



OFFICE OF THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

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You asked for the Committee's advice about taking up work with McKinsey & Company (McKinsey).

The Committee's remit

It is the Committee's role to advise on any conditions that should apply to appointments or employment under the Government's Business Appointments Rules for Former Ministers (the Rules), which apply to former Ministers for two years after they leave office.

The Rules seek to counter suspicion that:

- a) the decisions and statements of a serving Minister might be influenced by the hope or expectation of future employment with a particular firm or organisation; or
- b) an employer could make improper use of official information to which a former Minister has had access; or
- c) there may be cause for concern about the appointment in some other particular respect.

When the Committee considers applications it must have in mind that Government has judged that it is in the public interest that former Ministers with experience in Government should be able to move into business or into other areas of public life, and to be able to start a new career or resume a former one. It is equally important that when a former Minister takes up a particular appointment or employment, there should be no cause for any suspicion of impropriety.

McKinsey

Appointment details

You have asked for advice about carrying out a research project looking at government transformation projects around the world. You expect this would involve 6-9 months of paid work and the end product would be a body of research on the efforts of governments to transform their administrations.

You have been clear that you would not lobby Government. You explained that you do not envisage that the project would involve any contact with Government, but that if required, other members of the team would carry this out.

John Manzoni, the Permanent Secretary at the Cabinet Office, confirmed that you had no official dealings with McKinsey while in office and have no access to any commercially sensitive information about competitors of McKinsey or unannounced government policy that might unfairly advantage the company.

McKinsey has had a number of contracts with Cabinet Office and the Crown Commercial service to provide consultancy and advisory services on a variety of issues. The Cabinet Office has confirmed that you had no involvement in awarding these contracts.

John Manzoni has no concerns about the propriety of this work.

The Committee's consideration

Having carefully considered this application, the Committee's view is that this work does not give rise to propriety concerns. If your role with McKinsey changes from how you have described it to the Committee you should seek further advice.

Although McKinsey has a contractual relationship with the UK Government, you had no involvement in awarding the contracts and you had no contact with the company while you were a Minister. Therefore, it cannot reasonably be said that this work is a reward for decisions you made while you were in office.

Further, it does not seem that there is a real risk that this appointment could unfairly advantage McKinsey. Your role is confined to a discrete project; you have undertaken not to lobby Government; expect to have no contact with Government; and the Cabinet Office has confirmed that you have no access to any commercially sensitive information about competitors or unannounced government policy that might unfairly advantage the company.

The Committee noted that the minimum waiting period of 3 months from date of leaving office required for former Cabinet Ministers under the Business Appointment Rules has lapsed and in view of the circumstances set out above, it concluded that a further waiting period is not necessary.

Taking into account these factors, in accordance with the Government's Business Appointment Rules, the Committee advises this appointment be subject to the following conditions:

- you should not draw on (disclose or use for the benefit of yourself or the persons or organisations to which this advice refers) any privileged information available to you as a Minister; and
- for two years from your last day in Ministerial office, you should not become personally involved in lobbying the UK Government on behalf of McKinsey & Company or its subsidiaries or clients, or make use, directly or indirectly, of your contacts in Government and/or Crown service to influence policy or secure business on their behalf.

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. Applicants are also reminded that they may be subject to other duties of confidentiality, whether under the Official Secrets Act, the Civil Service Code or otherwise.

The Business Appointment Rules explain that the restriction on lobbying means that the former Crown servant/Minister *"should not engage in communication with Government (Ministers, civil servants, including special advisers, and other relevant officials/public office holders) – wherever it takes place - with a view to influencing a Government decision, policy or contract award/grant in relation to their own interests or the interests of the organisation by which they are employed, or to whom they are contracted or with which they hold office."*

I should be grateful if you would inform us as soon as you take up employment with this organisation, or if it is announced that you will do so, either by returning the enclosed form or by emailing the office at the above address. We shall otherwise not be able to deal with any enquiries, since we do not release information about appointments that have not been taken up or announced. This could lead to a false assumption being made about whether you had complied with the Rules and the Ministerial Code.

Please also inform us if you propose to extend or otherwise change the nature of your role as, depending on the circumstances, it may be necessary for you 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.

The Baroness Browning

Rt Hon. Ben Gummer

