

Home Office

18 February 2026

**Application from Lieutenant General Stuart Skeates, CB, CBE, former Director General, Illegal Migration Operations Command and Senior Responsible Officer for the UK/Albania Migration Agreement, Migration and Borders Group at the Home Office, for a paid commission with Singularity Defence Corp as a client of his independent consultancy, Barchester Skeates Associates Limited.**

Thank you for submitting an application for advice under the Business Appointment Rules (the Rules) to the Civil Service Commission (the Commission) on behalf of **Lieutenant General Stuart Skeates, CB, CBE (Lt Gen Skeates)**, formerly Director General, Illegal Migration Operations Command and Senior Responsible Officer for the UK/Albania Migration Agreement, Migration and Borders Group at the Home Office. The application is for a commission with **Singularity Defence Corp** to be a client of his independent consultancy, Barchester Skeates Associates Limited. Further detail on the content of the application is in the Annex. The Commission's advice is required as Lt Gen Skeates was a civil servant at SCS Pay Band 3. His last day of service was 12 August 2024.

The purpose of the Rules is to protect the integrity of the government. They aim to avoid any reasonable concerns that: a civil servant may be influenced in their official duties by the risk of reward; a civil servant may improperly exploit access to information; and an organisation may gain an improper influence through the employment of a civil servant.

The Commission's advice<sup>1</sup> is that this commission with Singularity Defence Corp should be subject to the following conditions:

1. Privileged information – Lt Gen Skeates should not draw on (disclose or use for the benefit of himself or the persons or organisations to which this advice refers) any privileged information available to him from his time in office.
2. Lobbying – For two years from his last day in office, until 12 August 2026, Lt Gen Skeates should not become personally involved in lobbying the UK government or its arm's length bodies on behalf of Singularity Defence Corp (including parent companies, subsidiaries, partners and clients). He should also

---

<sup>1</sup> See [Advice under the Business Appointment Rules](#) for details applying to all advice issued by the Civil Service Commission.

not use, directly or indirectly, his contacts in the government and/or civil service to influence policy, secure business/funding or otherwise unfairly advantage Singularity Defence Corp (including parent companies, subsidiaries, partners and clients).

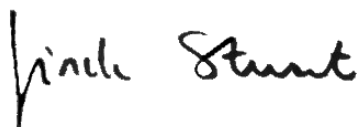
3. Bids and contracts – For two years from his last day in the civil service, until 12 August 2026, Lt Gen Skeates should not provide advice to Singularity Defence Corp (including parent companies, subsidiaries, partners and clients) on a bid or contract relating to the UK government or its arm's length bodies.

As a reminder, for two years from his last day in civil service, until 12 August 2026, Lt Gen Skeates should continue to seek advice before accepting new work for his consultancy, in line with the conditions outlined in the initial approval for Barchester Skeates Associates Limited issued by the Advisory Committee on Business Appointments<sup>2</sup>.

The Rules set out that civil servants must abide by the Commission's advice. It is Lt Gen Skeates' personal responsibility to manage the propriety of any appointment and to understand any other rules and regulations he may be subject to in parallel with the Commission's advice.

Lt Gen Skeates must seek advice if he proposes to extend or otherwise change his role with the organisation. Once this appointment has been taken up, the letter will be published on the Civil Service Commission's website.

Yours sincerely,



**Gisela Stuart**

First Civil Service Commissioner

---

<sup>2</sup> 'Stuart Skeates - Director General, Illegal Migration Operations Command, Home Office - ACOBA advice', Advisory Committee on Business Appointments, [https://assets.publishing.service.gov.uk/media/681e28f8d9c9bb76078f7ebf/Advice\\_Letter\\_-\\_Stuart\\_Skeates\\_Independent\\_Consultancy\\_Barchester\\_Skeates\\_Associates\\_Limited.pdf](https://assets.publishing.service.gov.uk/media/681e28f8d9c9bb76078f7ebf/Advice_Letter_-_Stuart_Skeates_Independent_Consultancy_Barchester_Skeates_Associates_Limited.pdf)

## **Annex A: The application**

### Applicant assessment

1. The Advisory Committee on Business Appointments (ACOBA) previously considered Lt Gen Skeates' application to form his independent consultancy, Barchester Skeates Associates Limited. Barchester Skeates Associates Limited provides generalist advisory work in the defence and security sector including strategy and organisational change, public speaking and leadership. It also involves board advisory work and NED roles.
2. According to Lt Gen Skeates, Singularity Defense Corp is a US-based defence technology company headquartered in California. It is a start-up specialising in the development and manufacture of air defence systems.
3. Lt Gen Skeates said that his role will be to provide strategic advice to the Board.
4. Lt Gen Skeates said his work with Singularity Defence Corp will not involve lobbying of government, nor involvement in government bids and contracts on behalf of the company.
5. Lt Gen Skeates stated it has been over four years since he worked in defence. He has leadership experience from military operations and in joint operations with various coalitions - the US Marine Corps and NATO. He also previously held the role of Commandant of the Royal Military Academy Sandhurst<sup>3</sup> and Deputy Commander of JFC Brunssum<sup>4</sup>.
6. Lt Gen Skeates most recent role in the civil service was Director General, Illegal Migration Operations Command, where he was responsible for delivering a new migration system under the Illegal Migration Act 2023 and the Safety of Rwanda Act 2024. Alongside his Director General position, he was also Senior Responsible Officer for the Sovereign Borders Programme, Senior Responsible Officer for the New Detained Accommodation Programme and Senior Responsible Officer for the UK/Albania Migration Agreement.
7. Lt Gen Skeates' recent roles at the Home Office focussed on UK border security, national security and relevant international cooperation on this matter – not defence or technology. Lt Gen Skeates stated he did not have dealings with Singularity Defence Corp, nor was involved in decisions specific to the company during his time in post.

---

<sup>3</sup> Gov.uk, 'Stuart Skeates CB CBE', <https://www.gov.uk/government/people/stuart-skeates>

<sup>4</sup> The Allied Joint Force Command (JFC) Brunssum is a NATO headquarters that includes the United Kingdom as a framework nation. The JFC Brunssum is responsible for planning, executing, and supporting military operations in its assigned area.

## Department assessment

8. The Home Office stated that Lt Gen Skeates did not meet with Singularity Defence Corp, nor was he involved in decisions specific to the organisation, commercial or otherwise, during his time in post. The Home Office considers the risk of this commission being seen as a reward for decisions made in post to be limited.
9. The Home Office stated that it does not hold any contractual or commercial relationship with Singularity Defence Corp. The Home Office stated that Lt Gen Skeates did not have access to information that would provide an unfair advantage to Singularity Defence Corp.
10. The Home Office did not have concerns with his work with Singularity Defence Corp. They recommended the standard conditions, as well as a limitation to the role preventing him from advising clients on work related to any policy or operational matter he had a specific involvement in or responsibility for, or where he had a relationship with the company or organisation, while in office.

## CSC analysis

11. *Risk of reward.* The Commission agreed with the department's assessment and considered the risk of this commission with Singularity Defence Corp as a reward for decisions in post to be limited.
12. *Access to information.* There is no known overlap with Lt Gen Skeates' most recent role in the civil service and the work of Singularity Defence Corp, and it has been over 18 months since he left government. The Home Office was also unaware of any sensitive information he may possess that could present a risk. The Commission considered the risks relating to his access to information and degree of overlap with his time in post to be limited. The standard privileged information ban sufficiently mitigates any remaining risk, with a further limitation not proportionate to the risks presented. The Commission took into account that Lt Gen Skeates has extensive experience in defence from before his role at the Home Office.
13. *Limitation to the role.* The Home Office recommended a limitation to the role apply to Lt Gen Skeates' work with Singularity Defence Corp, preventing him from advising clients on work related to any policy or operational matter he had a specific involvement in or responsibility for, or where he had a relationship with the company or organisation while in office. The Commission considered the risks relating to his access to information and degree of overlap with his

time in post to be limited. Therefore, a limitation is not needed, as it is not proportionate to the risks presented.

14. *Improper influence.* As a senior official, there is a risk that Lt Gen Skeates' government contacts may present an unfair advantage to Singularity Defence Corp. It is significant to note that Lt Gen Skeates' stated he would not have contact with government as part of his consulting work. The standard lobbying condition mitigates any risk in relation to his work with Singularity Defence Corp.
15. *Return to Commission.* Lt Gen Skeates has submitted a request to the Commission for approval of his work with Singularity Defence Corp. This is in accordance with the relevant condition included in the original advice issued by ACOBA.