

Candidate Information Booklet

Consumer Council for Northern Ireland

Appointment of Board Members

Application forms and this information pack can be made available in other formats – including Braille, Large Print, audio formats, etc.

Please email Public Appointments Unit (PAU) at: pau@economy-ni.gov.uk

All reasonable adjustments will be made to accommodate the needs of applicants/candidates with a disability.

CONSUMER COUNCIL FOR NORTHERN IRELAND

APPOINTMENT OF BOARD MEMBERS

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The Department for the Economy (DfE) and the General Consumer Council for Northern Ireland (Consumer Council) 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 particularly welcome applications from people with a disability, those from minority ethnic communities, women and young people who are currently under-represented on Boards across the public sector. We would also encourage applications from those with a community and voluntary background and those from rural communities.

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.

Section One

Introduction

1. The Department for the Economy (DfE) is seeking to appoint eight Board Members to the Consumer Council with effect from 1st May 2024.
2. The Consumer Council was set up in 1985 to promote and safeguard the interests of all consumers in Northern Ireland. It has certain specific statutory responsibilities for energy (including natural gas, electricity and coal), passenger transport, water and sewerage services, food and postal services. Further information on the Consumer Council can be found on their website: <https://www.consumercouncil.org.uk/>
3. We wish to appeal to people from as wide a range of backgrounds and experiences as possible to help maximise the relevance of the Consumer Council to all our citizens. We would encourage people of all ages, in particular those with a community or voluntary sector background and those from the rural communities to apply to bring some fresh perspectives on consumer issues.
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 Profile – Board Members

5. The Consumer Council Board is responsible for the overall strategic direction and governance arrangements of the Consumer Council. The role of each Board Member in co-operation with the other Board members, is to:
 - establish the overall strategic direction of the Consumer Council, reflective of its statutory duty to safeguard and promote the interests of consumers in Northern Ireland and within the policy and resources framework determined by the Minister and the Department;
 - constructively challenge the Consumer Council's executive team in their planning, target setting and delivery of performance;
 - ensure that the Department is kept informed of any changes which are likely to impact on the strategic direction of the Consumer Council 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, 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 of Finance (DoF) and the Department;
- ensure that the Board receives and reviews regular financial information concerning the management of the Consumer Council; is informed in a timely manner about any concerns about the activities of the Consumer Council; and provides positive assurance to the Department that appropriate action has been taken on such concerns;
- 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 the Consumer Council: and
- appoint with the Minister's approval a Chief Executive to the Consumer Council and, in consultation with the Department, set performance objectives and remuneration terms linked to these objectives for the Chief Executive, which give due weight to the proper management and use of public monies.

Code of Conduct

6. To ensure that public service values remain at the heart of the Consumer Council on appointment you will subscribe to the Consumer Council's Code of Conduct for Board Members. The high standards of corporate and personal conduct required of Consumer Council Board Members are set out in this document.

Time Commitment, Remuneration and Term of Appointment

7. Board Member

Time commitment: Normally 1 day per month. If appointed you will be expected to attend Board meetings, Committee meeting and other events. By applying for this post it is assumed that you can meet this time commitment. If shortlisted this will be discussed in more detail at interview.

Remuneration (under review): Over 4 hours per day - £116.32
Under 4 hours per day - £ 58.17

Term of Appointment: The term of office is for up to four years.
A second term may be offered subject to satisfactory performance.

8. 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.
9. Meetings are usually held at the Consumer Council HQ, Seatem House, 28-32 Alfred Street, Belfast BT2 8EN, although the board may occasionally meet in other venues across Northern Ireland. Meetings are normally held during business hours.

Double Paying

10. 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).
11. In the interests of minimising the potential for double paying to occur the Department reserves the right to contact your employer regarding your candidature.

Nationality

12. DfE have no public appointments which are restricted to UK nationals only. However, there is a mandatory requirement to ensure that those appointed do not contravene immigration legislation.
 - Republic of Ireland (RoI) citizens may be appointed to any post.
 - Commonwealth citizens who have immigration status allowing them to work in the UK may be appointed to any post.
 - There is an onus on non-UK and non-RoI citizens to provide proof of their right to work in the UK and an onus on the appointer to check that.
13. Therefore, it is the responsibility of the individual to provide evidence that they have the appropriate permission if being offered a post. The Department will check the individual's passport, share code or other documents to confirm if they can legally work in the UK.

Training

14. 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

15. The person specification addresses the qualities, experience, background and competence sought. A criteria-based selection procedure is employed by the Department. This process 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.**
16. 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 booklet entitled 'Public Appointments Guide' found at the link below which contains guidance on the completion of criteria-based application forms.**
<https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/public-appointments-guide.pdf>
17. 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 eg part-time activities or leisure activities, including any voluntary or community work you are or have been involved in.

Qualifications

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

Selection Criteria

19. **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 of one from either D, E or F.** The criteria are all of equal weight.

(A) Strategic Thinking – the ability to understand strategic issues and formulate workable options.

Please provide a practical example(s) which demonstrates how you personally influenced the strategic direction of an organisation* operating within a complex and changing environment.

Examples of the type of evidence the selection panel will be looking for are:

- setting a clear direction and articulating the vision;
- anticipating future consequences and trends accurately;
- using common sense, experience and basic rules to identify key underlying issues and to make decisions;
- having broad knowledge and sensitivity to wider political and organisational priorities;
- assimilating and making sense of complex or conflicting data and different perspectives;
- using rigorous logic and methods to solve difficult problems;
- Identifying potential future scenarios that may impact on the organisation and planning how they should be addressed.

*throughout the application form 'organisation' can be defined as a body operating in the public, community, voluntary or private sector.

(B) Communication Skills – the ability to use communication, influencing and negotiating skills.

Please provide a practical example(s) which demonstrates how you personally applied effective communication, influencing and negotiating skills to deliver successful results.

Examples of the type of evidence the selection panel will be looking for are:

- the ability to exercise a challenge function;
- showing good judgement;
- use of interpersonal skills;
- using negotiation/influencing skills to persuade others to your point of view;
- adapting method, style and content to match your audience;
- speaking with authority and persuasiveness when necessary.

(C) Maintaining Relationships – the ability to encourage collaboration and effective partnerships.

Please provide a practical example(s) which demonstrates how you personally built and maintained effective working relationships with partners to ensure the delivery of successful results.

Examples of the type of evidence the selection panel will be looking for are:

- working in partnership with internal and external partners to achieve the organisation's goals;
- building and sustaining effective working relationships with a range of diverse stakeholders to achieve outcomes and deliver results;
- collaborating with others to achieve results;
- sharing information and ensuring that others are kept informed;
- resolving conflicts to deliver mutually beneficial outcomes.

(D) Practical experience of consumer issues and representation – the ability to represent others on consumer issues.

Please provide a practical example (or examples) which demonstrates actions you personally took when acting on behalf of others as a representative on a consumer issue(s).

Examples of the type of evidence the selection panel will be looking for are:

- *establishing how an issue impacts on consumers;*
- *researching and analysing information to gain an understanding of the issue;*
- *using insight and knowledge to change opinion and/or raise awareness on behalf of others;*
- *bringing sound reasoning to bear;*
- *advocating or representing the needs of under-represented, disadvantaged or vulnerable consumers.*

(E) Financial Management – demonstrating experience in financial management within an organisation in the public, private, voluntary or community sector or a professional practice.

Please provide a practical example (s) which demonstrates how you personally have used and analysed financial and other types of evidence to make timely decisions.

Examples of the type of evidence the selection panel will be looking for are:

- ensuring effective controls and use of resources in an organisation;
- setting and managing budgets;
- identifying key financial issues to improving the effectiveness and efficiency in the use of resources and assets;
- understanding and analysing financial and commercial information to support decision making;
- managing competing financial priorities;
- monitoring and reporting on the financial health of an organisation.

(F) Good Governance – applying the principles of good governance and risk management to ensure the proper accountability of an organisation.

Please provide a practical example(s) which demonstrates how you personally and effectively applied good governance principles within an organisation.

Examples of the type of evidence the selection panel will be looking for are:

- identifying, evaluating and managing risks which may have an adverse impact on an organisations ability to achieve its objectives;
- ensuring systems of internal control are in place to support the achievement of policies, aims and objectives;
- monitoring, reporting, reviewing effectiveness of internal controls/risk management;
- understanding and analysing performance information to support the achievement of policies, aims and objectives;
- understanding your role and working effectively both as an individual and a team.

Applications from Civil Servants/Former civil servants

20. It is possible that conflicts of interest could arise in relation to government policy, strategy, of the fair administration of public services and justice during the course of Consumer Council business. Civil servants and former civil servants are welcome to apply for the post of Board Member. However, they should be aware that a judgement will be made by the interviewing panel as to whether the nature of his/her employment could lead to a perceived or real split of loyalties of a sufficiently serious nature to render appointment as Board member an unmanageable conflict of interest.

21. 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. Individuals in this category, who wish to apply, should check their eligibility to do so with NICSHR Employee Relations. You can contact HRConnect using the contact details below:
E-mail: NICS@HRConnect.nigov.net or External Dial: 0800 1 300 400.
22. Candidates who are current employees of the Northern Ireland Civil Service are advised, should you be offered an appointment, you will be asked to confirm that you have obtained the necessary approval to undertake private work with another public sector body (including another Government Department) from NICSHR Employee Relations. Further information on this can be found in the **NICS HR Handbook, Section 6.01: Standards of Conduct, Sub Section 6: Private Occupations.**
23. Current and Former Civil Servants are advised to seek the required authorisation at the start of their application process.

Integrity & Conflicts of Interest

24. 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.**
25. 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

26. There are no statutory disqualifications relating to these appointments.
27. 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.
28. Individuals who have already served two terms as a Board Member are not eligible to apply for this role. Existing or past Board Members are eligible to apply for the Chairperson and or Deputy Chairperson post.

Section Three – Application Process

Application Form

29. The application form is designed to ensure applicants provide the necessary information to determine how they meet the competition requirements. You will be assessed against the criteria detailed at paragraph 19 You can use examples from your working life, including any voluntary or community work you are, or have been, engaged in or, if preferred, you can use examples from your personal life.
30. Braille, large print, and audio formats are available on request.

Data Protection

31. 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 | Department for the Economy \(economy-ni.gov.uk\)](https://www.economy-ni.gov.uk/privacy-notice-public-appointments)

Equal Opportunities Monitoring Form

32. 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.
33. You are therefore asked to complete the Equal Opportunities Monitoring Information section of the application form or [Click Here](#). 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 Administration Team and sent to the Northern Ireland Statistics and Research Agency for analysis and will be treated in strict confidence.

Application procedure

34. You can complete an online application by using the following link:-

<https://consultations.nidirect.gov.uk/dfe/application-consumer-council-ni-members>

35. Alternatively, you can request a hardcopy pack from the DfE Public Appointments Unit at pau@economy-ni.gov.uk or by telephoning Jean Mageean on 028 9052 9461 (Textrelay: 18001 028 9052 9461) or Neil Morrison on 028 9052 9212 (Textrelay: 18001 028 9052 9212)

36. Written applications should be posted to:-

Department for the Economy
Public Appointments Unit
First Floor
Adelaide House
39-49 Adelaide Street
Belfast
BT2 8FD

37. Should you require clarification on any particular aspect of the role please contact:

Mary McKeown, DfE, Consumer Affairs Branch
Telephone: 028 90253 949 or e-mail: mary.mckeown@economy-ni.gov.uk

38. To ensure equality of opportunity for all applicants:

- CVs, letters, or any other supplementary material in place of, or in addition to, completed application forms will not be accepted;
- There is a maximum word count of **400 words** per criterion. Anything over and above that will be redacted by the PAU Administration Team and not seen by the selection panel;
- Submitted application forms must be presented in **Arial format, Font 12**, and within the box provided;
- Applications will be automatically rejected if the box size is changed or the text is not in required format/font size. (Please note you can work in a different font size when drafting before submitting in Font 12); and
- Applications will not be examined until after the closing deadline.

Sift and Shortlisting

39. An anonymised sift and short-listing process will be employed (for each background type). The Selection Panel will use a Marking Frame (1-5) to determine how an applicant's skills, knowledge and experience meets each of the criteria. Applicants must achieve the agreed pass mark of 3 or above in each of the four criteria to be considered for interview. Applications which do not meet all of the selection criteria will be sifted out.
40. The Selection Panel reserves the right to apply a scoring system to further short-list for interview, based on the quality of evidence provided using aggregated marks.
41. If shortlisting is required, the Selection Panel has agreed that the initial pass mark to be invited for interview will be an overall score of **16** out of a possible score of **20**. Candidates must also have achieved the agreed pass mark of 3 or above out of the available 5 marks in all 4 criteria to be considered eligible for interview.
42. Should there be an insufficient pool of candidates achieving the required score of 16 the Selection Panel may consider reducing the required aggregated pass mark by one mark each time until a sufficient pool of candidates eligible for interview is in place.

Time Frame for Process

43. The closing date for receipt of all applications is **12.00 Noon (GMT) on Thursday 8 February 2024**.
44. Applications received by post 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 DfE on or before the deadline. **Late applications will not be accepted.**
45. **Your application will be acknowledged within 2 working days. If you have not received an acknowledgement within this timescale please contact the DfE Public Appointments Unit by phone on 028 90 529461 or 028 90 529212.**
46. All those sifted out or short-listed out will be provided with feedback on request based on the agreed panel's assessment of their application. If you wish to contest the decision not to short-list you for interview you should do so within 5 working days of the date issue of your regrets letter. Further details about the process will be provided in the letter.

47. Interviews will be held on **12, 13, 14, 26 March and 10 April 2024**. *Interviews will be carried out in line with any Covid regulations in place at that time.*
48. Those invited to interview are eligible for reimbursement of reasonable travelling expenses incurred within the UK and the ROI. All reasonable receipted dependant carer and/or child care expenses will also be reimbursed where applicable.

INTERVIEWS

Competence-Based Interviews

49. Competence-based interviewing tests candidates against the specific selection criteria for a particular appointment. The application form gives you an opportunity to provide examples relevant to the specific criteria. These, in turn, provide the interview panel with information and evidence about you, and a deeper understanding of your abilities.
50. The interview is a crucial part of the appointment process and thorough preparation is essential. You can prepare for the interview by:
- reading and thoroughly understanding the selection criteria;
 - reminding yourself of the examples you used in your application form and being prepared to expand on these at interview, if asked;
 - rehearsing how you might relate your experiences to the interview panel, emphasising your own role and responsibilities; and
 - not assuming that your qualities and experience will speak for themselves.

Guaranteed Interview Scheme (GIS)

51. 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 marks 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.

Pre-Appointment checks

52. 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.

Presentation of Results to a Minister

53. 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. In the event that there is still no DfE Minister in place during the selection process the Secretary of State has made it known that his preference is for a ranked list. Any incoming DfE Minister will be asked for his/her preference on the presentation of results.

Publicising Appointments

54. A press release will be published to announce the appointment. Upon appointment, a candidate will be required to complete a political activity form and provide a short biography for publication. The press release will include, the candidate's name, a short description of the body to which they have been appointed, a brief summary of the skills and knowledge the candidate brings to the role, the length of the appointment term and details of the candidate's response to the political activity questionnaire.

Complaints Procedure

55. If at any stage, you feel you have reason to complain you should refer to the Public Appointments Unit complaints procedure which is set out at:
[Department for the Economy - Public Appointments](#)

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’ which is included in the application pack. More detailed information can be found within the Northern Ireland Audit Office (NIAO) publication “Conflicts of Interest – a good practice guide” (dated 26 March 2015). This can be found under ‘recent publications’ on the NIAO website www.niauditoffice.gov.uk

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: 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.

2. 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?

3. 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.
4. 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?

5. 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?

6. 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?

7. 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.
8. 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?

9. 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?

10. 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?

11. 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.

12. In both cases, the issue should be discussed with the Chairperson 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.
13. 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.