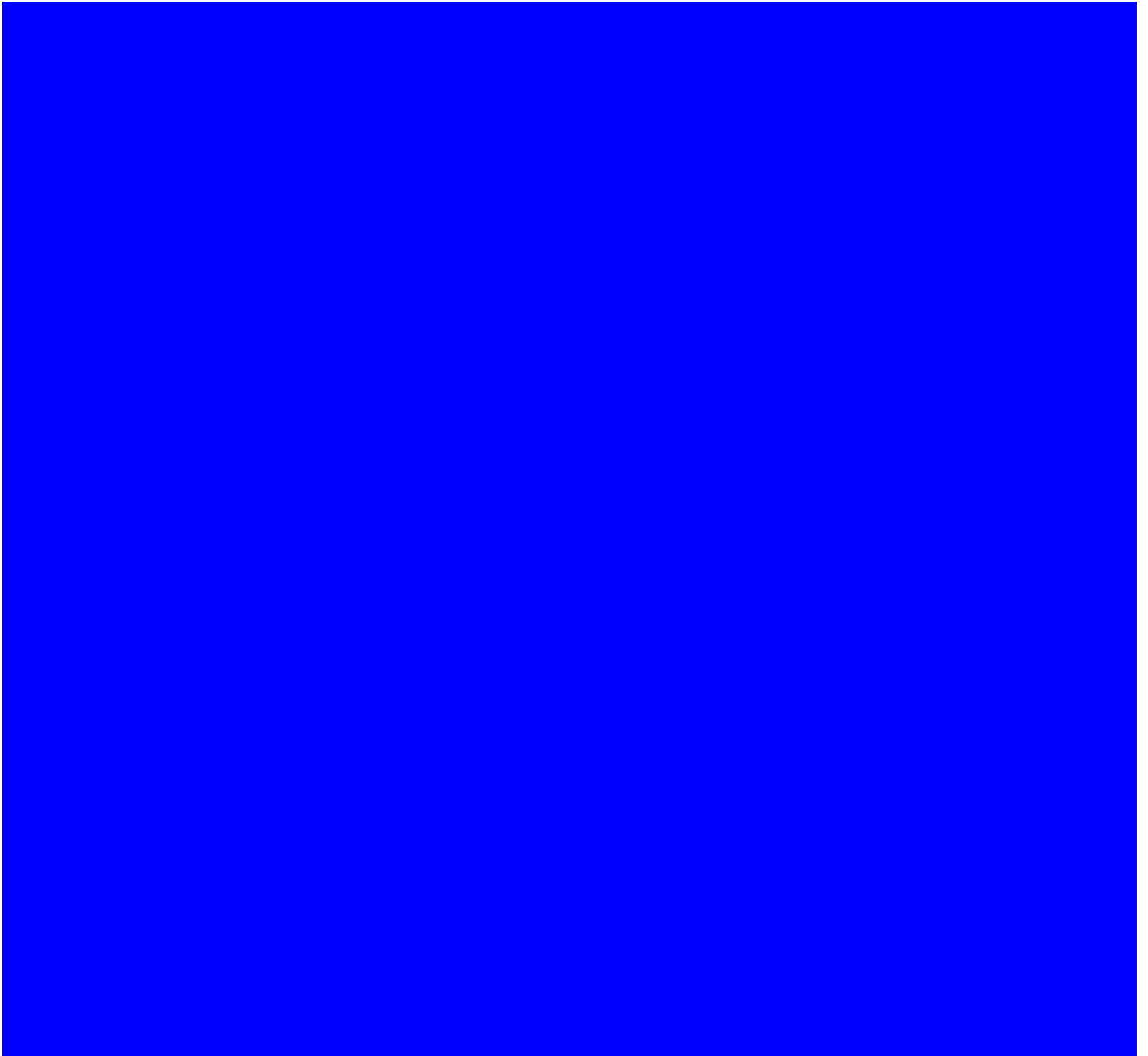




Advisory Committee on Business Appointments

Nineteenth Annual Report
2017-2018



17 July 2018

Dear Prime Minister,

This letter accompanies the nineteenth report of the Advisory Committee on Business Appointments, which covers the year to 31 March 2018.

In 2017-2018, the Committee considered 230 applications for advice. That included 93 applications from Ministers (compared to 104 applications in 2016-2017); and 137 applications from former senior Crown servants (compared to 140 in 2016-2017).

Two long-standing independent committee members completed their terms of office this year and three new independent members were appointed, joining in February 2018. New staff were also recruited to the Committee's small secretariat team, meaning this was a busy year inducting and training new members and staff, while continuing to advise on individual cases.

Many of the applications advised on this year have been complex and required a significant amount of time and resource to fully consider. For example, in the majority of cases considered this year, there was a link between the applicants' responsibilities in office and the proposed appointment/ employment. This increases the potential for risks to arise under the Government's Business Appointment Rules (the Rules) and means that more information is needed to consider the application appropriately. In the reporting year 2017-18, 67% of applications were dealt with within our target deadlines. Members and the secretariat have worked hard to maintain a steady performance given the complexity of cases and the increase in casework. The results can be seen in the detailed considerations in the advice letters provided and published.

This leads me to the Committee's continued work on transparency. The information contained on our website, and therefore in the public domain, is regularly reviewed. We understand that applicants, members of the public, and those with an interest in the business appointments landscape (particularly given the high levels of media and parliamentary scrutiny of this work) need to understand the Committee's advice. This year the Committee has focussed on increasing the detailed information available in its advice letters. The Committee's aim is to provide advice which clearly sets out: the information provided by applicants; the information provided by relevant government departments; the risks identified by the Committee; the Committee's view on the appointment; and the conditions it considers are necessary to mitigate the risks identified. There is now more information available on the Committee's deliberations and decisions than ever before. You will see in the body of the report that our commitment to transparency is echoed in a number of improvements we have planned for 2018-2019.

Last year I commented on the general unease about the principle of people moving between the public and private sectors and concerns about the lack of a statutory system with enforcement powers. The Committee is strongly of the view that debate around the current system and any suggestions for improvement should be based on evidence and with an understanding of the impact of any potential changes. I note with interest that whilst the Public Administration and Constitutional Affairs Committee (PACAC) supported the proposal I put to it, that a cost-benefit analysis of a statutory scheme should be undertaken, the Government does not agree that such analysis is needed at this time. As stated, in its response to PACAC's report [Managing Ministers' and officials' conflicts of interest: time for clearer values.](#)

[principles and action](#) in December 2017, it considers the framework in place is significantly stronger than in place elsewhere in the public sector - though it acknowledged there is room for improvement.

I am particularly pleased that the Government has agreed to implement the Committee's suggestion put to PACAC: that non-executive directors (NEDs) on departmental boards should have responsibility for the oversight of the Rules. The Government has confirmed it is now a requirement for departments to ensure that Audit and Risk Committees, chaired by Departmental NEDs, specifically monitor compliance issues relating to the Rules at regular intervals. The Committee believes this will both raise the profile of the Rules and help facilitate better governance at all levels of the business appointments system.

In relation to the work of departments, I see it as an important part of my role to raise awareness of the Rules; the Committee's process; and its considerations. I regularly meet with those responsible for the Rules in each government department to draw attention to the Rules and to discuss any department-specific issues with the relevant Permanent Secretary. I believe there is more departments can do to increase the visibility of the Rules - which apply at all levels of the Civil Service - to encourage compliance and increase applicants' understanding of the process. My programme of visits to departments is ongoing.

Finally, I would like to thank my fellow Committee members and our small secretariat, who serve the public through their diligent work and fair consideration of each case that comes before the Committee. I would also like to pay particular tribute to Mark Addison and Mary Jo Jacobi, who stepped down in 2017, for their conscientious work and invaluable contributions to the Committee.

Yours sincerely,

Baroness Angela Browning

Advisory Committee on Business Appointments
Nineteenth Annual Report
2017-2018

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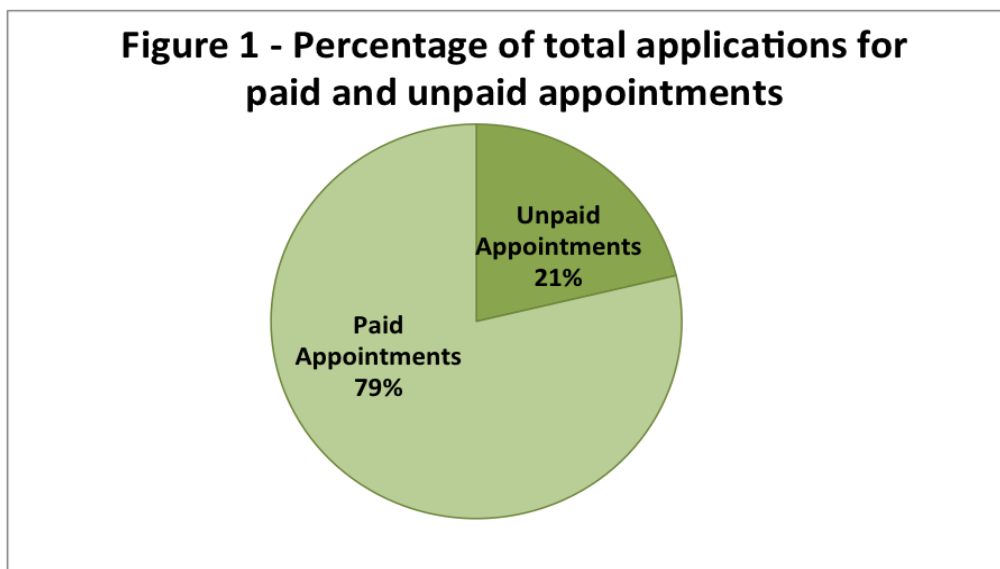
Part 1- The Committee

The Committee's role

1. The Advisory Committee on Business Appointments (the Committee) is an independent, advisory, non-departmental public body, sponsored by the Cabinet Office. The Committee was established by the then Prime Minister, Harold Wilson, in 1975 to provide advice on applications from the most senior Crown servants who wish to take up appointments after leaving Crown service. Since 1995, the Committee has also provided advice to Ministers.

2. The Committee's role today is to provide independent advice on applications submitted under the Government's Business Appointment Rules (Rules¹). In doing so it advises on the conditions that should apply to appointments or employment under the Rules for Crown Servants at the most senior level² (Crown servants at Director General level and above, and their equivalents) and under the Rules for Former Ministers (of the UK, Scottish and Welsh Governments³), which both apply for two years after the individual has left office. It is not within the Committee's remit to pass judgment on the appointment/ employment with regard to other matters.

3. The Rules apply to both paid and unpaid appointments. Figure 1 shows that whilst the majority of applications considered in the reporting year were for paid appointments/ employment, 21% of the applications looked at related to unpaid roles (such as trustee, non-executive director and honorary positions).

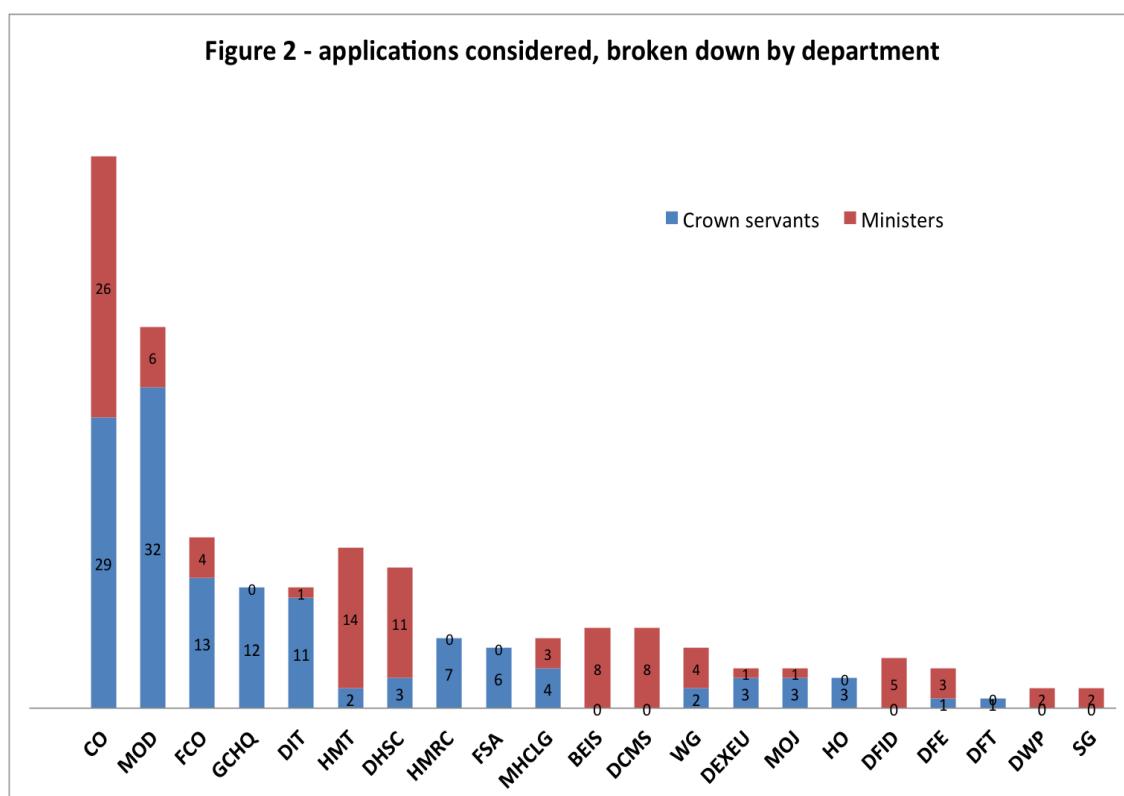


¹ Equivalent versions of the Rules are in place for the Diplomatic Service, armed forces and intelligence agencies.

² Advice is provided to the Foreign Secretary if the applicant is from the diplomatic service or SIS; to the Defence Secretary for most Ministry of Defence staff, both civilian and military; to the First Ministers of Scotland and Wales in the case of staff working in those Devolved Administrations; to the relevant Permanent Secretary if the applicant is a Special Adviser; and to the Prime Minister for all other Crown servants.

³ Advice is provided direct to former Ministers.

4. During this reporting period, the Committee considered 230 cases related to 21 different government departments. As shown in figure 2 below, the Cabinet Office and the Ministry of Defence accounted for the largest volume of applications seen by the Committee. The same two departments accounted for the largest number of applications in 2016-2017.⁴



**Individuals whose former Ministerial/ Crown servant role straddled more than one Department have been counted against each Department.*

5. Of these 230 cases, 9⁵ were considered to be retrospective (see paragraphs 49 to 51); and 12 were withdrawn during the consideration process (see paragraphs 37 to 39).

6. The Committee provided final advice on 128 applications of former Crown servants; and on 82 applications of former Ministers.

7. More information about how the Committee approaches its work, and the applications it saw this year, is set out in part 4 (for applications from former Ministers) and part 5 (for applications from former Crown servants) of this report.

Membership

8. The Committee has nine members, appointed by the Prime Minister. All members are appointed for a single non-renewable term of five years. Three members are currently political

⁴ Please see Annex A for expanded department names.

⁵ The Committee provided advice in one of these cases.

appointees; nominated by the Conservative, Labour and Liberal Democrat Parties; and a further six are independent members, who were appointed following fair and open competition, in accordance with the Commissioner of Public Appointments' Code of Practice, as was the appointment of Baroness Browning as Chair of the Committee following her earlier nomination to the Committee.

9. The Committee started the reporting period with eight members. In December 2017, two stood down after their five year terms were extended to the end of 2017. In February 2018, three new members joined the Committee, bringing the current number of members to nine. In December 2016, the Commissioner of Public Appointments' Code of Practice was replaced by the Government's Governance Code on Public Appointments, under which these new members were appointed.

10. The current membership of the Committee is:

- Sir Alex Allan KCB, independent member
- The Baroness (Angela) Browning, Conservative member and Chair
- Jonathan Baume, independent member
- The Lord (Michael) German OBE, Liberal Democrat member
- Dr Susan Liataud, independent member
- Terence Jagger CBE, independent member
- The Baroness (Helen) Liddell of Coatdyke, Labour member
- Richard Thomas CBE LLD, independent member
- John Wood, independent member

11. The Biographies of the Committee members are at Annex B.

Expenditure

12. The Committee's secretariat support is provided by the Civil Service Commission and the Committee's expenditure figures are published in the Civil Service Commission's audited Accounts.⁶

13. The Committee's share of the Civil Service Commission's total expenditure has remained relatively static at 17% (14% in 2016-2017); and total expenditure was circa £388,000 (compared to circa £310,000 in 2016-2017).

14. Staff costs remain the largest element of the Committee's expenditure at circa £218,000. Second to that are the costs of accommodation and other overheads that are paid to the Cabinet Office for the Committee's proportion of the Civil Service Commission's total overheads. The Committee members' honoraria of £8,000 per annum for the Chair and £3,000 per annum for members remains the same at £29,000 for this reporting year.

15. Other costs included the cost of legal advice (which significantly increased this year due to legal proceedings in relation to the information rights tribunal proceedings outlined at paragraphs 64 - 65); learning and development; and press officer costs.

Governance

16. The Committee has a [Code of Practice](#), which is published on its website.

⁶ <http://civilservicecommission.independent.gov.uk/publications/annual-reports/>

17. The Committee maintains a [register of its members' interests](#), also available on its website.

Parliamentary Scrutiny

18. As reported last year, Baroness Browning appeared before the Public Administration and Constitutional Affairs Committee (PACAC) to give evidence to its enquiry into the role and effectiveness of ACOBA in October 2016. A full [transcript](#) of the oral evidence and a copy of the [written evidence submission](#) can be found on the PACAC pages of the UK Parliament's website.

19. PACAC concluded its inquiry and published its report: [Managing Ministers' and officials' conflicts of interest: time for clearer values, principles and action](#) in April 2017 and the Government responded in December 2017.

20. The Government's response maintains the current system strikes the right balance between seeking to ensure there is no justified public concern about an appointment, whilst allowing movement between central government and other sectors. The Government noted the importance of this interchange of skills and experience at a time when the capability and expertise of the Civil Service is critical to delivering the UK's exit from the EU. The Government therefore did not agree that a cost-benefit analysis of a statutory scheme was necessary at this time.

21. However, the Government did recognise that improvements could be made and the Committee welcomes the enhancements to the administration of the system outlined in the Government's response. In particular, as noted in Baroness Browning's covering letter to this report, the Committee is pleased that the Government has now taken steps to improve senior, independent, board-level oversight of the Rules and process. Departmental boards now have responsibility for the oversight of the Rules, via compliance monitoring at Audit and Risk Committees, chaired by departmental non-executive directors. The Committee believes this will help facilitate good governance at all levels of the business appointments system.

22. PACAC did not consider the Government's response was adequate and has indicated it will open a new inquiry into this matter. The Committee will continue to work with Government and PACAC to contribute any further evidence required for further consideration of these issues.

Part 2 - The Rules

Purpose

23. The Rules are set by Government, and owned by Cabinet Office. The Committee's remit is to provide advice on appointments against this framework.

24. It has been the view of successive Governments that it is in the public interest that people with experience of public administration/ Government should be able to move into business or other sectors, start a new career or resume a former one. In its response to PACAC's inquiry into the role and effectiveness of ACOBA, the Government stated:

'The Government is committed to maintaining the highest standards of conduct for Ministers and civil servants, including special advisers, and the Business Appointment Rules are an important part of the process for ensuring these high standards. The current system seeks to ensure that when a former Minister or civil servant takes up an outside appointment there should be no justified public concern about the appointment, whilst at the same time allowing movement between central government and the voluntary sector, the private sector and other parts of the public sector. This interchange of skills and experience is beneficial for our public service, in particular at a time when the capability and expertise of the Civil Service is critical to delivering the UK's exit from the EU.'

Scope

25. The [Rules for Civil servants](#) – which apply equally to civil servants and special advisers serving the UK Government, the Scottish Government and the Welsh Government – can be found on the Committee's website and on departmental intranets. The Rules are designed to uphold the core values in the Civil Service Code, of integrity, honesty, objectivity and impartiality.⁷

26. The Committee's role is to provide advice independently of government on applications from the most senior level of Crown servants (those at Senior Civil Service Pay Band 3 and above). Applications from other Crown servants are considered by their employing department, in line with Cabinet Office guidance.

27. The Rules specify that applications from Special Advisers "*of equivalent standing*" to civil servants at Director General⁸ level and above need to be considered by the Committee. As Civil service and Special Adviser pay bands do not mirror each other exactly, departments may need to exercise judgement, in consultation with the Cabinet Office and the Committee secretariat where necessary, as to whether Special Advisers' applications should be referred to the Committee.

28. The Rules for Civil Servants set out that their purpose is to avoid any reasonable concerns that:

⁷ As temporary political appointees, special advisers are exempt from the requirements to behave with objectivity and impartiality, but are bound by the values of integrity and honesty.

⁸ Senior Civil Service pay band 3.

- a civil servant might be influenced in carrying out his or her official duties by the hope or expectation of future employment with a particular firm or organisation, or in a specific sector; or
- on leaving the Civil Service, a former civil servant might improperly exploit privileged access to contacts in Government or sensitive information; or
- a particular firm or organisation might gain an improper advantage by employing someone who, in the course of their official duties, has had access to: i) information relating to unannounced or proposed developments in Government policy, knowledge of which may affect the prospective employer or any competitors; or ii) commercially valuable or sensitive information about any competitors.

29. Equivalent versions of the Rules are in place for Ministers, the diplomatic service, intelligence agencies, and armed forces (members of which, along with civil servants, are referred to as Crown servants for the purposes of this report).

30. The [Rules for Former Ministers](#) state that the purpose is to counter suspicion that:

- 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
- an employer could make improper use of official information to which a former Minister has had access; or
- there may be cause for concern about the appointment in some other particular respect.

Part 3 - The Committee's Approach

The decision making process

31. The chronology of the application process for cases considered by the Committee for Ministers and Crown servants is set out in Annex C (former Ministers) and Annex D (former Crown servants).

32. When formulating its advice, the Committee is required to strike a balance between any justified public concern about the circumstances of an outside appointment; and the right of people to earn a living after leaving Government, reflecting the rules against the restraint of trade.

33. The Committee takes a consistent approach to the applications it receives, taking into account the conditions it has recommended in similar cases. However, no two cases are the same and the Committee considers each one on its merits in light of the specific facts of each case. This ensures that its advice is fair, reasonable and proportionate to the legitimate interests that the Committee was set up to protect.

34. It is often necessary for the secretariat to seek additional information from applicants, or their former departments, to assist the Committee in preparing its advice. Where necessary, the secretariat will request information about the nature of the proposed contract an individual would have with their prospective employer; or approach the employer for more information about the appointment. In some cases the Committee will meet applicants to discuss the proposed appointment/employment further.

35. The type of information the Committee considers when forming its advice includes:

- the nature of the proposed role.
- whether the role was paid or unpaid.
- whether the role would include contact with Government.
- whether the individual had contact with their proposed employer during their previous two years in office (including the details of any meetings that took place and whether the individual was involved in awarding any grants or contracts) or with the particular commercial sector to which they are seeking to move.
- whether the individual's former department has an on-going relationship with the employer, contractual or otherwise.
- whether the individual made any decisions (funding, policy or contractual for example) whilst in office that affected the proposed employer or its competitors.
- whether the individual had access to any commercially sensitive information or departmental or policy information that could be relevant to their proposed employer or its competitors.

36. The Committee will tailor its advice to address any concerns that arise, under the Rules, in any given case. Where the appointment/employment was related to the area for which the applicant had some responsibility whilst in office, there are more likely to be risks under the Rules. In those circumstances, the Committee will address the risks identified, by advising on appropriate mitigating conditions. Examples might include:

- in cases where the applicant had a commercial role in Government, the Committee will usually recommend they are restricted from working on the terms of bids or contracts relating to the work of their former department.
- if an applicant has had responsibility, influence or involvement for an area in which they now propose to take up an appointment/ employment, it is more likely the Committee will recommend a waiting period be applied.

37. The Rules allow, in exceptional circumstances, for the Committee to advise that an appointment is unsuitable. The Committee has seen a small number of cases this year which raised significant risks under the Rules and would likely have been considered unsuitable had the applicant proceeded with their application as initially described. In some cases the applicants revised their proposed role, having been alerted to the propriety risks presented by an application. The Committee was then able to advise on conditions that would appropriately mitigate the reduced risks presented by the amended application. In other cases, the applications were withdrawn.

38. It is difficult to quantify the number of the cases that would have been considered unsuitable had they not been changed or withdrawn. However, during this reporting period, 12 applications were withdrawn, for a variety of reasons.

39. As only the details of appointments that progress fully, and are taken up, are published, the Committee's website does not show unsuitable appointments. If an applicant took up an appointment the Committee advised was unsuitable, the advice letter would be published once the Committee became aware the post had been taken up. There were no such cases in this reporting period.

The lobbying ban and contact with Government

40. The Rules for both Ministers and Crown servants explain that the lobbying ban usually applied to outside appointments means that individuals:

“...should not engage in communication with Government (including Ministers, special advisers and 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 whom they hold office.”

41. As a general principle, former Ministers and the most senior Crown servants are required to observe a two-year ban on lobbying the particular UK administration within which they served while in government. However, the Committee retains the flexibility to extend the lobbying ban to cover other administrations or specific departments if the circumstances of an application warrant this.

42. The Committee will rarely waive or shorten the lobbying ban as it considers this to be an important condition in guarding against the risk, either real or perceived, that a former Crown servant or Minister might influence a government decision or policy to serve their own interests or the interests of their employer.

43. The Rules permit the Committee to qualify the lobbying ban to make clear that this restriction need not prevent individuals communicating with government on matters that are an integral part of the normal course of business for their new employers, where appropriate. In each case it considers, the Committee will focus

on whether the particular activity (in the specific circumstances of each individual case), raises any propriety issues that the Committee must mitigate.

44. The Committee extends the terms of the lobbying ban it recommends in cases where a former Minister or Crown servant is proposing to take up a role which is related to the area for which the individual had responsibility whilst in office. This extension to the condition makes it clear that the individual's new employer may not make use of the individual's contacts across Government/ Crown service to influence policy or secure business or funding on its behalf, whether directly or indirectly.

Taking into account a current public role

45. Former Ministers may continue to represent the Government in some capacity, for example, as a Trade Envoy or a Special Representative. Such roles may involve privileged access to information and could create potential conflicts of interest between their current role representing the Government and their proposed outside appointment/ employment.

46. As set out in the [Rules for Former Ministers](#), *"if relevant to the proposed appointment or employment, take account of any other role that the former Minister may have been (or still be) carrying out on behalf of the Government."* The Committee will consider whether to extend the restrictions it would normally impose to take account of any continuing government role, for example by extending any condition around drawing on privileged information deriving from that role.

47. The Committee is also likely to recommend that the individual makes clear in any activities he or she undertakes on behalf of new employers, that he or she is acting as the employers' representative and not on behalf of, or representing, Government. It may recommend an additional waiting period where there is a relationship between the post-ministerial role and the outside appointment.

Payment for waiting periods

48. The Committee notes the Rules allow for a department to continue to pay former civil servants or special advisers who are required to observe a waiting period before taking up an outside appointment. However, the Committee has agreed that this is entirely a matter for government and any payments of this kind are not relevant to the Committee's consideration.

Retrospective applications

49. The Rules make it clear that retrospective applications will not normally be accepted. The Committee needs to be free to offer the most appropriate advice in any situation without it appearing to be constrained by an appointment already having been announced, or an individual already having signed a contract or taken up a post.

50. The Committee will make its concerns public when applications are received retrospectively by publishing the letter it writes to the individual (in the case of former Ministers) or the department (in the case of former Crown servants). The Committee takes this approach in the expectation that drawing attention to a failure to submit an application will encourage others to follow the correct process. It also means that any improper appointment does not pass without comment.

51. There were 9 such cases during this reporting period (see Annex E for links to the Committee's published correspondence in these 9 cases).

Transparency

52. Transparency is at the heart of the Committee's work. It is through transparency that all those involved in the business appointments process (including applicants, government departments, outside employers and the Committee) are accountable to the public.

53. The Committee publishes its advice in all cases where it is aware that the appointment/ employment has been taken up. It makes public as much detail as it is able to, after taking into account its responsibilities under data protection and freedom of information legislation. The Committee keeps the information publicly available on its website under review, with the aim of improving the general understanding around the Committee's role and the decisions it makes.

54. The Committee understands how important it is for everyone (applicants; those with an interest in business appointments; and members of the public) to understand the Committee's advice and how it reaches its decisions. The advice letters published by the Committee now include: details of the information provided by the applicant and the relevant government department(s); details of the risks identified by the Committee in relation to the Rules and its consideration of these; and the conditions the Committee has decided are necessary to mitigate the risks identified.

55. Committee members follow a strict policy of declaring any individual interests related to a case and, if necessary, recusing themselves. This is set out in the Code of Practice.⁹ In cases where fewer than nine members were responsible for the decision, the advice letter will now also specify the makeup of the Committee (to make clear which members recused themselves or were unavailable).

56. The Committee publishes guidance documents on its website. Work is currently underway to update these documents to provide more detailed information about its processes; the information it may consider and/or further information it may ask for - and why. They will also outline some of the circumstances which may increase the potential for risks to arise under the Rules.

57. The Committee also made the decision this year to publish its responses to requests for information under the Freedom of Information Act 2000 and will begin to do so in the 2018-2019 reporting year.

58. As noted at paragraph 50, the Committee continues to publish its correspondence to applicants who failed to follow the Rules by announcing or taking up an appointment before receiving the Committee's advice.

59. Work is also ongoing to understand and consider what case management data might be recorded and published in future.

60. The Committee also continues to publish:

⁹ <https://www.gov.uk/government/publications/acoba-code-of-practice-for-committee-members>

- minutes of its meetings (the Committee usually has four meetings a year to discuss a range of issues);
- biographies of Committee members; and
- a register of Committee members' interests.

Freedom of Information Act 2000

61. As a public authority, the Committee is required to respond to requests for information in accordance with the Freedom of Information Act 2000 (FOIA). The Committee takes this responsibility seriously and has invested significant resource in dealing with FOIA related matters in this reporting year.

62. The Committee responded to 25 requests, including 4 that were carried over from 2016-2017. A further request was withdrawn, following the Committee's publication of the relevant advice letter on its website. This compares with 9 requests responded to in 2016-2017. No requests were carried forward into 2018-2019.

63. The Information Commissioner's Office (ICO) received one complaint about the Committee's application of FOIA. The ICO ruled in favour of the Committee's approach in April this year. The ICO's decision can be found [here](#).

64. In last year's annual report it was reported that the ICO's decision to uphold the Committee's application of FOIA in another case, had been appealed by the requester. The original request for information concerned correspondence Tony Blair had with the Committee around the time he left office as Prime Minister. The case continues to be subject to the appeals procedure so that a number of decisions have so far been made:

- The [ICO](#) upheld the Committee's application of FOIA
- The requester appealed against the ICO's decision
- The [First Tier Tribunal](#) decided that the ICO's decision had not been in accordance with the law and allowed the appeal
- The ICO subsequently appealed that decision by the First Tier Tribunal, to the Upper Tribunal
- The Committee joined the proceedings as an interested party
- The [Upper Tribunal](#) concluded that the First Tier Tribunal's decision involved an error of law and the ICO's appeal was allowed
- The Upper Tribunal remitted the appeal to be re-heard by a different First Tier Tribunal, for which a hearing date has now been set for September 2018

65. As mentioned above at paragraph 57, the Committee is also now committed to publishing its responses to requests for information under FOIA.

Part 4 – Ministers

The Ministerial Codes

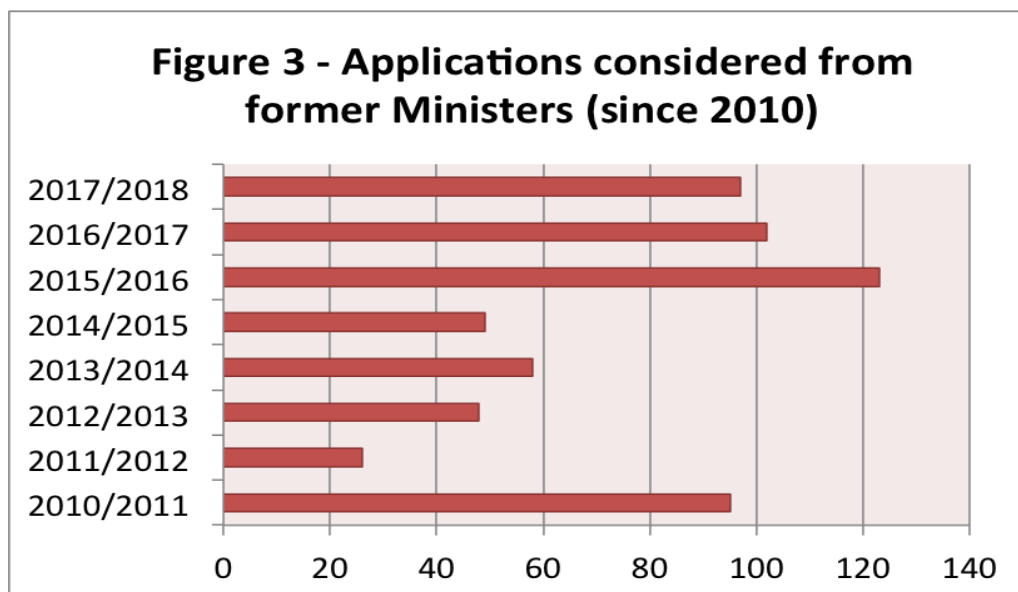
66. The Ministerial Codes for the UK Government, Scottish Government and Welsh Government all require former Ministers to seek the Committee’s advice before taking up appointments. Section 7.25 of the Ministerial Code states that Ministers:

“must also seek advice from the independent Advisory Committee on Business Appointments (ACoBA) about any appointments or employment they wish to take up within two years of leaving office. Former Ministers must ensure that no new appointments are announced, or taken up, before the Committee has been able to provide its advice...Former Ministers must abide by the advice of the Committee which will be published by the Committee when a role is announced or taken up.”

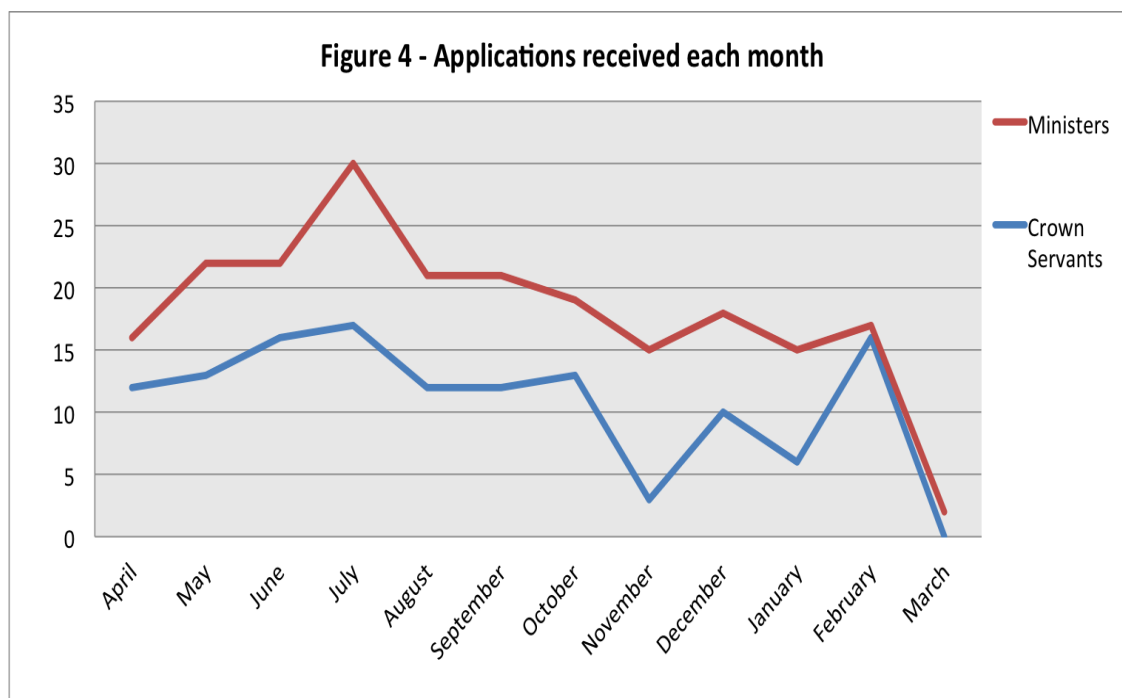
67. The relevant sections of all three Codes are based on the premise which also underpins the Rules, that it is in the public interest for those with experience in government to be able to move into business or into other areas of public life, and be able to start a new career or resume a former one. It is, however, equally important that when a former Minister takes up an appointment/ employment, there should be no cause for any suspicion of impropriety.

Applications received

68. In this reporting period, the Committee considered applications from 29 former Ministers, in relation to 93 applications, including 5 commissions under the terms of independent consultancies in respect of which the Committee had given advice. (This compares with 52 former Ministers and 104 appointments in 2016-2017, and 33 and 123 respectively in 2015-16). Figure 3 below shows the number of applications for advice from Ministers year-on-year. There was relatively steady number of cases considered this reporting year, compared with last, with a slight downturn in numbers.



69. Changes in government will lead to fluctuations in numbers of applications received. Many of the cases considered this reporting year were from individuals who left government following the change of Prime Minister in 2015-2016 (and the subsequent government reshuffle in July 2016). As the Rules apply for two years from leaving office, applications from these individuals will drop off in 2018-2019. As figure 4 below shows, the Committee saw a short term surge in applications following the General Election in 2017.



70. Of the 93 applications, the Committee provided final advice on 82 appointments. As of 13 July 2018, 17 appointments had not been taken up. This may be for a variety of reasons, including: the applicant decided not to take up the appointment; or the applicant applied speculatively and either did not go ahead or it has not yet been taken up. The Committee's advice in relation to appointments/ employment that have been taken up or announced, is published on its website. If and when others are taken up, the Committee's advice will be published.

The process and timescales

71. When the Chair is made aware that a Minister has joined, or subsequently left ministerial office, she will write to remind them of the need to ask the Committee for advice on all outside appointments for a two-year period after leaving office.

72. Former Ministers are asked to complete an application form, which is available on the Committee's website. The Committee asks applicants to provide as detailed a picture of the proposed appointment/ employment as possible, so it can provide fully informed advice.

73. The application form requests details of the proposed new appointment/ employment and about the applicant's role and responsibilities held in ministerial office. The information the applicant must provide the Committee includes:

- the nature of the proposed role and responsibilities;
- whether the applicant applied for an advertised role;
- if the post is paid or unpaid and likely time commitment;
- if the role will involve dealings with government;
- if the applicant has been involved in policy development or decisions, the award of grants or regulatory work that could affect either the prospective employer or its competitors;
- if they had any contractual or official dealings with the prospective employer, competitors of the prospective employer, or with the sector the employer operates in during the applicant's last two years in office; and
- if the applicant has had prior involvement in the relevant sector or industry.

74. The Committee will seek information from the Minister's former department, as well as any other departments which may hold relevant information. This may include:

- further details of any official contact between the Minister and the employing organisation;
- the nature of any relationship between the proposed employer and the relevant department;
- the nature of the Minister's responsibilities in office, especially where there is a clear link to the area in which their proposed employer operates; and
- if the department has any other information it considers relevant to the Committee's consideration under the Rules.

75. The Committee may also seek further confidential evidence from other sources, for example the Minister's proposed employer or their competitors.

76. All applications are treated in strict confidence and remain confidential until appointments are taken up or publicly announced.

77. The Committee provides its advice direct to the former Minister. It aims to provide its advice within 15 working days of receipt of an application. During the reporting period, the Committee did so in 49% of cases, compared to last year in which it provided advice within 15 working days in 66% of cases.

78. This increase in the time taken to consider cases is due to a number of factors. However, it is predominantly due to the increase in casework carried out in each case. This has occurred for two reasons: the Committee has acted on the publicly expressed concerns about the robustness and transparency of its decisions; and there are a high number of complex cases. This has led to an increase in the resource needed to gather the relevant information from the applicant and relevant departments; to consider and challenge the information provided where necessary; and to draft more detailed and robust advice.

79. That around half the applications received this year were related in some way to the former Minister's time in ministerial office increased the time taken to source the necessary information from the relevant Permanent Secretary and department(s). These cases are more likely to present increased risks under the Rules. For example an applicant may have made decisions in office that affected the employing organisation, or may have had access to sensitive information that could be seen to offer an unfair advantage to the employer. In such cases the Committee expects to see detailed information about any contact the applicant had with their prospective employer, and the sector it operates in, while they were a Minister; and information

about the nature of any current relationship their former department has with the organisation.

80. Given this context, the Committee's historical 15 working day target may no longer be viable (71% of former Ministers received advice within 20 working days; and 90% in 25 working days).

81. In this reporting year, the Committee advised conditions should be imposed in relation to every application it advised on. The conditions imposed will include a ban on making use of privileged information available to former Ministers while in post; and a two-year lobbying ban. Other conditions may be added, tailored to address the specific risks identified in individual cases.

82. Former Cabinet members of the UK Government are routinely subject to a minimum three-month waiting period after leaving office. While this waiting period can be waived if justified by the circumstances of the case, the Committee chose not to do so in any of the cases it considered during the reporting period. The Committee can recommend a waiting period of up to two years. In exceptional circumstances, the Committee can recommend that a particular appointment is unsuitable (paragraph 39, Part 3, explains why the Committee's website does not show any unsuitable appointments).

83. The Committee's advice is normally published when the former Minister has advised the Committee that he or she has taken up or announced an appointment.¹⁰ It does not publish its advice letter where an appointment is not subsequently taken up.

84. Once an appointment/ employment has been formalised, the Committee will write to the employer to make them aware of the conditions that have been imposed.

85. See Annex F for links to the Committee's advice on appointments/ employment provided to former Ministers during 2017-18.

¹⁰ The Committee will on occasion consider requests for continuing confidentiality once an appointment has been taken up, but a very compelling case must be made to the Committee for doing so. The Committee will give no undertaking longer than three months, at the end of which the situation is reviewed. There were no such instances in this reporting period.

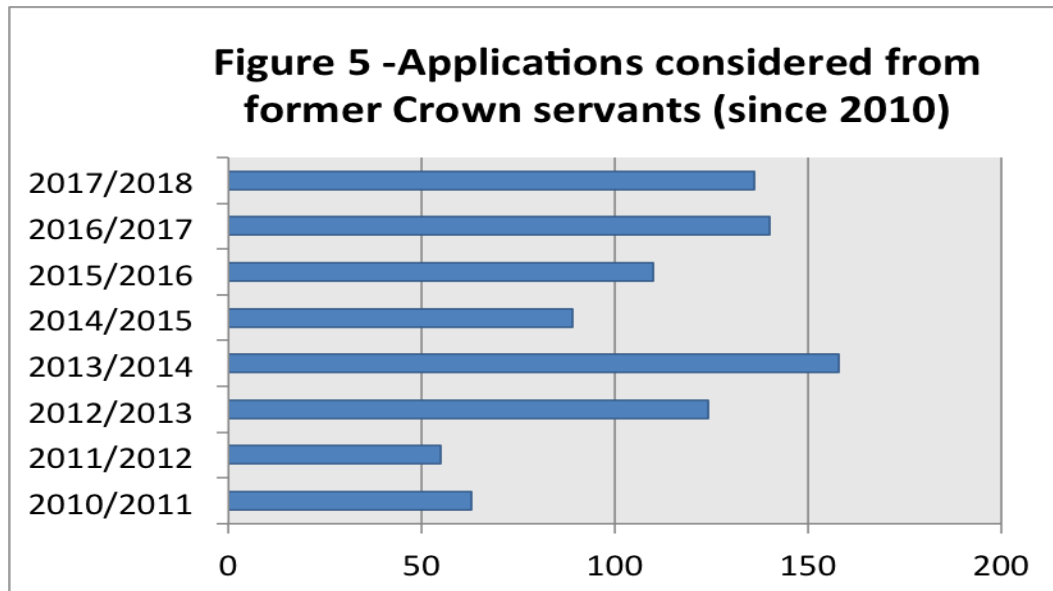
Part 5 - Crown servants

Applications received

86. The Rules apply to all Crown servants.¹¹ Applications from Crown servants below Senior Civil Service Pay Band 2 are dealt with by their employing department. The Committee's role is to provide advice independently of government on applications from the most senior level of Crown servants, in the two years after they have left office (those equivalent to Director General level and above).

87. In the reporting period, the Committee considered applications from 48 Crown servants in relation to 137 appointments, including 43 commissions under the terms of independent consultancies in respect of which the Committee had given advice. (This compares with 55 Crown servants and 140 appointments in 2016-2017, and 36 and 110 respectively in 2015-16).

88. Figure 5 shows the number of applications for advice from Crown servants year-on-year.



89. Of the 137 applications, the Committee provided final advice on 128 appointments. As of 13 July 2018, 36 appointments had not been taken up. This may be for a variety of reasons, including: the applicant decided not to take up the appointment; or the applicant applied speculatively and either did not go ahead or it had not yet been taken up. The Committee's advice in relation to appointments/employment that have been taken up or announced, is published on its website. If and when others are taken up, the Committee's advice will be published.

¹¹ The Civil Service, Diplomatic Service, armed forces and intelligence agencies.

The process and timescales

90. Applicants are asked to complete a standard application form which is available on the Committee's website. The Committee asks applicants to provide as detailed a picture of the proposed appointment/ employment as possible, so it can provide fully informed advice.

- the nature of the proposed role and responsibilities;
- whether the applicant applied for an advertised role;
- if the post is paid or unpaid and likely time commitment;
- if the role will involve dealings with government;
- if the applicant has been involved in policy development or decisions, the award of grants or regulatory work that could affect either the prospective employer or its competitors;
- if they had any contractual or official dealings with the prospective employer, competitors of the prospective employer, or with the sector the employer operates in during the applicant's last two years in office; and
- if the applicant has had prior involvement in the relevant sector or industry.

91. Applicants must submit the application to both their countersigning officer and the department's HR division for them to provide their assessments. The department then sends the completed application to the Committee's secretariat. The Committee draws on the information provided by the applicant, department and countersigning officer to inform its consideration of the application.

92. It is often necessary to seek further details about the nature of the proposed role or details relevant to the applicant's time in office. This might include asking for more information around the applicant's responsibilities in office, especially where there is a clear link to the area in which their proposed employer operates. For example, about specific policies; contracts; grants/ funding; or specific contact the applicant may have had in office with relevant third parties.

93. The Committee may also seek further confidential evidence from other sources, for example the proposed employer or its competitors.

94. The Committee aims to provide its advice on Crown servant cases within 20 working days of receiving a fully completed application form. During this reporting period, 79% of cases were dealt with within the 20 day target. This compares with 78% in 2016-17 and 86% in 2015-16.

95. There has also been an increase in casework necessary to consider and challenge the information provided in these cases where required; and to draft more detailed and robust advice. However, performance here has remained relatively static which is perhaps due to a process difference between the handling of applications from Ministers and Crown servants. For Crown servants, applications are received in the secretariat direct from the employing department and should contain the necessary information relevant to the applicant's time in Crown service; and the department's assessment of the risks under the Rules. Further, the target time-frame provides an additional 5 days (compared to the target for applications from former Ministers). However, given the complexity of some cases and because there is often a need to seek further information from the relevant government department(s) and/ or the applicant, it is not always possible to achieve this target.

96. In this reporting year, over half the applications received from Crown servants were in some way related to the applicant's time in office. As at paragraph 80, the

historical targets set for providing advice do not necessarily reflect the current process (87% received advice within an additional 5 working days).

97. As standard, the Committee will advise conditions should be imposed on all applications. As a general principle, former Crown servants at Director General level and above, and their equivalents, will be required to observe a two-year lobbying ban. Former Crown servants at the equivalent of Permanent Secretary level or above will be required to observe a minimum three-month waiting period after their last day of paid service. This waiting period can be waived if justified by the circumstances of the case. The Committee chose not to do so in relation to any cases advised on during this reporting period.

98. The conditions imposed will also include a ban on making use of privileged information available to them while in post. Other conditions may be added, tailored to address the specific risks identified in the individual case.

99. Once the Committee has agreed its advice it writes to the relevant final decision-maker (see footnote 2), who then considers the application and the Committee's recommendation. Once he or she has made the decision the relevant department and applicant are informed.

100. The department is responsible for informing prospective employers of any conditions that have been attached to the appointment. The applicant is responsible for informing the Committee when he or she has taken up the appointment, or it has been announced. Once the Committee is aware an appointment/ employment has been announced or taken up, it will publish its advice letter on its website.

101. All applications are treated in strict confidence and remain confidential until appointments are taken up or publicly announced. The Committee does not publish its advice on appointments/ employment not taken up.

102. See Annex G for links to the Committee's published advice on appointments/ employment provided to former Crown servants in 2017-18.

Annex A – Expanded department names

BEIS	The Department for Business, Energy and Industrial Strategy
CO	The Cabinet Office
DCMS	The Department for Digital, Culture, Media and Sport
DExEU	The Department for Exiting the European Union
DfID	The Department for International Development
DfE	The Department for Education
DfT	The Department for Transport
DHSC	The Department of Health and Social Care
DIT	The Department for Trade
DWP	The Department for Work and Pensions
FCO	The Foreign and Commonwealth Office
FSA	The Financial Services Authority
GCHQ	Government Communications Headquarters
HMRC	Her Majesty's Revenue and Customs
HO	The Home Office
MHCLG	The Ministry of Housing, Communities and Local Government
HMT	Her Majesty's Treasury
MOD	The Ministry of Defence
MOJ	The Ministry of Justice
SG	The Scottish Government
WG	The Welsh Government

Annex B - Biographies of Committee Members

Baroness Browning (Chair)

Baroness (Angela) Browning was MP for Tiverton (1992-1997) and for Tiverton and Honiton (1997-2010). She was Parliamentary Private Secretary to Michael Forsyth as Minister of State at the Department of Employment (1993-1994); Parliamentary Secretary at the Ministry of Agriculture, Fisheries and Food (1994-1997); Government co-chair of the Womens' National Commission 1995-1997; and Shadow Secretary of State for Trade and Industry (1999 - 2000) and Shadow Leader of the House of Commons (2000-2001) in William Hague's Shadow Cabinet. She was made a life peer in 2010 and was Government Spokesperson for the Home Office in the House of Lords, and Minister of State for Crime Prevention and Anti-Social Behaviour Reduction at the Home Office in 2011. She is a former member of the Public Accounts Committee and currently a member of the EU Select Committee and the EU Home Affairs Sub Committee. She has also been an Electoral Commissioner (2010-2012). Before entering Parliament, she was a teacher, auxiliary nurse, and management consultant.

Sir Alex Allan

Sir Alex Allan had a long career in the Civil Service, including roles as Principal Private Secretary to the Chancellor of the Exchequer and to the Prime Minister; as High Commissioner to Australia; as the Government's 'e-Envoy'; as Permanent Secretary at the Ministry of Justice; and as Chairman of the Joint Intelligence Committee. He is currently the Prime Minister's Independent Adviser on Ministers' Interests; Chair of the QC Appointments Panel and Board Member of the Parliamentary and Health Service Ombudsman.

Jonathan Baume

Jonathan Baume is currently a member of the Board of the Health & Safety Executive; a Non-Executive Director of the Office of Nuclear Regulation and of the Criminal Cases Review Commission. Until 2017 he was a Civil Service Commissioner, responsible for regulating appointments to the Civil Service to ensure it is on merit after fair and open competition. Jonathan also served as a member of the Advisory, Conciliation and Arbitration Service Council until 2014. Having started his career as a civil servant in the Department of Employment Group, he subsequently worked at the TUC specialising in employment law and equalities issues before joining the FDA, a trade union and professional association for senior public sector managers and professionals, where he served as General Secretary for sixteen years until 2012.

Lord German

Lord (Michael) German led the Liberal Democrat group on Cardiff City Council for 12 years between 1983 and 1995. In 1997 he was awarded the OBE for political and community service in Wales. In 1999 he was elected to represent South Wales East in the first ever elections for the National Assembly for Wales. A year earlier he had been elected by his Party to be their leader in waiting for the National Assembly. In 2000 he took the party into a coalition government, holding the post of Deputy First Minister, and also various ministerial portfolios including the Economy, Europe and Rural Affairs. He led the Party in the National Assembly until December 2008, latterly chairing its Environment and Sustainability Committee. In 2007 he became

the overall leader of the Welsh Liberal Democrats - a post which until then had been designated for an MP at Westminster. In June 2010 he left the National Assembly to join the House of Lords. He is currently the Chairman of the Anglo Azerbaijani Society; President of Dolen Cymru; and President of Monmouth, Brecon and Abergavenny Canals Trust.

Terence Jagger

Terence Jagger spent his early career with Shell, American Express, Burmah Oil and Unigate. After a Masters degree in Finance, he joined the Civil Service in 1995, where he worked in the Ministry of Defence until 2011. His roles included managing the PFI programme, leading the QinetiQ privatisation, Director Financial Management, and Political Advisor to the NATO commander in Afghanistan (2006-2007). From 2011 to 2015 he was Chief Executive of Crown Agents, the international development company working in Africa and Asia. He has previously had several director and trustee roles. His current roles include: Non-Executive Director of the Single Source Regulations Office, a Non-Executive Director of the London Pension Funds Authority and the Marine Management Organisation, Chair of Governors at Bath Spa University and a Trustee of Tree Aid.

Dr Susan Liautaud

Dr. Susan Liautaud is Founder and Managing Director of Susan Liautaud & Associates Limited, an ethics advisory firm supporting global organisations and leaders in business, government, and the non-profit sector. She is also founder of The Ethics Incubator, a non-profit platform for broadening debate about ethics issues. She teaches at Stanford University; is Vice Chair of the Court of Governors of the London School of Economics and Political Science (LSE); Chair of the LSE's ethics policy committee and its Remuneration committee; and is an Advisory Board Member of LSE's Marshall Institute. Susan currently serves on a several non-profit boards, including: member (and past Chair) of the Doctors Without Borders/Médecins Sans Frontières US Advisory Board; Pasteur Institute; and the Global Supervisory Board of Care International. She started her career as a corporate lawyer at Sullivan & Cromwell.

The Baroness Liddell of Coatdyke

Baroness (Helen) Liddell of Coatdyke was MP for Monklands East (1994-1997) and then for Airdrie and Shotts until 2005. She held a number of Ministerial positions including Economic Secretary to the Treasury, Energy Minister and Minister of State for Transport before becoming Secretary of State for Scotland (2001-2003). She was British High Commissioner to Australia until 2009 and was made a life peer in 2010. Baroness Liddell was part of the review of the circumstances surrounding the helicopter crash on the Mull of Kintyre at the request of the Coalition Government and was on the Joint Committee on the Prevention of Terrorism. She is Chairman of Annington (since March 2017); Chairman of the Good Governance Group (G3) (2014 onwards); a Member of the Advisory Board of PWC (2014 onwards); and Honorary President of the Carbon Capture and Storage Association (2016 onwards). She is also a Trustee of the Northcote Educational Trust and the Britain Australia Society Educational Trust.

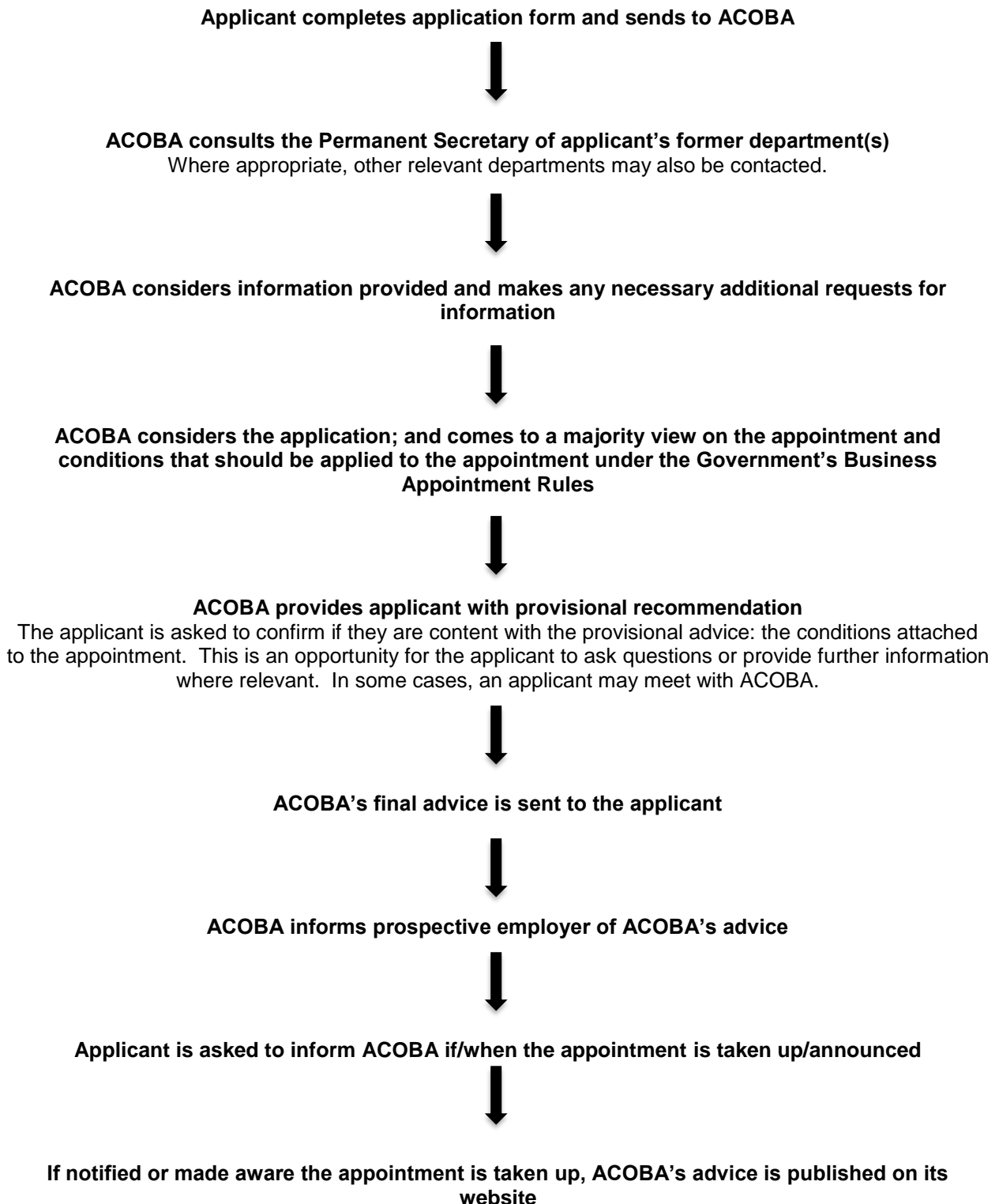
Richard Thomas CBE LLD

Richard Thomas CBE LLD was the Information Commissioner from November 2002 to 2009, responsible for enforcement of the Freedom of Information and Data Protection Acts. He was subsequently the Chairman of the Administrative Justice and Tribunals Council and served as a Member of the Committee on Standards in Public Life from 2012 to 2017. He is currently a Global Strategy Adviser to the Centre for Information Policy Leadership; and the Vice President of the Trading Standards Institute. Richard's earlier career spanned voluntary, public and private sectors. He served as a lawyer with the Citizens Advice Bureau Service and the National Consumer Council and was then the Director of Consumer Affairs at the Office of Fair Trading. He was Director of Public Policy at Clifford Chance, the international law firm, from 1992 until 2002. Richard has also been Deputy Chairman of Which? (the Consumers Association), a Trustee of the Whitehall and Industry Group, and was a Board Member of the International Association of Privacy Professionals.

John Wood

John Wood joined Herbert Smith (now Herbert Smith Freehills LLP), the city and international law firm, in 1972 and was a partner from 1982 to 2007. From 2008 to 2014 he was a legal board member of the Charity Commission for England and Wales and its interim chair in 2012. He continued as a board consultant with the Charity Commission from 2014 to 2017. He was appointed as a member of the Advisory Council on National Records and Archives in 2018.

Annex C - Chronology of application process for Ministers



Annex D - Chronology of application process for Crown servants

Applicant completes application parts 1 & 2 of the application form and submits internally for the countersigning officer at the relevant department and their HR department to consider



Department completes application form and sends to ACOBA



ACOBA considers information provided and makes any necessary additional requests for information



ACOBA considers the application; and comes to a majority view on the appointment and conditions that should be applied to the appointment, under the Government's Business Appointment Rules



ACOBA provides applicant with provisional recommendation

The applicant is asked to confirm if they are content with the provisional advice: the conditions attached to the appointment. This is an opportunity for the applicant to ask questions or provide further information where necessary. In some cases, an applicant may meet with ACOBA.



ACOBA's recommendation is made to the Prime Minister, or the appropriate decision maker in the case.¹²



Once a final decision is made, the department and applicant are informed
The department is responsible for notifying the new employer of ACOBA's advice.



Applicant is asked to inform ACOBA if/when the appointment is taken up/announced



If notified or made aware the appointment is taken up, ACOBA's advice is published on its website

¹² Advice is provided to the Foreign Secretary if the applicant is from the diplomatic service; to the Defence Secretary for most Ministry of Defence staff, both civilian and military; to the First Ministers of Scotland and Wales in the case of staff working in those Devolved Administrations; to the relevant Permanent Secretary if the applicant is a Special Adviser; and to the Prime Minister for all other Crown servants.

Annex E - The Committee's correspondence in retrospective cases

The Committee publishes the correspondence it sends in relation to retrospective applications. This annex contains links to the correspondence published on its website in relation to these cases.

Applicant	Correspondence
Sir Julian Brazier TD, Minister of State for Reserves	Chairman, Pathway Risk Management Member of a Reference Group, Royal United Services Institute for Defence and Security Studies Trustee, Summer Camps Trust
Tony Douglas, Chief Executive - Defence Equipment and Support (Ministry of Defence)	Chief Executive, Etihad Aviation Group
Owen Evans, Deputy Permanent Secretary, Welsh Government	Chief executive, S4C
Robert Hannigan, Director GCHQ	BlueteamGlobal
The Rt Hon George Osborne, Chancellor of the Exchequer	Editor, London Evening Standard (The Committee provided advice in this case)
Andrew Rhodes, Director General at the Department for Work and Pensions	Registrar and Chief Operating Officer, Swansea University
Angela Ridgwell, Director General at the Department for Business, Energy and Industrial Strategy	Chief Executive Officer, Lancashire County Council

Annex F - The Committee's advice to former Ministers

The Committee publishes its advice letters on all appointments/ employment it has advised on, on an on-going basis when they are either taken up or announced. This annex contains links to the advice published on its website during the reporting period (for former Ministers).

Applicant	Advice letter
Leighton Andrews, Minister for Public Services, Welsh Government	Chair, Cardiff City FC Foundation
Nicola Blackwood-Bate, Parliamentary Under-Secretary of State for Public Health and Innovation	Public Group International Limited Advisory Board Member, Eagle Genomics Board Member, Campaign for Science and Engineering Board Member, Oxford University Innovation Member of Governing Board, Push Doctor Ltd Senior Adviser, Global Counsel
Sir Julian Brazier TD, Minister of State for Reserves	Non-Executive Director, Samson DVM Limited Member, South East Reserve Forces' and Cadets' Association
The Lord Bridges of Headley MBE, Parliamentary Under-Secretary of State at the Department for Exiting the European Union	Senior Adviser to the Group Executive Chairman, Banco Santander S.A
The Rt Hon David Cameron, Prime Minister	Member of the Global Board of Advisers, Council on Foreign Relations Member of the Board of Director, ONE Consultant and Brand Ambassador, First Data Corporation Vice Chairman, UK-China Fund Consultant and Chair of

	International Advisory Board, Illumina Inc
James Duddridge MP, Parliamentary Under-Secretary of State for Asia and the Pacific, at the Foreign and Commonwealth Office	Adviser, TLG Capital Investments
The Lord Dunlop, Parliamentary Under-Secretary of State for Scotland and Northern Ireland	Non-Executive Director, Scottish Council for Development and Industry Advisory Council Member, Ionad Hiort
The Rt Hon Sir Michael Fallon KCB MP, Secretary of State for Defence	Non-Executive Chairman, Avanton Ltd Wilton Engineering Services
The Rt Hon Ben Gummer, Minister for the Cabinet Office and Paymaster General	Fellow of Practice, the Blavatnik School of Government Senior Adviser, Research Project, McKinsey and Company
The Rt Hon Sir Oliver Letwin FRSA MP, Minister for Government Policy and the Chancellor of the Duchy of Lancaster	Senior Fellow, Legatum Institute Senior Adviser, the Faraday Institution
The Rt Hon Lord Maude of Horsham PC, Minister for Trade and Investment	Advisory Board Member, Fine Instrument Fund Senior Adviser, Stephens Europe Ltd Member of International Consultative Council, Astana International Financial Centre
Aileen McLeod, Minister for Environment, Climate Change and Land Reform, Scottish Government	Advisory Council Member, WWF Scotland
The Rt Hon Nicky Morgan MP, Secretary of State for Education and Minister for Women and Equalities	Carnegie Centre of Excellence for Mental Health in Schools
The Lord O'Neill of Gatley, Commercial Secretary to the Treasury	Trustee, SHINE Steering Group Member, Royal Society/ British Academy

	Chair of the Council, Chatham House Royal Institute of International Affairs Advisory Board Member, Project for Modern Democracy Commissioner, Independent Commission on Social Housing, Shelter Distinguished Fellow, Chatham House Royal Institute of International Affairs Sheffield University Management School
The Baroness Neville-Rolfe DBE CMG, Commercial Secretary to the Treasury	Chairman, Assured Food Standards Ltd Non-Executive Director, Capita Plc
The Rt Hon George Osborne, Chancellor of the Exchequer	Advisory Board Chair, Exor NV Honorary Professor of Economics, University of Manchester Patron, SHINE Editor, London Evening Standard
Andrew Percy MP, Parliamentary Under-Secretary of State at the Department for Communities and Local Government	Advisory Board Member, GEX Management
The Lord Prior of Brampton, Parliamentary Under Secretary of State at the Department for Business, Energy and Industrial Strategy	Senior Adviser, Lazard Chairman, University College of London Hospital Foundation Trust
The Rt Hon Grant Shapps MP QC, Minister of State at the Department for International Development	Adviser, Avanti Communications Group
The Rt Hon the Baroness Stowell of Beeston MBE, Leader of the House of Lords	Non-Executive Director, ABTA Ltd Trustee Director, Crimestoppers Non-Executive Director, Impellam Group Plc Speaker, JLA

	Trustee, Transformation Trust
The Rt Hon Sir Hugo Swire KCMG MP, Minister of State for Foreign and Commonwealth Affairs	Non-Executive Director, ATG Airport Ltd Eaglesham Investments Ltd Chairman, British Honey Company Ltd
Lesley Thomson QC, Solicitor General for Scotland	Lay Governor, Glasgow Caledonian University
Edward Timpson CBE, Minister of State for Vulnerable Children and Families	Member of an Advisory to the Children's Commissioner for England
James Wharton, Parliamentary Under Secretary of State for International Development	Strategic Adviser, Aquind Strategic Adviser, Hume Brophy Consultant, Squire Patton Boggs
The Rt Hon John Whittingdale OBE MP, Secretary of State for Culture, Media and Sport	Advisory Board Member, SWNS Media Group Consultant, Federation of International Polo
The Rt Hon Ed Vaizey MP, Minister of State for Culture, Communications and Creative Industries	President of the Advisory Board, British Esports Association Limited Adviser, International Group Management Judge, Indigo Index Prize Adviser, Digital Theatre Plus Member of Advisory Board, NEC Europe Ltd

Annex G - The Committee's advice to former senior Crown servants

The Committee publishes its advice letters on all appointments/ employment it has advised on, on an on-going basis when they are either taken up or announced. This annex contains links to the advice published on its website during the reporting period (for former senior Crown servants).

Applicant	Advice letter
Air Marshall Gregory Bagwell, Deputy Commander Operations, Air Command at the Ministry of Defence	Cobham Plc
General Sir Richard Barrons, Commander, Joint Forces Command	Independent Consultancy Kellogg Brown and Root Ltd CAE (UK) plc
Ann Beasley, Chief Finance and Commercial Officer	Independent Adviser, Advisory, Conciliation and Arbitration Service
Lt Gen Thomas Beckett, Defence Senior Adviser Middle East, Ministry of Defence	Executive Director, International Institute for Defence Studies
Richard Blakeway, former Special Adviser to the Prime Minister	BexleyCo
Keith Bristow, Director General, National Crime Agency	Arcanum Global Heligan Capital Partners
Catherine Brown, Chief Executive, Food Standards Agency	Member of the Advisory Board on Diversity and Inclusion at The Wellcome Trust Trustee, Hubbub UK Board Member and member of the Remuneration Committee of Airport Coordination Ltd Chair of the Peas Please Advisory Board, the Food Foundation
Dame Louise Casey, Director General, Department for Communities and Local Government	Executive Director, the Institute for Global Homelessness, De Paul University Visiting Professor, the Policy Institute, King's College London Consultant, Crest Advisory (UK) Ltd

	Member of Advisory Board, KPMG
Natalie Ceeney, Chief Executive Officer, Her Majesty's Courts and Tribunals Service	Executive Director, Countrywide Plc
Dr Will Cavendish, Director General for Innovation, Growth and Technology	Director, Cities Advisory, ARUP
James Chapman, Special Adviser, Department for Exiting the European Union	Partner, Bell Pottinger Adviser, JH Communications
Mark Dearnley, Chief Digital & Information Officer, Her Majesty's Revenue and Customs	Senior Adviser, Bain and Company
Sir Martin Donnelly, Permanent Secretary, Department for International Trade	Visiting Academic, Hertford College, the University of Oxford Senior Adviser, Teneo Holdings International Adviser, Llewellyn Consulting Trustee, Gingerbread
Vernon Gibson, Chief Scientific Adviser, Ministry of Defence	Adviser to the President and Vice-Chancellor, the University of Manchester Executive Director, BP International Centre for Advanced Materials
Ameetpal Gill OBE, Special Adviser, Director of Strategy, Number 10	Red Tape Initiative Barclays Bank Plc Second Home Ltd Bulb Energy Ltd Aggregate IQ Data Services Ltd KPMG LLP UK Policy Group Elton John AIDs Foundation Coalition for Global Prosperity

	The Faraday Institution
John Godfrey, Special Adviser, Director of Policy at Number 10	Head of Corporate Affairs, Legal and General
Bernard Gray, Chief of Defence Materiel, Defence Equipment & Support, Ministry of Defence	Executive Chairman, New Scientist
William Hague, Chief People Officer, HM Revenue and Customs	HR Director, Financial Conduct Authority
Robert Hannigan, Director GCHQ	Independent Consultancy Immersive Labs Ltd Hiscox Insurance Ltd Senior Fellow, Royal United Services Institute Trustee, Bletchley Park Trust McKinsey and Company Rubica Schillings International LLP Centre for Secure Information Technologies
Air Marshall Sir Christopher Harper, Director General NATO International Military Staff	Aviation Skills Partnership Estonian International Centre for Defence and Security
Malcolm Harrison, Chief Executive Office, Crown Commercial Service	Group CEO, Chartered Institute of Procurement and Supply
Felicity Harvey CBE, Director General, Public and International Health	Non-Executive Director, Mediclinic
Dame Lin Homer, Permanent Secretary, Her Majesty's Revenue and Customs	Board Member, Centre for Ageing Better Board Member, Stefanou Foundation SAID Business School, Oxford University
General Sir Nicholas Houghton, Chief of Defence Staff, Ministry of Defence	Crossword Cybersecurity Plc

	Tadaweb
Vice Admiral Peter Hudson, Commander, NATO Maritime Command	Burson - Marsteller
Dominic Jermey CVO OBE, Her Majesty's Ambassador to Afghanistan, Foreign and Commonwealth Office	Director General, Zoological Society of London
Sir Derek Jones KCB, Permanent Secretary for the Welsh Government	Non-Executive Director, IQE Plc Special Adviser, Cardiff University
Lt General Philip Jones, Chief of Staff, NATO	Chairman of the Board of Trustees, Army Benevolent Fund Director, Othrys Limited Chief Operating Officer, Equilibrium Gulf
Sir John Kingman, Second Permanent Secretary, Her Majesty's Treasury	Senior Adviser, Rothschild & Co
Peter Lauener, Chief Executive of the Education and Skills Funding Agency	Non-Executive Director, Newcastle College Group
Catherine Lee CBE, Director General, Ministry of Justice	Trustee, Maudsley Charity
Mark Lyall-Grant, National Security Adviser, Cabinet Office	Strategic Advisory Team, Equilibrium Global Advisory Board Member, Schillings International LLP JLA Speakers Bureau
Dame Judith MacGregor, British High Commissioner to South Africa	Non-Executive Director, Fresnillo Plc Board Member, Governing Council of Southampton University
Lord Macpherson, Permanent Secretary, Her Majesty's Treasury	Board Member, UK Finance
Dame Una O'Brien, Permanent Secretary at the Department of Health	Non-Executive Director and Trustee, Macmillan Cancer Support
Ruth Owen, Director General of Customer Services, Her Majesty's Revenue and Customs	Partner, Advisory Services at EY Australia
Katie Perrior, Special Adviser, Director of	Chair, iNHouse Communications

Communications, Number 10	Strategic Adviser to the Board, GFG Alliance Media Commentary Columnist, The Times
Conrad Prince, Cyber Security Ambassador, Department for International Trade	Independent Consultancy Boston Consulting Group Albany Investment Limited Pool Reinsurance Company Limited Senior Research Fellow, Royal United Services Institute Wychwood Partners
David Prout, Director General, Department for Transport	Pro Vice Chancellor, University of Oxford
Air Chief Marshall, Sir Andrew Pulford, Chief of the Air Staff, Ministry of Defence	Senior Military Advisor, BAE Systems
Sir Ivan Rogers, Permanent Representative to the EU, Foreign and Commonwealth Office	Board Member, MNI Connect Advisory Board
Nick Timothy, Special Adviser, (Joint) Downing Street Chief of Staff	Columnist, The Daily Telegraph Columnist, The Sun
Admiral Sir George Zambellas, First Sea Lord	Senior Advisory Board, Pagefield Global Counsel Ltd

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