



## OFFICE OF THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

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### GENERAL SIR NICHOLAS (NICK) HOUGHTON GCB CBE ADC

Dear Sir Nick

The Committee has considered your request to accept a new commission under the terms of your independent consultancy, with Carillion PLC (Carillion).

The Committee took into consideration that you said the commission would entail around 6 days of work, mainly as a personal mentor to the CEO, drawing on your experience of corporate leadership, board level management, geo-political risk and reputation management.

The Committee noted that Carillion provide an array of services including construction, managing buildings and transport and power networks. They have had numerous public sector contracts, including provision of facilities management services and office spaces. Specifically in the Defence sector they have a joint venture called CarillionAmey which delivers infrastructure and housing services to the Armed Forces.

The Committee also took into account the following matters:

- This particular piece of work is primarily focused on mentoring the CEO.
- You assured the Committee you will not be lobbying government, or advising on any commercial or policy matters.
- Whilst the Committee are aware of contract between the MOD and CarillionAmey, including in relation to military housing, you assured the Committee that you had no direct involvement or oversight at a commercial level, or in the bidding process.
- The MOD confirmed to the Committee that you did not have any official dealings with Carillion whilst in office.
- The MOD Business Appointments Panel expressed no concerns about you providing advice to Carillion under the conditions applied to your independent consultancy,

subject to restricting advice on any existing work/contracts Carillion have with the MOD, and on the terms of any bids or contracts with the MOD.

**The Committee agrees that this commission is consistent with the terms of your independent consultancy, which was described as advising at board level on corporate leadership, operating model enhancements and geo-political risk.**

The conditions that apply to your independent consultancy are:

- a three-month waiting period from your last day in Crown service;
- that you should not draw on (disclose or use for the benefit of himself or the organisations to which this advice refers) any privileged information available to you from your time in Crown service;
- for two years from your last day in post you should not work in the UK Defence market;
- for two years from your last day in Crown service, you should not undertake any work as a consultant that involves providing advice to any company or organisation on the terms of, or with regard to the subject matter of, a bid or contract relating directly to the work of the MOD or is trading funds;
- for two years from your last day of Crown service you should not become personally involved in lobbying the UK Government on behalf of any of your clients or those you advise, nor make use of, directly or indirectly, your Government and/or Crown Service contacts to influence policy or secure business on behalf of your clients; and
- for two years from your last day in Crown service, before accepting any new commissions and or/before extending or otherwise changing the nature of any commission, you should make a case directly to the Committee to confirm that each individual commission you wish to take would be permissible under the terms of this consultancy.

**In addition, the commission with Carillion is subject to the following conditions:**

- **you should not advise on Carillion's work with the MOD (including through CarillionAmey or any other subsidiary or partner); and**
- **you should seek further advice from the Committee if it was proposed to extend or otherwise change the nature of this commission with Carillion.**

By 'privileged information' we mean official information to which a Minister or Crown servant has had access as a consequence of his or her office or employment and which has not been made publicly available. Applicants are also reminded that they may be subject to other duties of confidentiality, whether under the Official Secrets Act, the Civil Service Code or otherwise.

The Business Appointment Rules explain that the restriction on lobbying means that the former Crown servant "should not engage in communication with Government (Ministers, civil servants, including special advisers, and other relevant officials/public office holders) – wherever it takes place - with a view to influencing a Government decision, policy or contract award/grant in relation to their own interests or the interests of the organisation by which they are employed, or to whom they are contracted or with which they hold office."

I would be grateful if you could let me know when you take up either of this commission, or if it is announced that you are to do so. This will enable the Committee to publish this letter and brief details on the regularly updated consolidated list on its website and in its next annual report.

Yours sincerely,

Catrina Marshall  
Committee Secretariat