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# THE CONSTRUCTION INDUSTRY TRAINING BOARD NORTHERN IRELAND

# APPOINTMENT OF BOARD MEMBERS - INFORMATION PACK

**Please note that this competition has been reopened for Employer and Employee Member posts. The competition for Educational Member posts is closed.**

**Foreword - Maurice Johnston, Chairperson, CITB NI**

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The Department for the Economy (DfE) are committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. We are also committed to equality of opportunity and welcome application forms from all suitably qualified applicants irrespective of religious belief, gender, race, political opinion, age, disability, marital status, sexual orientation, or whether or not they have dependants.

**We operate the Guaranteed Interview Scheme which means that applicants with a disability who meet or exceed the pass-mark set for the criteria will be offered an interview. Their application will not be subjected to short-listing.**

An e-version of the application pack is available from [pau@economy-ni.gov.uk](mailto:pau@economy-ni.gov.uk). This material will also be made available on request in other formats such as Braille, large print, audio etc. All reasonable adjustments will be made to accommodate the needs of applicants/candidates with a disability.

CPANI The Commissioner for Public Appointments Northern Ireland

***Foreword***

*The general purpose of CITB NI to encourage the training of those employed, or intending to be employed, in the Construction Industry in Northern Ireland is ever more prevalent today as the Industry here continues to share increasing challenges of recent times, but also increasing opportunities. Northern Ireland Construction Industry activity had reduced quite dramatically with the recession brought on by the Covid pandemic. However, as we emerge from the pandemic, economic and Industry growth is expected to continue over the next number of years. CITB NI’s support for training will continue to remain paramount over the upcoming years in order to serve our Industry while it continues to recover and grow again.*

*The Board continues to take an increasingly strategic overview on CITB NI activity but still with the aim to ensure that the organisation operationally best serves our Industry. Research and engagement with Industry helps to determine where we can maximise impact from our support. While we have our strategic plan, flexibility and adaptability remain vital too during real time training needs and as priorities and urgencies may change. Throughout the pandemic, CITB NI has adapted to offer yet more training and services online to our Industry.*

*Research continues to highlight the necessity in particular to address an increasing skills shortage and a deficit of new entrants for the Industry. We believe that it has continued to make real headway in addressing the issues by continuing to follow its strategy road map developed in recent years, under our themes to benefit the Industry - Training Hub, Quality Standards, Partnership Work, Commercial Opportunities and Embracing Innovation.*

*Opportunities continue as government champions’ growth in the green economy, including for national commitments agreed internationally towards decarbonisation. We can help to support and train our Industry to lead on, with more energy efficient construction, as well as making performance of buildings more energy efficient going forward. Embracing and encouraging digital skills through training can also aid this.*

*This year sees the completion of extended second terms of appointments of our present Board members. Throughout their time, they have made a valuable contribution to the overall strategic direction CITB NI has taken in the last number of years. Now we have the important task of appointing and welcoming up to twelve new board members to this challenging role.*

*It is vital that the Board of CITB NI broadly reflects the Construction Industry in Northern Ireland and we are keen to invite applications from a wide range of backgrounds. As a board member you would have an opportunity to be part of an exciting strategic challenge, a chance to really make a difference. I would urge anyone who is interested in helping to lead CITB NI through the exciting challenges, and opportunities, of the next few years, to apply. If you are successful, CITB NI would look forward to welcoming you as a new member of the Board.*

***Maurice Johnston, Chairperson, CITB NI***

## Section One

**Introduction**

1. The general purpose of CITB NI is to encourage the training of those employed, or intending to be employed, in the construction industry in Northern Ireland. It does this through key functions such as collecting statutory levy under the Industrial Training Levy (Construction Industry) Order (Northern Ireland) 2020 from construction business considered to be in scope, paying grants for training, providing labour market intelligence, mapping skills, providing training advice and developing qualifications. Details of CITB NI’s Strategic Plan 2020-2025 can be found at [53114b29-8e98-4242-8add-32e167ee3335.pdf (citbni.org.uk)](https://citbni.org.uk/CITB/files/53/53114b29-8e98-4242-8add-32e167ee3335.pdf) and performance (Annual Report) at [667089ca-06cb-4d7a-a868-6013b4507c80.pdf (citbni.org.uk)](https://www.citbni.org.uk/CITB/files/66/667089ca-06cb-4d7a-a868-6013b4507c80.pdf)

2. The Department for the Economy (DfE) is seeking to appoint twelve members to the Board of CITB NI. The appointments will be made in tranches between December 2021 and June 2022. Five members required will be employer representatives, five members will be employee representatives and two members will be educational representatives. The term of office is for three years and may be renewable for a second term.

1. A public appointment to a Board gives individuals from different backgrounds and with specific skills and expertise a chance to help make decisions that affect all our lives. Board appointments are a great opportunity to give something back to the community, whilst developing your own skills. We wish to appeal to people from as wide a range of backgrounds and experiences as possible to help maximise the relevance of CITB NI to all of our citizens. The Board currently consists of a Chair and 12 Members (6 male and 4 female in total). **We particularly welcome applications from women, people with a disability and those from ethnic minorities as these groups are currently under-represented on public boards across Northern Ireland.**

4. These appointments are regulated by the Commissioner for Public Appointments, Northern Ireland (CPANI) and the competition may be examined by CPANI for compliance with the Commissioner’s Code of Practice for Ministerial Appointments to Public Bodies.

## Section Two

### Role of Construction Industry Training Board Northern Ireland

1. The CITB NI Board is to support and guide the Chief Executive in the strategic management of CITB NI. The Board has responsibility for ensuring that CITB NI fulfils the aims and objectives set by the Department and approved by the Minister and for promoting the efficient, economic and effective use of staff and other resources.
2. A main decision of the Board will be to propose to the Department for the

Economy the industry annual levy rate in preparation for making the Levy

Order. The role of a Board Member in co-operation with the other Board

Members, is to:

* consider and approve the strategic and business plans and performance targets contained in them, before submission to the Department for the Economy;
* monitor and advise on performance against objectives and targets, taking proper account of guidance issued by the Minister, Department for the Economy and Department of Finance;
* ensure that the Department for the Economy is kept informed of any changes which are likely to impact on the strategic direction of CITB NI or on the attainability of its targets, and determine the steps needed to deal with such changes;
* ensure that any statutory or administrative requirements for the use of public funds are complied with; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the Department for the Economy and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account all relevant guidance issued by the Department for the Economy and Department of Finance;
* ensure that the Board receives and reviews regular financial information concerning the management of CITB NI; is informed in a timely manner about any concerns about the activities of CITB NI; and provides positive assurance to the Department for the Economy that appropriate action has been taken on such concerns: and
* demonstrate high standards of corporate governance at all times, including using the independent audit committee, to help the Board to address the key financial and other risks facing CITB NI.

### The Board

1. In accordance with Schedule 2 of the 1984 Order the Board shall be

appointed by the Minister for the Economy and shall consist of:

1. a chairman, who shall have industrial, commercial or educational experience;
2. an equal number of persons representative respectively of employers and employees engaging in the industry; and
3. one or more persons representing education.
4. Under the definitions of the 1984 Order ‘the industry’ means the activities in

relation to which the CITB NI exercises its functions, i.e. the construction

industry and those parts only that are deemed by the Board to be in scope,

i.e. companies who either pay levy to, or are entitled to training grant from,

CITB NI. In addition, the definitions for industry include ‘commerce’ but exclude the public sector.

### Eligibility Criterion

Applicants will be required to provide details as to how they feel they meet the eligibility criterion at the start of their application form. **Applicants may only apply under one category.** The eligibility criterion will be assessed on a met/not met basis.

**An employee member** will be defined as an individual who works at an influential level within a construction company or a Trade Union or is a staff association representative within (or works closely with) construction companies whose activities are wholly or mainly construction industry activities. Employee members would not be considered to include individuals who are directors, sole traders, Chief Executives or principals. An employee must also have the support of their employer to take on this role.

**An employer member** will be defined as an individual who is a corporate officer and the embodiment of the organisation when acting in its business. They will be working at a senior level providing strategic direction and management for an organisation which employs staff, such as a construction company or trade employer organisation whose activities are wholly or mainly construction industry activities.

**An educational member** will be defined as a member of staff at a senior level in a Further Education College or University or providers of Further Education and apprenticeship education programmes whose responsibilities include the development of skills within the construction industry.

**Individuals who are subsequently appointed to the Board are expected to be engaged with the Construction Industry for the duration of their term(s) of office.**

### Code of Conduct

9. To ensure that public service values remain at the heart of CITB NI you will subscribe to Code of Conduct for Board Members. The high standards of corporate and personal conduct required of CITB NI Board Members are set out in this document.

### Time Commitment and Remuneration

10. The Board normally meets six times a year. As members you will be expected to participate in sub-committees and attend events and therefore the estimated total time commitment is approximately 15 days annually. By applying for this post it is assumed that you can meet the time commitment however, if short-listed, the issue will be discussed in more detail at interview.

The current remuneration is:

Under 4 hours per day - £77.50

Over 4 hours per day - £155.00

(Please note paragraphs 13 & 14 re public sector employees)

11. Following appointment, travel and subsistence expenses are payable at Northern Ireland Civil Service (NICS) rates. All reasonable receipted dependant carer expenses will also be reimbursed where applicable.All remuneration and expenses are subject to deduction of income tax and national insurance.

12. Meetings are usually held at the CITB NI, Nutts Corner Training Centre, Crumlin, BT29 4SR during business hours.

### Double Paying

13. Applicants who already work in the public sector need to be aware that if appointed, they will be asked to obtain confirmation from their employer that any remuneration due and time worked for this position are truly additional to their existing job role and is not a duplication with salaried employment (unless allowed under the terms and conditions of employment).

14. In the interests of minimising the potential for double paying to occur the Department reserves the right to contact your employer regarding your candidature.

### Training

15. Induction training (and corporate governance training where necessary) will be provided to all new appointees. All Board members are supported with additional development needs or training as necessary.

### Person Specification

16. The person specification addresses the qualities, experience, background and competence sought. A criteria-based selection procedure is employed by the Department.Thisprocess requires applicants to provide evidence which demonstrates that they can meet the requirements. The mere mention of a skill or attribute is insufficient. Neither can the selection panel make assumptions from the title of a post or the nature of an organisation as to the experience, qualities and skills gained. **For that reason, CVs will** **not be accepted.**

17. Make sure you take full advantage to provide practical evidence and examples of how you feel you are suitable for this appointment. **It is strongly recommended that you read the enclosed booklet entitled ‘Public Appointments Guide’ which contains guidance on the completion of criteria-based application forms.**

18.The Department will recognise less traditional career patterns and experiences such as community involvement or voluntary work, as well as those experiences found within the employment field. Therefore, in your application form, you may use examples from your working or personal life e.g. part-time activities or leisure activities, including any voluntary or community work you are or have been involved in.

### Qualifications

19. No specific academic qualifications are required for these appointments.

### Selection Criteria

20. Applicants are expected to demonstrate their ability, by way of practical examples, as to how they meet four criteria - A, B and C and a choice between D and E. The criteria are all of equal weight. If more than one criteria is completed between D and E, the panel will only see D.

### A Setting the Strategic Direction

We are looking for an example (or examples) which demonstrates your ability to create a compelling vision, set goals, implement an action plan and measure progress towards your vision.

*Types of evidence the selection panel will be looking for are:-*

* *creating and engaging others in delivering a shared vision;*
* *anticipating future consequences and trends accurately;*
* *anticipating potential pitfalls and planning approach accordingly;*
* *having broad knowledge and perspective and sensitivity to wider political and organisational issues;*
* *setting a clear direction, goals and objectives;*
* *delivering measurable results and achieving outcomes.*

### B Collaboration and Partnership

We are looking for an example (or examples) which demonstrates your ability to collaborate and forge effective partnerships to ensure the delivery of successful results.

*Types of evidence the selection panel will be looking for are:-*

* *fostering trust;*
* *sharing knowledge and information and ensuring that others are kept informed;*
* *resolving conflicts to deliver mutually beneficial outcomes;*
* *building and sustaining effective working relationships with a range of groups, individuals and/or organisations;*
* *collaborating with internal and external partners to achieve an organisation’s goals.*

### C Leadership

We are looking for an example (or examples) which demonstrates your ability

to apply effective communication skills in a leadership role to deliver results.

*Types of evidence the selection panel will be looking for are:-*

* *exercising a challenge function;*
* *promoting positivity;*
* *showing enthusiasm, pride and passion to motivate others;*
* *using negotiation/ influencing skills to persuade others to your point of view;*
* *adapting method, style and content to match your audience;*
* *using new media/ technology to get your message across.*

**Choose either D or E**

### D Good Governance

We are looking for an example (or examples) which demonstrates your ability

to enforce good governance and ensure proper accountability of an

organisation.

*Types of evidence the selection panel will be looking for are:-*

* *understanding your role;*
* *ensuring delivery of organisational purpose;*
* *identifying, evaluating and managing risks which may have an adverse impact on an organisation’s performance;*
* *monitoring and analysing performance;*
* *behaving with integrity;*
* *being open, objective and accountable.*

### E Effective Decision-Making

We are looking for an example (or examples) which demonstrates your ability to research and use information to evaluate options in order to resolve a problem.

*Types of evidence the selection panel will be looking for are:-*

* *developing and implementing solutions having considered a variety of alternatives and options;*
* *comparing the risks and benefits of options and their impact;*
* *seeking feedback and gaining insight from mistakes;*
* *making good decisions based upon a mixture of analysis, wisdom, experience and judgement;*
* *using rigorous logic and methods to solve difficult problems;*
* *probing all relevant sources for answers;*
* *being able to see hidden problems.*

### Guaranteed Interview Scheme (GIS)

21. The aim of the GIS is to provide applicants with a disability the opportunity to demonstrate their abilities beyond the initial application stage. Applicants with a disability who meet or exceed the pass mark set for the criteria at the sift stage will automatically be offered an interview. Their application will not be subjected to any short-listing which may take place.

### Sift and Short-listing

22. An anonymised sift and short-listing process will be employed. When assessing each application against the selection criteria, panel members will use a Marking Frame of 1-7, pass-mark 4 to determine how an applicant’s skills, knowledge and experience meets each of the criteria. Applications which clearly do not meet the one or more of the essential criteria will be sifted out.

23. All applicants who scored at least a 4 in each criterion ie minimum overall score of 16, will be long-listed. GIS applicants on the long-list will be put to one side and automatically offered an interview.

24. If short-listing is required, applicant’s marks will aggregated and listed in descending order (Max 28 – Min 16). The initial pass-mark to be invited for interview will be an aggregated score of 22. Should there be an insufficient pool of applicants achieving this score, the panel reserve the right to consider reducing the required aggregated pass mark by one mark at a time until a sufficient pool of applicants eligible for interview is in place.

25. At interview, the pass-mark for each criterion at interview will be increased to 5

ie minimum overall score of 20 required to go into the pool of suitable

candidates.

### Integrity & Conflicts of Interest

26. The Department must ensure that potential appointees are committed to the principles and values of public service. These principles are **Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.**

27. The Department must also take account of actual, or perceived, conflicts of interest. Therefore applicants, in their application form, must disclose information or personal connections, which, if they were to be appointed, could lead to a conflict of interest or be perceived as such. Conflicts of interest may not be a barrier to appointment but both real and perceived conflicts will be discussed with all candidates at interview. This is to ensure that the public can have confidence in the Board’s independence and impartiality and the integrity of the potential appointee. Please refer to the attached Annex for further information on this subject.

### Disqualifications

28. (i) individuals who are disqualified under the Company Directors Disqualification Act, who are bankrupt or who are the subject of a Bankruptcy Restrictions Order are not eligible to apply.

**(ii) for the Department’s consideration, applicants are asked to declare in the application form if they have been convicted of any offences (other than minor motoring offences) which are not spent in accordance with the Rehabilitation of Offenders (NI Order 1928) of if any charges are outstanding.**

**(iii) anyone under the age of 18 years on the due date of commencement of Board membership.**

**(iv) anyone who has, within five years of the due date that their appointment would take effect, been convicted in a court in the United Kingdom, Channel Islands, the Isle of Man or the Irish Republic of any offence and has passed on them a sentences of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine.**

**(v) anyone who has defaulted payment of levy to the CITB NI.**

**(vi) employees and employers within organisations not** engaged wholly or mainly in construction industry activities. Under the definitions of the 1984 Order ‘the industry’ means the activities in relation to which the CITB NI exercises its functions, i.e. the construction industry and those parts only that are deemed by the Board to be in scope, i.e. companies who either pay levy to, or are entitled to training grant from, CITB NI. In addition, the definitions for industry include ‘commerce’ but exclude the public sector”. Applicants should also refer to page 5, paragraph 8 which defines an employee; employer and educationalist member.

**(vii) anyone who has been removed from the Board.**

29. There are no statutory disqualifications relating to these appointments**.**

### Former civil servants

30. Former civil servants are subject to rules on the acceptance of outside business appointments, employment or self-employment for a period of up to two years after leaving the NI Civil Service. It is recommended that you read Section 8 of the NICS Handbook - Standards of Conduct, via the following link:

* [Standards of Conduct](https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/Standards%20of%20Conduct%20-%20version%2018.0%20-%20June%202017.pdf)

## Section Three

### How to Apply and Contact Details

31. Hard copy or electronic versions are acceptable. Completed application forms may be delivered:-

by hand to Reception at DfE, Massey Avenue, Belfast BT4 2JP;

or by post addressed to DfE, Public Appointments Unit, Netherleigh, Massey Avenue, Belfast BT4 2JP:

or by email to [pau@economy-ni.gov.uk](mailto:pau@economy-ni.gov.uk)

Any queries, please telephone:

Mrs Yvonne Green on 028 9052 9282/Text relay: 18001 028 9052 9282.

32. Please note that Mrs Green can provide further details about the appointment process in general or advise on the progress of an application. Should you require clarification on any aspect of the role, please contact Ms Catherine Synnott on 028 9052 9409/Text relay: 18001 028 9052 9409.

33. To ensure equality of opportunity for all applicants:

* Applications will not be examined until after the closing deadline.
  + CVs, letters, or any other supplementary material in place of, or in addition to, completed application forms will not be accepted;
  + Applicants must complete the application form in at least font size 12 or legible block capitals.
  + **There is a strict limit of 300 words per criterion. Applicants who exceed the limit in any of the criteria will have their evidence redacted by the admin team.**

### Time Frame for Process

34. **The deadline for receipt in all cases** **is** **12:00 noon UK time on Friday 8 October 2021.** Given the current circumstances it would be preferable if completed application forms could be emailed to [pau@economy-ni.gov.uk](mailto:pau@economy-ni.gov.uk). Electronic signatures are acceptable. If it is not possible to submit an application electronically, hard copy completed applications will be accepted. All applications will be date-stamped and the time of receipt formallyrecorded. It is the responsibility of the applicant, taking into account their chosen method of delivery, to ensure that sufficient time is allowed for their application to arrive with the Department on or before the deadline. **Late applications (electronic or hardcopy) will not be accepted.** Please ensure that posted applications bear the correct amount of postage as any shortfall may lead to a delay in delivery, causing you to miss the deadline.

35. All those who fail to meet the requirements at the sift or short-listing stages will receive some feedback based on the agreed Panel’s assessment of their application. If an applicant wishes to contest the Panel’s decision they should do so within 5 working days of receipt of their feedback letter. Further details about the process will be provided in the feedback letter. **Interviews will take place in late November/early December 2021.** Candidates invited for interview are eligible for reimbursement of reasonable travelling expenses incurred within the UK and the Republic of Ireland only. All reasonable receipted dependant carer expenses will also be reimbursed where applicable.

### Presentation of Results to a Minister

36. Ministerial choice is a key element of public appointment policy that enables Minister(s) to indicate if they wish to have the names of candidates suitable for appointment presented in a ranked (strict merit order) or unranked (alphabetical) list. The Minister has indicated his preference for an unranked list.

### Equal Opportunities Monitoring Form

37. The Department is required to monitor the gender, ethnic origin, community background and disability of applicants to ensure that equal opportunities measures are effective. (The Disability Discrimination Act 1995 defines a person with a disability as someone who has, or has had in the past, a physical or mental impairment which has had a substantial long-term adverse effect on their ability to carry out normal day to day activities. This includes sensory impairments, people who have had a disability in the past even though they are no longer disabled, people whose disability is likely to last for twelve months or rest of their life, and people whose condition is likely to progress or recur. Severe disfigurement is also acknowledged as a disability).

38. You are therefore asked to complete the Equal Opportunities Monitoring Information section of the application form. The information is not made available to the Panel members and does not play a role in the decision-making process. It will be detached from your application form by the admin team and sent to the Northern Ireland Statistics and Research Agency for analysis and will be treated in strict confidence.

### Pre-Appointment Checks

39. Before the names of suitable candidates are presented to the Minister, a Company Director’s disqualification check and a bankruptcy check will be carried out. In addition, a cross-departmental check will be carried out on the probity and performance of those candidates who currently hold or have held public appointment roles.

### Data Protection

40. As much of the information involved in the appointment process will be of a personal nature, the provisions of Data Protection legislation will be followed. To ensure that you are aware of how and why your personal information is to be used, and with whom it may be shared, a DfE Public Appointments ‘privacy notice’, is available on the following link for your information and reference:

* [Privacy Notice - public appointments](https://www.economy-ni.gov.uk/sites/default/files/publications/economy/Privacy-Notice-public-appointments.pdf)

**Complaints Procedure**

41. The Public Appointments Unit (PAU) within the Department for Economy (DfE) is committed to the principles of public appointments as set out in the Commissioner for Public Appointments (CPANI) Code of Practice.

42. If at any stage, you feel you have reason to complain details of the Department’s Public Appointment Unit Complaints Procedure can be found at:

* [Public Appointments Unit - complaints procedure](https://www.economy-ni.gov.uk/public-appointments-unit-complaints-procedure)

## ANNEX TO INFORMATION PACK

### INTEGRITY AND CONFLICTS OF INTEREST – GUIDE FOR CANDIDATES

*This guidance should be read in conjunction with the information contained in the CPANI leaflet ‘Conflicts of Interest, Integrity and How to raise a Complaint’ produced by the Office of the Commissioner for Public Appointments, Northern Ireland, which provides examples of the types of issues that may give rise to conflicts of interests.*

1. In 1995, the Committee on Standards in Public Life defined seven principles, which should underpin the actions of all who serve the public in any way. These are:

**Selflessness:** Members should act solely in terms of the public interest.

**Integrity:** Members 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:** Members must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**Accountability:** Members are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**Openness:** Members 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:** Members should be truthful.

**Leadership:** Members 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.

1. All candidates who put themselves forward for a public appointment must be able to demonstrate their commitment to the principles and values of public service. One of the issues which might arise in relation to this is that of conflict of interest.

### What is a conflict of interest?

1. 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 might be material and relevant to the work of the body concerned should be declared. There is always the possibility for real or perceived conflicts of interest to arise. Both are a problem, as the perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict.
2. No-one should use, or give the appearance of using, their public position to further their private interests. This is an area of particular importance, as it is of considerable concern to the public and receives a lot of media attention. 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.

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

1. 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 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.

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

1. You will find a section on conflicts of interest in the application 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 Panel members as much information as possible.

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

1. No - each case is considered individually. If you are short-listed for interview, the Panel 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 handled, 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 Panel believes that the conflict is too great and would call into question the probity of the Board or the appointment, they can withdraw your application from the competition.
2. The report on the outcome of the interview process which is put to the Minister will include clear written reference to any perceived or actual conflicts of interest or integrity issues connected to any candidate put forward as suitable for appointment. It will include sufficient information to ensure that the Minister is fully aware of any of these matters and can make an informed decision.

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

1. 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 Underpinning Public Life and may terminate your appointment.

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

1. This situation may arise where the candidate 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 Panel, with their wider knowledge of the 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.

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

1. 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 body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.
2. In both cases, the issue should be discussed with the Chair of the Board and the Chief Executive of the body concerned, in consultation with the Sponsoring Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.
3. 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 body’s routine business. In such, cases, the member may be asked to stand down from the body.