



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

G/7 Ground Floor, 1 Horse Guards Road SW1A 2HQ

Telephone: 020 7271 0839

Email: [acoba@acoba.gov.uk](mailto:acoba@acoba.gov.uk)

Website: <http://www.gov.uk/acoba>

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Thank you for consulting the Committee on an amendment to your appointment with McKinsey & Company (McKinsey).

In November 2017 the Committee provided advice to you in relation to a short-term appointment with McKinsey. You explained that you would carry out a research project looking at government transformation projects around the world. You said that you expected it 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.

This letter should be read alongside the Committee's original advice letter to you (attached), which is published on the Committee's pages of the gov.uk website.

Amended role with McKinsey

You have approached the Committee to explain that the majority of your time over the coming months will continue to be on the research project you outlined to the Committee. However, in addition, you have been asked to provide some specific advice to clients on government reform, drawing on the research you have done. The clients will be other governments and their agencies but will not include the UK Government or any of its agencies, nor will you be required to contact the UK Government. You said that the work you are proposing to do lies completely within the parameters laid out in the Committee's advice of November 2017.

You said that you expect your role to last for the remainder of 2018 but you do not yet know whether it will extend beyond that.

Committee's consideration

The Committee noted the new element of your role will involve you providing advice to clients, drawing on the research you have done on government reform. The Committee also observed that the length of the appointment is also longer than originally envisaged as you expect your role to last for the remainder of 2018 and possibly beyond.

The Committee concluded that the expansion of your role did not change the Committee's assessment of the propriety of this appointment.

The Committee noted you are already bound by the requirement not to draw on privileged information and an extended version of the lobbying ban, which not only precludes you from lobbying but from indirectly using your contacts in Government to influence policy or secure business on behalf of McKinsey or its subsidiaries or clients.

The length of time that has lapsed since leaving government is also relevant to an assessment of the value of privileged information obtained while in office and in this case 12 months have now passed since your last day in office.

Taking into account these factors, in accordance with the Government's Business Appointment Rules, the Committee advises this appointment remains 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."*

Please inform us if you propose to further 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.

We will publish this letter on the Committee's website and, if appropriate, refer to it in the relevant annual report.

The Baroness Browning

Rt Hon. Ben Gummer