



Cabinet Office



Chair

Advisory Military Sub-Committee



Candidate pack

Closing Date: 22 September 2025 at 4pm

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A Message from the Cabinet Secretary

Dear Candidate,

Thank you for your interest in the vacancy for a Chair of the Advisory Military Sub-Committee.

You may be familiar with the vital work carried out by Advisory Military Sub-Committee. The following pages provide detailed information about the Sub-Committee's purpose, the nature of its work, this position, and the application process.

For inquiries regarding the appointment process, you can reach the Cabinet Office Public Appointments Team at coappointments@cabinetoffice.gov.uk.

If you believe you possess the experience and qualities we are seeking, we look forward to receiving your application.

Yours sincerely,

Sir Chris Wormald KCB
Cabinet Secretary

Diversity and Equality of Opportunity

Honour Committee appointees play an important role in public life on the board of public bodies and in statutory offices. For this reason, it is of great importance that these Honours Committees reflect the diversity of the UK as a whole. We welcome applications from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability, gender identity.

We ask all applicants to public appointments to complete a diversity monitoring form. This is not provided to the Advisory Assessment Panel and plays no role in the appointment decision. We hope you will help us by providing this information. This will allow us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes we could make to encourage a more diverse field to apply. Please find the link in the how to apply section below.

Disability Confident

Disability Confident is a voluntary scheme which replaced the Guaranteed Interview Scheme or Two Ticks Scheme that was widely used in Britain. Disability Confident supports the Government's commitment to halve the employment gap between candidates who have disabilities, and those who do not, by encouraging employers to think about disability and to take positive action to improve how they attract, recruit and retain workers with disabilities.

As a Disability Confident employer, we are committed to ensuring that candidates with disabilities are provided with the adjustments that they require as part of the recruitment process. If you require any reasonable adjustments, please contact the [Cabinet Office Public Appointments Team](#) to discuss your requirements.

We will also offer an interview to a fair and proportionate number of disabled applicants that meet the minimum criteria for the job - by minimum criteria you must be able to provide sufficient evidence to demonstrate relevant skills and experience for each of the selection criterion set out in the [Person Specification](#) section. This does not mean that all candidates who have a disability are entitled to an interview.

The aim of this commitment is to encourage positive action for candidates with disabilities, encouraging them to apply for positions in public life by offering them the assurance that, should they meet the minimum criteria as advertised for the position, they will be given the opportunity to demonstrate their skills, talent and abilities at the interview stage.

It is important to note that if we receive a higher volume of applications that far exceeds the number of those expected, then we may need to limit the overall numbers of interviews offered. This will include the number of interviews offered to Disability Confident candidates that meet the minimum criteria for the role.

Background to the Advisory Military Sub-Committee

The AMSC was first established in 2012 as a recommendation of [the independent Military Medals Review, carried out by Sir John Holmes](#).

It is a sub-committee of the Committee on the Grant of Honours, Decorations and Medals (HD Committee) which provides advice to The Sovereign on honours and medals.

The AMSC considers all arrangements, if a claim is made, relating to military medals within the Armed Forces (Regular, Reserves, Cadets and Retired Service personnel). It is not responsible for reviewing State honours and awards (including national gallantry awards, medals in recognition of current operations or Long Service and Good Conduct Medals). Its focus is historic medals claims, which may not have been previously considered or where new evidence has emerged. 'Historic' cases are those that occurred more than five years after the agreed end date of a campaign or operation; with anything less than five years remaining the remit of the MOD.

Membership of the AMSC is a chair, two independent members, two nominated members, along with an official member, the Defence Services Secretary.

The AMSC has access to historical advice as needed, meeting no less than twice a year, but this will be more, if needed. The Ministry of Defence provides the secretariat.

Committee on the Grant of Honours, Decorations and Medals (HD Committee)

The Committee on the Grant of Honours, Decorations and Medals (known as the HD Committee) is the policy-making body for the honours system.

The HD Committee gives advice directly to The Sovereign about possible changes to the honours system and military medals policy, including considering new awards. Its members are senior officials in the Civil Service and the Royal Household.

Membership of the HD Committee:

- Sir Chris Wormald KCB, Chair
- Principal Private Secretary to HM King
- Principal Private Secretary to the Prime Minister
- Permanent Under-Secretary of the Foreign and Commonwealth Office
- Permanent Secretary of the Home Office

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- Permanent Under-Secretary of the Ministry of Defence
 - Secretary of the Central Chancery of the Orders of Knighthood

The HD Committee aims to meet two to three times per year.

The secretariat for the HD Committee is provided by the Honours and Memorialisation Secretariat within the Cabinet Office.

The Cabinet Office

The Cabinet Office supports the Prime Minister and ensures the effective running of government. The Department is the corporate headquarters for government, in partnership with HM Treasury, and takes the lead in certain critical policy areas.

The Cabinet Office has responsibility for:

- supporting collective government, helping to ensure the effective development, coordination and implementation of policy;
- supporting the National Security Council and the Joint Intelligence Organisation, coordinating the government's response to crises and managing the UK's cyber security;
- promoting efficiency and reform across government through innovation, better procurement and project management, and by transforming the delivery of services;
- promoting the release of government data, and making the way government works more transparent;
- creating an exceptional Civil Service, improving its capability and effectiveness; and
- political and constitutional reform.

The Department's priorities are to:

- support the Prime Minister and Cabinet to deliver the government's programme;
- drive efficiencies and reforms that will make government work better;
- create a more united democracy; and
- strengthen and secure the United Kingdom at home and abroad.

Person specification and eligibility criteria

All candidates must demonstrate, in their CV and supporting letter, how they meet the following criteria, through their knowledge, attributes and skills.

Person Specification

No specific professional background is required for this role. Due to the nature and high profile of the honours system, the work and outcomes often attract considerable public and media interest. The candidate should therefore be someone of outstanding integrity, with the highest standards of probity and discretion.

The consideration of honours and medals has to be carried out with absolute confidentiality. Applicants will need to be able to handle claims with extensive supporting evidence, in a timely and efficient manner and be able to work closely with the supporting Secretariat, the MOD and with their fellow sub-committee members.

Essential Criteria

- **Knowledge and Experience:** Demonstrable working knowledge of His Majesty's Armed Forces, the UK defence sector and/or international relations.
- **Relationship Building and Communication Skills:** Ability to build strong relationships with diverse stakeholder communities, along with effective communication and people skills. This involves listening actively, handling challenge well, and taking part in discussions in a clear and respectful manner.
- **Judgement:** effective decision-making skills with the ability to critically analyse a wide range of information to make clear and objective evidence-based recommendations to support the delivery of the organisation's objectives.

Desirable Criteria

- **Leadership:** Experience as a Chair of a Board or Committee that comprises non-executive board members or trustees (in any field).
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Assessment process

During the shortlisting, the Advisory Assessment Panel will assess candidate's applications against each of the eligibility criteria and assign a score for each criterion. The panel will also provide an overall score which reflects the degree to which candidate's demonstrated their suitability for the role across all of the eligibility criteria (the essential and desirable criteria). Based on the strength of the field of applicants, the selection panel will set a "minimum passable mark" which candidates must meet in order to be shortlisted to interview.

Disability Confident - minimum criteria

Candidates who apply under the Disability Confident scheme will be assessed against the **essential criteria** for the role, as set out above. In order to be shortlisted for an interview, candidates must provide sufficient evidence to demonstrate relevant skills and experience for each of the essential criteria.

A person cannot be appointed to the AMSC if they are employed in the civil service of the state, have unspent criminal convictions, are subject to bankruptcy, or disqualification as a company director.

There must be no employment restrictions, or limit on your permitted stay in the UK.

Time commitment and term of office

Remuneration and allowances

- These roles are unremunerated.
- Reasonable standard travel expenses will be payable.

Appointment and tenure of office

- Sub-Committee Members are appointed by His Majesty the King on the recommendation of the Prime Minister and the Cabinet Secretary.
- Appointments are for a **5 year term** with the possibility of re-appointment for a further term. Any re-appointment is subject to satisfactory annual appraisals of performance during the first term in the post. If re-appointed, the total time served in post will not exceed more than two terms or serve in any one post for more than ten years
- It will be important that a member's other commitments do not cast any doubt on their ability to act independently and impartially in discharging the role; any potential conflict of interest must be declared and will be discussed at interview (more detail below).

All Sub-Committee Members are required to adhere to The Seven Principles of Public Life (see [Annex A](#))

Performance appraisal

The sub-committee member will be assessed at least once a year against their performance for each year of their appointment, which will be carried out by the Chair of the Committee.

Commitment

This is a part-time post. There will be a minimum of two meetings a year, plus significant pre-reading, that will likely amount to the equivalent of a day per meeting. Further meetings may be held subject to the workload of the Sub-Committee.

The Chair's time is expected to be more than that of members, as they work with the Secretariat and as required, they may also attend HD Committees to present the recommendations of the AMSC.

Security Clearance

The successful candidate will be required to undertake Baseline Personnel Security Standard checks in line with the Civil Service guidelines. Additional Security Clearance may also be required for certain roles. However, where this applies, candidates will be notified during the appointment process. Further information on National Security Vetting can be found on the Gov.uk website [here](#).

Recruitment process

Timetable for recruitment

- **Closing date:** 22 September 2025
- **Shortlisting:** w/c 6th October 2025
- **Interviews held:** w/c 3rd November 2025
- **Provisional appointment start date:** w/c 8th December 2025

It is essential that your statement of suitability gives full but concise information relevant to the appointment, clearly demonstrating how you meet each of the [eligibility criteria](#).

The Advisory Assessment Panel will consist of:

- **Panel Chair:** Chair of the Main Committee
- **Departmental representative:** Clare Brunton, DD Honours and Memorialisation
- **Independent Panel Member:** Dame Mary Marsh DBE FRSA

At the shortlist meeting the Panel will assess each application against the eligibility criteria and decide who to invite for an interview.

Interviews are expected to take place in London and will last for approximately 45 minutes. Further details about the format will be provided to you in advance.

Travel expenses

Please note that we may reimburse reasonable travel expenses incurred for attending the interview, but you must agree this with us beforehand.

Reasonable adjustments

As a Disability Confident employer we are committed to ensuring that candidates with disabilities are provided with the adjustments that they require as part of the recruitment process. We are able to facilitate a range of different reasonable adjustments; for example, large print recruitment documents or British Sign Language interpretation at interview.

If you require any reasonable adjustments as part of the recruitment process, please contact the Cabinet Office Public Appointments Team via coappointments@cabinetoffice.gov.uk to discuss your requirements in more detail.

How to apply and submit your application

In order for us to progress your application please upload your completed application onto your candidate portal on the [Public Appointments website](#). Your application must contain the following documents:

- A **Curriculum Vitae** (maximum two sides of A4) with your full employment history.
- A **supporting statement** (maximum two sides of A4), setting out how you meet the [eligibility criteria](#) – make sure you refer to the contents of this document; please ensure your full name is clearly noted at the top of your letter.

If you have any questions about the appointments process please contact the Cabinet Office Public Appointments Team via coappointments@cabinetoffice.gov.uk.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the deadline for applications listed below.

Ineligibility criteria

You cannot be considered for an honours committee appointment if:

- you become bankrupt or make an arrangement with creditors;
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors;
- you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- you have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53);
- you become subject to a debt relief order or a bankruptcy restrictions order;
- you fail to declare any conflict of interest.

Recruitment Monitoring Form

Our Google Recruitment Monitoring Form comprises of the following sections:

- Diversity monitoring questions
- Significant political activity declaration
- Conflict of interest declaration
- Disability Confident: Offering an interview to people with a disability opt in form
- Job advertisement questions

Diversity monitoring questions

We ask all public appointment applicants to complete a diversity monitoring form. This will allow us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes that we could make to encourage a more diverse field to apply. **This information will not be used as part of the selection process and will not be seen by the interview panel.** We hope that you will help us by providing this information.

Significant Political Activity and Conflict of Interest declarations (REQUIRED)

As part of the recruitment process we require all applicants to provide us with a completed Significant Political Activity and Conflict of Interest declaration. For more information on why we collect this information, please see the [Conflicts of interest and due diligence section](#).

Disability Confident: Offering an interview to people with a disability opt in form

In order to be considered under the *Disability Confident: Offering an interview to people with a disability* scheme you must opt in. We **do not** automatically opt candidates into the scheme based on their response to the disability questions in the Diversity Monitoring form.

If you believe that you meet the requirements to be considered under the scheme please complete this form as part of your application.

Job advertisement questions

The Cabinet Office is committed to running diverse and inclusive public appointment campaigns. For this reason, it is important that we are able to advertise our vacancies in a way that reaches a diverse pool of applicants. For this reason, we ask candidates to tell us where they saw our vacancy so that we can measure the overall effectiveness of our advertising strategy. We hope that you will help us by providing this information.

How we will handle your application

Honours Sub-Committee roles are not public appointments and therefore not regulated by the Commissioner for Public Appointments. However, we remain committed to ensuring that these appointments are made on merit following a fair and open competition process. The honours sub-committee appointment process can be lengthy. However, we aim to conclude the appointment process within three months of the deadline for applications.

The assessment process for a honours sub-committee appointment

1. Honours sub-committee appointments are made by His Majesty the King on the recommendation of the Prime Minister and the Cabinet Secretary.
2. An Advisory Assessment Panel (“Panel”) is appointed by the Cabinet Secretary to assist them in their decision making. The role of the [Panel](#) is to decide, objectively, which candidates meet the [eligibility criteria](#) for the role.
3. At the shortlisting meeting the Panel will assess applications against the eligibility criteria and decide which candidates should be recommended for interview. The Cabinet Secretary will then be consulted on the Panel’s recommended shortlist.
4. Once the shortlist has been agreed by the Cabinet Secretary, you will be advised (by e-mail) whether you have been shortlisted. Those shortlisted will be invited to an interview in **London**.
5. The Panel will meet again to interview candidates and determine who is appointable to the role. The names of all appointable candidates are provided to the Cabinet Secretary. It is then for the Cabinet Secretary to determine merit and decide who should be appointed. In some circumstances, he may choose not to appoint any candidates and re-run the competition.
6. The Panel’s recommendations will be provided to the Cabinet Secretary in a report which details the assessment method used and the outcome of each interview. They will then be asked to agree on the candidate(s) who should be appointed.
7. The Cabinet Secretary’s recommendations will be shared with the Prime Minister who, following the appointments process, make the final recommendation to His Majesty the King.
8. Once the decision on the appointment has been made, interviewed candidates will be advised of the outcome of their application. Successful candidates will be issued with their Terms & Conditions and a letter of appointment should they agree to take up the position.

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9. If your application is unsuccessful and you would like feedback, please let the Cabinet Office Public Appointments Team know. We regret that we are only able to offer feedback to candidates who have been unsuccessful at interview stage.

Candidates should be aware that due diligence will be carried out in candidates shortlisted for interview. This will include searches of previous public statements and social media, blogs or any other publicly available information.

Conflicts of interest and due diligence

Given the nature of honours sub-committee appointments, it is important that those appointed as sub-committee members maintain the of the high standards of integrity, honesty and impartiality expected by 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 Advisory Assessment Panel (“Panel”) 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, public registers (e.g. Individual Insolvency Register, Removed Trustee Register, Financial Services Prohibited Individual Register and Disqualified Directors Register) or any other publicly available information.

The Panel must satisfy itself that all candidates for appointment can meet the standards set out in the Seven Principles of Public Life, and have no outside interests which present a conflict of interest or otherwise call into question their ability to perform the role. Any actual, reasonably perceived or potential conflicts of interest identified during the appointment process and potential mitigations will be explored with the candidate at interview. This information will also be included in the final advice to Ministers at the end of the appointment process.

If you have any interests that might be relevant to the work of Advisory Military Sub-Committee and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further please contact the [Cabinet Office Public Appointments Team](#). A potential conflict will not preclude you from being shortlisted or appointed. However, arrangements may need to be put in place to manage the real or perceived conflict.

Complaints

If you are not completely satisfied with the recruitment process, please contact the Cabinet Office Public Appointments Team. They will investigate your complaint and issue you with a response within 10 working days, which addresses your concerns and recommends remedial action if required.

If you are not content with this response your complaint can be escalated to the Deputy Director for Cabinet Office and Civil Service Governance. They will review your complaint in relation to the recruitment process and issue you with a response within 20 working days.

Use of your personal information

Your personal information will be held in accordance with the General Data Protection Regulation. You will not receive unsolicited paper or electronic mail as a result of sending us any personal information. No personal information will be passed on to third parties for commercial purposes.

When you submit personal information to us, when making an application, we promise we will:

- only ask for what we need, and not collect too much or irrelevant information;
- ensure you know why we need it;
- protect it and insofar as is possible, make sure nobody has access to it who shouldn't;
- ensure you know what choice you have about giving us information;
- make sure we don't keep it longer than necessary; and
- only use your information for the purposes you have authorised.

We ask that you:

- give us accurate information;
- tell us as soon as possible of any changes; and
- tell us as soon as possible if you notice mistakes in the information we hold about you

If you apply for a post, the manner in which we share information with the interview panel is described above.

Our data protection policy is in line with the General Data Protection Regulations and there is more detail in [Annex B](#).

If you would like these details to be removed from our records as soon as this recruitment exercise is complete, please inform the [Cabinet Office Public Appointments Team](#). The Privacy Notice for Cabinet Office Public Appointments is at Annex B.

Annex A – The seven principles of public life

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Annex B – Privacy Notice

This notice sets out how we will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the General Data Protection Regulation (GDPR).

Purpose

Our purposes for processing your personal data are:

- to recruit for public appointments for the Cabinet Office or one of its sponsored bodies including dealing with applications, selection, appointment, and vetting
- to monitor and promote diversity in appointments, and
- to produce statistics

The data

We will process the following personal data: your application, including name, contact details, location, employment history, qualifications, CV and other background information relevant to your application; shortlisting and interview assessments; and conflicts of interest and political activity.

Diversity data will also be requested if you make an application via the Public Appointments Website, although you may decline to provide this if you wish. This includes age, gender, ethnicity, sexual orientation, recorded disability, and faith.

We may also process other information gathered by the Cabinet Office as part of due diligence, including information obtained from public sources including social media.

Information relating to your nationality, address, family history and criminal convictions may be required in order to enable you to hold the necessary security clearance for your new role.

Lawful basis

Our legal basis for receiving and using your information is that it is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller. In this case that is to ensure that high quality candidates are identified via robust recruitment. We also have a public task to monitor and promote diversity under our public sector equality duty.

Where a contract of employment exists, we also process your data on the legal basis that it is necessary for the performance of a contract to which you are a party, and it is necessary in order to take steps at your request prior to entering into a contract.

Sensitive personal data is personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation.

We may process this data to make reasonable adjustments for applicants, and to conduct due diligence checks. Our lawful basis for processing your sensitive personal data is:

- It is necessary for the purposes of performing or exercising our obligations or rights as the controller, or your obligations or rights as the data subject, under employment law, social security law or the law relating to social protection (reasonable adjustments)
- processing is of data concerning ethnicity, religious or philosophical belief, health including disability or sexual orientation, it is necessary for the purposes of identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with a view to enabling such equality to be promoted or maintained (diversity monitoring)
- processing is necessary for reasons of substantial public interest for the exercise of a function of the Crown, a Minister of the Crown, or a government department (diversity monitoring and due diligence)
- It relates to personal data which are manifestly made public by you (due diligence)

Recipients

Information that you supply to the Cabinet Office as part of your application for an honours committee appointment may be shared with members of the Advisory Assessment Panel for the purposes of sifting applications and conducting interviews. This may include your name, employment history, qualifications, CV and other background information relevant to your application including sift and interview assessments, conflicts of interest, and political activity. This may also include other information gathered by Departments as part of due diligence, including information obtained from public sources.

As your personal data will be stored on our IT infrastructure it will also be shared with our data processors who provide email, and document management and storage services.

Retention

Cabinet Office will store your application and other data if you are successful for the duration of your appointment and for 2 years thereafter.

If your application is unsuccessful we will retain your data for one year.

International transfers

As your personal data will be stored on our IT infrastructure, and shared with our data processors, it may be transferred and stored securely outside the European Union. Where that is the case it will be subject to equivalent legal protection through the use of Model Contract Clauses or the Privacy Shield scheme.

Your Rights

- You have the right to request information about how your personal data are processed, and to request a copy of that personal data.
- You have the right to request that any inaccuracies in your personal data are rectified without delay.
- You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.
- You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.
- You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.
- You may have the right to request a copy of any personal data you have provided, and for this to be provided in a structured, commonly used and machine-readable format.
- You have the right to object to the processing of your personal data.

Complaints

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF, or 0303 123 1113, or casework@ico.org.uk.

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

Contact details

The data controller for your personal data is the Cabinet Office.



Cabinet Office

