



**OFFICE OF THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS**

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Paula Leach  
HR Director, Leadership, Capability & Change  
Home Office

April 2016

Dear Ms Leach,

**BUSINESS APPOINTMENT APPLICATION: MARY CALAM**

The Committee has been asked to consider an application from Ms Calam, Director General of Crime and Policing Group at the Home Office. She proposes to take up a full-time, paid appointment with McKinsey and Company.

The Committee noted that Ms Calam has been offered a position with McKinsey as a 'Senior Expert'. McKinsey provides strategic consultancy support to government departments and organisations around the world. The Committee noted that in general terms her role will include the development of McKinsey's knowledge through research and development activity; direct service to clients; and supporting colleagues in building McKinsey's reputation outside the UK. Specifically, the types of projects Ms Calam will be engaged in could include providing expertise and advice to teams serving non-UK governments in areas of crime, policing, and national security as well as good practices in public sector leadership and management in other areas of public service (McKinsey does not normally advise on the formation of government policy in these areas but only on the execution of policy using managerial practices). She may also work directly with teams in the UK, serving clients in the private sector and the public sector on public administration issues.

In considering the application, the Committee took into account that while Ms Calam has had some official dealings with McKinsey and other companies in this sector, there has been no commercial

element and she has not been involved in any decisions affecting them. She has no access to information that could be regarded as commercially valuable or sensitive.

The Committee took into account that the Home Office has no reservations about the propriety of this appointment. The Committee further took into account that McKinsey has given an undertaking that it will ensure that Ms Calam is not required to act in a way which is incompatible with the Business Appointment Rules in any project in which she is involved.

The Prime Minister accepted the Committee's advice that there was no reason why Ms Calam should not accept this position, subject to the following conditions:

- She should not draw on any privileged information available to her from her time in Crown service;
- For two years from her last day in service, she should not become personally involved in lobbying the UK Government on behalf of McKinsey and Company, its subsidiaries or clients or use her Whitehall contacts to influence policy or secure business on behalf of McKinsey and Company, its subsidiaries or clients.
- For 12 months from her last day of Crown service she should not provide advice on bids or contracts relating to the Home Office; on McKinsey client matters upon which she has been directly involved while in Crown service; or with regard to the formulation by any government of policy in the areas of crime, policing or national security.

By 'privileged information' we mean official information to which a Minister or Crown servant has had access as a consequence of his or her office or employment and which has not been made publicly available.

The Business Appointment Rules explain that the restriction on lobbying means that the former Crown servant/Minister "should not engage in communication with Government - including Ministers, special advisers and officials - with a view to influencing a Government decision or policy [including applications for awards or grants] in relation to their own interests, or the interests of the organisation by which they are employed, or to whom they are contracted".

I should be grateful if you could ensure that we are informed as soon as Ms Calam takes up this position, or if it is announced that she will do so (I enclose a form for this purpose). We shall otherwise not be able to deal with any enquiries, since we do not release information about appointments which have not been taken up or announced, and this could lead to a false assumption being made about whether she had complied with the rules.

I should also be grateful if you would ask that Ms Calam informs us if she proposes to extend or otherwise change the nature of her role as, depending on the circumstances, it may be necessary for her to make a fresh application.

Once the appointment has been publicly announced or taken up, we will publish this letter on the Committee's website and include the main details of the application, together with the Advisory Committee's advice, in the regularly updated consolidated list on our website and in the next annual report.

Yours sincerely

Ekpe Attah  
Committee Secretariat