



Ministry  
of Defence

THE ARMED FORCES  
COVENANT FUND TRUST

**Armed Forces Covenant Fund Trust:  
Independent Trustees**

**Information pack for applicant**

**Closing date: 16/01/2023 at 23:00**

**Reference: 53323\_AFCFT\_TRUSTEE x 3**  
*please quote on all correspondence*

 **disability**  
**confident**



# Content

<b>Chair of Public Body / Committee / Sponsor Team message to candidates .....</b>	<b>2</b>
<b>The Role and Person Specification .....</b>	<b>Error! Bookmark not defined.</b>
<b>Essential and Desirable criteria .....</b>	<b>4</b>
<b>Terms and Conditions of Appointment.....</b>	<b>4</b>
<b>The Role of the Public Body.....</b>	<b>Error! Bookmark not defined.</b>
<b>The Role of the Board / Committee.....</b>	<b>Error! Bookmark not defined.</b>
<b>The Ministry of Defence.....</b>	<b>Error! Bookmark not defined.</b>
<b>The recruitment process .....</b>	<b>9</b>
<b>The recruitment process cont.....</b>	<b>Error! Bookmark not defined.</b>
<b>How to apply and submit your application .....</b>	<b>9</b>
<b>Eligibility criteria .....</b>	<b>Error! Bookmark not defined.</b>
<b>Conflict of interest and due diligence .....</b>	<b>10</b>
<b>Data Protection and Privacy Notice.....</b>	<b>12</b>
<b>Dealing with your concerns .....</b>	<b>Error! Bookmark not defined.</b>
<b>Annex A: The Seven Principles of Public Life .....</b>	<b>12</b>
<b>Annex B: Conflict of Interest.....</b>	<b>13</b>

## **Equal opportunities**

MOD is committed to be an equal opportunities employer. We value and welcome diversity. The appointment(s) will be governed by the Principle 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(s) will need to demonstrate that they meet all the criteria for this appointment(s). 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(s). 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](#).

# Chair of the Armed Forces Covenant Fund Trust message to candidates

As Chair of the Armed Forces Covenant Fund Trust (The Trust) I would like to thank you for your interest in this appointment and encourage you to read further.

The Trust is a grant making charity, created in 2015 and a Non-Departmental Public Body; it receives a £10m grant in aid from the Ministry of Defence annually (known as the Armed Forces Covenant Fund). As a grant maker supporting the whole Armed Forces community, the Trust ensures the funds we manage are tackling the varying needs of the Armed Forces, their families, and veterans and their families and to also provide positive opportunities for their wellbeing and integration into the communities in which they live.

The Trust is seeking three Independent Members of the Board of Trustees who will join a dynamic team of senior military and government officials from across the UK.

The Armed Forces Covenant is the nation's enduring commitment to those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families. It ensures that they should face no disadvantage compared to other citizens in the provision of public and commercial services, and that they are treated fairly and deserving of our respect and support. The Covenant also ensures, where appropriate, that those who have given most for their country are provided special consideration, such as injured service personnel and veterans and bereaved families.

You can find out more about our work here: <https://covenantfund.org.uk/>

This is an exciting opportunity to play a leading role in the Trust. The successful candidate will help the Trust remain at the forefront of supporting the Armed Forces Covenant by helping to deliver funding programmes that create real change to the Armed Forces community, across all corners of the United Kingdom. Since becoming an independent charity and Non-Departmental Public Body in 2018, the work of the Trust has been hugely successful in supporting numerous programmes for the benefit of the Armed Forces community, including in response to COVID-19, veterans mental health and wellbeing and reducing isolation.

We are seeking three new Independent Board Members with previous experience of leadership in the charity or public sector. Personal knowledge or experience of the Armed Forces would also be advantageous, but we are looking for a diverse range of candidates who can complement the skills and experiences of the current board members.

I wish you the best of luck with your application and thank you again for your interest.

Helen Helliwell.

## Role and Person Specification

The Armed Forces Covenant Fund Trust is seeking new Trustees to join its dynamic and ambitious Board. The Trust, as both a charity and a Non-Departmental Public Body, supports delivery of the Armed Forces Covenant Fund of £10M, and facilitates funding on behalf of other bodies including the Office for Veterans Affairs, and HM Treasury. These are delivered through grant making to organisations both within and outside the Service charity sector. Experience of the Armed Forces community and an understanding of the mechanisms of Government would be an advantage but we are also looking to ensure diversity within our board.

### Role

#### Main Responsibilities

The Board is the principal governing body within the Trust and, as such, Trustees are responsible for:

1. Establishing and taking forward the strategic aims and objectives of the Trust within its regulatory framework and policy framework determined by the Secretary of State for Defence;
2. Overseeing, and holding to account, the day-to-day leadership of the Trust;
3. Ensuring that adequate governance, audit and control systems are in place to ensure statutory and administrative requirements are met, including that the Trust operates within its statutory authority and delegated authority given by the MOD, in accordance with any other conditions relating to the use of public funds, charity law; and that, in reaching strategic (but not individual grant) decisions, the Board takes into account guidance issued by MOD;
4. Monitoring and ensuring the effective management of risk, including reputational risk, and communicating these to the MOD;
5. Ensuring that the responsible Minister is kept informed of any changes that are likely to impact on the strategic direction of the Trust's Board or on the attainability of its targets, and determining the steps needed to deal with such changes;
6. Maintaining adequate oversight of the Trusts activities, in particular its finances, to ensure that public money is spent with probity in accordance with government policy and guidelines; and
7. Appointing, with the MOD Secretary of State and Min (DPV) approval, a Chief Executive and, in consultation with the MOD, set performance objectives and remuneration terms linked to these objectives for the Chief Executive, which give due weight to the proper management and use and utilisation of public resources.

## Essential and Desirable criteria

### Essential criteria

- A willingness to devote the necessary time and effort (up to 12 days a year for Board Meetings, Sub-Committees and Stakeholder events)
- Good, independent judgement with an ability to think creatively and contribute to board discussions.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of an inclusive team
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Specialist knowledge of either:
  - managing charity governance, risk and compliance (to chair the Audit and Risk Committee)
  - grant making (to chair the Grant Making Sub Committee)
  - finance (Public and Charity finance rules)
  - legal (experience that may be appropriate for the role advertised).

### Desirable criteria

- Knowledge/experience of the Armed Forces Community
- Knowledge of the voluntary sector
- Experience of working in or with a Non Departmental Public Body
- Legal expertise
- Educational experience (has worked in education sector and/or family/social care)

## 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 post is unremunerated and requires a time commitment of approximately 12 days a year. We expect the successful candidate(s) to spend typically a day a month on committee/board business.

Reasonable travel and subsistence expenses will be reimbursed in line with MOD's policy.

### **Appointment term**

The initial appointment will be for a period of 2 years. There may be a possibility of re-appointment, subject to a satisfactory annual appraisal of performance assessed by the Chair, Armed Forces Covenant Fund Trust, and at Ministerial discretion, for 2 further terms of 3 years. The expected start date is spring 2023.

### **Location**

Meetings are usually held in London with the option to join virtually. Occasional travel to other locations may be required.

### **Termination of Appointment**

The successful candidate(s) may resign at any time by notice in writing to the Secretary of State for Defence. Subsequently, the Secretary of State for Defence 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.



### **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 the Royal Navy, the British Army, the Royal Air Force and 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](http://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 Role of the Armed Forces Covenant Fund Trust

The Trust was established to distribute £10M per annum in perpetuity from 2015 onwards in order to fund projects that support the aims of the Armed Forces Covenant and in particular projects that support the Armed Forces community locally, regionally and across the whole of the United Kingdom. In April 2018, an independent charity, the Armed Forces Covenant Trust Fund was set up to administer the Covenant Fund as a charitable trust. The Trust is registered with the Charity Commission and governed by its Trustees.

The Trust's strategic aims are:

- a. To make grants to support the Armed Forces Covenant. This Framework exists to enable that aim to be achieved in a timely, effective and transparent manner.
- b. To ensure that the distribution of monies addresses one or more of the following themes:
  - i. Non-core healthcare services for veterans;
  - ii. Removing barriers to family life;
  - iii. Extra support both in and after service for those that need help; and/or
  - iv. Measures to integrate military and civilian communities and allow the Armed Forces community to participate as citizens.

The Trust is administratively classified by the Cabinet Office as a Non-Departmental Public Body. It is also a charity.

## The Role of the Board

The Board is the principal governing body within the Trust. As such it is responsible for:

- a. Establishing and taking forward the strategic aims and objectives of the Trust within its regulatory framework and policy framework determined by the Secretary of State for Defence;
- b. Overseeing, and holding to account, the day-to-day leadership of the Trust;
- c. Ensuring that adequate governance, audit and control systems are in place to ensure statutory and administrative requirements are met, including that the Trust operates within its statutory authority and delegated authority given by the MOD, in accordance with any other conditions relating to the use of public funds, charity law; and that, in reaching strategic (but not individual grant) decisions, the Board takes into account guidance issued by MOD;
- d. Monitoring and ensuring the effective management of risk, including reputational risk, and communicating these to the MOD;
- e. Ensuring that the responsible Minister is kept informed of any changes that are likely to impact on the strategic direction of the Trust's Board or on the attainability of its targets, and determining the steps needed to deal with such changes;

- f. Maintaining adequate oversight of the Trust's activities, in particular its finances, to ensure that public money is spent with probity in accordance with government policy and guidelines; and
- g. Appointing, with the Secretary of State for Defence's approval, a Chief Executive and, in consultation with the MOD, set performance objectives and remuneration terms linked to these objectives for the Chief Executive, which give due weight to the proper management and use and utilisation of public resources.

#### Delegations to Board Committees

Some matters are reserved to the Trustees but have been delegated to Board Committees. At least one member of every committee must be a Trustee.

Each Board Committee has the power to:

- a. Approve its own agendas (via the Board Committee Chair).
- b. Investigate any activity within its Terms of Reference.
- c. Seek information from any employee of the Trust.
- d. Co-opt independent members from outside the Trust Board, provided that Trustees remain in a majority on the Committee. Independent members may serve a maximum period of three years, with the ability to be re-appointed for a further period one term.
- e. Appoint independent professional advisers relevant to its Terms of Reference at the Trust's expense.
- f. Require any member of the Executive, or any employee nominated by a member of the Executive to attend their meetings, or ask them to not attend meetings.

Audit and Risk Committee delegated duties (expected to meet at least four times a year):

- a. Make recommendations to the Trust Board for the appointment of external auditors.
- b. Approve the remuneration and terms of engagement of the external auditor.
- c. Monitor and review the independence, objectivity and effectiveness of external auditors.
- d. Agree with the external auditor the nature and scope of the external audit.
- e. Review the Annual Report and Accounts before submission to the Trust Board, and to receive the Auditor's report and the draft letter of representation.
- f. Review changes in accounting policies and practices.
- g. Review any areas of major judgement in the statutory accounts.

- h. Make recommendations to the Trust Board on the publication of the governance; statement and management of risk for inclusion in the Annual Report and Accounts; and
- i. Review and advise the Accounting Officer on the Governance Statement and the signing of the Annual Report and Accounts.

Remuneration and Nominations Committee delegated duties:

- a. Determine the overall reward and remuneration strategy for all the employees including directors of the Trust before submission to the Board for final sign off.
- b. Make the required annual periodic decisions required to implement the overall reward and remuneration strategy, such as annual pay increases.
- c. Approve the design of, and determine targets for, any performance related pay scheme operated by the Trust for all staff including directors; to review performance accordingly and approve the total annual payments made under such a scheme.
- d. Approve the terms of termination of service and any severance costs for any member of staff including directors, and any payments made.
- e. Approve any major changes in employee benefits structures.
- f. Conduct by way of a transparent and fair process the recruitment of any new Trustees and the Chief Executive Officer and submit recommendations as to appointment of the Board.

Executive Grants Committee (maximum of four meetings a year expected)

The Committee will have the authority to:

- a. Award or reject an application for a grant; and/or
- b. Refer an application to a meeting of the Board.
- c. In making grant decisions, the Committee shall restrict the total value of grants awarded to the relevant programme budget set by the Board and shall take into account the Board's principles including the need to achieve a distribution of funds to a reasonably wide spread of recipients across the United Kingdom and with regard to the specific needs of the Devolved Administrations.
- d. The Committee shall maintain a Schedule of Decisions. Grant decisions will be reported to the Board.
- e. Committee members and other attendees are not permitted to share any papers relating to grant applications, assessments and recommended portfolios outside of those attending the Committee meeting.

## The Recruitment Process

- The 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 in London or virtually (TBC). Further details about the format will be provided to you in advance.
- 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 the Secretary of State for Defence.
- 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 Baseline 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.

**Please note:** Candidates will be able to claim for reasonable expenses incurred travelling to and from the interview. Claim forms will be provided with invitations to interview

### Indicative Timetable

Please note that these dates may be subject to change.

Closing date	16 January 2023
Short-listing meeting	19 January 2023
Candidate interviews	27 January 2023
Start/provisional date:	Spring/Summer 2023

### Advisory Assessment Panel composition

Chair:	Helen Helliwell, Chair Armed Forces Covenant Fund Trust
Member:	Gerald Oppenheim Trustee
Member:	Wendy Cartwright, Trustee
Independent:	Ms Moi Ali, Independent Panel Member
MOD Representative:	James Greenrod, Head of Armed Forces People Support, MOD

**Completed applications should be emailed to DBSCivPers-ResPublicAppts@mod.gov.uk by 23:00 on 16 January 2023**

## How to apply and submit your application

If you wish to apply for this appointment, please supply the following:	
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- 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 (by providing their details you are giving consent for us to contact them should you be successful at the shortlisting stage) 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 only be taken up if candidates are successful at shortlisting. You should ensure that they have given you their permission to share their names with us and for us to contact them when you include them in the EOI

If you are applying under the **Disability Confident Scheme** you will need to meet the minimum criteria for the role as determined by the AAP at sift. This will guarantee 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 complete the Disability Confident scheme declaration 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 Anna Wright [Anna.Wright@covenantfund.org.uk](mailto:Anna.Wright@covenantfund.org.uk) the CEO, Armed Forces Covenant Fund Trust.

If you have queries about the recruitment process, please contact the Defence Business Services by email [DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@mod.gov.uk)

## **Eligibility criteria**

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

The candidate(s) are/is expected to inform the Secretary of State for Defence 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 Armed Forces Covenant Fund Trust 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 CEO of the Armed Forces Covenant Fund Trust.

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

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](mailto: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 the Public Appointments Team [DBSCivPers-ResPublicAppts@mod.gov.uk](mailto: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: Email: [DBSCivPers-ResPublicAppts@mod.gov.uk](mailto:DBSCivPers-ResPublicAppts@mod.gov.uk)

## 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.