



Baroness Anderson of Stoke-on-Trent
Baroness-in-Waiting [Government Whip]
and Lords Spokesperson for the Cabinet Office
Cabinet Office 70 Whitehall London SW1A 2AS

The Rt Hon. the Lord Pickles
House of Lords,
London,
SW1A 0PW

27 February 2025

Dear Lord Pickles,

I am writing to address your question in the House on the 29th of January regarding the management of outside roles undertaken by former senior ministers and officials after leaving office.

As you are aware, the standards reforms and the wider review of arm's length bodies last year introduced changes to the administration of the Business Appointments system. Significantly, these changes mean that former ministers found to have seriously breached the Business Appointment Rules post-departure will be required to repay any severance payment they received.

Efforts to enhance the business appointments system are ongoing to ensure it operates with maximum effectiveness and efficiency. This ongoing work will take into account evidence and recommendations from within the system.

Can I also thank you for your work in this space and of course at ACOBA.

I am placing a copy of this letter in the House library.

Yours sincerely,

A handwritten signature in black ink that reads "Ruth Anderson".

**Baroness Anderson of Stoke-on-Trent
Baroness-in-Waiting [Government Whip]
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