



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

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**BUSINESS APPOINTMENT APPLICATION: Mr Steven Boyd MBE, former Chief Executive at the Government Property Agency. Paid appointment with Glider Technology Limited.**

1. Mr Boyd sought advice from the Advisory Committee on Business Appointments (the Committee) under the government's Business Appointments Rules for Former Crown Servants (the Rules) on taking up a role as a Strategic Advisor with Glider Technology Limited (Glider).
2. The purpose of the Rules is to protect the integrity of the government. The Committee has considered the risks associated with the actions and decisions made during Mr Boyd's time in office, alongside the information and influence he may offer Glider. The material information taken into consideration by the Committee is set out in the annex.
3. The Committee's advice is not an endorsement of the appointment - it imposes a number of conditions to mitigate the potential risks to the government associated with the appointment under the Rules.
4. The Rules set out that Crown servants must abide by the Committee's advice<sup>1</sup>. It is an applicant's personal responsibility to manage the propriety of any appointment. Former Crown servants are expected to uphold the highest standards of propriety and act in accordance with the 7 Principles of Public Life.

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<sup>1</sup> Which apply by virtue of the Civil Service Management Code, The Code of Conduct for Special Advisers, The King's Regulations and the Diplomatic Service Code

## The Committee's consideration of the risks presented

5. Glider is a technology company that specialises in asset information management for the built environment. Glider has a relationship with government - it has been awarded contracts relating to information management and software across government departments on infrastructure projects with the Ministry of Defence<sup>2</sup>, central government and the National Health Service<sup>3</sup>. Further, the Cabinet Office confirmed that Glider Tech had a historical relationship with the department and its arm's length bodies, but no current contracts exist.
6. Mr Boyd did not meet with, nor had involvement in any regulatory or commercial policies specific to Glider during his time as Chief Executive. The Cabinet Office stated that Mr Boyd would not have had involvement and/or oversight in Glider's previous contracts with the Cabinet Office. The Committee<sup>4</sup> therefore considered the risk this role could reasonably be perceived as a reward for decisions made in office is low.
7. There is some overlap between Mr Boyd's role as Chief Executive of the GPA and the role he wishes to take up with Glider. In particular, Glider operates in the built environment sector, amongst others. However, the risks related to his access to information are limited because:
  - the overlap is broad, given his work as a property professional, not specific to Glider;
  - the Cabinet Office noted that he does not have access to information that would be of any particular advantage to Glider;
  - he has been out of office for over seven months, creating a gap between his role with Glider and his access to information; and
  - Mr Boyd has built his career on many years of experience in the built environment, infrastructure and property.
8. The risk regarding Mr Boyd's access to information is greatest should he look to advise Glider or its clients on the government's property estate/portfolio for which he was responsible, or in relation to government property decisions he had specific involvement in or responsibility for. Glider's clients and the precise pieces of work Mr Boyd will be asked to undertake are unknown. Therefore, there is a risk Mr Boyd could be asked about matters or organisations he was personally involved in as Chief Executive of the GPA.

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<sup>2</sup> <https://glidertech.com/client/defence-infrastructure-organisation/>

<sup>3</sup> <https://glidertech.com/insights/glider-awarded-prestigious-digital-outcomes-6-contract/>

<sup>4</sup> This application for advice was considered by Andrew Cumpsty; Isabel Doverly; Sarah de Gay; Hedley Finn OBE; Dawid Konotey-Ahulu CBE DL; The Baroness Jones of Whitchurch; The Rt Hon Lord Eric Pickles; Michael Prescott; and Mike Weir.

9. The Committee considered there are risks associated with Mr Boyd's influence and network of contacts in government. Particularly, as he seeks to take up a role that involves business scale up, supporting engagement & advising on client needs - including central government and public sector clients- which could be construed as seeking to influence the UK government on behalf of Glider. This would be contrary to the lobbying ban which applies to all former senior civil servants for two years on leaving office.
10. Mr Boyd said he will not contact the government and it is significant that Glider confirmed that:
- it will adhere to the Rules and the conditions of this advice;
  - Mr Boyd will not lobby the government whilst subject to the Rules; and
  - lobbying activity would fall to others already employed by the company.

#### The Committee's advice

11. The Committee considered there are limited risks associated with Mr Boyd's access to information. Whilst there is a general overlap, Glider's operation is not directly related to his responsibilities in office, with its contractual dealings sitting with other parts of government.
12. Mr Boyd confirmed there will be no lobbying of the government in this role, in line with the expectations set out in the Rules. As this is a wide ranging advisory role, including in relation to government business, there is a risk he may be perceived to offer Glider unfair access to government. Therefore, the Committee's advice is that Mr Boyd should have no direct engagement with the UK government on behalf of Glider. It is significant that Glider has confirmed compliance with this advice.
13. Mr Boyd noted that there may be times that the government wishes to contact Glider - any contact initiated by the government would not be contrary to Rules or the Committee's advice.
14. It is also relevant that Mr Boyd has a career in property and property management that predates his time in government.
15. The Committee advises, under the government's Business Appointment Rules, that Mr Boyd's role with **Glider Technology Limited** should be subject to the following conditions:
- he should not draw on (disclose or use for the benefit of himself or the persons or organisations to which this advice refers) any privileged information available to him from his time in Crown service;

- for two years from his last day in Crown service, he should not become personally involved in lobbying the UK government or any of its arm's length bodies on behalf of Glider Technology Limited (including parent companies, subsidiaries, partners and clients); nor should he make use, directly or indirectly, of his contacts in the government and/or Crown service contacts to influence policy, secure business/funding or otherwise unfairly advantage Glider Technology Limited (including parent companies, subsidiaries, partners and clients);
- for two years from his last day in Crown service, he should not provide advice to Glider Technology Limited (including parent companies, subsidiaries, partners and clients) on the terms of, or with regard to the subject matter of, a bid with, or contract relating directly to the work of the UK government or its arm's length bodies;
- for two years from his last day in Crown service he should not advise Glider Technology Limited (including parent companies, subsidiaries, partners and clients) on the property estate/portfolio he was responsible for in office, or in relation to government property decisions he had specific involvement in or responsibility for as Chief Executive, Government Property Agency; nor where he had a relationship with the relevant client in Crown service; and
- for two years from his last day in Crown service, he should not have any engagement on behalf of Glider Technology Limited (including parent companies, subsidiaries, partners and clients) with the UK government.

16. The advice and the conditions under the government's Business Appointment Rules relate to an applicant's previous role in government only; they are separate from rules administered by other bodies such as the Office of the Registrar of Consultant Lobbyists, the Parliamentary Commissioner for Standards and the Registrar of Lords' Interests<sup>5</sup>. It is an applicant's personal responsibility to understand any other rules and regulations they may be subject to in parallel with this Committee's advice.

17. 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,

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<sup>5</sup> All Peers and Members of Parliament are prevented from paid lobbying under the House of Commons Code of Conduct and the Code of Conduct for Members of the House of Lords. Advice on obligations under the Code can be sought from the Parliamentary Commissioners for Standards, in the case of MPs, or the Registrar of Lords' Interests, in the case of peers.

whether under the Official Secrets Act, the Ministerial Code/Civil Service Code or otherwise.

18. 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.”
19. Mr Boyd must inform us as soon as he takes up this work or if it is announced that he will do so. Similarly, he must inform us if he proposes to extend or otherwise change his role with the organisation as depending on the circumstances, it might be necessary for him to seek fresh advice.
20. Once this appointment has been publicly announced or taken up, we will publish this letter on the Committee’s website.

Hamzah Rizvi  
**Committee Secretariat**

## Annex - Material information

### The role

1. According to its website, Glider is a technology company that specialises in asset information management for the built environment through its software, streamlining infrastructure projects and driving efficiency. Mr Boyd stated the Glider operates in built environment information management focusing on:
  - Information management consultancy.
  - Common design environment for projects.
  - Digital project handover.
  - Digital asset management.
2. Glider has a relationship across government. According to its website, it has been contracted by the Defence Infrastructure Organisation (DIO)<sup>67</sup>, an arm's length body of the Ministry of Defence (MOD) in delivering an Asset Information Management Common Data Environment (AIM CDE)<sup>8</sup>. it was a contracted supplier through the Crown Commercial Service on the Digital Outcomes and Specialists 5 Framework in 2021 as well as Digital Outcomes 6 contract in 2022<sup>9</sup>. It also states that it has been awarded contracts on other public sector framework, such as its G-Cloud Digital 12 Marketplace contracts with the MOD, British Antarctic Surveys (BAS<sup>10</sup>) and the National Health Service (NHS)<sup>11</sup>.
3. Mr Boyd wishes to take up a paid, part-time role with Glider as Strategic Advisor. Mr Boyd stated that this role would involve:
  - Built environment subject matter expertise.
  - Providing constructive challenge, strategic guidance and specialist advice.
  - Advising on client needs and the service offer.
  - Advising on business scale up.
  - Speaking at industry events
  - Contributing to thought leadership pieces.

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<sup>6</sup> The Defence Infrastructure Organisation (DIO) is the estate expert for defence, supporting the armed forces to enable military capability by planning, building, maintaining, and servicing infrastructure.

<sup>7</sup> <https://glidertech.com/client/defence-infrastructure-organisation/>

<sup>8</sup> A platform capable of securely managing a complex level of asset data that could be integrated with operational systems to enable actionable insights across their large estate.

<sup>9</sup> <https://glidertech.com/insights/glider-awarded-prestigious-digital-outcomes-6-contract/>

<sup>10</sup> The British Antarctic Survey is part of the Natural Environment Research Council (NERC). NERC is part of UK Research and Innovation – an executive non-departmental public body, sponsored by the Department for Science, Innovation and Technology.

<sup>11</sup> <https://glidertech.com/insights/glider-awarded-prestigious-digital-outcomes-6-contract/>

- Supporting engagement with clients and other stakeholders.
4. Mr Boyd stated his role will not involve engaging government but will instead involve advising Glider on how the property asset management process in the government works in general terms without using his contacts or lobbying government. He stated his role is a holistic one working on issues that will be relevant across the full range of clients and as such will include an understanding of central government clients as well as other public sector clients and the private sector.
  5. Mr Boyd stated he made his employer aware of ACOBA's restrictions, and they are happy to accept them. He stated his role will not involve lobbying ministers or government officials, or utilising contacts gained in his role as Chief Executive at the Government Property Agency.
  6. Mr Boyd stated that he has worked in built environment, property and infrastructure for his whole career. Prior to his role as Chief Executive at the GPA, he was HMRC's Estates Director delivering 13 major office buildings, planning the successful drawdown of a nationwide PFI<sup>12</sup>, and shrinking the size of the estate by two thirds. He also served in the British Army including leading its in-house engineering design and project management consultancy, and as its Director of Infrastructure <sup>13</sup>.
  7. ACOBA contacted Glider to ensure this role could be adequately separated from any lobbying work and confirmation of compliance to the Business Appointment Rules.

#### Dealings in office

8. Mr Boyd noted that Glider has clients in the public sector and central government. He stated that he did not meet with, nor was involved in developing any policy, regulatory or commercial decisions specific to Glider whilst in post. Further, he stated he does not possess any sensitive information specific to Glider.

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<sup>12</sup> Private Finance Initiatives - which allow governments and the private sector to join forces to finance and implement projects that benefit the public sector. <sup>13</sup>  
<https://www.gov.uk/government/people/steven-boyd>

## Departmental Assessment

9. The GPA and Cabinet Office confirmed the details Mr Boyd provided and confirmed that:

- it has a historic relationship with Glider but there is no current, ongoing relationship.
- Mr Boyd did not meet with, or have oversight or involvement in any commercial/funding decisions specific to Glider's historical relationship with the Cabinet Office.
- there is no information Mr Boyd has access to that the departments considered would offer Glider an unfair advantage.

10. The departments did not have concerns with the appointment and recommended the standard conditions.

## Glider Technology Limited

11. Mr Boyd's proposed employer confirmed, in writing, its understanding of and agreement to comply with the Committee's advice. Glider stated that:

- *'Mr Boyd will not engage in any form of lobbying the government on behalf of our company. This includes any communication intended to influence government decisions, policies, or contracts. We will establish strict internal protocols to monitor and enforce this condition.'*
- *'Mr. Boyd will not be placed in any position where his prior government contacts could be improperly used to influence government decisions, policy, or contract awards in favour of our company. His advisory role will be carefully structured to maintain clear boundaries in this regard.'*
- *'Mr. Boyd will not be involved in any activities that would leverage privileged information obtained during his tenure in the Civil Service. We will ensure that he does not disclose any unannounced or proposed government policies or commercially sensitive information that could give our company an unfair advantage that is not already publicly available.'*
- *'We will maintain transparency in our operations and ensure that any public concern regarding Mr. Boyd's appointment is addressed proactively.'*

12. Glider affirmed that the restrictions will be complied with by incorporating them into the company's internal compliance process via the following:



### ***'Compliance Training***

*Mr. Boyd will undergo compliance training during his onboarding period to reinforce the boundaries of his advisory role and the importance of adhering to the Business Appointment Rules.*

### ***Regular Audits***

*We will conduct regular audits of Mr. Boyd's activities and engagements to ensure ongoing compliance with the rules. Any potential issues will be addressed promptly.*

### ***Periodic Reviews***

*We will have periodic reviews with Mr. Boyd to discuss and reassess his advisory role, ensuring continued compliance with the rules and conditions imposed. '*