



Ministry
of Defence

**Chair London Veterans Advisory and
Pensions Committee**

Information pack for applicant

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please quote on all correspondence



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Equal opportunities

MOD is committed to being an equal opportunities employer. We value and welcome diversity. The appointment will be governed by the Principles of Public Appointment based on merit with independent assessment and transparency of process. Candidates may come from a wide range of backgrounds and experience although the successful candidate will need to demonstrate that they meet all the criteria for this appointment. Applications from women, ethnic minorities and disabled people will be welcomed.

Disability Confident Scheme (DCS)

MOD actively encourages applications from disabled people. As part of this, MOD, along with several departments, have committed to the Disability Confident Scheme (DCS). One of our commitments is to offer an interview to all disabled

applicants who meet the minimum criteria for the role. This gives them the opportunity to demonstrate their abilities at the interview stage. To be eligible for DCS the candidate must have a disability, as defined by the [Equality Act 2010](#). Further definition can be found on the [Cabinet Office website](#).

Sponsor Team message to candidates

The members of Veterans Advisory and Pensions Committees (VAPCs) serve and support ex-servicemen and women, their widows or widowers and their immediate family members. They are an independent voice, here to help whenever or wherever a veteran served, whether in World War 2 or Afghanistan.

Each VAPC is an advisory non-departmental public body, sponsored by Veterans UK, a department of the Ministry of Defence.

Following the formation of the Office for Veterans Affairs and the mandate to make the UK to be the best Country in the World to be a veteran there has never been a better time to set the pace for veterans' affairs in London. As the Chair of a VAPC you will have the opportunity to ensure that veterans issues in London are considered in line with the rest of the UK. If you believe that you are a proven leader with an innate ability to get the best from a team of like-minded volunteers to enhance the quality of life for veterans and their families in London and across the UK, we would be delighted to hear from you.

The Role of the VAPC

In legislation there are thirteen regional Veterans Advisory and Pensions Committees (VAPCs), nine in England, two in Scotland,¹ one in Wales, and one in Northern Ireland. The two Scotland committees have undergone a trial merger which has been successful and it is expected that further steps will be taken to make this merger permanent and recognised in the Statutory Instrument. Each regional committee has between 12 and 20 members, and they have common functions conferred by the legislation. Their members are all volunteers appointed by the Minister for Defence People, Veterans and Service Families for periods not exceeding three years in any term of appointment (up to a maximum period in office of 10 years). Their appointment is subject to the Governance Code on Public Appointments.

Each VAPC is an independent regional statutory committee that acts independently of its sponsoring and other government departments.

The statutory functions conferred on VAPCs by the legislation are limited to functions relating to the War Pension and Armed Forces Compensation Schemes only and do not include functions relating to all veterans and the Armed Forces Covenant.

Interim Terms of Reference (TORs)² have been issued by the Minister to reflect the fact that the VAPCs, given their independent and regional set-up, may be able to make a useful contribution to the Government's drive to make the UK the best place in the world to be a veteran. The TORs have two principal purposes: (a) To set out the activities that members of VAPCs, as individuals and as members of informal regional groups (IRGs), are asked to carry out relating to all veterans and their families. (b) To provide direction relating to their performance for an initial period of 12 months beginning from the date the TORs are agreed (November 2021).

Following the initial 12-month period (November 2021 to 2022), the Minister will review the TORs and performance against the activities set out in them, and will make a determination on next steps (e.g. extending the TORs, replacing them or withdrawing them). The TORs will stay in effect until the outcome of the review.³

Under The TORs, the Minister invites the members of the regional VAPCs and their Chairs to respectively join and chair the IRGs for their region. No other persons are invited to join that IRG.

In London all members of the VAPC (and its Chair) have accepted the invitation made by the TORs to join (and Chair) the IRG for that region. This has the result

¹ The committees for the two regions in Scotland are for a trial period acting as one

² A copy of the TORs can be found at -----

³ Applicants will be updated on the progress and result of the review. The current expectation is that the Minister will renew the TORs in substantially the same terms.

that the VAPC and the IRG for London can and do meet as one group to perform their functions derived from respectively (a) the legislation, and (b) the TORs.

It will be a condition of the appointment of the Chair of the London VAPC (and any new members of that VAPC) that they accept the invitation in the TORs to be a member of and to chair the IRG for London.

The ability of the members of VAPCs and their IRGs to act and make recommendations from an independent standpoint is a vital ingredient of their role. They can collectively provide this independence because, for the most part, they are not officers or employees of providers of public or charitable services to veterans.

The members of VAPCs and their IRGs can, as volunteers, offer support and can do so without duplicating important efforts by local authorities, welfare groups, charities and others, by acting as a 'concentration point' to amplify and/or catalyse and/or coordinate action locally or through pan-regional group coordination. This can be by:

- self-organising regionally around key themes using particular member experience to assess specific areas and to highlight areas for action at a policy or practical level in key areas set out above;
- liaising and co-operating with the members for other regions and so using that network, and cooperation with others, to document and to exchange best practice, and to syndicate good ideas, from and to key external actors.

Together, the existing legislation and the TORs enable the members of VAPCs to:

- provide a distinct, identifiable, and independent point of reference for the Veteran community and all those supporting it to raise, respond to, promote and raise awareness of issues relating to Veterans Services, the Strategy for our Veterans, the Armed Forces Covenant and the War Pension and Armed Forces Compensation Schemes and the availability of cross-Government support from multiple Departments to the Armed Forces, their families and Veterans
- act from an independent standpoint as an advocate, promoter, facilitator, or communicator of Veterans Services provided by government, central and local authorities, stakeholders, charities and others;
- report and make representations from an independent standpoint on strategy and the delivery of the above to Ministers and others.
- act as bodies to enable and foster consultation by the Secretary of State, the MOD, Veterans UK and the Armed Forces Covenant Team on issues affecting those entitled to payments under the War Pension/Armed Forces Compensation Schemes.
- support Veterans UK by providing an independent quality assurance overview related to the service delivery of the Welfare Service at a local level. Develop relations with Vets UK Regional Welfare Managers to gain an awareness of Veterans' welfare concerns at a regional level and advise as to how best to maximise effective welfare support.

Each Committee and IRG may form sub-committees, to assist with their business. they and their sub-committees meet at varying intervals but with each main Committee and IRG meeting at least twice a year depending on the volume of business to be transacted.

The Role and Person Specification

The overall role of a Chair of a VAPC and its IRG

The Chair and members play a central role in promoting the interests and welfare of veterans and their families.

Suitable candidates for the Chair role may come from a wide range of backgrounds and, whilst knowledge of service life would be useful, **it is not necessary. What is most important is that applicants should have a real commitment to supporting Veterans and their Families.**

The main responsibilities will be to:

- Lead the Committee and IRG giving direction to Members whilst promoting a team approach.
- To drive the promotion of the London Committee and its IRG throughout the region and attract new Member candidates with the necessary skills
- To work in partnership with military and civil authorities to achieve the necessary outcomes for veterans in their region
- To promote the Armed Forces Covenant and to work in partnership with local providers of veterans' services.
- Promote coherence of veterans' issues amongst Local Authorities and the 3rd Sector.
- To liaise with the other VAPCs and their IRGs through the Council of Chairs and other means.

A Chair is expected to:

- Convene and chair at least two meetings a year of the members of their VAPC and their IRG.
- Convene such further meetings as those members conclude are necessary for the proper performance of their functions.
- Attend or arrange for a substitute to attend the Council of Chairs and the Chairs' conferences.
- Draft or arrange the drafting of the reports of the members of their regional VAPC and their IRG.

- Lead on the recruitment process for members for their region. Ensuring compliance with Governance Code on Public Appointments, as advised by the Sponsor Team and the Public Appointments Team.
- Report when appropriate on the performance of members in their region.
- Represent their regional VAPC and their IRG in such ways as their members may from time to time determine.

A Council of Chairs has been established and meets regularly (at present monthly). It elects a Chair, up to two vice Chairs and creates sub-groups made up of members of VAPCs to address national or common issues.

This Council of Chairs (and so its Chair, Vice Chair and the sub-groups it creates) has no authority to make decisions on behalf of the VAPCs or their IRGs. Their role is to support and advise the VAPCs and their IRGs on matters relating to their performance of their functions by, for example:

- providing a forum for them to liaise and so assist them to act consistently and where appropriate collectively and by sharing best practice,
- addressing national and other issues that are relevant to the performance by the regional VAPCs and their IRGs of their functions,
- promoting co-operation and consistency of approach by the regional VAPCs and their IRGs,
- providing channels of communication at times collectively, between the regional VAPCs and their IRGs and the Secretary of State, Ministers, government departments and offices (including Veterans UK and the Office for Veterans Affairs), charities, stakeholders and others,
- addressing strategic issues,
- considering all matters referred to it by the Secretary of State,
- advising and making recommendations and requests to the regional VAPCs and their IRGs and
- reporting on their views and work.

And it may

- collate and report on the views and work of the VAPCs and their IRGs.
- establish or appoint and agree the composition and TORs of National Working Groups (WGs) to address defined issues, and
- nominate one of its members or a member of a WG to act as the nominee or representative of the NCVG, in particular by providing primary channels of communication between the regional VAPCs and its IRGs and the Secretary of State, Ministers, government departments and offices (including Veterans UK and the Office for Veterans Affairs), charities, stakeholders and others,

Direct reporting to the Minister and the National Chairs' Conferences

The present co-ordinated approach is that:

- the Chairs of the VAPCs and their IRGs (or a substitute) attend two national conferences over two days with representatives of Vets UK, the OVA, the Covenant team in the Ministry of Defence,
- prior to those conferences the VAPCs and their IRGs submit written reports making recommendations and the Council of Chairs arranges the drafting of a summary of them and provides those reports and that summary to the Minister,
- the Minister attends in person or remotely a session of those conferences.
- VAPCs and their IRGs can also make recommendations and comments directly to the Minister.

The successful candidate must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members².

Essential Criteria

Candidates must demonstrate all of the following essential criteria.

- ❖ A real commitment to supporting veterans and their families, and the knowledge and experience to implement it.
- ❖ The ability to provide effective leadership and management of meetings, partnership working, promotion of a team approach and to work in a collaborative way to achieve outcomes.
- ❖ Influencing and negotiating skills of a high level, excellent all round communication skills and the ability to work with military and civil authorities and other major suppliers of direct assistance to Veterans and to comment on and develop practical plans for existing circumstances and the future.
- ❖ The ability to consider complex issues relating to the terms, detail, implementation, administration and delivery of services to veterans and their families, the Armed Forces Covenant and the War Pension and Armed Forces Compensation Schemes.

Terms and Conditions of Appointment

This is a ministerial appointment and not an offer of employment. Such appointments are not normally subject to the provisions of employment law.

Time commitment and Remuneration

The role of a Chair of a VAPC (and their IRG) can extend over a wide range of issues and the time needed to do this will vary during different periods of the year. However, over a full year it is likely to require an average of about 8 to 12 hours a week but the veterans' arena is a huge space and there is always more that can be done; the VAPC role can therefore take as much of your time as you are willing and able to give.

The position is an unpaid appointment, but reasonable travelling and subsistence expenses will be reimbursed, Loss of earnings allowances can also be claimed for up to 15 days per year and limited to £25.77 for under 4 hours per day or £51.54 for over 4 hours per day.

Appointment term

The Governance Code on Public Appointments (s3.6 of the Code) states that "... *there is a strong presumption that no individual should serve more than two terms or serve in any one post for more than ten years*". The appointment to the VAPC will be for a period of 3 years. There may be a possibility of 1 further 3 year re-appointment, subject to a satisfactory performance report provided by the Head of Veterans UK and at Ministerial discretion. Likely start date February 2022.

Location

Meetings of the London VAPC and its IRGs may be held at any location in London at the discretion of the Chair. National Chairs' Conferences may be in any one of the 12 regions. Travel to locations throughout London will be necessary to attend Armed Forces Covenant and other stakeholder meetings.

Termination of Appointment

The successful candidate may resign at any time by notice in writing to Minister for Defence People, Veterans and Service Families. Subsequently, the Minister for Defence People, Veterans and Service Families can remove you from office if you fail to perform the duties required in line with the standards expected in public office.

Confidentiality

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired in the course of official duties, and not to disclose information which is held in confidence.

Previous Chairs Describe Their Experience of Serving on the VAPC:

“One is not required to be ex-Service, as the principle requirements are a keen interest in veteran’s affairs and the ability to chair a committee and provide strategic direction.”

“We do make a difference. We are there with a big local voice”

“It is a challenge, but immensely rewarding.”

“As Chair you can focus efforts, bring things to the attention of others and make a difference to the veteran who thought he’d been forgotten.”

“The appointment will strengthen your people skills as there is a need to network across a wide range of statutory and non-statutory agencies and charitable organisations.”

“We can make people care, and what’s more we do!”

“You will get something out of being a Chair if you make a real effort and commit time and energy to it, but then that is true of anything that is worthwhile.”

The Ministry of Defence



Who we are?

The Ministry of Defence (MOD) is made up of 18 organisations: Head Office, four Military Commands, the Defence Nuclear Organisation and 12 Enabling Organisations.

Head Office provides the Department of State function and political and military strategic direction for the Department.

There are four Military Commands that generate military capability and operate in accordance with Defence policy objectives as directed by Head Office. These are:

- Royal Navy
- British Army
- Royal Air Force
- Strategic Command

The Defence Nuclear Organisation manages the portfolio of Defence nuclear programmes.

There are 12 Enabling Organisations that deliver activities to support Defence. Further information can be found on WWW.GOV.UK.

Purpose

The Defence Purpose is to protect the people of the United Kingdom, prevent conflict, and be ready to fight our enemies. To **Mobilise** to make the most of existing

capabilities; **Modernise** to embrace new technologies to assure our competitive position and **Transform** to radically improve the way Defence does business.

The recruitment process

- ❖ The appointment is made in accordance with the 2016 Governance Code on Public Appointments and is regulated by the Commissioner for Public Appointments.
- ❖ The Governance Code is based on three core principles – merit, openness and fairness.
- ❖ An Assessment Advisory Panel (AAP) will sift and assess each application against the criteria, to produce a shortlist to invite to interview.
- ❖ Subject to Ministerial agreement, the AAP will then conduct interviews to ascertain which candidates are appointable to the role.
- ❖ Interviews are expected to take place face to face at Defence Business Services, Centurion Building, Gosport.
- ❖ The AAP's composition along with the indicative timetable for the recruitment can be found at the next page.
- ❖ The decision to appoint to this role rests with MinDPV.
- ❖ Candidates considered appointable by the AAP may be invited to meet with the Minister before a final decision is made. As a result, there may be a delay in informing candidates of the outcome of the competition.
- ❖ The successful applicant will be required to sign the Official Secrets Act and go through the appropriate security checks for this position.
- ❖ The DBS Public Appointments Team will acknowledge receipt of your application and keep you updated on the progress of the competition. All candidates will be notified of the outcome of their application.

The recruitment process cont.

Indicative Timetable

Please note that these dates may be subject to change.

Closing date	5th February 2023
Short-listing meeting	27th February 2023
Candidate interviews	3rd April 2023
Meeting with MinDPV	This is unlikely but if MinDPV wishes to meet candidates this will take place post interview.
Start date:	To be confirmed

Advisory Assessment Panel composition

Chair:	Rob Rowntree Deputy Head of Veterans UK (MoD official)
Member:	John Lighten, VAPC National Chair
Independent:	Alison Grant, Trustee of BLESMA
Member:	David Richmond, Independent Veterans Adviser

Completed applications should be emailed to dbscivpers-respublicappts@mod.gov.uk by 2300hrs on the 27th February 2023.

How to apply and submit your application

If you wish to apply for this appointment, please supply the following:

- ❖ A **CV** (*maximum two sides A4, minimum font 12*) setting out your career history and including details of any professional qualifications.
- ❖ A **short supporting statement** in the Expression of Interest form (see below) (*maximum two sides A4, minimum font 12*) explaining how you meet the essential and desirable criteria (page 4). Make sure you refer to the contents of this information pack and provide specific examples which demonstrate proven and demonstrable expertise or ability. Please ensure your full name and the reference number are clearly stated at the top of your CV and additional papers.
- ❖ Complete the **Expression of Interest form** including your supporting statement; contact details for two referees and any conflict of interest (see further information below and Annex B).
- ❖ Complete and return via email the **Diversity Monitoring form**, including stating any political activity.
- ❖ Note References will be taken up if candidates are invited to an interview. You should ensure that they have given their permission for their names to be used.
- ❖ If you are applying under the **Disability Confident Scheme** you will need to meet the minimum

an invite to an interview. To ensure fairness, the AAP will not be informed of who has applied under the GIS until they have set the minimum criteria at the start of the sift meeting. **Please tick the DCS Box in the Expression of Interest form.**

- ❖ If you have a disability and require **reasonable adjustments** to enable you to attend for interview, please advise us when you return your application

Please note: it is your responsibility to ensure we receive your application by the closing date.

Further information

If you have queries about any aspect of this role, or you wish to have an informal discussion, then please contact Kerry Wright by email: kerry.wright741@mod.gov.uk.

If you have queries about the recruitment process, please contact Defence Business Services by email:

dbscivpers-respublicappts@mod.gov.uk

criteria for the role as determined by the AAP at sift. This will guarantee	
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Eligibility criteria

To be eligible for consideration the candidate(s) will need to be a reserved UK National.

The candidate(s) are/is expected to inform the Min DPVSF if they intend to accept a prominent position in any political party and to understand that the appointment may be terminated if it is felt that the position is incompatible.

There are circumstances in which an individual may not be considered for appointment. If:

- ❖ You have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- ❖ You are the subject of a bankruptcy restrictions order or interim order, or a debt relief order or interim debt relief order under Schedule 4ZB to the Insolvency Act 1986;
- ❖ You are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- ❖ You have been removed from trusteeship of a charity,

Conflict of interest and due diligence

If you have any interest that might be relevant to the work of the VAPC and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in the **Expression of Interest form**. (Annex B in this information pack should help you to evaluate whether you have a potential conflict.) This includes other MOD Boards and Committees on which you are already appointed. If you have queries about this and would like to discuss further, please contact the MOD Sponsor Team:
Kerry.wright741@mod.gov.uk.

Given the nature of public appointments, it is important that those appointed as members of public bodies / Committees maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the AAP and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our **due diligence** checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs etc. Any information found may be made available to the AAP who may wish to explore further with you should you be invited to an interview. The information may also be shared with Ministers and the Cabinet Office.

Data Protection and Privacy Notice

The Department is required by the Commissioner for Public Appointments and Cabinet Office to retain information about the people who apply for public appointments and make it available for auditing and management information purposes, if requested. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process.

The [MoD Personal information charter](#) contains the standards you can expect when we ask for, hold or share your personal information and your rights under the law. Further information can be found in the [DBS Privacy Notice](#) on the way the DBS Civilian Personnel, Resourcing processes your data in line with the charter.

Our data protection policy is in line with the requirements of the General Data Protection Regulation and Data Protection Acts. Our data protection officer can be contacted by writing to cio-dpa@mod.gov.uk.

Your initial contact details, including your name and address will be held by the DBS for a period of up to two years.

If you submit an application, that and any supporting documentation, will be retained by DBS for up to two years. Information held electronically, will also be held for up to two years.

If you would like these details to be removed from our records as soon as this recruitment campaign is completed, please email DBS Public Appointments Team:

E-mail: **dbscivpers-respublicappts@mod.gov.uk**

Dealing with your concerns

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you feel that you have any complaints about the way your application has been handled, please contact in the first instance:

Defence Business Service (DBS)
Email: **dbscivpers-
respublicappts@mod.gov.uk**

If you are not completely satisfied with the response, please contact:

MOD Public Appointments Team on:
Email: [DSOP-
PublicAppointments@mod.gov.uk](mailto:DSOP-PublicAppointments@mod.gov.uk)

Taking it further

This appointment is regulated by the Commissioner for Public Appointments, to ensure that it is made on merit after a fair and open competition. If, after receiving a comprehensive response you are still concerned, you can write to the Commissioner for Public Appointments at the following address:

Commissioner for Public
Appointments, and Civil Service
Commission
Room G/8
Ground Floor
1 Horse Guards Road
London SW1A 2HQ

Full details of the complaints process can be found on the Commissioner's [website](#).

Annex A: The Seven Principles of Public Life

The candidate is expected to adhere and understand the standards of probity required of public appointees outlined below in the “Seven Principles of Public Life” drawn up by the Committee of Standards in Public Life.

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising, in order to protect the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

The candidate is also expected to adhere to the [Code of Conduct for board members of public bodies](#).

Annex B: Conflict of Interest

Q1. What is a conflict of interest?

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which material might be relevant to the work of the public body concerned should be declared.

There is always the possibility for real or perceived conflicts of interest to arise. A perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

Q2. Surely a perceived conflict is not a problem, as long as I act impartially at all times?

The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the Board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a Board member can be extremely damaging to the public body's reputation and it is therefore essential that these are declared and explored, in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

Q3. If I hold another Ministry of Defence appointment will it be considered a conflict of interest?

It will depend on the nature of the role you have and the one you are applying for. In some circumstances the relationship between the two may make it too difficult to put in place arrangements to manage the conflicts. In such circumstances you would have to decide which role you would want to step away from. To allow the Advisory Assessment Panel (AAP) to consider fully you should provide details of other MOD roles you have or may be applying for in the **Expression of Interest** form.

Q4. What should I do if I think I have a conflict of interest?

You will find a section on conflicts of interest in the **Expression of Interest** form for you to complete. This asks you to consider and declare whether or not you

have a real, or perceived, conflict. If you are unsure of your circumstances constitute a possible conflict, you should still complete this section, in order to give the AAP as much information as possible. You might also find it helpful to discuss it with sponsor/ public body / Committee contact shown in the information pack.

Q5. If I declare a conflict, does this mean I will not be considered for appointment?

No - each case is considered individually. If you are short listed for interview, the AAP will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be managed, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings where an issue is discussed, in which you have an interest. However, if, following the discussion with you, the AAP believes that the conflict is too great and would call into question the probity of the Board or the appointment they may ask you to withdraw your application from the competition.

Q6. What happens if I do not declare a known conflict, which is then discovered by the Department after my appointment?

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct of Public Life and we may terminate your appointment.

Q7. What happens if I do not realise a potential conflict exists?

This situation may arise where the applicant is not familiar with the broad range of work which a Body covers and therefore does not realise that a conflict might exist. In some cases, the AAP, with their wider knowledge of the public body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

Q8. What happens if a conflict of interest arises after an appointment is made?

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the Board becomes apparent. The second is where a member is unfamiliar with the range of the work of the public body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the Board and the Chief Executive of the public body (if applicable) concerned, in consultation with

the Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case would be considered individually.

It may be that the conflict is such that it would be impractical for the member to continue on the Board, if they would have to withdraw from a considerable amount of the public body's routine business. In such cases, the member may be asked to stand down from the public body.

Q9. Areas where a conflict could arise

There are five main issues, which could lead to real, or apparent, conflicts of interest. These are:

- Relevant pecuniary or other interests outside the organisation;
- Relationships with other parties/organisations which could lead to perceived or real split loyalties;
- Pending Government policy could give unfair personal advantage to people with allied business interests – for example access to privileged information – trade secrets;
- Perception of rewards for past contributions or favours;
- Membership of some societies or organisations.