



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

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**DAME LIN HOMER DCB**

Dame Lin Homer has sought the Committee's advice about taking up a role at Saïd Business School, Oxford University. (SAID)

Dame Lin was Permanent Secretary and Chief Executive at HM Revenue and Customs (HMRC) between January 2012 and April 2016. Between January 2011 and January 2012 she was Permanent Secretary at the Department for Transport. Her last day in Crown service was 4 April 2016.

The Application

Dame Lin's role at SAID will be paid and part time. The initial proposal is for her to lead a one off workshop, which is part of a two year programme for Director General level officials from the United Arab Emirates Ministry of Interior. Dame Lin has been asked to talk about leadership and management in the public sector, during periods of significant change.

Dame Lin stated that as Permanent Secretary at HMRC, she had access to sensitive information on all businesses including universities. She had some previous contact with SAID, as it invited all Permanent Secretaries to discuss the Government's Major Projects Leadership Academy Programme (which SAID runs in conjunction with Government), but stated that she had no wider involvement. Further, Dame Lin confirmed that she she annually placed her staff on the MPLA course at SAID and acted as an assessor on the final award. She annually placed her staff on the MPLA course at SAID and acted as an assessor on the final award. However, the contractual arrangements were managed by Cabinet Office and are supported by the Home Office and the Foreign and Commonwealth Office.

The Cabinet Office countersigned this application, confirming the details of Dame Lin's application and it raised no concerns about this appointment.

The Committee's consideration

The Committee noted that Dame Lin confirmed she had previous contact with SAID and some involvement with an existing contract with it. However, this was limited to placing employees on the MPLA and this is a contract managed by the Cabinet Office and widely supported by Government. Given this limited involvement, the Committee considered the role could not reasonably be perceived as a reward for her time in office.

Dame Lin did have broad access to sensitive information, however this is not a risk specific to this appointment as she would have had access to information on all commercial entities, including universities. Further, given that she left office approximately 17 months ago, any sensitive information she may have had access to is likely to be less relevant. As such, the Committee considered it was unlikely that Dame Lin could offer an specific unfair advantage based on her time in office.

Given that Government has a relationship with SAID in relation to the MPLA, there is a chance that Dame Lin may come into contact with Government. Further, the Committee recognised that Government funding and policies affect the University of Oxford, and so the conditions imposed make it clear that any use of contacts gained while in office to advantage SAID or the University of Oxford would be inappropriate.

The Prime Minister accepted the Committee's advice that, in accordance with the Government's Business Appointment Rules, this appointment be subject to the following conditions:

- she should not draw on (disclose or use for the benefit of herself or the organisation to which this advice refers) any privileged information available to her from her time in Crown service; and
- for two years from her last day in service, she should not become personally involved in lobbying the UK Government on behalf of SAID Business School, the University of Oxford or its students, nor should she make use, directly or indirectly, of her contacts in Government and/or Crown service to influence policy or secure funding on behalf of SAID Business School, the University of Oxford or its students.

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 ensure that we are informed as soon as Dame Lin 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 he had complied with the Rules.

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

Once this 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

Sarah Parkington  
Committee Secretariat

