



OFFICE OF THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

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INDEPENDENT CONSULTANCY – NEW COMMISSION

Dear Ms Swinson,

The Committee has considered your request to accept a commission as a Steering Committee Member for Chartered Management Institute's (CMI) Women in Leadership.

The Committee noted that this is an unpaid position, involving four meetings a year, and that the role will involve providing leadership and advice to guide a new work-stream on helping businesses develop their talent pipeline to get more women into senior positions and make policy recommendations.

The Committee took into account your statement that you will not be personally involved in lobbying Government, although the committee may produce reports or recommendations that include ideas for Government action.

The Committee agrees that this commission is permissible within the terms of your independent consultancy, which was established to undertake public speaking engagements and advise/deliver projects to assist organisations to improve their workplace culture and practices in order to unlock potential, especially from women and under-represented groups.

The conditions that apply to your independent consultancy are:

- you should not draw on (disclose or use for the benefit of yourself or the organisation to which this advice refers) privileged information available to you from your time in Government;
- for two years from your last day in ministerial office, you should not become personally involved in lobbying the UK Government on behalf of your clients or those you advise;
- once you have received approval to set up as an independent consultant, you must seek confirmation from the **Committee directly** that each subsequent individual commission is permissible under the terms of your consultancy before taking it up. If, after enquiry, the

Committee takes the view that a commission is, or may be, outside the terms of the consultancy you will be expected to submit a fresh application.

As you know, the Business Appointment Rules explain that the restriction on lobbying means that former Ministers "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 would be grateful if you would let me know when you take up this commission, or if it is announced that you are to do so. This will enable the Committee to publish brief details on the regularly updated consolidated list on its website and in its next annual report. This letter may also be published (with relevant redaction of personal information).

Yours sincerely,

Catherine Millington
Committee Secretariat