



**THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS
NINTH REPORT 2006–2008**





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July, 2008

Dear Prime Minister,

The years 2006–08 covered by this Report have seen the final stages and completion of their scrutiny by the House of Commons Public Administration Select Committee of the ethical regulation of government and the ‘Business Appointment Rules’, including this Committee’s role in advising on the Rules’ application.

We have been pleased by the broad endorsement of our work contained in each of the Select Committee’s reports, and in the Government’s response to these. We are not charged with any policy making responsibility. If any more relaxed approach were thought to be warranted by an increasingly common interchange in employment between the public and the private sectors, it would be for government to legislate for it.

Pending the outcome of the reviews, and the Government’s response to them, my colleagues and I have each been willing to serve on the Advisory Committee for longer than normally expected. For our part we are persuaded that it is strongly in the public interest that there should be in place some effective system of scrutiny of appointments taken up by Ministers and Crown servants when they leave office, such as this Report describes.

Although I have, as you know, recently retired from the Committee, this Report is submitted by me, since I was chairman throughout the period it covers.

I should like to record, in conclusion, that throughout this period we have once again received exemplary service from our small secretariat, led by Mr Tony Nichols OBE.

Yours sincerely,

Patrick Mayhew

LORD MAYHEW OF TWYSDEN QC DL

INTRODUCTION

1. The Advisory Committee on Business Appointments is an independent and unpaid body. It provides advice to the Prime Minister and the Foreign Secretary respectively on the application of the Rules on the acceptance of outside appointments to those very senior members of the Civil Service and the Diplomatic Service who wish to take up such appointments within two years of leaving Crown service. For part of the period covered by this report it also provided advice to the Prime Minister on the application of the Rules to very senior members of the Armed Forces.

2. The Rules which apply to Crown servants do not apply to Ministers. The Ministerial Code requires that they seek the Advisory Committee's advice about any appointments they wish to take up within two years of leaving the Government, although they do not need to consult the Committee about unpaid appointments in non-commercial organisations. The Advisory Committee gives its advice direct to the individual under Guidelines provided for it by the Government on the acceptance of outside appointments by former Ministers.

3. The Committee is an Advisory Non-Departmental Public Body sponsored by the Cabinet Office. Its members are appointed by the Prime Minister. They have experience at the most senior levels of Parliament, the Home Civil Service, the Diplomatic Service, the Armed Forces, or business. They normally serve an initial three-year term, with one extension to six years overall. Reviews of the business appointment Rules have been conducted by Sir Patrick Brown at the request of the then Prime Minister, and subsequently by the Public Administration Select Committee which was asked to consider Sir Patrick's recommendations. All the current members

of the Committee have completed their appointments, but each agreed to continue to serve pending policy decisions by the Government following these reviews.

4. Throughout the period covered by this report, the Committee comprised:

The Rt Hon Lord Mayhew of Twysden QC DL
(Chairman)

Sir John Belloch KCB
(Vice Chairman)

The Rt Hon Lord MacLennan of Rogart

The Rt Hon Lord Morris of Aberavon KG QC

The Lord Wilson of Tillyorn KT GCMG FRSE

Admiral Sir Kenneth Eaton GBE KCB FREng FIEE

Sir Bryan Nicholson GBE

(Lord Mayhew retired from the Committee on health grounds with effect from 1 April 2008)

5. The Committee is supported by a small secretariat in the Cabinet Office. This secretariat also constitutes the unit which advises on the application of the business appointment Rules to Crown servants below the most senior levels. Its costs amounted to approximately £142,000 in 2006–07 and £143,000 in 2007–08.

THE BUSINESS APPOINTMENTS SYSTEM FOR FORMER MINISTERS

The new Ministerial Code

6. In March 2006, in our written evidence to the House of Commons Public Administration Select Committee (PASC)¹, the Advisory Committee noted that although “*the Ministerial Code requires that... [former Ministers] seek the Committee’s advice on outside appointments... there is no obligation to act on that advice*”. It was therefore possible for Ministers “*to go through the motions of consultation without regard to the apparent spirit or intention of the Code*”². We thought this unsatisfactory, and PASC agreed³.

7. We were pleased to see last year that the incoming Prime Minister addressed this concern in his new Ministerial Code⁴, which now requires that “*on leaving office, Ministers must seek advice... [and are] expected to abide by the advice*”⁵. This strengthened Ministerial Code was introduced in July 2007, and has applied to Ministers leaving the Government after that date.

The Guidelines for former Ministers

8. We deal with the requests for advice we receive from former Ministers in accordance with the Guidelines provided to us by the Government for this purpose. The existing version (reproduced at Annex A) will need to reflect the changes which have taken place. We look forward to receiving revised Guidelines from the Government.

Lobbying

9. The issue of how appointments which might entail lobbying should be treated affects both former Ministers and Crown servants. We deal with both in this section, to avoid the need for repetition in the next section of this

report about the appointments of Crown servants.

10. In their recent report on the business appointment Rules⁶ PASC noted that concerns expressed to them “*were not simply about straightforward corruption, but about more general and insidious influence*”⁷. They recommended to the Government that “*it [was] inappropriate for former Crown servants to move almost directly to positions in which they may lobby former Ministers or colleagues*”⁸.

11. In its response the Government said “*There are circumstances where it is appropriate to include a ban on lobbying the Government and former colleagues for a prescribed period as a condition of taking up new employment. The Government believes that it is vital that former Crown servants should avoid any criticism that they are using what may be seen as privileged access to former contacts in Government to further the interests of their new employer. However, the Government continues to believe that this should be decided on the merits of individual cases*”⁹.

12. We have long made clear our view that public confidence in Government and in the integrity of those who serve in it can be adversely affected if, on leaving, Ministers (or Crown servants) take up appointments with companies which have contractual or other relationships with Government, or are seeking them.

13. Equally, however, we have not thought it right that each such appointment should be denied to former Ministers or Crown servants solely on that ground, without any regard to the circumstances of the particular case. We have therefore continued to consider each case on its own merits and have recommended safeguards

1 In response to their inquiry into ‘Ethics and Standards’, including the Business Appointment Rules, and reproduced at Annex E to our last Annual Report (ACOPA Eighth Report 2005–2006).

2 ACOPA Eighth Report 2005–2006, p. 33.

3 HC 651 – Sixth Report of Session 2006–07, “The Business Appointment Rules”, para. 27.

4 Available at http://www.cabinetoffice.gov.uk/propriety_and_ethics/ministers/ministerial_code/.

5 Para. 7.25.

6 HC 651 – Sixth Report of Session 2006–07, “The Business Appointment Rules”.

7 Ibid, para. 13.

8 Ibid, para. 20.

9 HC 1087 – Third Special Report of Session 2006–07, “The Business Appointment Rules: Government Response to the Committee’s Sixth Report of Session 2006–07”, p. 2.

where we believed that there would otherwise be reasonable grounds for concern.

14. On 21 June 2007 PASC launched an inquiry into the lobbying industry. Two members of the Advisory Committee, Lord Mayhew and Lord Maclennan, together with the Secretary, Mr Tony Nichols, gave oral evidence to the Select Committee on 21 February 2008.

15. Asked about our approach and practice in determining whether an individual should be banned from lobbying the Government, Lord Mayhew said that “*the Advisory Committee on Business Appointments, while not recognising any fully comprehensive definition of lobbying, considers and intends that any ban on lobbying that it may recommend extends to any contact made with a view to influencing the exercise of a discretion or a decision*”. In our case-by-case approach, we have judged in some instances that the individual should not become engaged in such activity for a full two years, but on most occasions we have concluded that they should not become personally involved in lobbying the Government for a year after they left office.

16. We await PASC’s report on lobbying, and the Government’s response to it. In the meantime we will continue to follow the approach set out above.

Appointments of former Ministers

17. Twenty-nine former Ministers sought our advice about a total of 69 appointments in 2006–08, of which 16 were not taken up. Those which were taken up are listed in Annex B together with our advice on them.

18. The Advisory Committee has no remit to police compliance with the Ministerial Code or

the observance of the advice we give to individuals. Nor could we carry out such a function. Our advice is given, and made publicly available, under the terms of the Guidelines which form our remit. If asked whether our advice has or has not been sought about a particular appointment accepted by a former Minister, we will provide that information.

19. We have noted with concern that during the period covered by this report some appointments about which we were consulted had been accepted before our advice on them was sought or given. In other instances we were given little time to carry out the enquiries we need to make in order to give advice. We recognise that some offers of employment may materialise suddenly and that they may be subject to an early risk of withdrawal. Nevertheless, we urge that in the interests of public confidence every effort should be made to seek our advice in good time.

20. The Advisory Committee has changed its practice in giving advice to former Ministers. Since it must ultimately be for the individual concerned to uphold the highest standards expected of those in public life, we no longer advise a former Minister (if, of course, we see no objection to a proposed appointment under the Government’s Guidelines) that “*it would be proper*” for him or her to take it up. Subject to the view we reach on considering the information made available to us about an appointment, we now feel it more appropriate to advise the individual in terms of whether or not we see any reason why it should not be taken up. Our advice continues to include any condition or restriction which we believe should be observed in order to avoid any ground for suspicion of impropriety.

THE BUSINESS APPOINTMENT RULES FOR CROWN SERVANTS

The Government's Review of the Rules

21. As reported in our Eighth Report¹⁰, the then Prime Minister announced in December 2005 that he was publishing a report by Sir Patrick Brown on the business appointment Rules for Crown servants following a review Sir Patrick had conducted into their application. Mr Blair later asked PASC for their views on Sir Patrick Brown's two main recommendations – “*transferring responsibility for business appointments processes for Crown servants to the Civil Service Commissioners*” and whether “*there should be one form of restriction placed upon public servants who are proposing to move to other jobs*”¹¹.

22. The Advisory Committee submitted written evidence to PASC in March 2006 and, in addition, Lord Maclennan of Rogart submitted a note of his personal views on the operation of the business appointment Rules (both reproduced as Annex E to our last report). Subsequently, the Chairman, Lord Mayhew, with the Secretary, Mr Tony Nichols, gave oral evidence to the Select Committee on 8 June 2006 (a transcript of this evidence is reproduced in volume 2 of the PASC report¹²).

23. Questioned on Sir Patrick's findings about the system, Lord Mayhew said:

“To the extent that there is complexity it is because real life is complex. Every case is different, and we look with great care at each case that is brought to us by an applicant. It seems to me that one cannot satisfactorily achieve the objective of reassuring the public about the integrity of public life in this context by some mechanistic means or by reference to some formula. If one is to say that there shall be a single test, for example whether in the past

three years there has been on the part of the applicant any material influence which has resulted in the conferring of a benefit upon the company to which he wishes to go and, if so, he cannot do so for two years, that is unduly rigid and does not enable one to take account of the circumstances. I think that is a mistake. We take account of the circumstances; we take account of the desirability or otherwise of imposing behavioural conditions. We do not just say that someone is out for two years; we very seldom do say that, although we are able to do so, but we do say, for example, that for the next six or 12 months the individual should not lobby his previous employer, be it a department or government as a whole. Matters of that kind enable us to take what I believe is a satisfactorily flexible approach which reflects the complexity of each individual set of circumstances.”

24. We did not publish an annual report last year as our role and the Rules were still under review. PASC published their report on the ethical regulation of Government¹³ on 29 April 2007, and their further report on the business appointment Rules¹⁴ on 14 June 2007. The Government's responses to both reports were published by PASC on 21 November¹⁵ and 24 October¹⁶ respectively.

25. PASC broadly agreed with our view concerning Sir Patrick Brown's recommendation that business appointment applications from former Crown servants should be subject to a single test and a single restriction, stating that:

“We consider it likely that the judgement about what transfers are appropriate will change in response to the pattern of civil service careers, and that experience will guide those changes. Although Sir Patrick Brown makes some valuable suggestions for improving the Business

10 ACOBA Eighth Report 2005–2006, p. 9.

11 Column 202WS, Hansard, 20 December 2005.

12 HC 121 – Fourth Report of Session 2006–07, “Ethics and Standards: The Regulation of Conduct in Public Life”.

13 Ibid.

14 HC 651 – Sixth Report of Session 2006–07, “The Business Appointment Rules”.

15 HC 88 – First Special Report of Session 2007–08, “Ethics and Standards: The Regulation of Conduct in Public Life: Government Response to the Committee's Fourth Report of Session 2006–07”.

16 HC 1087 – Third Special Report of Session 2006–07, “The Business Appointment Rules: Government Response to the Committee's Sixth Report of Session 2006–07”.

Appointment Rules, we consider that his single test and single sanction approach is not satisfactory. It might prevent straightforward corruption, but would not deal with more insidious uses of influence, and would not command public confidence.”

26. PASC were also not convinced about Sir Patrick Brown’s other recommendation, that the business appointments processes for civil servants be transferred to the Civil Service Commissioners, stating that:

“We agree with ACOBA that administering a system for vetting business appointments at a senior level is likely to require... a spread of expertise. In particular, we consider that the involvement of Parliamentarians is essential to ensure that there is broad agreement across the political spectrum that former civil servants behave with propriety, but also that they are not having employment blocked for partisan political reasons.

“If such a body is necessary to consider civil service applications, it seems perverse to create a parallel structure to consider applications from former Ministers. More than that, it would be fundamentally unsatisfactory for applications from former Ministers to be measured against different criteria from those applied to Crown servants. At the very least, it would raise public suspicion that one group was being more favourably treated than the other. We believe that, to ensure consistency, the body which considers applications to take up business appointments from Crown servants should also be responsible for advising former Ministers on such appointments.

“The Advisory Committee on Business Appointments has operated effectively, and we

see little benefit in changing its composition, or its way of working. However, we recommend that the Government considers whether decisions about future business appointments of senior Crown servants would be better taken by the Civil Service Commission than the Prime Minister or Head of the Home Civil Service. We acknowledge there are arguments in favour of the status quo, as well as arguments for change, but we believe the proposal deserves serious consideration.

“We believe it would be appropriate for the Chairman of the Committee on Business Appointments to be a Civil Service Commissioner, to ensure a coherent and collegiate approach to both appointment and exit from the civil service.”

27. In response the Government said:

“The Government shares the Committee’s view that the present system provides for a flexible approach which enables decisions under the Rules to take account of the particular circumstances of each individual case. The Government agrees with the Committee that the more narrow approach proposed by Sir Patrick Brown of a single sanction applied against a single test would not be adequate to protect the public interest in ensuring that when a former Crown servant takes up an outside appointment there should be no cause for concern of impropriety.

“The Government shares the Committee’s belief that it is appropriate that a single body should be responsible for considering applications from Crown servants, and for providing advice to former Ministers in order to ensure a consistent and rounded approach to administering the Rules and Guidelines.

“The Government shares the view of the Committee and Advisory Committee that administering a system for vetting business appointments at a senior level requires a broad spread and balance of experience and expertise, and that the current combination works well.

“The Government notes the Committee’s view that there are arguments for developing the involvement of the Civil Service Commissioners in the business appointments process as well as maintaining the status quo. However, it notes that while the role of the Civil Service Commissioners is to regulate recruitment to the Civil Service, individual decisions are the responsibility of the relevant department. The Government will consider further the Committee’s recommendations as part of the work to take forward the commitment in the Constitutional Reform Green Paper for legislation for the Civil Service.”

Lobbying

28. The concerns which can arise over appointments that might involve lobbying, and our approach to addressing them, affect Crown servants in much the same way and in broadly the same measure as they do former Ministers. We have therefore dealt with this subject fully under the previous section on former Ministers in paragraphs 9–16.

29. Notwithstanding the public concern which can and does arise when a former Crown servant (or Minister) accepts an appointment which can entail lobbying his or her contacts in Government, a number of applications referred to us continue to seek immediate approval for such employment. We believe that employing Departments could do more to inform potential applicants of the Government’s view, in

response to PASC’s and our own concerns, that *“it is vital that former Crown servants should avoid any criticism that they are using what may be seen as privileged access to former contacts in Government to further the interests of their new employer”*¹⁷. It is important that expectations should not be raised that such appointments can be taken up immediately and without restriction.

Independence and Accountability of the Committee

30. In its wider report on The Regulation of Conduct in Public Life¹⁸, PASC explored issues surrounding the independence and accountability of a number of bodies, of which we are one, that are seen as constituting the ‘ethical regulators of Government’. In their report they stated that:

“We propose a direction of travel for the ethical regulators which would lead to a collegiate structure. We consider that Parliament itself is best placed to undertake the scrutiny of such a college, and that a new arm’s length body – a Public Standards Commission – be created by statute to undertake the sponsoring role of appointing, funding, staffing and auditing the college. The creation of such a Commission would entail bringing the ethical regulators themselves onto a statutory footing.

“We believe the most effective model for ethical audit is likely to be one which encourages co-operation between ethical auditors, and provides robust forms of both independence and accountability. The reform of ethical regulation is likely to be a gradual process, which will allow examination and review of new arrangements. We favour the ‘statutory commission’ model to undertake, on behalf

17 HC 1087 – Third Special Report of Session 2006–07, “The Business Appointment Rules: Government Response to the Committee’s Sixth Report of Session 2006–07”, p. 2.

18 HC 121 – Fourth Report of Session 2006–07, “Ethics and Standards: The Regulation of Conduct in Public Life”.

of both Parliament and government, the sponsoring body functions we have described, thereby leaving Parliament to fulfil its proper constitutional scrutiny and oversight role, and the watchdogs themselves the appropriate balance of independence and accountability to enable them to carry out their work properly.

“There now needs to be further debate about the precise way in which ethical oversight is best arranged. The reform of ethical regulation in British public life should be undertaken openly, consensually, and on the basis of principle. There must be an end to ad hocery. It is time to recognise that machinery for the regulation of conduct in public life is a permanent part of our constitutional arrangements, and needs now to be put on a proper statutory footing.

“The most effective safeguard against concerns that regulators’ independence may be influenced by a desire for reappointment is to provide for a reasonably lengthy single non-renewable term. In our view this term should not be more than seven years (nor less than five years).”

31. The Government responded that it will *“give further consideration to the issues raised... as part of its work to take forward the commitment in the Constitutional Reform Green Paper for legislation for the Civil Service... [and] future appointments of... the Chair of the Advisory Committee on Business Appointments... will be made for a single non-renewable term.”*

32. The Advisory Committee on Business Appointments is an independent and unpaid body advising on the application of the Government’s Guidelines and Rules to former Ministers and Crown servants respectively. We are not a conventional regulator. We have

no responsibility or powers to police the activities of those who have left public office, nor could we perform such a role. However, if the Government does decide to bring together all those bodies currently responsible for regulating ethics and behaviour, in whatever form that might take, it would seem sensible for ours to be included. Nevertheless, we believe that any new arrangements would need to be flexible enough to secure that wide degree of operational discretion that our functions require and which we currently enjoy.

The Armed Forces

33. Our recommendations on those applications by members of the Armed Forces which have been referred to us are included in Annex D where the appointment has been taken up or announced. We have not been asked to consider any applications from the Armed Forces since November 2007.

Revision of the Rules

34. The principles upon which we consider the advice we should give about appointments are common to the systems of both Crown servants and former Ministers, as we consider they should be. We accordingly welcome the Government’s agreement, in its response to the PASC report, that a single body should continue to be responsible for both schemes in order to ensure a consistent and rounded approach to administering the Rules and the Guidelines.

35. The present version of the business appointment Rules for Crown servants has now been in existence for some twelve years, pre-dating slightly the current Guidelines on the acceptance of appointments or employment outside Government by former Ministers of the

Crown which were issued in 1998. We drew attention in paragraph 8 to a need for new Guidelines. The Rules, too, must reflect changes that have taken place since they were produced, and we agree with the Government's view that some parts of them would in addition benefit from further clarification. We will work with the Government on its revision of them.

Appointments of former Crown servants

36. Overall, the Committee considered 167 applications from senior Crown servants in 2006–08, although not all of these appointments have been taken up. Of this total, we recommended that 25 should be subject to a waiting period. In the remaining 142 cases we saw no need to delay the appointments, but we considered that approval of 70 of these should be subject to conditions.

37. The list at Annex D summarises our recommendations on those appointments which have been taken up or announced, including nine where we used our discretion under the Rules to recommend that the normal minimum three-month waiting period which applied to Permanent Secretaries should be waived. All our recommendations were accepted.

38. The Advisory Committee normally considers applications only from the most senior Crown servants. Applications from officials at the next level are considered by the Head of the Home Civil Service, while those below that level, which are referred to the Cabinet Office under the Rules, are considered by our secretariat. (The criteria for deciding who should consider a particular case are set out in paragraphs 25 to 30 of the Rules, at Annex C.) The Chairman has once again personally reviewed the recommendations made

by the Committee's secretariat in a substantial, random, sample of cases with which they dealt, and he is satisfied that in each instance the Committee itself would have made a similar recommendation.

Statistical analysis of applications from all Crown servants

39. In 2006–08, 996 applications were made by Crown servants at all levels. The proportion which was approved without conditions was 68 per cent. In the remaining 32 per cent of cases, waiting periods and/or conditions were imposed. (It should be noted that the time which elapses between an individual's retirement or resignation and taking up an appointment can be a factor in determining whether or not a waiting period or other condition is imposed; the longer this period, the more likely it is that the appointment will be approved unconditionally.) An analysis of these cases categorised by department is provided in Table 1.

40. In the period covered by this report, 424 applications were referred to the Cabinet Office as required under the Rules. Apart from the 167 referred to the Advisory Committee, 137 were considered by the Head of the Home Civil Service and the remainder by our secretariat. An analysis by department is provided in Table 2. The reasons for leaving Crown service are shown in Table 3. Analyses of the cases considered by the Advisory Committee categorised by department and conditions applied, reason for leaving, and nature of proposed employment, are provided in Tables 4, 5, and 6 respectively.

ANNEX A: GUIDELINES ON THE ACCEPTANCE OF APPOINTMENTS OR EMPLOYMENT OUTSIDE GOVERNMENT BY FORMER MINISTERS OF THE CROWN

Introduction

1. It is in the public interest that former Ministers with experience in government should be able to move into business or into other areas of public life. It is equally important that when a former Minister takes up a particular appointment there should be no cause for any suspicion of impropriety. Arrangements have been made therefore to enable former Ministers to seek advice from the independent and impartial Advisory Committee on Business Appointments.

2. The use of the term ‘appointment’ in these guidelines should be taken generally to include all forms of employment including the practice of a profession, apart from unremunerated appointments in non-commercial organisations or appointments in the gift of the Government.

3. The guidelines seek to counter suspicion that:

- a. the statements and decisions of a serving Minister might be influenced by the hope or expectation of future employment with a particular firm or organisation; or
- b. an employer could make improper use of official information to which a former Minister has had access; or
- c. there may be cause for concern about the appointment in some other particular respect.

The Guidelines

4. Former Ministers should ask the Advisory Committee about any appointment (as defined in paragraph 2) they wish to take up outside Government within two years of leaving office. The Committee will consider details of

the appointment and any contact the former Minister (or his or her former department) has had with the prospective employer or with competitors (the attached request form will be a convenient way of providing this information). If necessary, the Committee will seek, in confidence, information from senior officials of a former Minister’s former department(s) about the nature of any contractual, regulatory or other relationships which the department(s) have or have had with the prospective employer.

5. The Advisory Committee will consider each appointment on its merits, against specific tests relating to the following:

- i. to what extent, if at all, has the former Minister been in a position which could lay him or her open to the suggestion that the appointment was in some way a reward for past favours?
- ii. has the former Minister been in a position where he or she has had access to trade secrets of competitors or knowledge of unannounced Government policy which would give his or her company an unfair advantage?
- iii. is there another specific reason why acceptance of the appointment would give rise to public concern of a degree or character to justify advising the former Minister that there should be a delay or another condition in taking up the appointment, or that the appointment is unsuitable?

6. The Advisory Committee will need to balance any points under these tests against the desirability of former Ministers being able to move into business or other areas of public life, or the need for them to be able to start a new career or resume a former one.

7. The Advisory Committee may advise that they see no objection to the appointment, or they may recommend a delay of up to two years running from the date of leaving office before it is taken up, or that for a similar period the former Minister should stand aside from certain activities of the employer. They may also advise that an appointment is unsuitable.

8. A three-month waiting period from the date of leaving office will normally be expected when the former Minister is of Cabinet rank, unless the Advisory Committee advise a longer waiting period in particular circumstances. The Advisory Committee may waive this automatic waiting period if, for example, the former Minister is returning to a family business or to the practice of a profession (eg farming, medicine or teaching) where the appointment is not connected with his or her Ministerial knowledge, and no considerations of improper advantage could apply.

Publicising the Advisory Committee's advice

9. All approaches to the Advisory Committee will be considered in strict confidence, and will remain confidential if the appointment is not taken up. When a former Minister takes up a post which the Advisory Committee have scrutinised, the Committee's advice will be available for publication. The Advisory Committee will produce an annual report, summarising the cases with which they have dealt in the previous year.

ANNEX B: ADVICE GIVEN ON APPOINTMENTS TAKEN UP BY FORMER MINISTERS

1 APRIL 2006 – 31 MARCH 2008

The Committee's advice to former Ministers is set out in this Annex. The following abbreviated terms have been used.

In the case of the recommendation marked †, one member of the Committee dissented from the advice given, and in cases marked ‡, two members of the Committee dissented.

Entry	Explanation of advice
Take up forthwith, subject to (a restriction)	The appointment could be taken up or accepted immediately, subject only to a (specified) restriction
Normal three-month wait	The appointment could be taken up, subject only to the normal waiting period of three months for former Cabinet Ministers (When the three-month waiting period had already expired and there were no concerns about the proposed appointment, the Committee's advice was that the appointment could be taken up forthwith)
Waiting period	The appointment could be taken up after a (specified) waiting period
Noted and saw no difficulty	The Committee was asked for advice after the appointment had been taken up but saw no difficulty with it

Waiting periods and undertakings run from the date on which the former Minister left the Government.

Advice is shown only if the appointment has been taken up (or announced) during the period covered by this report (1 April 2006 – 31 March 2008). Advice on appointments taken up since 1 April 2008 or yet to be taken up will be included on the Committee's website (www.acoba.gov.uk) and in the Committee's next annual report.

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> The Rt Hon Baroness Amos Leader of the House of Lords and President of the Council June 2007 	Non-executive Director Travant Capital Partners	Take up forthwith but, for 12 months after leaving office, she should not be personally involved in lobbying the Government on behalf of her new employer or its clients and she should make clear in any commercial dealings that she was acting on behalf of the company and not the UK Government December 2007	December 2007
	Non-executive Director Titanium Resources Group	Sees no reason why she should not take it up forthwith, but she should make clear in any commercial dealings that she was acting on behalf of the company and not the UK Government February 2008	March 2008
<ul style="list-style-type: none"> Rt Hon Hilary Armstrong MP Chancellor of the Duchy of Lancaster June 2007 	Member of Advisory Board GovNet Communications (Partnership Media Group Ltd)	Take up forthwith but, for 12 months after leaving office, she should not be personally involved in lobbying UK Government Ministers or officials on behalf of her new employer January 2008	January 2008
<ul style="list-style-type: none"> Lord Bach Parliamentary Under-Secretary of State Department for Environment, Food and Rural Affairs May 2006 	Chairman Selex Sensors and Airborne Systems SpA	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials on behalf of Finmeccanica or their subsidiaries July 2006	October 2006
	Director Finmeccanica (UK)	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials on behalf of Finmeccanica or their subsidiaries July 2006	January 2007
	Non-executive Chairman Airport Operators Association	Noted and saw no difficulty August 2007	July 2007
<ul style="list-style-type: none"> John Beckett QC Solicitor General for Scotland The Scottish Executive May 2007 	Return to legal practice as an Advocate in Scotland	Take up forthwith June 2007	June 2007
<ul style="list-style-type: none"> Rt Hon Tony Blair Prime Minister June 2007 	Speaking engagements Washington Speakers Bureau Inc.	Take up forthwith, the normal three-month waiting period for former Cabinet Ministers having expired, provided that he did not draw on privileged information that was available to him as Prime Minister October 2007	First engagement October 2007
	Consultant/Senior Adviser JPMorgan Chase & Co.	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying UK Government Ministers or officials on behalf of his new employer or its clients December 2007	January 2008
	Consultant/Senior Adviser Zurich Financial Services	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying UK Government Ministers or officials on behalf of his new employer or its clients December 2007	January 2008

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Rt Hon David Blunkett MP Secretary of State Department for Work and Pensions November 2005 	Director HADAW Productions and Investments Ltd	Take up forthwith May 2006	June 2006
	Chair of Advisory Committee Entrust Inc.	Take up forthwith but, for two years after leaving office, he should not become personally involved in lobbying UK Ministers or officials on behalf of the company November 2006	February 2007
	Chair of Commission on School Transport	Take up forthwith July 2007	July 2007
<ul style="list-style-type: none"> The Rt Hon Lord Boyd of Duncansby QC Lord Advocate The Scottish Executive October 2006 	Consultant Dundas and Wilson CS LLP Dundas and Wilson LLP	Take up forthwith, on the basis that he would be bound by the Code of Conduct for Scottish Solicitors and the Solicitors' Practice Rules (soon to be replaced by the Solicitors' Code of Conduct) and given his undertaking, which they welcomed, that he would not be personally involved in lobbying Ministers or officials in either the UK Government or the Scottish Executive for 12 months after leaving office May 2007	May 2007
<ul style="list-style-type: none"> Rt Hon Richard Caborn MP Minister for Sport Department for Culture, Media and Sport June 2007 	Consultant AMEC plc †	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying the Government or the UK National Decommissioning Authority on behalf of the company December 2007	February 2008
	Consultant Fitness Industry Association	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials on behalf of the association, or its members January 2008	February 2008
	Chairman, Football, Social and Economic Forum Association of European Professional Football Leagues	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials, including Special Advisers, on behalf of the association, or its members March 2008	March 2008
<ul style="list-style-type: none"> Ivor Caplin Parliamentary Under-Secretary of State Ministry of Defence May 2005 	Senior Consultant Foresight Communications Ltd	The Committee noted the appointment, which had been accepted without the Committee's advice being sought, but, in view of the lapse of time between leaving the Government and taking it up, it saw no difficulty with it provided he did not become personally involved in lobbying Ministers or officials for 12 months after leaving office May 2006	December 2005
	Consultant MBDA	The Committee noted the appointment, which had been accepted without the Committee's advice being sought, but, in view of the lapse of time between leaving the Government and taking it up, it saw no difficulty with it provided he did not become personally involved in lobbying Ministers or officials for 12 months after leaving office May 2006	April 2006

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Rt Hon Charles Clarke MP Secretary of State Home Office May 2006 	Non-executive Director LJ Group Ltd	Take up forthwith, the normal three-month waiting period for former Cabinet Ministers having expired, but he should not be personally involved in lobbying the Government on behalf of the firm for 12 months after leaving office August 2006	September 2006
	Consultant Beachcroft LLP	Take up forthwith, the normal three-month waiting period for former Cabinet Ministers having expired, but he should not be personally involved in, or give advice on, any of the firm's business directly relating to Government, nor in lobbying the Government on behalf of the firm or its clients for 12 months after leaving office August 2006	September 2006
	Strategy Adviser Charles Street Securities Inc	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in advising on investments relating to areas in which the Home Office has responsibilities December 2006	January 2007
<ul style="list-style-type: none"> The Lord Drayson Minister for Defence Procurement Ministry of Defence November 2007 	Development of Le Mans racing car and race programme Drayson Motor Racing LLP	Proper to set up the company forthwith November 2007	December 2007
<ul style="list-style-type: none"> The Lord Evans of Temple Guiting CBE Government Whip September 2007 	Adviser to London CEO EFG Private Bank Limited	Noted and saw no difficulty, on the basis of his undertaking that he would have no dealings on behalf of the bank with UK Government Ministers or officials October 2007	October 2007
<ul style="list-style-type: none"> The Lord Filkin CBE Under-Secretary of State Department for Education and Skills May 2005 	Non-executive Director Serco plc	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Ministers or officials on behalf of Serco January 2006	February 2006
	Adviser National Car Parks Ltd	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Ministers or officials on behalf of NCP January 2006	February 2006
<ul style="list-style-type: none"> Barry Gardiner MP Under-Secretary of State Department for Environment, Food and Rural Affairs June 2007 	Senior Adviser and Director Reynolds Partners Ltd	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of the firm or their clients September 2007	September 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> The Rt Hon Lord Goldsmith QC Attorney General June 2007 	European Chair of Litigation Debevoise & Plimpton LLP	Normal three-month wait, and, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials, and, for two years after leaving office, he should stand aside from dealing with any matter about which he had confidential or privileged information acquired while he was Attorney General September 2007	September 2007
<ul style="list-style-type: none"> Nigel Griffiths MP Deputy Leader of the House of Commons March 2007 	Non-executive Director Jabbar Group Ltd	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying the Government on behalf of the Jabbar Group May 2007	May 2007
	Non-executive Director Public Interest Foundation (Jabbar Group)	Noted and saw no difficulty, provided he did not become personally involved in lobbying the Government for 12 months after leaving office July 2007	May 2007
<ul style="list-style-type: none"> Rt Hon Patricia Hewitt MP Secretary of State Department of Health June 2007 	Special Consultant Alliance Boots Ltd ‡	Wait six months from the date on which she left office and, for 12 months from the same date, she should not be involved personally in lobbying the Government on the company's behalf December 2007	January 2008
	Senior Adviser Cinven ‡	Wait six months from the date on which she left office and, for 12 months from the same date, she should not be involved personally in lobbying the Government on the company's behalf December 2007	January 2008
	Non-executive Director Group Board British Telecommunications plc	In view of the time which had elapsed since she left the Government, take up forthwith but, for 12 months after leaving office, she should not be personally involved in lobbying the Government on the company's behalf December 2007	March 2008

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Baroness Hollis of Heigham Minister for Children and the Family Department for Work and Pensions May 2005	Board member Pensions Advisory Service	Take up forthwith but, for 12 months after leaving office, she should not be personally involved in lobbying Government Ministers or officials on behalf of the Pensions Advisory Service February 2006	March 2006
	Member of the Special Advisory Board Alan Higham Associates (now Higham Dunnet Shaw plc)	Take up forthwith but, for 12 months after leaving office, she should not be personally involved in lobbying Government Ministers or officials on behalf of Alan Higham Associates February 2006	March 2006
• Rt Hon Adam Ingram MP Minister of State Ministry of Defence June 2007	Non-executive Chairman Signpoint Secure Ltd	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of the company January 2008	February 2008
• Melanie Johnson Minister for Public Health Department of Health May 2005	Deputy Chair of Customer Panel Association of British Insurers	Take up forthwith March 2006	March 2006
	Adviser Association of the British Pharmaceutical Industry	Take up forthwith but, for 12 months after leaving office, she should not be personally involved in lobbying Government Ministers or officials March 2006	April 2006
• Dr Stephen Ladyman MP Minister of State Department for Transport June 2007	Adviser ITIS Holding plc	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials on behalf of the company November 2007	January 2008
• Rt Hon Ian McCartney MP Minister of State Foreign and Commonwealth Office and Department of Trade and Industry June 2007	Senior Adviser Fluor Corporation	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying the Government on behalf of the company or its clients September 2007	October 2007
• Rt Hon Dr Denis MacShane MP Minister for Europe Foreign and Commonwealth Office May 2005	European Adviser United Utilities plc	Take up forthwith May 2006	July 2006

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Rt Hon Alan Milburn MP Chancellor of the Duchy of Lancaster Cabinet Office May 2005 	Vice-Chair of Healthcare Advisory Panel Lloyds Pharmacy Ltd	Take up forthwith July 2006	November 2006
	Member of Advisory Committee Bridgeport Capital Ltd	Take up forthwith but, for 12 months after leaving office, he should not be personally involved in lobbying Government Ministers or officials September 2005	January 2007
	Member of Advisory Board PepsiCo UK	Take up forthwith December 2006	April 2007
<ul style="list-style-type: none"> The Rt Hon Baroness Morris of Yardley Minister for the Arts Department for Culture, Media and Sport May 2005 	Chair of Strategy Board Institute for Effective Education, University of York	Noted and saw no difficulty March 2007	April 2007
<ul style="list-style-type: none"> Chris Pond Under-Secretary of State Department for Work and Pensions May 2005 	Non-executive Director Cape Claims Services Ltd	Take up forthwith April 2006	April 2006
<ul style="list-style-type: none"> Rt Hon Nick Raynsford MP Minister for Local and Regional Government Office of the Deputy Prime Minister April 2005 	Non-executive Director Hometrack	Take up forthwith May 2006	July 2006
	Chairman National Centre for Excellence in Housing	Take up forthwith November 2006	December 2006
<ul style="list-style-type: none"> Rt Hon Dr John Reid MP Home Secretary June 2007 	Non-executive Director and Chairman-elect Celtic plc	Normal three-month wait and, for 12 months after leaving office, he should not become personally involved in lobbying the Government September 2007	October 2007
<ul style="list-style-type: none"> The Rt Hon Baroness Symons of Vernham Dean Minister of State Foreign and Commonwealth Office May 2005 	Non-executive Director Caparo Group Ltd	Take up forthwith but, for 12 months after leaving office, she should not be involved personally in lobbying Ministers or officials on behalf of Caparo March 2006	April 2006
	[Note: Lord Morris recused himself from the Committee's consideration of these appointments as he is related to Baroness Symons]	International Adviser Standard Chartered plc	Take up forthwith May 2006
<ul style="list-style-type: none"> Lord Triesman Parliamentary Under-Secretary of State Department for Innovation, Universities and Skills January 2008 	Non-executive Chairman The Football Association	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the UK Government on behalf of his new employer January 2008	February 2008

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Lord Truscott Parliamentary Under-Secretary of State Department of Trade and Industry June 2007 	Consultant Gavin Anderson & Company	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the UK Government on behalf of his new employer or its clients January 2008	January 2008
	Associate Partner and Adviser Opus Executive Partners Ltd	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the UK Government on behalf of his new employer or its clients January 2008	January 2008
<ul style="list-style-type: none"> The Rt Hon Lord Warner Minister of State for NHS Reform Department of Health December 2006 	Member of Advisory Panel Xansa plc	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of his new employer or its clients October 2007	November 2007
	Adviser Apax Partners Worldwide LLP	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of his new employer or its clients October 2007	November 2007
	Adviser Byotrol plc	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of his new employer or its clients October 2007	November 2007
	Adviser to Strategic Consultancy Group Deloitte & Touche LLP	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of his new employer or its clients October 2007	December 2007
	Adviser DLA Piper UK LLP	Take up forthwith but, for 12 months after leaving office, he should not become personally involved in lobbying the Government on behalf of his new employer or its clients November 2007	December 2007
	Non-executive Chairman UK HealthGateway Ltd	Take up forthwith January 2008	January 2008

ANNEX C: RULES ON THE ACCEPTANCE OF OUTSIDE APPOINTMENTS BY CROWN SERVANTS (INCLUDING GUIDANCE FOR DEPARTMENTS AND AGENCIES)

Introduction

1. It is in the public interest that people with experience of public administration should be able to move into business or other bodies, and that such movement should not be frustrated by unjustified public concern over a particular appointment. It is equally important that when a former Crown servant takes up an outside appointment there should be no cause for any suspicion of impropriety.

2. The Business Appointment Rules provide for the scrutiny of appointments which former Crown servants propose to take up in the first two years after they leave the service. To provide an independent element in the process of scrutiny, the Advisory Committee on Business Appointments is appointed by the Prime Minister, comprising people with experience of the relationships between the Civil Service and the private sector. The Committee gives advice on applications at the most senior levels, and reviews a wider sample in order to ensure consistency and effectiveness.

3. The aim of the Rules is to maintain public trust in the Crown services and in the people who work in them, and in particular:

- a. to avoid any suspicion that the advice and decisions of a serving officer might be influenced by the hope or expectation of future employment with a particular firm or organisation; or
- b. to avoid the risk that a particular firm might gain an improper advantage over its competitors by employing someone who, in the course of their official duties, has had access to technical or other information which those competitors might legitimately

regard as their own trade secrets or to information relating to proposed developments in Government policy which may affect that firm or its competitors.

4. Most applications submitted under the Rules are approved without condition. In some cases approval may be given subject to a waiting period or other conditions. The imposition of conditions does not imply anything improper in a Crown servant's relationship with the prospective employer. Rather, it is an indication that an immediate move from Crown service to the employer, or one without conditions, might be open to criticism or misinterpretation. Experience has shown that employers generally are content to accept such constraints as being reasonable in an open society which places a high premium on the integrity and impartiality of its civil and military services.

5. This version of the Rules applies to the Home Civil Service. There are corresponding requirements for other Crown servants including the Armed Forces, the Diplomatic Service, and certain office holders. There are different requirements and different procedures for staff at different levels.

Who must apply?

6. Within two years of leaving Crown employment, and in the circumstances set out in the following paragraph, civil servants must obtain Government approval before taking any form of full, part-time or fee-paid employment:

- a. in the United Kingdom; or
- b. overseas in a public or private company or in the service of a foreign government or its agencies.

7. Applications for approval must be made by civil servants:

- if they are in the Senior Civil Service in salary band 4 or above and in a post attracting a minimum JESP score of 13; or if they are specialists or Special Advisers of equivalent standing; or
- if they have had any official dealings with their prospective employer during the last two years of Crown employment; or
- if they have had official dealings of a continued or repeated nature with their prospective employer at any time during their period of Crown employment; or
- if they have had access to commercially sensitive information of competitors of their prospective employer in the course of their official duties; or
- if their official duties during the last two years of Crown employment have involved advice or decisions benefiting their prospective employer for which the offer of employment could be interpreted as reward, or have involved developing policy, knowledge of which might be of benefit to the prospective employer; or
- if they are to be employed on a consultancy basis (either for a firm of consultants or as an independent or self-employed consultant) and they have had any dealings of a commercial nature with outside bodies or organisations in their last two years of Crown employment.

8. The rules do not apply to:

- a. unpaid appointments in non-commercial organisations;

b. appointments in the gift of Ministers; or

c. in the case of part-time staff, appointments held with their department's or agency's agreement while they were civil servants.

9. Approval is required for:

a. the initial appointment; and

b. any further appointment within two years of leaving Crown employment.

10. Staff on secondment from the Civil Service to other organisations are subject to the rules in the same way as other civil servants.

11. Staff on secondment to the Civil Service from other organisations are also subject to the rules in the same way as civil servants unless they return to their seconding organisation at the end of their secondment and remain there for two years.

12. Special Advisers are subject to the rules in the same way as other civil servants unless they are offered a post by the same employer which they left on being appointed as advisers and remain there for two years. The rules do not apply to Special Advisers appointed before 1 April 1996 on terms exempting them from the rules, unless they have volunteered to be subject to them.

Reporting offers of employment

13. Departments and agencies must require staff considering any approach from an outside employer offering employment for which approval would be required under the Rules (or which seems likely to lead to such an offer) to report the approach as follows:

- Heads of department: inform the Minister in charge of the department;
- Other members of the Senior Civil Service (or their equivalents): inform the Head of the Department or his or her deputy as appropriate;
- Other staff: inform a senior member of staff in the reporting chain.

14. Staff in sections concerned with procurement or contract work should report any such approach, particularly where it emanates from an outside employer with whom they or their staff have had official dealings, *whether or not* they are considering taking it up.

Applications

15. Departments and agencies must ensure that application forms are completed for all requests for approval for appointments under the rules. For this purpose:

- a. the applicant must be asked to supply:
 - full details of the proposed employment;
 - details of any official dealings with a prospective employer or with any other organisation, including any competitors of the prospective employer; and
- b. departments must ensure that they seek the comments of a countersigning officer who can verify, as far as possible, the information supplied by the applicant.

Departments are strongly recommended to adopt the Cabinet Office model form for applicants.

¹ If the Advisory Committee believes that the appointment is unsuitable, it may add that advice to its recommendations that the application be subject to a waiting period of two years, and that advice will be available for publication.

Terms of approval

16. Applications under these rules will be approved either:

- a. unconditionally; or
- b. subject to conditions which may apply for up to two years from the final day in Crown employment or, where different, the final day in post, as appropriate. Conditions may include:
 - a waiting period before taking up the appointment¹;
 - an absolute or qualified ban on the involvement of the applicant in dealings between the prospective employer and the Government;
 - a ban on the involvement by the applicant in dealings between the prospective employer and a named competitor (or competitors) of that employer;
 - in the case of consultancies, a requirement to seek official approval before accepting commissions of a particular nature, or from named employers.

17. In view of their access to policy issues at the highest levels, all applications from Permanent Secretaries, including second Permanent Secretaries, and their direct equivalents which are referred to the Advisory Committee, are subject to an automatic minimum waiting period of three months between leaving Crown employment and taking up an outside appointment, unless they have been appointed from outside the Civil Service on a limited period contract. The Advisory

Committee has the discretion to recommend waiving the minimum waiting period if, in the Committee's view, the appointment is one which is entirely unconnected with the applicant's official knowledge and no questions of propriety arise. Although applicants serving on limited period contracts will not be required to serve the *automatic* waiting period, approval of applications may be subject to waiting periods or other conditions in the same way as any other application.

18. Appointments approved by the Prime Minister on the advice of the Advisory Committee on Business Appointments which are subsequently taken up may be the subject of a public announcement. Staff at those levels are required to confirm to their department (or former department) their intentions to take up any appointment for which an application has been considered by the Committee. The new employer may wish to include a reference to the Prime Minister's approval in their own announcement of the appointment, and applicants should discuss with the department and the new employer the terms of the statement; in other cases, the Government reserves the right to publish the terms of the Prime Minister's decision. A consolidated record of all appointments taken up will be included in the Advisory Committee's annual report.

PROCEDURES FOR DEPARTMENTS AND AGENCIES

Making staff aware of the Rules

19. Departments and agencies must:

- a. draw the attention of staff to the existence of the Rules in letters of appointment. Departments and agencies are advised to take special care to explain to staff recruited from

outside the Crown service either on secondment or on a limited period contract their position under the Rules on appointment;

- b. include a copy of the Rules in departmental and agency staff handbooks;
- c. issue regular reminders to staff at all levels about the Rules and the circumstances in which they apply, concentrating on particular areas as necessary;
- d. require members of the Senior Civil Service in signing their contracts of employment to acknowledge in writing that they have seen and are conversant with the Rules – and ask them to provide a further, similar acknowledgement on retirement or resignation from the Crown service or at the end of a limited period appointment;
- e. remind all staff of the Rules:
 - on retirement;
 - on resignation;
 - at the end of a limited period appointment.

(In the case of staff who resign or come to the end of a limited period appointment this should normally take the form of providing them with a copy of the Rules and an application form. The Cabinet Office model application form incorporates the relevant extracts from the Rules for this purpose.)

20. Departments and agencies are advised:

- a. to take all opportunities provided by letters of resignation, exit interviews and requests for references to check whether an application under the Rules is necessary; and

b. to ensure that personnel and line managers of staff working in areas which involve contact of a commercial nature with outside organisations, particularly on procurement or contract work, are issued with regular reminders to monitor resignations by staff employed in those areas to ensure that applications are made where necessary.

Approval of applications

21. Decisions on applications, other than those referred to the Prime Minister through the Advisory Committee and those by Special Advisers, rest with the Minister in charge of the department after taking advice of the Cabinet Office as appropriate. The Minister may, however, approve arrangements under which defined categories of cases may be decided without reference to the Minister. Decisions on applications by Special Advisers taken at departmental level are the responsibility of the permanent Head of the department after taking the advice of the Cabinet Office as appropriate, which may consult the Head of the Home Civil Service or refer the application to the Advisory Committee.

22. In cases where it is proposed to impose a waiting period or other conditions, applicants should be given the opportunity of having an interview with an appropriate departmental officer if they so choose.

23. There may be occasions when a Minister decides that the national interest is the overriding consideration, regardless of the circumstances of the case. In all such cases, the normal procedures for dealing with applications must first be followed, including reference to the Advisory Committee where that is appropriate. A decision that the national interest should

override other considerations may only be taken by the Minister in charge of the department or, in the case of applications referred to the Advisory Committee, by the Prime Minister.

24. Departments and agencies must:

- a. inform prospective employers of any conditions which have been attached to the approval of an appointment;
- b. make a careful record of all decisions to approve appointments under the Rules, noting in particular any conditions that were applied;
- c. submit quarterly statistical returns, including nil returns, of applications dealt with under the Rules to the Cabinet Office in the form requested.

Procedure for dealing with applications

25. *All Permanent Secretary posts; other posts in departments which satisfy all of the following criteria: have a JESP score of 18 or more, have a pay range within the top three pay bands, and where the post reports directly to a Permanent Secretary or is itself the Head of a department or agency; and specialists and Special Advisers of equivalent standing.*

Applications are normally approved by the Prime Minister on the advice of the Advisory Committee on Business Appointments (apart from those from Special Advisers). All cases must be referred to the Cabinet Office which will refer them to the Advisory Committee unless the Head of the Home Civil Service agrees that such reference would be inappropriate, for example where the appointment is to a non-commercial

body, such as a university. Applications from Special Advisers of equivalent standing will be approved by the Head of the Home Civil Service on the advice of the Advisory Committee.

26. *Other Heads of Department; other postholders in the Senior Civil Service in salary band 4 and above and in a post attracting a minimum JESP score of 13; and specialists and Special Advisers of equivalent standing.*

All applications must be referred to the Cabinet Office, which will consult the Head of the Home Civil Service.

27. *Other members of the Senior Civil Service; and specialists and Special Advisers of equivalent standing.*

Departments and agencies must consult the Cabinet Office unless:

- the applicant has had no official dealings with the prospective employer at any time during his or her period of Crown service and there appears to be no risk of criticism; or
- the employment is with a non-commercial organisation.

28. *Staff outside the Senior Civil Service.*

Departments and agencies do not need to consult the Cabinet Office where:

- the applicant has had no official dealings with the prospective employer in the previous two years, or at most dealings of a casual nature; and
- there appears to be no risk of the disclosure of commercially sensitive information; or

- the appointment is with a non-commercial organisation.

29. Departments and agencies may refer any application to the Cabinet Office for advice. Any application may be referred to the Advisory Committee if the Head of the Home Civil Service and the departmental Minister so agree.

30. When referring cases to the Cabinet Office, departments must submit:

- a. a copy of a completed and countersigned application form;
- b. a covering letter giving their own assessment of the application, including the outcome of any consultations with competitors of the prospective employer and their proposed or recommended course of action.

31. Guidance for departments and agencies preparing assessments of applications for submission to the Cabinet Office and considering applications for departmental approval is provided in Section 4.3 Annex B of the Civil Service Management Code.

GUIDANCE FOR DEPARTMENTS AND AGENCIES ON THE RULES ON THE ACCEPTANCE OF OUTSIDE APPOINTMENTS BY CROWN SERVANTS

1. The Rules are designed primarily to counter any suspicion that an appointment might be a 'reward for past favours' granted by the applicant to the employer, or that a particular employer might gain an unfair advantage over its competitors by employing someone who had access to what they might legitimately regard as their own 'trade secrets'.

2. An appointment might also be sensitive because of the employer's relationship with the department and because of the nature of any information which the applicant possesses about Government policy.

3. While appointments must not only be, but must also be seen to be, free from reproach and departments must therefore take account of public perception, departments should be prepared to defend an appointment which they were otherwise willing to approve when public concern can be shown to be unjustifiable.

The employer and the applicant

4. In most cases problems will occur only if the applicant has had some degree of contact with the prospective employer, giving rise to criticism that the post is a 'reward for past favours'. Departments are asked to take the following into account:

- a. how much of the contact was in the course of official duties;
- b. how significant was the contact;
- c. the nature of the proposed employment;
- d. the connection between the new job and the applicant's previous official duties.

5. In order to establish whether the applicant was able to exert any degree of influence over the outcome of contractual or other dealings with the prospective employers, departments are advised to establish:

- a. whether the individual was acting as a member of a team, jointly with other individuals in the department or in Government more widely, or taking sole responsibility;
- b. whether the employer benefited substantially from such dealings;
- c. whether contact was direct;
- d. whether it was indirect (ie through those for whom the applicant was responsible, whether or not they normally worked for him or her).

6. Departments are advised to take into account contacts in the course of official duty which have taken place:

- a. at any time in the two years before resignation or retirement;
- b. earlier, where the association was of a continued or repeated nature.

7. Departments are advised to consider in particular whether the applicant has been:

- a. dealing with the receipt of tenders from the employer;
- b. dealing with the award of contracts to the employer;
- c. dealing with the administration or monitoring of contracts with the employer;

- d. giving professional or technical advice about such contracts whether before or after they were awarded;
- e. involved in dealings of an official but non-contractual nature with the employer (this is particularly important in the circumstances set out in paragraph 9).

8. Departments should consider the circumstances of an applicant's departure as a component of considering each application on its merits. Staff-reduction policies will not justify reducing standards of propriety, or any weakening of the element of protection which the rules offer to third parties in respect of trade secrets. If a civil servant is asked to retire, or is offered early retirement, at relatively short notice, or is unexpectedly made redundant, any presumption that he or she had been paving the way to subsequent employment by offering favours to potential employers may largely be removed. Conversely a protracted period of uncertainty might heighten concerns that individuals were anticipating redundancy by cultivating potential employers improperly.

On balance, where departments and agencies intend to reduce numbers during a relatively short period of a year or so, unexpected departures should normally be considered as a factor mitigating any concerns on grounds of rewards.

The employer and the Government

9. The relationship of the prospective employer to the Government may be a relevant factor in considering applications. Departments are advised to pay special attention to appointments where the employer:

- a. has a contractual relationship with the department;

- b. is regulated by the department;
- c. receives subsidies, loans, guarantees or other forms of financial assistance from the department;
- d. is one in which the Government is a shareholder; or
- e. is one with which departments or branches of Government or the Armed Services are, as a matter of course, in a special relationship.

Overseas employers

10. The same considerations apply to foreign publicly-owned institutions or companies as to their UK counterparts. If the prospective employer is a foreign government, departments are advised to consider whether the applicant has information that would benefit that government to the detriment of HM Government or its allies. This can arise where the person:

- a. has been giving advice to HM Government on policies affecting the foreign government; or
- b. would have been in a position to gain special knowledge of HM Government's policies and intentions concerning the foreign government.

Government policy or business

11. Many Crown servants deal with private interests on behalf of the Government. They have special knowledge of how the Government would be likely to react in particular circumstances. Departments are advised to consider whether the application could be, or could be thought to be, significantly helpful

to the employer in dealing with matters where policy is developing or legislation is being prepared in a way which might disadvantage competitors of that employer. This applies in particular to specific areas where:

- a. there has been a negotiating relationship between the department and the employer;
- b. the applicant has been involved in policy discussions within the department leading to a decision of considerable benefit to the employer;
- c. the applicant has been involved in policy discussions within the department, knowledge of which might give the employer an improper advantage over its competitors; or
- d. where there is a risk of public criticism that the applicant might have scope to exploit contacts in his or her former department for commercial purposes.

In such cases, departments are asked to consider the implications of the applicant's joining the employer, and be guided accordingly.

The employer and competitors' trade secrets

12. Appointments might be criticised on the grounds that the applicant had access to information about his or her prospective employer's competitors which they could legitimately regard as 'trade secrets'. Concern on this score can arise whether or not the applicant has had previous dealings with the prospective employer. Departments are strongly advised to consult competitors as a matter of course, preferably using a standard letter based on the Cabinet Office model letter, to see whether they have any objections to the appointment.

Consultancies

13. Individuals who are to be employed on a consultancy basis (either for a firm of consultants or as an independent, self-employed consultant, competing for commissions in the open market – a 'brass plate' consultancy) should be treated in the same way as other applicants under the Rules. Extra care is needed, however, in dealing with such applications.

14. In the case of an applicant wishing to take up a salaried appointment with a firm of consultants, the 'rewards for past favours' issue will relate almost exclusively to the nature of any previous dealings between the applicant and the firm he or she is seeking to join. Departments will, however, need to consider the 'trade secrets' question both from the point of view of any competitors of the consultancy firm and then, more generally, from the point of view of the service which the applicant will be offering on behalf of the consultant. It may be necessary to impose conditions on the appointment to protect the 'trade secrets' of firms with which the applicant or the department had dealings.

15. Where an applicant wishes to set up a 'brass plate' consultancy, the question of 'rewards for past favours' does not arise in the usual way. But departments will wish to keep in mind the need:

- a. to counter any suspicion of impropriety that might arise if such individuals were to be given lucrative contracts by clients with which they or their former departments had dealings; and

- b. to protect ‘trade secrets’ to which such individuals may have had access. There may be circumstances in which it would be undesirable for an independent consultant to offer services to a particular client where he or she has had access to the trade secrets of a competitor of the client. The fact that the competitor might also be free to use the same consultant, but did not choose to do so, would not make the information any less sensitive or negate the potential advantage which could be gained by the client.

In approving applications to set up ‘brass plate’ consultancies departments will, therefore, need to consider carefully the imposition of conditions in cases where such considerations apply.

16. Departments will also need to consider whether to apply conditions limiting contacts between applicants proposing to work as consultants and their former departments. This may be particularly relevant in the case of staff at senior levels, where there is a risk of public criticism that they could be exploiting contacts in their former departments for commercial purposes.

ANNEX D: THE COMMITTEE'S RECOMMENDATIONS ON APPOINTMENTS TAKEN UP BY FORMER CROWN SERVANTS

1 APRIL 2006 – 31 MARCH 2008

The Committee's recommendations to the Prime Minister or to other Ministers on applications from former Crown servants are set out in this Annex. The following abbreviated terms have been used.

In the cases of the recommendations marked †, one member of the Committee dissented from the advice given, and in the case marked ‡, two members of the Committee dissented.

Category	Explanation of recommendation
Unconditional approval	The applicant should be permitted to take up or accept the appointment immediately
Approved, subject to (a condition)	The application should be approved, subject to a (specified) condition
Normal three-month wait	<p>Unless they have been appointed from outside the Civil Service on a limited period contract, Permanent Secretaries, including second Permanent Secretaries, and their direct equivalents are subject to an automatic waiting period of three months between leaving Crown employment and taking up an outside appointment. Applicants within this category are shown by an *</p> <p>(When an applicant sought permission before leaving Crown service or within the three months, the application was subject to the waiting period. When an applicant sought permission after the three months had expired, and provided there were no concerns about the appointment, the recommendation was unconditional approval)</p>
Waiting period	The applicant should wait for a (specified) period before taking up the appointment
Noted and saw no difficulty	The Committee was asked for advice after the appointment had been taken up (or announced) but saw no difficulty with it

All waiting periods and conditions run from the date that the applicant left Crown service, unless otherwise indicated.

The Committee's recommendation is shown only if an appointment has been taken up (or announced) during the period covered by this report (1 April 2006 – 31 March 2008)**. Recommendations on appointments taken up since 1 April 2008 or yet to be taken up will be included on the Committee's website (www.acoba.gov.uk) and in the Committee's next annual report.

**The Annex excludes appointments taken up by former members of the security and intelligence agencies, in order to protect their identity. All such appointments were approved on the terms recommended by the Advisory Committee.

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Ken Anderson Department of Health Commercial Director December 2006	Managing Director and Vice Chairman UBS Bank	Approved subject to the condition that, for 12 months from his last day of service, he should stand aside from discussion, if any, of the business of UBS or its clients relating to Government or NHS contracts in the UK Health sector, and should not be personally involved in lobbying the Department of Health or the NHS on behalf of UBS or its clients November 2006	January 2007
• Professor Sir Roy Anderson Ministry of Defence Chief Scientific Adviser September 2007	Rector Imperial College London	Noted and saw no difficulty provided he did not become personally involved in lobbying Government Ministers or officials for 12 months from his last day of service September 2007	Announced in June 2007 to be taken up in June 2008
	Non-executive Director GlaxoSmithKline plc	Approved subject to the condition that, for 12 months from his last day of service, he should not advise on or become personally involved in the company's business with Government September 2007	September 2007
• John Bacon CB Department of Health Director of Service Delivery March 2006	Consultant NHS Business Services Authority	Unconditional approval March 2006	April 2006 (appointment now ceased)
	Chair of external Advisory Board British Telecommunications plc	Approved subject to a waiting period of six months from his last day of service and the conditions that, for 12 months from that same date, he should not be personally involved in lobbying the Department of Health on his new employer's behalf or have any other contact with the Department in relation to any significant variation of the current contract or new bids made by BT October 2006	October 2006
	Consultant The Health Works	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying the Department of Health on his new employer's behalf October 2006	October 2006
	Consultant Grant Thornton	Unconditional approval March 2007	April 2007
• Air Chief Marshal Sir Anthony Bagnall GBE KCB * Ministry of Defence Vice Chief of Defence Staff October 2005	Consultant Ocean Software Pty Limited	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of his new employer May 2006	June 2006

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Colin Balmer CB * Cabinet Office Managing Director February 2006	External Adviser to Foreign Governments International Monetary Fund	Unconditional approval May 2006	May 2006
	Adviser on Whitehall issues European Business Strategies Ltd	Approved subject to conditions, which Mr Balmer himself proposed, that he will not provide advice or information on major projects for which his new employer's clients are in direct competition with QinetiQ, and that he will not be personally involved in lobbying Government Ministers or officials on behalf of his new employer or their clients February 2007	February 2007
• Dr Catherine Bell CB * Department of Trade and Industry Director General Corporate Services and Acting Permanent Secretary December 2005	Non-executive Director Ensus Ltd	Unconditional approval May 2006	August 2006
	Non-executive Director Ensus Holdings Ltd	Unconditional approval May 2006	March 2007
	Non-executive Director United Utilities plc	Unconditional approval January 2007	March 2007
• Dr Jonathan Bell CB Food Standards Agency Chief Executive March 2006	Consultant (agri-food scientific and regulatory matters) Various public and private bodies	Unconditional approval May 2007	First commission accepted in October 2007
• Penny Boys CB Office of Fair Trading Executive Director November 2005	Consultant on EC Workshop Public Administration International	Unconditional approval March 2006	March 2006 (appointment now ceased)
• Sir Stephen Brown KCVO UK Trade & Investment Chief Executive December 2005	Member of Advisory Board Oxford Intelligence	Unconditional approval March 2007	April 2007
	Member of Advisory Board Vermillion	Unconditional approval March 2007	April 2007
• Air Chief Marshal Sir Brian Burridge KCB CBE * Ministry of Defence Commander-in-Chief Strike Command January 2006	Senior Strategic Adviser Finmeccanica UK	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying MOD Ministers or officials on behalf of his new employer September 2005	April 2006
• Lord Crisp of Eaglescliffe KCB * Department of Health Permanent Secretary and NHS Chief Executive March 2006	Consultant HLM Architects (HLMAD Ltd)	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials November 2006	November 2006
	Task Force Chair Global Health Workforce Alliance	Noted and saw no difficulty May 2007	March 2007
	Member of Public Sector Advisory Panel Doctors.net.uk	Unconditional approval May 2007	May 2007
	Senior Fellow Institute for Health Care Improvement	Unconditional approval August 2007	August 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> • Air Chief Marshal Sir Joe French KCB OBE * Ministry of Defence Commander-in-Chief, Strike Command July 2007 	Member of Defence Advisory Group Fujitsu Services Ltd	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of his new employer September 2007	October 2007
	Member of Defence Advisory Board QinetiQ Group plc	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of his new employer September 2007	October 2007 (appointment now ceased)
	Member of IT Strategic Advisory Board Northrop Grumman	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of his new employer September 2007	October 2007
<ul style="list-style-type: none"> • Eddie Frizzell CB Scottish Executive Head of the Enterprise, Transport and Lifelong Learning Department May 2006 	Adviser Charteris plc	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying Ministers or officials in Scotland on behalf of Charteris or their clients August 2006	October 2006
<ul style="list-style-type: none"> • Lieutenant General Sir Robert Fry KCB CBE Ministry of Defence Senior British Representative in Iraq until October 2006 (and subsequently Visiting Fellow at the Department of War Studies, King's College London) July 2007 	Vice President and Managing Director EDS Defence	Approved subject to the conditions that he does not take up the appointment until after his last day of service and, for 12 months from that same date, he should not be personally involved in lobbying MOD Ministers or officials on EDS' behalf June 2007	August 2007
<ul style="list-style-type: none"> • Richard Gillingwater Cabinet Office Part-time Chairman (formerly Chief Executive) of the Shareholder Executive (Department of Trade and Industry) February 2007 	Dean Cass Business School, City University, London	Approved on the basis that he would not draw on privileged information to which he had access or, for 12 months from his last day of service, become personally involved in lobbying Ministers or officials on behalf of the School November 2006	April 2007
	Non-executive Director Scottish and Southern Energy plc	Approved subject to a three-month waiting period from his last day of service and the conditions that, for 12 months from that same date, he should, as he proposed, stand aside from discussions, if any, concerning British Energy plc and should not become personally involved in lobbying Ministers or officials on behalf of his new employer March 2007	May 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Sir John Grant KCMG Foreign and Commonwealth Office UK Permanent Representative to the EU June 2007 (last day in post June 2007)	President (Europe) BHP Billiton plc	Approved subject to a three-month waiting period from his last day in post and the condition that, for six months from that same date, he should not be involved in lobbying UK or EU Ministers on behalf of his new employer March 2007	September 2007
• Sir Christopher Hum KCMG Foreign and Commonwealth Office HM Ambassador, Beijing January 2006 (last day in post December 2005)	Special Adviser Prudential plc	Approved subject to the condition that, for six months from his last day in post, he should not revisit China for business purposes, give advice on it, or have dealings with companies there January 2006	June 2006
	Non-executive Director The Laid Group plc	Unconditional approval November 2006	December 2006
• General Sir Mike Jackson GCB CBE DSO * Ministry of Defence Chief of the General Staff November 2006	Non-executive Director The Risk Advisory Group plc ‡	Approved subject to the condition that, for two years from his last day of service, he should not be personally involved in lobbying UK Ministers or officials, the normal three-month waiting period being waived November 2006	December 2006
	Special Adviser and Chairman of the Defence Advisory Board PA Consulting Group	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials November 2006	February 2007
	Chairman Silk Road Resources Ltd	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials, the normal three-month waiting period being waived November 2006	December 2006
	Non-executive Director Numis Securities Ltd	Approved subject to the conditions that, for 12 months from his last day of service, he should stand aside from discussion, if any, of the business of any clients of Numis in the UK defence sector and, for the same period, he should not be involved in lobbying UK Ministers or officials, the normal three-month waiting period being waived November 2006	December 2006
	Member of International Advisory Board Rolls Royce plc	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials January 2007	February 2007
	Non-executive Chairman Benchmark Search Group	Approved subject to the condition that, for 12 months from his last day of service, he should not personally be involved in lobbying UK Ministers or officials, the normal three-month waiting period being waived January 2007	February 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Jeff Jacobs CB Department for Culture, Media and Sport Chief Executive, Government Olympic Executive June 2007	Adviser Greater London Authority	Approved subject to the conditions that, for 12 months from his last day of service, he would not become personally involved in lobbying DCMS and would be advising the GLA on housing, skills and planning and not on matters related to the Olympics June 2007	July 2007
• Lord Jay of Ewelme GCMG * Foreign and Commonwealth Office Permanent Under Secretary July 2006	Non-executive Director Associated British Foods plc	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on Associated British Foods' behalf August 2006	November 2006
	Non-executive Director Valeo SA	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Ministers or officials on Valeo's behalf March 2007	May 2007
	Non-executive Director Crédit Agricole SA	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Ministers or officials on Crédit Agricole's behalf May 2007	May 2007
	Non-executive Director Candover Investments plc	Unconditional approval November 2007	January 2008
• Susan Killen Department for Transport Independent Review of Children's Palliative Care (on secondment to Department of Health) May 2007	Group Chief Executive St John Ambulance	Unconditional approval August 2007	January 2008
• Professor Sir David King ScD FRS Department for Innovation, Universities and Skills Government Chief Scientific Adviser and Head of the Government Office for Science December 2007	Director Smith School of Enterprise and the Environment, Oxford University	Unconditional approval November 2007	January 2008
	Visiting Fellow National Endowment for Science, Technology and the Arts	Unconditional approval October 2007	January 2008
• Anne Lambert CMG Department for Business, Enterprise and Regulatory Reform Deputy Permanent Representative to the EU January 2008	Director, Government and European Affairs National Air Traffic Services Ltd	Approved subject to the condition that, for six months from her last day of service, she should not be personally involved in lobbying UK or EU Ministers or officials on her new employer's behalf, save that this restriction should not extend to contacts with the EU or the Department for Transport solely on issues relating to the future regulation of the European Single Sky March 2008	March 2008

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Elizabeth Lloyd CBE No. 10 Deputy Chief of Staff June 2007 	Self-employed Consultant Short-term commissions advising on strategy, governance, organisation, public and press relations, and stakeholder management, in public and private sector organisations in the UK and overseas	Approved subject to the condition that, for 12 months from her last day of service, she should not be personally involved in lobbying UK Government Ministers or officials on behalf of any new employer September 2007	September 2007
	Programme Manager, Group Regulatory Risk Standard Chartered Bank plc	Approved subject to the condition that, for 12 months from her last day of service, she should not be personally involved in lobbying UK Government Ministers or officials. The condition does not preclude contacts with Government or the FSA in the normal course of her regulatory compliance duties in the bank February 2008	February 2008
<ul style="list-style-type: none"> Vice Admiral Sir Tim McClement KCB OBE Ministry of Defence Deputy Commander-in-Chief Fleet December 2006 (last day in post October 2006) 	Consultant Accenture †	Approved subject to the conditions that, for 12 months from his last day in post, he should not work on any project associated with the Fleet Top Level Budget or become personally involved in lobbying MOD Ministers or officials on behalf of his new employer or their clients January 2007	February 2007
	Director Pentreath Enterprises Ltd	Unconditional approval June 2007	July 2007
	Non-executive Director Subsea Resources plc	Unconditional approval May 2007	July 2007
	Project Leader, Superyachts Academy Flagship Training Ltd	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in the company's business with the MOD July 2007	September 2007
<ul style="list-style-type: none"> John McCluskie CB QC Scottish Executive First Scottish Parliamentary Counsel February 2006 	Consultant Parliamentary Counsel Office of the Attorney General, Irish Government	Noted and saw no difficulty July 2006	July 2006
<ul style="list-style-type: none"> Dame Mavis McDonald DCB * Office of the Deputy Prime Minister Permanent Secretary October 2005 	Chair of Standards Board British Property Federation's Commercial Landlords Accreditation Scheme	Unconditional approval July 2007	July 2007
Joan MacNaughton CB Director General, International Energy Security Department for Business, Enterprise and Regulatory Reform February 2007	Vice President Alstom Power	Approved subject to the condition that, for 12 months from her last day of service, she should not become personally involved in lobbying BERR Ministers or officials on behalf of her new employer July 2007	September 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Sir Ian Magee CB * Department for Constitutional Affairs Chief Executive and Second Permanent Secretary September 2005	Adviser National School of Government	Unconditional approval November 2005	January 2006
	Member of Public Sector Board Vertex Data Sciences Ltd	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying DCA Ministers or officials on behalf of Vertex or their clients July 2006	October 2006
	Member of European Advisory Board Outsource Partners International Inc.	Unconditional approval October 2006	October 2006
• Sir David Manning KCMG CVO * Foreign and Commonwealth Office HM Ambassador, Washington January 2008	Non-executive Director Lloyds TSB Group plc	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Government Ministers or officials on behalf of Lloyds TSB Group plc October 2007	Announced in February 2008 to be taken up in May 2008
• Richard Manning Department for International Development Chair of Development Assistance Committee, Organisation for Economic Co-operation and Development, Paris February 2008	Consultant Debt AIDS Trade Africa	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Ministers or officials on behalf of his new employer February 2008	March 2008
	Consultant Debt Relief International	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Ministers or officials on behalf of his new employer February 2008	March 2008
	Consultant German Marshall Fund of the United States	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Ministers or officials on behalf of his new employer February 2008	March 2008
• Sir Richard Mottram KCB * Cabinet Office Permanent Secretary for Intelligence, Security and Resilience November 2007	Member of International Advisory Board GardaWorld	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Government Ministers or officials on behalf of his new employer January 2008	March 2008

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Stephen O'Brien Department of Health Director of Strategy June 2006 	Consultant General Healthcare Group	Unconditional approval December 2006	December 2006 (appointment now ceased)
	Consultant Aurigo Management Partners LLP	Unconditional approval December 2006	December 2006 (appointment now ceased)
	Consultant BC Partners Ltd	Unconditional approval May 2007	July 2007 (appointment now ceased)
	Consultant Terra Firma Capital Partners Ltd	Unconditional approval July 2007	August 2007 (appointment now ceased)
	Consultant Sami Consulting (University of St Andrews)	Unconditional approval October 2007	December 2007
	Consultant Candesic Ltd	Unconditional approval October 2007	December 2007
	Consultant DSG International plc	Unconditional approval, and further recommend that, given the time that has elapsed since he left Crown service, he be permitted to accept any further consultancy commissions advising clients on strategy and brand development November 2007	December 2007
<ul style="list-style-type: none"> Lieutenant General Anthony Palmer CB CBE Ministry of Defence Deputy Chief of Defence Staff (Personnel) October 2005 	Consultant Fujitsu Services Ltd	Unconditional approval November 2006	November 2006
<ul style="list-style-type: none"> Alice Perkins CB Cabinet Office Director General, Corporate Development Group September 2005 	Associate JCA Group	Unconditional approval October 2006	October 2006
<ul style="list-style-type: none"> David Pickup CB HM Revenue and Customs Director General July 2007 	Attorney General Falkland Islands Government	Unconditional approval June 2007	September 2007
<ul style="list-style-type: none"> Air Chief Marshal Sir Malcolm Pledger KCB OBE AFC * Ministry of Defence Chief of Defence Logistics April 2005 (last day in post December 2004) 	Non-executive Vice President Kellogg, Brown & Root Inc. †	Approved subject to a waiting period of 12 months from his last day in post October 2005	March 2006
<ul style="list-style-type: none"> Jonathan Powell No. 10 Chief of Staff June 2007 	Managing Director Morgan Stanley	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Government Ministers or officials on behalf of the bank or their clients November 2007	January 2008
	Consultant Centre for Humanitarian Dialogue	Unconditional approval November 2007	January 2008

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Sir Francis Richards KCMG CVO DL Governor and Commander-in-Chief of Gibraltar August 2006	Non-executive Chairman National Security Inspectorate (Insight Certification Ltd)	Noted and saw no difficulty in view of the time that had elapsed after he left Crown service before taking it up February 2008	April 2007
	Director Centre for Studies in Security and Diplomacy	Noted and saw no difficulty in view of the time that had elapsed after he left Crown service before taking it up February 2008	April 2007
	Member of International Advisory Board Altimo	Noted and saw no difficulty in view of the time that had elapsed after he left Crown service before taking it up February 2008	December 2007
• David Richmond CMG Foreign and Commonwealth Office Director General (Defence and Intelligence) October 2007	Senior Consultant Bell Pottinger Sans Frontières	Unconditional approval October 2007	November 2007
• Sir Ivor Roberts KCMG Foreign and Commonwealth Office HM Ambassador, Rome September 2006	President Trinity College, Oxford	Unconditional approval May 2005	September 2006
• Ivan Rogers No. 10 Principal Private Secretary to the Prime Minister June 2006 (last day in post March 2006)	Managing Director, Senior Coverage Officer for the UK Public Sector Citigroup	Approved subject to a waiting period of three months from his last day in post and the condition that, for 12 months from the same date, he should not be involved personally in lobbying UK Ministers or officials March 2006	July 2006
• Sir David Rowlands KCB * Department for Transport Permanent Secretary May 2007	Member of Advisory Panel Xansa plc	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Government Ministers or officials on behalf of his new employer November 2007	November 2007
	Conducting short-term review Essex County Council	Unconditional approval January 2008	January 2008
• Jonathan Spencer CB Department for Constitutional Affairs Director General, Clients and Policy February 2005	Non-executive Director Liberty Mutual Insurance Ltd	Unconditional approval January 2006	January 2006
• Sir Peter Spencer KCB * Ministry of Defence Chief of Defence Procurement March 2007	Chairman Action for ME	Unconditional approval, the normal three-month waiting period being waived February 2007	April 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> Lord Stern of Brentford * HM Treasury Head of Government Economic Service May 2007 	IG Patel Professor of Development Economics and Director of the Asia Research Centre London School of Economics	Unconditional approval, the normal three-month waiting period being waived December 2006	June 2007
	Adviser to the Chairman on economic development and climate change HSBC Holdings plc	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Government Ministers or officials on behalf of his new employer or their clients May 2007	August 2007
	Vice Chairman IDEAGlobal Group	Approved subject to the normal three-month waiting period and the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Government Ministers or officials on behalf of his new employer or their clients May 2007	August 2007
<ul style="list-style-type: none"> Dame Sue Street DCB * Department for Culture, Media and Sport Permanent Secretary September 2006 	Adviser Deloitte and Touche LLP	Approved subject to the normal three-month waiting period and the condition that, for 12 months from her last day of service, she should stand aside from any work relating to DCMS sectors, and should not be personally involved in lobbying UK Government Ministers or officials on behalf of her new employer July 2006	January 2007
	Member of the Chairman's Committee China Festival 2008	Unconditional approval, the normal three-month minimum waiting period being waived August 2006	January 2007
	Member of the Governors The Royal Ballet	Unconditional approval, the normal three-month minimum waiting period being waived September 2006	January 2007
	Association Member BUPA	Unconditional approval August 2007	August 2007
	Trustee Royal Opera House Board	Approved subject to the condition that, for 12 months from her last day of service, she should not become personally involved in lobbying UK Government Ministers or officials on behalf of her new employer June 2007	September 2007
<ul style="list-style-type: none"> Sir Kevin Tebbit KCB CMG * Ministry of Defence Permanent Secretary November 2005 	Non-executive Director Smiths Group plc	Approved subject to the condition that, for 12 months from his last day of service, he should not become personally involved in lobbying UK Ministers or officials on behalf of Smiths June 2006	June 2006
	Senior Adviser J C Bamford Excavators Ltd	Unconditional approval January 2007	January 2007
	Chairman Finmeccanica UK	Unconditional approval May 2007	July 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Sir Philip Thomas KCMG Foreign and Commonwealth Office HM Consul-General, New York July 2006	Senior Advisor Shell International Ltd	Approved subject to the condition that, for six months from his last day in post, he should not revisit the US for business purposes, advise on US issues, or have dealings with companies there May 2006	October 2006
• Lord Turnbull KCB CVO * Cabinet Office Cabinet Secretary and Head of the Home Civil Service August 2005	Non-executive Director Arup Group Ltd	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of Arup or its clients March 2006	April 2006
	Non-executive Director British Land Company plc	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of British Land March 2006	April 2006
	Non-executive Director Prudential plc	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying UK Ministers or officials on behalf of Prudential March 2006	May 2006
• Sir John Vereker KCB Governor of Bermuda October 2007 (last day in post October 2007)	Non-executive Director XL Capital Ltd †	Noting that XL does not conduct any business in the Bermuda market, approved subject to the conditions that, for six months from his last day in post as Governor, he should not give advice on other companies there or revisit Bermuda for business purposes other than to attend Board meetings there with the approval of the Secretary of State, and that, for 12 months from that same date, he should not be personally involved in lobbying Bermuda Government Ministers or officials on behalf of the company or its clients. September 2006	November 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVISE AND DATE TENDERED	DATE TAKEN UP
<ul style="list-style-type: none"> • Professor Sir John Vickers FBA Office of Fair Trading Chairman September 2005 	Lecturer Royal Economic Society's Easter School 2006	Unconditional approval May 2005	April 2006
	Expert Speaker (competition economics and policy) Various public and private bodies	Unconditional approval April 2006	First fees received in May 2006
	Economic Consultant (competition and regulatory issues) Various public and private bodies	Approved subject to the conditions that he should not: (i) on a rolling basis for a period of 12 months following his retirement from the OFT, advise on any competition, consumer or market investigation cases involving companies which had had dealings with the OFT in the preceding 12 months (e.g. on 1 August 2006, he should not advise any company which has had any dealings with the OFT since 1 August 2005); and (ii) for two years following his retirement from the OFT, be involved personally in lobbying officials of the OFT on behalf of any client or employer, including making written submissions June 2006	First commission accepted in July 2006
<ul style="list-style-type: none"> • Timothy Walker Health and Safety Executive Chief Executive September 2005 	Chairman, Advisory Board Brimac Carbon Services Ltd	Unconditional approval March 2006	April 2006
<ul style="list-style-type: none"> • Admiral Sir Alan West GCB DSC * Ministry of Defence First Sea Lord and Chief of Naval Staff April 2006 (last day in post February 2006) 	Chairman, Advisory Board QinetiQ plc	In view of the time that has elapsed since he left post of First Sea Lord, approved subject to the condition that, for 12 months from his last day in post, he should not be personally involved in lobbying the MOD in connection with any current contracts or existing or new bids for work October 2006	October 2006
<ul style="list-style-type: none"> • Dame Juliet Wheldon DCB QC * HM Procurator General, Treasury Solicitor and Head of the Government Legal Service July 2006 	Chief Legal Adviser Bank of England	Unconditional approval, the normal three-month waiting period being waived April 2006	August 2006
<ul style="list-style-type: none"> • Professor Sir Alan Wilson FBA FRS Department for Education and Skills Director General, Higher Education September 2006 	Master Corpus Christi College, Cambridge	Unconditional approval September 2006	October 2006
	Consultant Cisco Systems	Approved subject to the condition that, for 12 months from his last day of service, he should not be personally involved in lobbying Government Ministers or officials on Cisco's behalf August 2007	August 2007
	Professor of Urban and Regional Systems University College London	Unconditional approval August 2007	August 2007

NAME, FORMER DEPARTMENT AND DATE OF LEAVING OFFICE	APPOINTMENT	ADVICE AND DATE TENDERED	DATE TAKEN UP
• Sir Michael Wood KCMG Foreign and Commonwealth Office Legal Adviser January 2006	Return to the Bar 20 Essex Street Chambers	Take up after six months, as he proposed November 2005	September 2006
• Sir Stephen Wright KCMG Foreign and Commonwealth Office HM Ambassador, Madrid July 2007	Chief Executive Officer International Financial Services London	Noted and saw no difficulty December 2007	January 2008
• Sir Robin Young KCB * Department of Trade and Industry Permanent Secretary March 2005	Non-executive Director The A4e Group	Unconditional approval November 2006	January 2007

TABLE 1
Applications from Crown servants in 2006-07 and 2007-08

DEPARTMENT/AGENCY	APPLICATIONS		UNCONDITIONAL APPROVAL		CONDITIONAL APPROVAL	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
Border and Immigration Agency	-	3	-	1	-	2
Business, Enterprise and Regulatory Reform	-	24	-	15	-	9
Cabinet Office	13	11	5	5	8	6
Children, Schools and Families	-	3	-	-	-	3
Communities and Local Government	8	5	5	2	3	3
Constitutional Affairs	7	-	5	-	2	-
Crown Prosecution Service	-	1	-	-	-	1
Culture, Media and Sport	4	8	1	3	3	5
Debt Management Office	-	2	-	1	-	1
Defence (Civilian)	84	74	73	57	11	17
Defence (HM Forces)	139	132	114	105	25	27
Defence Science and Technology Laboratory	17	18	16	17	1	1
Education and Skills	31	6	19	2	12	4
Environment, Food and Rural Affairs	10	11	10	11	-	-
Estyn	1	-	1	-	-	-
Fire Service College	2	-	2	-	-	-
Food Standards Agency	-	1	-	1	-	-
Foreign and Commonwealth Office	33	17	17	9	16	8
Forestry Commission	8	3	4	2	4	1
Government Communications Headquarters	45	12	30	6	15	6
Government Offices for the English Regions	6	5	5	5	1	-
Health	19	15	11	11	8	4
Health and Safety Executive	3	-	3	-	-	-
Highways Agency	-	3	-	-	-	3
Home Office	19	12	1	-	18	12
International Development	2	6	-	-	2	6
National School for Government	-	2	-	1	-	1
Northern Ireland Office	-	10	-	10	-	-
Office for Gas and Electricity Markets	-	1	-	-	-	1
Office for Standards in Education	11	14	10	13	1	1
Office of Fair Trading	6	1	4	-	2	1
Office of Government Commerce	-	1	-	-	-	1
Office of the Deputy Prime Minister	-	1	-	1	-	-
The Postal Services Commission	1	-	1	-	-	-
HM Prison Service	1	-	-	-	1	-
HM Revenue and Customs	3	8	2	7	1	1
Royal Mint	1	1	-	1	1	-
Scottish Executive	4	6	2	2	2	4
Scottish Prison Service	-	5	-	4	-	1
Secret Intelligence Service	4	7	1	4	3	3
Security Service	6	1	1	-	5	1
Trade and Industry	37	-	25	-	12	-
Transport	4	20	1	12	3	8
HM Treasury	2	5	2	1	-	4
Treasury Solicitor's Department	1	1	1	-	-	1
The Water Services Regulation Authority	1	-	1	-	-	-
Work and Pensions	3	4	1	3	2	1
TOTAL	536	460	374	312	162	148

TABLE 2
Applications referred to the Cabinet Office in 2006-07 and 2007-08

DEPARTMENT	APPLICANTS		APPLICATIONS		APPROVED UNCONDITIONALLY		APPROVED SUBJECT TO CONDITIONS	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
Border and Immigration Agency	-	2	-	2	-	-	-	2
Business, Enterprise and Regulatory Reform	-	14	-	25	-	14	-	11
Cabinet Office	9	7	13	11	5	5	8	6
Children, Schools and Families	-	3	-	3	-	-	-	3
Communities and Local Government	1	3	1	3	-	-	1	3
Constitutional Affairs	3	-	7	-	5	-	2	-
Crown Prosecution Service	-	1	-	1	-	-	-	1
Culture, Media and Sport	1	6	4	8	1	3	3	5
Debt Management Office	-	2	-	2	-	1	-	1
Defence (Civilian)	4	4	6	5	3	-	3	5
Defence (HM Forces)	22	13	45	21	21	3	24	18
Education and Skills	7	4	16	6	4	2	12	4
Environment, Food and Rural Affairs	-	2	-	2	-	1	-	1
Food Standards Agency	-	1	-	1	-	1	-	-
Foreign and Commonwealth Office	17	11	32	17	17	9	15	8
Government Offices for the English Regions	6	3	6	3	5	3	1	-
Health	10	6	19	15	11	11	8	4
Health and Safety Executive	1	-	1	-	1	-	-	-
Highways Agency	-	1	-	3	-	-	-	3
Home Office	7	8	20	12	1	-	19	12
International Development	-	1	-	6	-	-	-	6
National School of Government	-	2	-	2	-	1	-	1
Office for Gas and Electricity Markets	-	1	-	1	-	-	-	1
Office for Standards in Education	2	2	2	3	1	2	1	1
Office of Fair Trading	2	1	3	1	1	1	2	-
Office of the Deputy Prime Minister	1	1	1	1	-	1	1	-
The Postal Services Commission	1	-	1	-	1	-	-	-
HM Revenue and Customs	3	3	3	3	2	2	1	1
Royal Mint	1	1	1	1	-	1	1	-
Scottish Executive	4	5	4	5	2	1	2	4
Scottish Prison Service	-	1	-	1	-	-	-	1
Secret Intelligence Service	2	5	4	7	1	4	3	3
Security Service	1	1	7	1	2	-	5	1
Trade and Industry	17	-	25	-	15	-	10	-
Transport	4	8	4	11	1	3	3	8
HM Treasury	2	3	2	5	2	1	-	4
Treasury Solicitor's Department	1	1	1	1	1	-	-	1
Work and Pensions	3	4	3	4	1	3	2	1
TOTAL	132	131	231	193	104	73	127	120

TABLE 3

Applicants whose applications were referred to the Cabinet Office in 2006–07 and 2007–08, categorised by reason for leaving Crown service

REASON FOR LEAVING	CROWN SERVANTS		HM FORCES	
	2006–07	2007–08	2006–07	2007–08
Normal retirement age	38	39	19	10
Early retirement	18	19	–	–
Resignation	39	46	2	2
End of contract	9	4	–	1
Redundancy	6	7	1	–
Secondment	–	2	–	–
Career break	–	1	–	–
TOTAL	110	118	22	13

TABLE 4
**Applications considered by the Advisory Committee in 2006-07 and 2007-08,
categorised by department and outcome**

DEPARTMENT	APPLICANTS		APPLICATIONS		APPROVED UNCONDITIONALLY		APPROVED SUBJECT TO CONDITIONS	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
Business, Enterprise and Regulatory Reform	-	2	-	7	-	5	-	2
Cabinet Office	2	3	3	7	2	3	1	4
Communities and Local Government	1	1	1	1	-	-	1	1
Constitutional Affairs	1	-	3	-	1	-	2	-
Culture, Media and Sport	1	2	4	3	1	1	3	2
Defence (Civilian)	2	2	3	3	2	1	1	2
Defence (HM Forces)	9	5	22	13	6	2	16	11
Education and Skills	1	1	1	2	1	1	-	1
Food Standards Agency	-	1	-	1	-	1	-	-
Foreign and Commonwealth Office	7	7	10	12	5	6	5	6
Health	5	2	11	9	6	9	5	-
Home Office	1	1	5	3	-	-	5	3
International Development	-	1	-	6	-	-	-	6
Office of Fair Trading	1	-	2	-	1	-	1	-
Office for Standards in Education	-	1	-	1	-	-	-	1
Office of the Deputy Prime Minister	-	1	-	1	-	1	-	-
HM Revenue and Customs	1	2	1	2	1	2	-	-
Scottish Executive	2	-	2	-	1	-	1	-
Secret Intelligence Service	2	1	4	1	1	1	3	-
Security Service	1	1	7	1	2	-	5	1
Trade and Industry	4	-	7	-	5	-	2	-
Transport	-	2	-	4	-	2	-	2
HM Treasury	1	1	1	2	1	-	-	2
Treasury Solicitor's Department	1	-	1	-	1	-	-	-
TOTAL	43	37	88	79	37	35	51	44

SUMMARY OF APPLICATIONS		2006-07	2007-08
Applications approved unconditionally		37	35
Approved subject to waiting periods	3 months	1	1
	12 months	4	2
	24 months	-	1
Approved subject to other conditions		40	30
Approved with waiting period and other conditions		6	10
TOTAL		88	79

TABLE 5

**Applications considered by the Advisory Committee in 2006–07 and 2007–08,
categorised by department and reason for leaving Crown service**

DEPARTMENT	NORMAL AGE RETIREMENT		EARLY RETIREMENT		RESIGNATION		END OF CONTRACT		REDUNDANCY	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
Business, Enterprise and Regulatory Reform	–	–	–	1	–	–	–	1	–	–
Cabinet Office	1	1	1	–	–	–	–	1	–	1
Communities and Local Government	–	–	–	–	–	–	–	–	1	1
Constitutional Affairs	–	–	1	–	–	–	–	–	–	–
Culture, Media and Sport	1	2	–	–	–	–	–	–	–	–
Defence (Civilian)	1	1	–	–	–	–	1	1	–	–
Defence (HM Forces)	9	4	–	–	–	–	–	1	–	–
Education and Skills	–	–	–	–	1	1	–	–	–	–
Food Standards Agency	–	1	–	–	–	–	–	–	–	–
Foreign and Commonwealth Office	5	6	1	1	1	–	–	–	–	–
Health	1	1	–	–	1	–	1	–	2	1
Home Office	–	–	1	1	–	–	–	–	–	–
International Development	–	1	–	–	–	–	–	–	–	–
Office for Standards in Education	–	–	–	1	–	–	–	–	–	–
Office of Fair Trading	–	–	–	–	–	–	1	–	–	–
Office of the Deputy Prime Minister	–	1	–	–	–	–	–	–	–	–
HM Revenue and Customs	1	–	–	1	–	1	–	–	–	–
Scottish Executive	2	–	–	–	–	–	–	–	–	–
Secret Intelligence Service	2	1	–	–	–	–	–	–	–	–
Security Service	1	1	–	–	–	–	–	–	–	–
Trade and Industry	2	–	1	–	1	–	–	–	–	–
Transport	–	1	–	–	–	–	–	–	–	1
HM Treasury	–	–	–	–	1	1	–	–	–	–
Treasury Solicitor's Department	–	–	1	–	–	–	–	–	–	–
TOTAL	26	21	6	5	5	3	3	4	3	4

TABLE 6
**Applications considered by the Advisory Committee in 2006–07 and 2007–08,
categorised by department and nature of new employment**

DEPARTMENT	BOARD LEVEL/ SENIOR MANAGEMENT		CONSULTANT/ ADVISER		OTHER	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
	Business, Enterprise and Regulatory Reform	–	4	–	1	–
Cabinet Office	–	2	2	4	1	1
Communities and Local Government	–	–	1	1	–	–
Constitutional Affairs	2	–	1	–	–	–
Culture, Media and Sport	1	1	1	1	2	1
Defence (Civilian)	2	2	1	–	–	1
Defence (HM Forces)	8	8	14	3	–	2
Education and Skills	–	–	–	1	1	1
Food Standards Agency	–	–	–	1	–	–
Foreign and Commonwealth Office	5	7	4	5	1	–
Health	2	1	9	6	–	2
Home Office	–	–	5	3	–	–
International Development	–	1	–	5	–	–
Office for Standards in Education	–	–	–	–	–	1
Office of Fair Trading	–	–	1	–	1	–
Office of the Deputy Prime Minister	–	1	–	–	–	–
HM Revenue and Customs	–	–	1	1	–	1
Scottish Executive	–	–	1	–	1	–
Secret Intelligence Service	1	–	3	1	–	–
Security Service	–	1	6	–	1	–
Trade and Industry	5	–	1	–	1	–
Transport	–	2	–	1	–	1
HM Treasury	–	1	–	1	1	–
Treasury Solicitor's Department	–	–	–	–	1	–
TOTAL	26	31	51	35	11	13

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