



Ministry
of Defence



Office of
Manpower
Economics

Armed Forces' Pay Review Body

Member (Public Sector)

Information pack for applicant

Closing date: 19th September at 23:00



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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 (DSC)

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 commitment 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](#).

Sponsor Team Introduction

Thank you for expressing an interest in applying to join the Armed Forces Pay' Review Body (AFPRB).

The AFPRB provides independent advice to the Prime Minister and the Secretary of State for Defence on the pay and charges for members of the Naval, Military and Air Forces of the Crown. Appointments are made in accordance with the 2016 Public Appointments Governance Code and regulated by the Commissioner for Public Appointments.

When reaching its recommendations, the AFPRB considers:

- the need to recruit, retain and motivate suitably able and qualified people taking account of particular circumstances of service life;
- Government policies for improving public services, including the requirement on the Ministry of Defence (MOD) to meet the output targets for the delivery of departmental services;
- the funds available to the MOD as set out in the Government's Departmental expenditure limits and inflation target;
- the need for the pay of the Armed Forces to be broadly comparable with pay levels in civilian life;
- evidence submitted by the Government and others.

Members of the AFPRB bring their considerable and senior experience to bear when making judgements about pay for the Armed Forces. It is a rewarding role which brings Board Members into close contact with a wide range of people serving in Her Majesty's Forces both at home and overseas.

The AFPRB's recommendations have a direct impact on all Service Personnel who value the dedication and independence of the Board.

I wish you every success with your application.

Air Cdre Adrian Bettridge
Head Armed Forces Remuneration

The Role and Person Specification

The Armed Forces' Pay Review Body (AFPRB) is currently recruiting for a Public Sector Member with board-level experience.

The AFPRB provides independent, evidence-based advice on Armed Forces' pay to the Prime Minister and Secretary of State for Defence on the pay and charges for members of the Naval, Military and Air Forces of the Crown. In making recommendations, it takes into account the need to recruit, retain and motivate suitable people in the context of Service life, Government policies for improving services, funding, the inflation target and the need for Armed Forces' pay to be broadly comparable with civilians.

Communications between the Review Body and the Secretary of State for Defence will generally be through the Chair, except where the board has agreed that an individual member should act on its behalf. Nevertheless, any committee member has the right of access to the Secretary of State on any matter which he or she believes raises important issues relating to his or her duties as a board member. In such cases the agreement of the rest of the board should normally be sought.

As part of its evidence gathering activities the Review Body visit Service units across the UK and overseas, this will include some travel to operational theatres. Visits normally take place between April and October and, depending on the location, can range in length between a single day and up to a week. On some occasions travel at weekends or the day before a visit is due to start may be required, in this instance the daily fee will be paid as it will be considered a working day.

Travel will primarily be undertaken by commercial carriers, however, there will be occasions where travel will need to be undertaken in military vehicles. It should be noted that travel in some types of military transport, such as Royal Naval vessels, can be rigorous and physically demanding.

All meetings and visits will be conducted in accordance with the Government's current Covid-19 guidelines.

The successful candidate will need to undertake security vetting before taking up their post.

The successful candidate must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members¹.

¹ <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

Essential Criteria

The successful candidate will need to be able to demonstrate all the following:

Essential Criteria:

- Proven Public Sector experience at a senior level with the ability to evaluate large amounts of detailed and sometimes contradictory verbal and numerical information, and to use it for developing recommendations.
- The ability to work collaboratively and effectively on a Board, providing considered and evidence-based arguments, and ability to think clearly, debate and listen to the views of the other members.
- Strong influencing and communication skills; in particular, the ability to relate to a diverse range of stakeholders, and gain their confidence, including those within the remit group Ministers, Review Body colleagues, Senior Government officials.
- Understanding of the broader context of changes in public sector management and pay, and the ability to assess how these might affect Service personnel.

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 requires a time commitment of approximately 35 days a year, for which the daily fee is £300 per day. We expect the successful candidate to spend typically 3-4 days per month on Armed Forces' Pay Review Body business. The appointment is not pensionable.

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

Appointment term

The appointment will be for a period of 3 years. There may be a possibility of re-appointment, subject to a satisfactory annual appraisal of performance assessed by the AFPRB Chair and at Ministerial discretion. Likely start date is January 2023.

Location

Predominantly London. In addition to meetings being held at the Office of Manpower Economics in London, the member will also be expected to visit Service Personnel and Defence infrastructure around the UK and overseas (approximately 10 in-person visits per Pay Round).

Termination of Appointment

The successful candidate may resign at any time by notice in writing to 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.

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

² <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

The Role of the Armed Forces' Pay Review Body

The Armed Forces' Pay Review Body provides independent, evidence-based advice on Armed Forces' pay to the Prime Minister and Secretary of State for Defence. In making recommendations, it takes account of various factors including the need to recruit, retain and motivate suitable people in the context of Service life, Government policies for improving services, funding, the inflation target and the need for Armed Forces' pay to be broadly comparable with civilians. The Review Body shall, in reaching its recommendations, take account of the evidence submitted to it by the Government and others. The Review Body may also consider other specific issues as the occasion arises.

The Review Body is made up of eight members from various backgrounds including Public Sector, Business, Economics, Collective Bargaining and HM Forces. The makeup of the Body allows a breadth of expertise and experience to be applied to the consideration of recommendations.

As part of their review process the Review Body will undertake a number of visits to Military Establishments in the UK and Overseas from each of the Royal Navy, Army, Royal Air Force and Strategic Command. On these visits they will gain an understanding of the role and operational tempo of the unit and have an opportunity to engage directly with Service Personnel and spouses. Later in the year the AFPRB will consider a wide range of evidence including written Papers of Evidence and in person oral evidence sessions including a Minister, Chief of Defence Staff and Permanent Under Secretary for Defence before making their collective recommendations.

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 in London. 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.
 - ❖ 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.
- Please note:** Candidates will be able to claim for reasonable expenses incurred travelling to and from the interview.

The recruitment process cont.

Indicative Timetable

Please note that these dates may be subject to change.

Closing date	23:00 19 th September 2022.
Short-listing meeting	10 th October 2022
Candidate interviews	14&15 th November 2022 (15 th is a reserve date)
Start/provisional date:	January 2023

Advisory Assessment Panel composition

Chair:	Mr Julian Miller Chair, Armed Forces' Pay Review Body
Member:	Air Commodore Adrian Bettridge – Head of Remuneration (1*/Deputy Director)
Member:	Mr David Fry Director, Office of Manpower Economics
Independent:	Ms Moi Ali Independent to MOD and the Public Body

Completed applications should be emailed to DBSCivPers-ResPublicAppts@mod.gov.uk by 23:00 19th September 2022.

How to apply and submit your application

If you wish to apply for this appointment, please supply the following:	an invite to an interview. To ensure fairness, the AAP will not be informed of who has applied under the DSC until they have set the
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<ul style="list-style-type: none"> ❖ A CV (<i>maximum two sides A4, minimum font 12</i>) setting out your career history and including details of any professional qualifications. ❖ A short supporting statement in the Expression of Interest form (see below) (<i>maximum two sides A4, minimum font 12</i>) explaining how you meet the essential criteria. Make sure you refer to the contents of this information pack and provide specific examples which demonstrate proven and demonstrable expertise or ability. <u>Please ensure your full name and the reference number are clearly stated at the top of your CV and additional papers.</u> ❖ 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)”, details of social media accounts held 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. ❖ <u>Note</u> References will be taken up if candidates are shortlisted. 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 	<p>minimum criteria at the start of the sift meeting. Please complete the Disability Confident Scheme declaration form.</p> <ul style="list-style-type: none"> ❖ If you have a disability and require reasonable adjustments to enable you to attend for interview, please advise us when you return your application <p>*[Defence Business Services is currently operating with minimal staff in their offices], if you are unable to apply online please contact Defence Business Services (see contact details below).</p> <p>Please note: it is your responsibility to ensure we receive your application by the closing date.</p> <p>Further information If you have queries about any aspect of this role, or you wish to have an informal discussion, then please contact the AFPRB Secretariat (Anne.Miller@beis.gov.uk) or the Sponsor Team (Armed Forces Remuneration by email: People-AFRem-PayAFPRB@mod.gov.uk)</p> <p>If you have queries about the recruitment process, please contact the Defence Business Services at DBSCivPers-ResPublicAppts@mod.gov.uk.</p>
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Eligibility criteria

To be eligible for consideration the candidate(s) will need to be a British or Commonwealth Citizen, or a Republic of Ireland national.

The candidates are expected to inform the Secretary of State 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 Pay Review Body 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 Armed Forces Remuneration Sponsor Team: People-AFRem-PayAFPRB@mod.gov.uk

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.

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.

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 write or email DBS Public Appointments Team:

E-mail: DBSCivPers-ResPublicAppts@mod.gov.uk

In addition, the department may keep your data for longer in order to meet its legal requirements. Refer to MoD Personal information charter for more detail.

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

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.

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.

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 if 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.