair of the Gangmasters and Labour Abuse Authority

Fourth Report of Session 2021–22

*Report, together with formal minutes relating
to the report*

*Ordered by the House of Commons
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Home Affairs Committee

The Home Affairs Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Home Office and its associated public bodies.

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Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the internet via www.parliament.uk.

Publications

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Committee reports are published on the Committee's website at www.parliament.uk/homeaffairscom and in print by Order of the House.

Evidence relating to this report is published on the [inquiry publications page](#) of the Committee's website.

Committee staff

The current staff of the Committee are Chloe Cockett (Senior Specialist), Elektra Garvie-Adams (Second Clerk), Elizabeth Hunt (Clerk), Kate Johal (Committee Specialist), Niamh McEvoy (Committee Specialist), Penny McLean (Committee Specialist), George Perry (Senior Media and Communications Officer), Paul Simpkin (Committee Operations Manager), Melissa Walker (Committee Operations Officer), Stephanie Woodrow (Committee Specialist).

Contacts

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You can follow the Committee on Twitter using [@CommonsHomeAffs](https://twitter.com/CommonsHomeAffs).

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Summary

On 3 November 2021 we held a pre-appointment hearing with the Government's preferred candidate for the Chair of the Gangmasters and Labour Abuse Authority, Ms Julia Mulligan.

On the basis of the evidence provided by Ms Mulligan at this hearing, we have concluded that she is a suitable person for the post.

Report

The Gangmasters and Labour Abuse Authority

1. 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”.

2. 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 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. 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.

3. 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. The new powers it was granted under the Immigration Act 2016 apply in England and Wales only.

4. The GLAA is based in Nottingham and currently employs approximately 120 members of staff. The Board comprises a Chair and up to eight Non-Executive Board Members appointed on merit. The budget for the Gangmasters and Labour Abuse Authority (GLAA) for 2020/21 is published in the Supply Estimates and comprises £6,464,000 Resource and £7,000,000 Capital.¹

The role of Chair of the Gangmasters and Labour Abuse Authority

5. The Candidate Recruitment Pack states that the Chair’s purpose is to “ provide strategic direction to the GLAA in its mission to protect vulnerable and exploited workers” and to work with 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;

1 [Central Government Supply Estimates 2020–21](#) (p109)

- 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.

6. In addition, the role of Chair includes leadership responsibilities for managing and chairing the business of the Non-Executive Board of the GLAA, documenting proceedings of the Board to ensure there is a clear audit trail of Board decisions, acting as public spokesperson for the Board and undertaking annual performance appraisals of the Non-Executive Board members and of the Chief Executive of GLAA.

The recruitment process

7. The campaign to recruit the new Chair of the Gangmasters and Labour Abuse Authority was launched on 29 March 2021. The advert closing date was 26 April 2021. Initially the short list meeting was expected to take place in the week commencing 10 May with final panel interviews in the week commencing 7 June. However, the Home Office informed the Committee that the short-list meeting was pushed back to enable Ministers more time to consider the strength and diversity of the field and interviews took place on 12 August. The role was advertised across national media and in diversity related publications, such as diversity websites Vercida, Pink Shoe and In Touch Networks. Further information about the recruitment process is appended to the Report.

Role and person specification

8. The role and person specification established by the Home Office for the role of Chair of the Gangmasters and Labour Abuse Authority is as follows. Candidates were asked to demonstrate their skills and experience relating to criteria set out in Part One in their supporting statement to the application form, with criteria from Parts One and Part Two being explored at interview. The person specification also stated that "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."

9. 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.

10. 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.

11. Further details regarding the job advert can be found at Appendix B and in the online version of the Recruitment Information Pack² which includes an introductory note from Margaret Beels, retiring GLAA Chair.

Julia Mulligan, the preferred candidate

12. The Secretary of State’s preferred candidate, Ms Julia Mulligan, has a background in policing and experience of board level management. Between November 2012 and May 2021, she was the Police, Fire and Crime Commissioner for North Yorkshire, responsible

for securing an effective and efficient police force and fire service. During 2014 to 2020, Julia was also a Director at the Association of Police and Crime Commissioners (APCC), and one of six Board members responsible for the governance and strategy of the national body. Before taking elected office, she worked in the private sector and ran her own business.

13. Julia Mulligan currently holds the following six positions, each acting in an advisory capacity: Senior Independent Director at the Independent Office for Police Conduct (appointed May 2021), Independent Chair, Police Advisory Board for England and Wales (appointed April 2021), Independent Member, The Parole Board of England and Wales and Member of the Audit and Risk Committee (appointed 1 September 2020), Non-Executive Director, Gangmasters and Labour Abuse Authority (appointed May 2020), Chair, Independent Domestic Abuse Service (appointed January 2020) and Member, Advisory Panel to the Independent Anti-Slavery Commissioner (appointed June 2019).

14. Ms Mulligan's track record of acting in leadership roles and experience of Board level management establishes that she is able to undertake significant management posts and lead key aspects of the work of large organisations effectively. As Police, Fire and Crime Commissioner, in addition to her other advisory roles within policing, she will have gained relevant and useful experience of law enforcement. Her role as a member of the advisory panel for the Independent Anti-Slavery Commissioner and Non-Executive Director at the Gangmasters and Labour Abuse Authority demonstrate commitment to the the GLAA's mission to protect vulnerable and exploited workers. However, the GLAA's role also encompasses licensing and the person specification for the role states a professional background in a "regulatory environment" would be useful. The Chair of the of the GLAA will require outstanding skills and personal qualities to ensure they are able to deliver the mission of the organisation, ensuring value for money with public funding and working with an extensive range of stakeholders. This appointment also comes during a period of transformation for the GLAA as the Government intends to amalgamate the organisation into a Single Enforcement Body, a project which will require significant strategic and operational transition. Our questions were therefore designed to test in a robust manner the extent to which she possesses these qualities necessary for the role.

15. We questioned Ms Mulligan about her independence, the recruitment process and her professional competence to execute the key responsibilities of the role. We also discussed key policy issues surrounding the GLAA's mission. Areas of questioning included:

- Her personal independence including any conflicts of interest relating to the role;
- Her capacity to undertake the role, given the other positions she currently holds; and
- Her current and future priorities for the GLAA, including its transformation into the Single Enforcement Body.

16. The Committee found that Julia Mulligan had a strong understanding of the issues facing the GLAA, and also of the independence and skills required to do the job.

Conclusion

17. We are satisfied that Julia Mulligan has the professional competence and personal independence required for the post of Chair of the Gangmasters and Labour Abuse Authority.

18. We therefore support the proposed appointment by the Home Secretary and wish Ms Mulligan success in her new post.

Annex: Posts which are subject to pre-appointment hearings before the Home Affairs Committee

Independent Chief Inspector of Borders and Immigration

HM Chief Inspector of Constabulary and HM Chief Inspector of Fire and Rescue Services

Chair of the Gangmasters and Labour Abuse Authority

Appendix A: Information provided by the Home Office about the preferred candidate and recruitment campaign

Information on the preferred candidate

Name of the preferred candidate	
Julia Mulligan	
CV (redacted for publication)	Appendix C
Declaration of relevant interests made by the candidate	Not at the time of their application. Requested any updates from the candidate and await their response
Declaration of relevant political activity made by the candidate required under paragraph 9.2 of the Governance Code on Public Appointments	Former Member of Conservative Party.
Proposed terms of appointment and remuneration (if any)	£330 per day, based on an expected time commitment of 6–8 days per month. Two years with the possibility of an extension to accommodate for when the Single Enforcement Body goes live.

Campaign information

Campaign Launch Date	29 March 2021
Campaign Closing Date	26 April 2021
Campaign Closing Date	26 April 2021
Reason for any changes in timetable to that originally published	The short-list meeting was pushed back to enable Ministers more time to consider the strength and diversity of the field. The timetable was subsequently impacted by recess; however, the interviews took place on 12 August. Candidates were sent regular progress updates, and the Cabinet Office website was kept up to date.

Advertising strategy	The role was advertised in national media and diversity related publications to attract a broad and diverse range of candidates, including: • Public Appointments website • Women on Boards website • Vercida (diversity website) • In Touch Networks (diversity website) • Pink Shoe (diversity site) • Home Office LinkedIn • Cabinet Office Public Appointments Twitter feed • Public Chairs Forum and Association of Chief Executives • NEDonBoard • The Times • Belfast Telegraph • The Herald • Executivesontheweb It was also promoted through GLAA stakeholder contacts and the department's diversity networks.
Advisory Assessment Panel	Panel Chair: Rosie Varley OBE (Independent Chair). Other Members: Damian Johnson – Deputy Director, Modern Slavery Unit, Home Office; and Michael Warren – Director of Labour Markets, BEIS.
Number of applicants	Nine
Number of candidates invited to interview	Four
Number of candidates found appointable	One

Diversity data Table A: Gender

	Percent Male	Percent Female	Percent Identify another way	Percent Not declared
Applicants	78	22	0	0
Shortlist (applicants invited to interview)	n/a	n/a	n/a	n/a

Diversity data Table B: Gender

	Percent Male	Percent Female	Percent Identify another way	Percent Not declared
Applicants	78	22	0	0
Shortlist (applicants invited to interview)	n/a	n/a	n/a	n/a

Table C: Disability

	Disabled	Non-disabled	Not declared
Applicants	11	89	0
Shortlist (applicants invited to interview)	n/a	n/a	n/a

Notes diversity data

1. Departments must consider their obligations under data protection legislation when sharing this data with select committees. Candidates must be made aware at the outset of the campaign that their data will be shared with the select committee in this way. The data should not be shared in a way which means that individuals are identifiable.
2. Departments should follow ONS guidance on statistical disclosure control to meet this requirement. Where there are fewer than 5 candidates in any given category, diversity data must not be shared as this is potentially identifiable. For example, if you have six women and four men on a shortlist – you should not give any gender information.

Appendix B: Job Advertisement

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.

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.

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.

Appendix C: Curriculum vitae – Julia Mulligan

Personal profile

An accomplished leader at Board level with significant experience of strategy development and driving forward successful transformational change. Excels at developing high-performing senior teams and working collegiately to reshape organisational delivery and deliver effective governance. Sophisticated stakeholder management skills, adept at influencing partners at the highest levels. Strong commitment to diversity, the mission of the GLAA and an in-depth understanding of the sector and the GLAA itself.

Career history

May 2021 – date Senior Independent Director, Independent Office for Police Conduct

Lead the team of NEDs at the IOPC, working with the senior leadership team via the Unitary Board. Provide a sounding board for the Director General, and a member of the People and Resources Committee.

April 2021 – date Independent Chair, Police Advisory Board for England and Wales (PABEW)

The PABEW is an advisory non-departmental public body providing advice to ministers on matters such as recruitment, diversity, collaboration between forces and changes to and reform of the police. Demands sophisticated stakeholder management and consensus building on highly complex, technical matters.

September 2020 – date Independent Member, The Parole Board of England and Wales

Member of the Audit and Risk Committee (appointed May 2021) Sitting as part of a Panel of Independent and Specialist Members to carry out risk assessments on prisoners to determine whether they can be safely released into the community. Requires very detailed analysis of complex offending behaviour and ability to engage effectively with varied audiences.

May 2020 – date Non-Executive Director, Gangmasters and Labour Abuse Authority (GLAA)

Set up as a consequence of the Morecambe Bay cockle picker tragedy, the GLAA's mission is to protect exploited and vulnerable workers. The organisation is in a state of flux, as it prepares to be merged with two other government departments, to form a Single Enforcement Body for labour exploitation.

- Lead Board member for the transition to the Single Enforcement Body, working with the Senior Leadership Team and liaising with government officials across two departments (Home Office and BEIS)

- Chair of the Remuneration Committee advising on CEO recruitment, supporting workforce planning, reviewing HR policies and championing diversity and inclusion

January 2020 – date Chair, Independent Domestic Abuse Service (IDAS)

With a turnover of approximately £4m, IDAS has grown rapidly to become the one of the largest, specialist domestic abuse charities in the north. Responsible for leading the Board, drawing on their skills to develop a strategy to drive forward the charity's future growth and development.

- Completed a governance review to strengthen controls and oversight of some key areas such as human resources and operational assurance
- Appointed an independent consultant to conduct an Equalities, Diversity and Inclusion Review
- Instigated a series of strategy days to develop a five-year growth strategy

June 2019 – date Member, Advisory Panel to the Independent Anti-Slavery Commissioner

Invited by Dame Sara Thornton to join her small, senior independent advisory panel, which provides guidance, challenge and support

November 2012 – May 2021 – Police, Fire and Crime Commissioner for North Yorkshire

Responsible for setting the strategic plan for two critical blue-light services, their governance, efficiency and effectiveness; holding the senior team to account for performance and delivery of the plan through chairing the Joint Board.

- In 2016, first of all initiating and then driving forward an ambitious 4-year transformation programme to significantly improve strategic business planning and deliver efficiencies of £8m
- Driving forward a strategy to put in place a comprehensive suite of services to support victims of crime, especially women and girls, vulnerable people, offenders and perpetrators of domestic abuse
- Being the first Commissioner in the country to set up a new customer-service led 'complaints and compliments' team to triage all police complaints, working with the force to resolve the majority on behalf of the public and officers
- Delivering on a clear vision for blue-light collaboration, including merging the business support functions of both services and bringing in new capabilities to secure operational and financial sustainability, as well as develop innovative service delivery models including 'tri-service' Public Safety Officers
- In two years, stabilising the Fire & Rescue Service – inspirational leadership through visiting every station, building a good working relationship with representative bodies and balancing the budget. Appointing new leadership to drive culture change, and improve equality, inclusion and diversity.

July 2014 – July 2020 – Director, Association of Police and Crime Commissioners (APCC)

One of six Board members responsible for the governance and strategy of the national body. Three national portfolios; Victims and VAWG, Rural Crime and Transparency and Integrity.

- Joint Chair of the APCC Working Group on Race Disparity and Disproportionality
- Member of the Fire Standards Board, setting national standards for fire and rescue services
- Member of several national advisory boards including the MoJ's Rape Working Group, the ministerially led Advisory Board for Female Offenders and the Modern-day Slavery Strategic Oversight Board
- Appointed as the inaugural chair of the Police Reform and Transformation Board (PRTB) set up by the former Prime Minister to drive national policing transformation and change

April 2007 – November 2012 – Founder & Director – Sixteen Hands Ltd

Set up, led and ran a business specialising in insight-led behaviour change in the public sector, principally working with NHS trusts and commissioners across the country. Won a national HSJ Award for improving cancer survival in some of the country's most socio-economically deprived communities.

March – October 2006 – Marketing Director, Racing Post, Trinity Mirror Group (contract)

Head-hunted to lead a counter-strategy to the launch of a new competitor to the Racing Post, the Sportsman, the first launch of a daily newspaper in 20 years. High octane, fast paced engagement requiring the rapid development of a strategy and its successful implementation.

September 2004 – March 2007 – Business Consultant

Developed a self-employed consultancy business after relocating from London with young family, providing strategy and planning services to a range of clients, working at a senior level with client boards, advising on a wide range of business challenges and opportunities.

1997 – 2003 – Strategy Consultant, The Partners (part of WPP)

Led multi-disciplinary project teams delivering major client change and engagement programmes, often based on site, working intensively to understand objectives, develop strategy and drive implementation.

1996 – 1997 – Enterprise IG, Head of Marketing (part of WPP)

Led the new business team, responsible for targeting Fortune 500 and FTSE 100 businesses.

1994 – 1996 – Marketing Manager, PC Direct, Ziff-Davis (UK) Ltd

Ran the marketing function for a leading IT magazine, developing a research and insight programme.

1990 – 1994 – Kogan Page Ltd, Business Development Manager

Education

1987 – 1989 – University of Buckingham, BSc (Econ) Economics with European Studies, 2.1 Hons

1986 – Polam Hall, Darlington, 3 ‘A’ Levels, 10 ‘O’ Levels

Declarations of Interest

None, other than positions stated on my CV

Formal minutes

Wednesday, 3 November 2021

Rt Hon Yvette Cooper, in the Chair

Rt Hon Diane Abbott

Andrew Gwynne

Adam Holloway

Dame Diana Johnson

Tim Loughton

Stuart C McDonald

Gary Sambrook

Appointment of the Chair of the Gangmasters and Labour Abuse Authority

Draft Report (*Appointment of the Chair of the Gangmasters and Labour Abuse Authority*), proposed by the Chair, brought up and read.

Question put, That the Chair's draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 18 read and agreed to.

Annex agreed to.

Papers were appended to the Report as Appendices A to C.

Resolved, That the Report be the Fourth Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

Adjournment

Adjourned till Tuesday 16 November at 10.00 am

Witnesses

The following witnesses gave evidence. Transcripts can be viewed on the [inquiry publications page](#) of the Committee's website.

Wednesday 3 November 2021

Julia Mulligan, Government's preferred candidate

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](#) of the Committee's website.

Session 2021–22

Number	Title	Reference
1st	Violence and abuse towards retail workers	HC 141
2nd	The UK's offer of visa and settlement routes for residents of Hong Kong	HC 191
3rd	The Macpherson Report: Twenty-two years on	HC 139
1st Special Report	Violence and abuse towards retail workers: Government Response to the Committee's First Report	HC 669
2nd Special Report	The UK's offer of visa and settlement routes for residents of Hong Kong: Government Response to the Committee's Second Report	HC 682

Session 2019–21

Number	Title	Reference
1st	Home Office preparedness for Covid-19 (Coronavirus): Policing	HC 232
2nd	Home Office preparedness for Covid-19 (Coronavirus): domestic abuse and risks of harm within the home	HC 321
3rd	Home Office preparedness for Covid-19 (coronavirus): immigration and visas	HC 362
4th	Home Office preparedness for COVID-19 (Coronavirus): institutional accommodation	HC 562
5th	Home Office preparedness for COVID-19 (coronavirus): management of the borders	HC 563
6th	Appointment of the Independent Chief Inspector of Borders and Immigration	HC 1024
1st Special Report	Serious Youth Violence: Government Response to the Committee's Sixteenth Report of Session 2017–2019	HC 57
2nd Special Report	Home Office preparedness for Covid-19 (coronavirus): domestic abuse and risks of harm: Government Response to the Committee's Second Report	HC 661
3rd Special Report	Home Office preparedness for Covid-19: coronavirus: policing: Government Response to the Committee's First Report	HC 660
4th Special Report	Home Office preparedness for COVID-19 (coronavirus): immigration and visas: Government Response to the Committee's Third Report	HC 909

Number	Title	Reference
5th Special Report	Home Office preparedness for COVID-19 (coronavirus): institutional accommodation: Government Response to the Committee's Fourth Report	HC 973
6th Special Report	Home Office preparedness for COVID-19 (coronavirus): management of the borders: Government Response to the Committee's Fifth Report	HC 974