

DEPARTMENT FOR REGIONAL DEVELOPMENT

**Public Appointments
Information Pack**

**POST OF NON-EXECUTIVE
MEMBER OF
NORTHERN IRELAND
TRANSPORT HOLDING
COMPANY**

This information pack can be made available in other formats, such as Braille, large print, audio etc. To request this or any other information on the appointment process please contact:

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KEY APPOINTMENT PROCESS STAGES

Stage in Process	Timescale
Closing Date for applications	12 Noon on Friday 14 August 2015
Shortlisting	23 September 2015
Interviews	13 October (pm), 28 October, 3 November, 4 November, 10 November (pm), 18 November and 19 November (pm) 2015.
Date of appointment	2 January 2016

Section 1 – Information about Northern Ireland Transport Holding Company (NITHC)

1. Applications are invited for five Non-Executive Member posts for the Board of Northern Ireland Transport Holding Company (NITHC). The vacancies will arise on 2 January 2016.
2. The term of appointment will be for a period up to four years. The Minister for Regional Development is committed to improving the diversity of the boards to which he makes appointments. As part of this he intends to move away from what has become almost automatic reappointment of members for second terms. Reappointment to the NITHC Board for a second term will therefore not be automatic. The successful applicant may re-apply in open competition, subject to evidence of an appropriate standard of performance having been achieved during the initial period in office and evidence of continued adherence to the seven principles of public life.
3. The Northern Ireland Transport Holding Company (NITHC) was established as a public corporation under Section 47 of the Transport Act (NI) 1967 and is responsible for the delivery of transport in Northern Ireland. The integration of Citybus, Northern Ireland Railways and Ulsterbus began in January 1995 when the government announced comprehensive changes to the provision of passenger transport. The principal objective was to promote the transfer from private car to passenger transport on a sustainable basis and the co-ordination of bus and rail services. Among the many measures to be introduced was the new policy of co-ordination between the bus companies, Citybus (now Metro) and Ulsterbus, and the railway company, NI Railways. The aim was to improve services for the public by offering co-ordinated timetables, through ticketing, feeder buses to railway stations and the joint development of transport facilities.
4. The Board of Northern Ireland Transport Holding Company is responsible to the Department for Regional Development for the operation of its subsidiaries. The board is supported by the Group Chief Executive alongside a multi functional senior management team.

About the Company

5. The organisation is one of the largest companies and one of the largest employers in Northern Ireland with approximately 4,000 employees across a wide variety of grades and skills – in fact it is one of the largest engineering organisations in NI. It is a multi-site organisation, with people based in over 50 locations across Northern Ireland. Translink is the brand name to describe the combined operations of the 3 companies, Citybus (branded Metro), NI Railways, and Ulsterbus, which operate scheduled bus and rail services and effectively communicates the co-ordinated nature of these services in Northern Ireland, including cross-border and cross-channel links. The three operating companies have retained their legal status.

6. The Transport Act (NI) 2011, when fully commenced, confirms a duty on the Department to secure the provision of public passenger transport services by road and rail and Translink is seen as the primary entity to do this. It includes powers for the Department to:
 - enter into service agreements and service permits for the provision of services;
 - regulate fares;
 - provide integrated ticketing arrangements;
 - designate bus stations as shared facilities
 - regulate passenger conduct in bus stations; and
 - prepare a Memorandum of Understanding with the Consumer Council.

Key Priorities

7. The main focus for the company in 2015/16 will be:
 - to achieve financial targets during a period of Government Budget reductions;
 - to work with the Department on public transport reform which will introduce changes to the regulatory and institutional arrangements for managing public transport in line with EU requirements including preparing a potential contract with DRD;
 - to manage investment in the railway network, ticketing arrangements and the acquisition of new trains and buses; and

- to optimise urban and rural bus networks in order to improve cost effectiveness and cost efficiency.

About the Board

8. The Board of NITHC currently comprises a Chair and seven members appointed by the Minister for Regional Development. This includes two Executive Directors – the Group Chief Executive and the Chief Operating Officer. It is intended to appoint a further Executive Director to the board during 2015. Members of the NITHC Board are currently also appointed and act as Board members of its subsidiary operating companies. The operating companies have a common executive management team which is responsible to the NITHC Board. The Board is based at Chamber of Commerce House, 22 Great Victoria Street, Belfast. NITHC operates in a complex governance environment. This presents a unique set of challenges for the Company's Board and management team.
9. The NITHC Board has a significant role to play in the overall strategic and corporate level planning of the organisation in order to deliver ongoing improvements in the Company's operations and the services it delivers. This links to "Ensuring a Sustainable Transport Future: A New Approach to Regional Transportation" and the Programme for Government priorities.
10. The Board has ultimate responsibility for ensuring that the company is properly managed and achieves its strategic objectives. It has an agreed schedule of matters reserved for Board decision which includes setting long term strategic and business objectives, overseeing the company's internal control systems and risk management and ensuring that appropriate resources are in place to enable the company to meet its objectives.

Governance Arrangements

11. The relationship between the Department and NITHC is set out in the Management Statement and Financial Memorandum (MSFM). In addition the Group Chief Executive is appointed as the Accounting Officer for NITHC. Should the governance arrangements change in the future, then the MSFM will have to be revised to ensure clarity in the relationship between NITHC and the Department and, if required, between NITHC and its other key stake stakeholders.

Financial Information

12. NITHC retains a small investment portfolio, for example Car Parks and Commercial Business Units. The income generated from these assets is re-invested in the business and reduces the draw-down on public finances. Any short-term gain by disposing of these types of assets should be outweighed in the long-term by the loss of income generated. Net Assets (total assets less total liabilities) were £25m at the end of 2013/14. However the net current assets were over £55m. All infrastructure relating to public transport Bus and Rail (valued at £560m) essentially sits on Translink's balance sheet as a liability in the sense it is owed to the Department. But this is a key point in looking at net assets.
13. The Translink estate comprises a mixture of operational railway alignment, bus and rail station buildings and bus and rail maintenance facilities, office locations, commercially let properties and other land holdings. The property portfolio comprises 186 property locations spread across Northern Ireland with one in Scotland.
14. NI Railways tends to runs at a loss funded by profits from elsewhere within the group. The agreed financial target is for the group to at least break even (set formula) over defined periods although in some years losses will be planned. In 2013/14 the turnover for each of the main subsidiaries and the group as a whole is shown in the table below.

	Turnover £m	Profit £m
NI Railways	63.0	-1.2
Ulsterbus	97.8	-0.4
Metro	37.1	1.2
NITHC	4.8	0.7
Group	202.7	-2.0 (with adjustments)

15. Public funding is critical. The Department currently reimburses Concessionary Fares and provides Rail and Bus subsidy (approx. £60m). The level of bus and rail subsidy has reduced substantially in 2015/2016. The Department of Education provides significant grant for School transport. Fare Paying passengers are also a further source of income. The Budget for 2015/16 and beyond will be a critical issue for the Board. Translink currently employs approximately 4,000 staff. This includes some 2,000 bus drivers, 250 train drivers and conductors and a large number of staff who maintain the Rail infrastructure and bus fleet. The paybill in 2013/14 was £132m representing 65% of the total annual running costs.
16. **For further information please consult the Annual Report and Accounts on the Translink website at: www.translink.co.uk.**

Section 2 – Role Profile for Non-Executive Board Member for Northern Ireland Transport Holding Company

17. NITHC Board Members have corporate responsibility for ensuring that NITHC complies with all relevant statutory or administrative requirements including requirements in respect of the use of public funds.

18. The role will be to work as a member of the Board to bring judgement to bear on issues of operations, safety performance and governance. Members should bring wide experience and critical detachment to the work of the organisation and be prepared to constructively challenge and assist executive management in developing plans to deliver strategic objectives and policies.

The Board member will be expected to:

- represent the interest of the Regional Development Minister who ultimately appoints the individual;
- contribute to the work of the Board in embedding the Company's Corporate Plan which sets out the overall strategic direction for NITHC as agreed with the Department;
- make a full contribution to the business of the NITHC Board;
- participate in any training or facilitated workshops relating to Board business;
- work to ensure that NITHC complies with relevant legislation, safety EU and governance arrangements;
- support the Chair to challenge and scrutinise the Chief Executive and management team to ensure that NITHC achieves its objectives and targets as set down by the Department and achieves value for money and efficiency in its operations;
- help to improve the value and service quality provided to customers and ensure that these are key priorities for NITHC;
- carry out the tasks associated with membership of Committees of the Board;
- comply with the UK Corporate Governance Code and the "seven principles of public life" and relevant Public Sector guidance;

- ensure appropriate representation of the views of the Company to the general public and all other stakeholders, particularly the NI Assembly; and
- use his/her judgement and experience to safeguard the public interest in relation to NITHC as set out in the Transport Act.

19. There are currently three Sub Committees of the Board chaired by Board Members namely – Safety; Audit and Risk; and Finance and Project Tracking.

Training

20. Appropriate induction training will be provided to the new appointee.

Time Commitment and Remuneration

21. The remuneration is approximately £12,205 per annum based on an anticipated attendance of up to five business days per month. A Non-Executive Member who acts as Chair of any of the Board's three Sub Committees receives additional remuneration of £2,395 per annum. The Board Member will be expected to attend monthly Board meetings and other adhoc meetings as required. This may involve a commitment both inside and outside of normal working hours, including representing NITHC at occasional evening engagements. Meetings are normally held in the Chamber of Commerce House, 22 Great Victoria Street, Belfast, BT2 7LX.

Expenses

22. Following appointment, reasonable travelling expenses and subsistence will be paid to attend meetings in accordance with NITHC's processes. All remuneration and expenses are subject to deduction of income tax and national insurance.

23. The appointment is not pensionable.

Period of Appointment

24. It is intended to appoint the new Board Members for a period of up to four years commencing on 2 January 2016. A second term is not automatic but the successful applicants may re-apply in open competition and may be considered subject to evidence of an appropriate standard of performance having been achieved during the initial period in office and evidence of continued adherence to the seven principles of public life.

Code of Practice

25. To ensure that public service values remain at the heart of the NITHC, Board members are required, on appointment, to demonstrate high standards of corporate and personal conduct and to subscribe to the Code of Practice for Board Members which is based on the Cabinet Office's model Code. The Code shall commit the Board Members to the Nolan 'seven principles of public life' as supplemented by any particular terms such as those set out on conflicts of interest in the Transport Act (NI) 1967 or other terms as set out in Appointment Letters from the Department.
26. Annual Performance Appraisals of individual Board Members shall be carried out by the Chair and shared with the Department. Board Members will be made aware that they are being appraised, the standard against which they will be appraised and have an opportunity to contribute to and view their report.

Section 3 – Person Specification for Non-Executive Board Member of Northern Ireland Transport Holding Company

27. The person specification addresses the qualities, experience, background and competencies sought. A criterion-based selection procedure will be used as part of this process.
28. The application form is an essential element of the process and is designed to require applicants to give specific examples of past performance to demonstrate their ability or competence.
29. You are advised to make sure that you take the opportunity to provide practical evidence and examples of how you feel you are suitable for this Public Appointment. **Please note that CVs will not be accepted.** Before completing the application form you should read the “Guidance Notes” which contain useful supplementary information on criteria-based selection and completion of the application form.

Criteria

30. Applicants for the posts of Board Members for NITHC are expected to demonstrate, by way of an example or examples, including dates and length of experience, that they meet **five** out of the **seven** criteria listed below. Applicants **must** complete criteria 1, 2, 3 and 4 and **one** criterion chosen from criteria 5, 6 or 7. The criteria are all of equal weight.
31. **Applicants are limited to 400 words per criterion. Any text beyond the allotted number of words will be disregarded and not considered by the panel. If applicants complete more than five criteria in error, the first five only will be considered and assessed by the selection panel at shortlisting.**

32. **Criterion 1: Relevant Experience (400 words).**

All applicants must complete this criterion.

The Transport Act (Northern Ireland) 1967 states that, “a Director of the Board of NITHC has to be appointed from among persons who appear to the Minister to have had wide experience of, and to have shown capacity in transport or industrial or commercial or financial matters; or to have other adequate or suitable experience”.

You will need to have experience and capacity in **one or more** of the above areas of expertise. Please describe the personal experience you have gained which would enable you to demonstrate such knowledge and capacity (include dates and length of experience). If your experience is outside of transport, or industrial or commercial or financial matters, please make sure that you explain clearly its relevance to the business of NITHC and its subsidiaries.

33. **Criterion 2: Governance, Control and Accountability (400 words).**

All applicants must complete this criterion.

Please demonstrate your ability, by way of a practical example(s) (include dates and length of experience); of how you have applied the principles of corporate governance in an organisation you have worked for or have been involved with.

Examples of the type of evidence that would demonstrate your suitability are outlined below. You do not have to describe activities which meet each and every one of these bullet points.

- Understanding the role of the NITHC Board Members in relation to DRD and its Minister;
- Understanding the importance of effective governance, including the difference between executive and non-executive roles;
- Understanding best practice around control and accountability in the management of large assets and capital works programmes;

- Application of the principles of corporate governance and risk management to ensure proper control and accountability in either a public or private sector organisation;
- Ensuring systems of internal control are in place to support the achievement of policies, aims and objectives;
- Identifying, evaluating and managing risks which may have an adverse affect on an organisation's ability to achieve and comply with its objectives.

34. Criterion 3: Working in Partnership (400 words)

All applicants must complete this criterion.

Please demonstrate your ability, by way of a practical example(s) (include dates and length of experience); of how you have developed constructive working relationships both internal and external to an organisation you have worked for or been involved with.

Examples of the type of evidence that would demonstrate your suitability are outlined below. You do not have to describe activities which meet each and every one of these bullet points.

- Excellent interpersonal skills;
- Working within a team, experience of influencing and negotiating with others to achieve consensus and ownership of team decisions;
- Working in partnership with internal and external partners to promote effective relationships and achieve the organisation's goals;
- Ability to participate positively in a change programme;
- Being able to make a constructive contribution to group discussions and corporate decision making;
- Flexibility in adapting to competing priorities.

35. **Criterion 4: Thinking Strategically (400 words)**

All applicants must complete this criterion.

Please demonstrate your ability, by way of a practical example(s) (including dates and length of experience); of how you have made a significant contribution to an organisation's objectives and performance in a challenging environment to ensure delivery of longer term goals.

Examples of the type of evidence that would demonstrate your suitability are outlined below. You do not have to describe activities which meet each and every one of these bullets.

- Setting a clear direction and articulating the vision;
- Effective business planning which takes account of internal and external factors;
- Effective resource allocation;
- Achievement of successful outcomes;
- Awareness of potential scenarios that will impact an organisation.

36. **Criterion 5: Organisational Change (400 words)**

Applicants may choose to complete this criterion. Only one criterion should be selected from criterion 5, 6 or 7.

Please demonstrate your ability, by way of a practical example(s) (include dates and length of experience); of how you have made decisions and solved problems as an individual or as a team member in an organisational change environment.

Examples of the type of evidence that would demonstrate your suitability are outlined below. You do not have to describe activities which meet each and every one of these bullet points.

- Ability to identify and assess the need for change in an organisation;
- Able to plan constructively for organisational change and recovery;
- Analysis of the impact of change on a diverse workforce;

- Creation and communication of a vision for organisational change;
- Development and implementation of plans for organisational change;
- Ability to implement change and monitor progress and adapt plans to deal with changing circumstances;
- Successful delivery of organisational change.

37. Criterion 6: Financial Management (400 words)

Applicants may choose to complete this criterion. Only one criterion should be selected from criterion 5, 6 or 7.

Please demonstrate your ability, by way of a practical example(s) (including dates and length of experience); of how you used and analysed corporate or other financial information to make timely and effective decisions.

Examples of the type of evidence that would demonstrate your suitability are outlined below. You do not have to describe activities which meet each and every one of these bullets.

- Influencing the delivery of challenging financial targets and the future financial shape of an organisation;
- Awareness of the financial and economic factors which impact upon NITHC and the wider Northern Ireland economy;
- Knowledge of key financial concepts and the ability to analyse complex financial statements, business plans and budgets;
- Ability to identify key financial issues and drive efficiency and effectiveness in the use of resources;
- Ability to assess competing financial priorities;
- Making timely, sound and difficult financial decisions based on a range of information and projections.

38. **Criterion 7: Customer Focus (400 words)**

Applicants may choose to complete this criterion. Only one criterion should be selected from criterion 5, 6 or 7.

Please demonstrate your ability, by way of a practical example(s) (including dates and length of experience); of how you have delivered successful business results in a service or customer-facing business.

Examples of the type of evidence that would demonstrate your suitability are outlined below. You do not have to describe activities which meet each and every one of these bullets.

- Delivery of a service to customers in a regulated environment;
- Ability to develop and implement a successful customer strategy to grow business;
- Ability to identify customer needs;
- Ability to measure customer satisfaction and identify areas for improvement;
- Ability to balance customer priorities and expectations against the overall priorities of the business in the face of financial constraints.

Section 4 – Application and Selection Process

39. The Department for Regional Development is committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. The Department is also committed to equality of opportunity and welcomes 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.
40. The Minister for Regional Development is committed to taking measures to improve the diversity of the Boards to which he makes appointments. He wants to encourage more women, younger people, ethnic minorities and people with disabilities to apply for appointments. Applications from these groups would be particularly welcome.
41. This appointment is regulated by the Commissioner for Public Appointments for Northern Ireland (CPA NI) and the competition may be examined by CPA NI for compliance with the Commissioner's Code of Practice.

Application Procedure

42. Application forms or further information about the process can be obtained from Ashley McVeigh at the address on the cover of this document or by e-mailing a request to: publicappointmentsunit@drdni.gov.uk. Alternatively you can download the information pack at: www.drdni.gov.uk/northern-ireland-transport-holding-company-members.
43. Hard copy or electronic versions of the application form are acceptable. You must not reformat the electronic application form. CVs, letters, or any other supplementary material in place of, or in addition to, completed application forms will not be accepted.
44. Applications should be fully completed and as clearly as possible using black ink or typescript minimum font size 12. It is strongly recommended that you read the guidance notes on the completion of the application form.

45. Your application is very important. You must therefore demonstrate clearly on your application form how and to what extent your experience is relevant to the published criteria for the post (including dates where appropriate). It is not enough simply to list the various posts that you have held. The Department will not make assumptions from the title of your post or the nature of the organisation as to the skills or experience gained.
46. All relevant sections of the application form must be completed. **You must not exceed the maximum number of words specified for each selection criterion.** There may be several aspects to a criterion, so ensure you provide evidence that shows how you meet all aspects.
47. Information documents and Application Forms can be provided in alternative formats. Any applicants who require assistance should contact Ashley McVeigh. All reasonable adjustments will be made to accommodate the needs of applicants with a disability.
48. Application forms should be submitted by post, email or in person to arrive with Ashley McVeigh by **12 Noon on Friday 14 August 2015** (see contact details on cover sheet).
49. Please check your application form before submitting it as the Department will not examine applications until after the closing deadline and failure to fulfil the application requirements may result in your application form being excluded from the process.

Selection Process

50. The Selection Panel comprising three members, a senior officer from the Department, the new Chair of NITHC and an Independent Member, will carry out a sift of all of the application forms received to assess each applicant against the selection criteria.

51. The Selection Panel will reach a decision as to whether or not an applicant meets each criterion on the basis of the evidence supplied on the application form. All criteria will be weighted equally. Only those applicants assessed as meeting **each of the five** selection criteria will be eligible to proceed to the next stage of the selection process.
52. If the Department receives a high number of applications which meet the essential criteria, the Panel reserves the right to apply a scoring system to further shortlist applicants for interview, based on the quality of evidence provided.
53. The Department will operate a Guaranteed Interview Scheme (GIS) for this appointment. The GIS has been developed for applicants with disabilities or those with long term impairment or health condition that is expected to last for at least 12 months. In these instances, provided that the applicant has demonstrated in his/her application form that he/she has met the criteria for the post, the applicant will be offered a guaranteed interview. You do not have to have a registered disability to apply and have your application considered under GIS.
54. Candidates invited for interview will be eligible to claim reimbursement of reasonable travelling expenses incurred within the UK and Republic of Ireland in attending for interview. Any other appropriate expenses such as particular costs associated with disabilities or childcare can also be claimed. An expenses claim form is included with this pack.
55. At interview, all candidates must satisfy the panel that they adequately meet all of the relevant criteria. The Minister for Regional Development will take the final decision on who to appoint. The Minister has chosen to be presented with the list of those judged suitable for appointment in an unranked order i.e. the Selection Panel will score applicants at interview against an agreed pass mark and those found to be above the line will be recommended to the Minister. An applicant summary will provide the Minister with an objective analysis of each applicant's skills and experience, based on the information provided by each applicant during the appointment round and the Panel's assessment of that applicant.

56. The Minister may decide to create a reserve list to cover any unforeseen vacancies that arise within 12 months of the date of the Minister's decision.

Timetable / Time Frame

57. The deadline for receipt of applications in all cases is **12 Noon on Friday 14 August 2015**. Applications will be individually date-stamped and the time of receipt formally recorded. 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 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. Applicants who send their application form electronically are also required to meet the closing deadline for receipt in this office.
58. The sift/short listing is expected to take place on 23 September 2015.
59. Interviews are expected to be held on 13 October (pm), 28 October, 3 November, 4 November, 10 November (pm), 18 November and 19 November (pm), with the successful candidates confirmed in December 2015.

Disqualified Candidates

60. Under the House of Commons Disqualification Act 1975, the European Parliamentary Elections Act 2002 and the Northern Ireland Assembly Disqualification Act 1975 existing MEPs, MPs and MLAs must cease to hold elected office if they take up an appointment to the Board of NITHC.

Probity and Conflicts of Interest

61. The Department must ensure that any individual appointed is committed to the seven principles of conduct underpinning public life and values of public service. **These principles are: Selflessness, Integrity, Objectivity, Accountability, Openness,**

Honesty and Leadership. The successful candidate will be asked as part of their appointment to sign a declaration committing to the seven principles.

62. The information pack includes copies of the leaflets entitled “Probity and Conflicts of Interest – Guidance for Candidates” and the information leaflet from the Commissioner for Public Appointments (NI), about “Conflicts of Interest, Integrity and Making a Complaint”. These provide information on these issues including some examples to help applicants evaluate whether or not they have a real, perceived or potential conflict.
63. The Department must take account of any actual or perceived conflict 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. Failure to do so could lead to the appointment being terminated.
64. It is very important that all applicants provide appropriate details on their application form of any interests which might be construed as being in conflict with the appointment for which they have applied. If it appears, from the information provided on the form, that a possible conflict might exist, or arise in the future, this will be fully explored with the applicant with a view to establishing whether it is sufficiently significant to prevent the individual from carrying out the duties of the post. The Panel will do this at interview stage.

References & Insolvency Checks

65. It is the Department’s policy to take up two references each covering applicants’ professional capacity and probity. A request for references should not be taken as an indication of appointment.
66. The Department will also contact the Insolvency Service to check if candidates are recorded on the Disqualification of Directors or Bankruptcy registers.

Other Public Appointments

67. Departments have a duty to satisfy themselves, as far as practicable, that those they appoint to the Boards of public bodies will carry out their duties in an efficient and effective manner. The Department for Regional Development will therefore be checking with other Departments if there are any probity or performance issues associated with applicants who hold public appointments. Similar information will be provided by the Department on request about all associated board members.

The Two Terms Rule

68. According to the CPANI Code those who have served two terms in the same position on the same board cannot apply through open competition for a third term. If any applicant has served two terms in this position his/her application will be discounted at the sift stage.

Double Paying

69. Applicants who already work in the public sector need to be aware that:
- they may be ineligible for consideration for this appointment if in the Department's view there is a conflict of interest, the perception of a conflict or a potential conflict, between the appointment and their existing commitments;
 - where applicable they will be asked to confirm that they have permission from their employer to take up an appointment if one is offered; and
 - no one can be paid twice from the public purse for the same period of time. As a result applicants who already work in the public sector may not be entitled to claim remuneration for this position if the duties are undertaken during a period of time for which they are already paid by the public sector.
70. In the interests of minimising the potential for double paying, the Department reserves the right to contact your employer regarding your candidature.

Publicising Appointments

71. A Press Release will be published to announce the appointment. The Commissioner for Public Appointments also requires that announcements about successful candidates should contain details of their recent political activity. Consequently, should you be appointed, you will be required to complete a political activity form. Details of any political activity, together with some of the information that you have provided in your application form will be made public in the press announcement. This applies particularly to any other public appointments you may hold, and to any significant political activity recently undertaken by you. The Press Release will include:

- Your name;
- A short description of the body to which you have been appointed;
- A brief summary of the skills and knowledge you bring to the role;
- The period of appointment;
- Any remuneration associated with the appointment;
- Details of all other public appointments held and any related remuneration received; and
- Details of any political activity declared in the last five years.

Section 5 - Equal Opportunities Monitoring and Complaints Procedure

Equal Opportunities Monitoring Form

72. The Department is committed to providing equality of opportunity. The Department monitors the gender, ethnic origin, community background and disability of applicants to ensure that equal opportunities measures are effective in its appointments processes. Applicants are therefore asked to complete the Equal Opportunities Monitoring Form attached to the application form. The information is purely for monitoring purposes. It is **not** made available to the selection panel and does **not** play a role in the decision-making process.

Diversity in Public Appointments

73. The Department is committed to equality of opportunity and welcomes applications from all suitably qualified people irrespective of religious belief, gender, disability, ethnic origin, political opinion, age, marital status, sexual orientation or whether or not they have dependants.
74. Women, younger people, people with a disability and ethnic minority communities are currently under represented on the Board and applications from these groups would be particularly welcome.

Complaints Procedure

75. The Department is committed to getting this appointment process right first time. However, if you are not entirely satisfied with any aspect of our service, please tell us and we will do our best to resolve the matter. Our aim is to resolve any complaint quickly and you are invited initially to bring any concerns you may have to the official named below. However, if you still feel dissatisfied after this approach, you may initiate a formal complaint in writing. Please direct your concerns in the first instance to:

Dorcas Cutrona
DRD Public Appointments Unit
Department for Regional Development
Room 5-08 Clarence Court
10-18 Adelaide Street
Belfast
BT2 8GB

Email: Dorcas.Cutrona@drdni.gov.uk

Telephone: 028 9054 1074

Textphone: 028 9054 0642

Text relay service: 18001 02890541074

If, after the Departments Complaint's procedure has been completed, you remain dissatisfied, you may also direct your concerns to:-

The Commissioner for Public Appointments for Northern Ireland (CPA NI)

Dundonald House

Annexe B

Stormont Estate

Upper Newtownards Road

Belfast

BT4 3SB

Email: info@publicappointments.org

Telephone: 028 9052 4820

REIMBURSEMENT OF TRAVEL EXPENSES

Interview for: _____ Venue _____
 Interview time: _____ Interview date: _____

Claim forms must be submitted within **one month** of attendance at interview. Please complete in Capital Letters

Applicants Name	Address	
Total number of miles claimed @ Public Transport mileage rate, currently (25.7p per mile)	Details of Return Journey	Official use
Insert No. of miles: <input type="text"/>		
Public Transport Fares (Bus, Rail, Air - attach receipts) <i>Only receipted fares will be considered for reimbursement</i>		
Other (attach VAT Receipts) <i>Only receipted expenses will be considered for reimbursement</i>		
Total Claimed		Total Recommended

DECLARATION: I declare that I necessarily incurred all of the above expenses to attend the above interview and that the information provided is accurate and complete.

Signed: _____ Date: _____

DATE RECEIVED: _____

CLAIM CHECKED: I confirm that to the best of my knowledge, the facts given in this claim are correct. I recommend payment of: £ _____

Signed: _____ Date: _____

RECOMMENDED FOR PAYMENT

Signed: _____ Date: _____

NOTES:

Claim forms must be fully completed and original receipts for travel and other expenses must be attached.

Any claim that does not include the necessary information and/or receipts will be returned to the candidate.

Claims that are complete will be processed and payment made within 30 working days of the date of receipt.

If you have any query on your entitlement to make a claim, please contact:

Ashley McVeigh

PROBITY & CONFLICTS OF INTEREST

GUIDANCE FOR CANDIDATES

This guidance should be read in conjunction with the information contained in the leaflet “CPA NI Guidance on Conflicts of Interest, Integrity and how to raise a complaint” which provides examples of the types of issues that may give rise to conflicts of interests.

Standards of behaviour

Ministers expect that the conduct of those they appoint to serve on the Boards of public bodies will be above reproach. Everyone who puts themselves forward for a public appointment must be able to demonstrate their commitment to the maintenance of high standards in public life.

The Seven Principles Underpinning Public Life

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

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

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

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

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

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

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

As part of the selection process you will be tested on your commitment to maintaining high standards in public life with particular emphasis on probity issues and conflicts of interest.

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 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.

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?

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?

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 Selection Panel as much information as possible.

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 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. The summary of the outcome of the interview process, which is put to the Ministers, will include clear written reference to any probity issues or perceived or actual conflicts of interest connected to any candidate put forward as suitable for appointment. It will include sufficient information to ensure that the Ministers are 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?

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?

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 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?

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.

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.

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.

You may be asked to sign a declaration of commitment to the above principles as a condition of your appointment.