

Appointment of Chair and Six Non-Executive Directors to the Strategic Investment Board (SIB)

Candidate Information Booklet



Completed Application Forms must be submitted to sibboardcompetition@executiveoffice-ni.gov.uk
no later than 12 noon (GMT) on Friday 6 November 2026

Candidate Information Booklet

This information booklet has been produced as a guide to help you provide the relevant information when completing the application form for the post of Chair or Non-Executive Directors of the Strategic Investment Board (SIB). These documents are only a memorandum and should not be taken as constituting conditions of appointment.

The qualities required and details of how to complete the application form are set out within this pack.

It is recommended that you read this information carefully before completing the application form.



Important

You are advised to download and keep a copy of this booklet for future reference - it will no longer be available online after the closing date.



Alternative Formats

This information booklet is designed to help you provide the relevant information when completing the application form. It can be requested in alternative formats by contacting sibboardcompetition@executiveoffice-ni.gov.uk

Privacy Notice

TEO is committed to protecting your privacy. We will process the personal data you provide us for the purpose of recruiting a Chair and Non-Executive Directors to the Strategic Investment Board in line with the CPANI Code of Practice for Ministerial Public Appointments in Northern Ireland.

For more information, please see our Privacy Notice at [Public Appointments Privacy Notice | The Executive Office](#)

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Foreword

The Executive Office is seeking to appoint a Chair and Six Non-Executive Directors of the Strategic Investment Board.

In the near future we hope to publish the new Investment Strategy for NI. The strategy has been developed for the Executive by SIB and sets out the vision and strategic objectives for infrastructure here over the next three decades, alongside an Infrastructure Investment Plan for the next ten years.

The draft vision is that “Our infrastructure supports healthy, productive and fulfilling lives, sustainable economic development and protects the environment.” This vision is supported by three draft strategic objectives:

- Thriving Communities and Places (People)
- A Clean, Secure and Sustainable Environment (Planet), and;
- A Competitive and Connected Economy (Prosperity)

The ten-year Investment Plan seeks to reflect the following principles:

- Delivery of our previous commitments.
- Stabilising services and infrastructure to meet demand while maintaining our existing assets.
- Transform to achieve our long-term investment goals.

The Investment Plan aims to invest approximately £30 billion in key strategic projects and programmes over the next decade. Investment will be delivered across ten infrastructure sectors including health, education, roads, water and wastewater and public transport. An accompanying Enabling Action Plan seeks to tackle some of the underlying causes of issues in infrastructure projects.

We expect SIB to play a leading role in ensuring that we successfully deliver the ambition set out in the Strategy. SIB will be monitoring progress, troubleshooting issues, addressing the root causes of delays and cost overruns, and providing specialist support on individual infrastructure projects.

We are seeking to appoint a Chair and Board with the expertise, drive and vision required to meet this challenge. This will involve refocusing SIB as an organisation on strategic priorities, with the structures and skills to deliver both now, and in the future. It is a fantastic opportunity for the right individuals to make a real and lasting difference to our infrastructure landscape and positively impact the lives of citizens right across the region.

Michelle O'Neill MLA
FIRST MINISTER

Emma Little-Pengelly MLA
DEPUTY FIRST MINISTER

SECTION 01

Introduction

Introduction

The Strategic Investment Board (SIB)

SIB is an arm's length body under the sponsorship of The Executive Office (TEO) established under powers contained in the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003 with a remit to advise the Executive on the formulation and implementation of its programme of major investment projects and to support the wider public sector in delivering such projects. As such, SIB has a key role in shaping the future infrastructure of NI. The SIB Chair and Non-Executive Director positions provide a significant opportunity for individuals to make a tangible, positive difference to the future of NI and the wellbeing of its citizens.

SIB aims to deliver the Investment Strategy (ISNI) which looks out to 2050 and beyond. It sets out a vision and strategic priorities for the next three decades, alongside an infrastructure delivery plan for the next ten years. SIB aims to invest some £30 billion in key strategic projects and programmes across the decade, including £26 billion of public funding.

The Chair is accountable to the First Minister and deputy First Minister, through senior officials in TEO. You can find out more about SIB on the [SIB website](#).

The Executive Office

The First Minister and the deputy First Minister hold joint office within TEO. The purpose of TEO is to support the Executive, and to secure wellbeing for all through improved relations, outcomes and governance.

The Strategic Investment Board is an arm's length body under the sponsorship of The Executive Office and the Board is appointed by the First Minister and deputy First Minister acting jointly.

Appointments to the Board are regulated by the Commissioner for Public Appointments Northern Ireland (CPANI) and this competition may be examined by CPANI for compliance with its Code of Practice.

The NI Executive has introduced targets for the equal representation of men and women on public boards. TEO periodically hosts a series of free, half-day workshops that aim to explain the Public Appointment process.

Further information on these workshops, can be found at: <https://www.publicappointmentsni.org/workshops>. If you are unable to attend a workshop, the CPANI website hosts useful public appointment information.

SECTION 02

Role Description

Role Description – Chair

TEO is seeking a transformational leader with a successful track record: a Chair who can set the vision for the future of SIB, aligned to Ministerial priorities, with the drive and ability to realise the vision and bring the Board and wider organisation along with them. A keen understanding of the infrastructure landscape, the challenges and opportunities facing NI today, is essential, as well as the ability to develop and maintain insight into possible future trends.

The ability to balance aspiration with realism, taking into account the economic and political context, will be critical. Innovative thinking at the top of the organisation will be needed to improve delivery of infrastructure projects and derive maximum impact from the resources available. A Chair, who can also foster a culture of delivery and innovation across the organisation and the wider public sector, would be a significant asset.

In addition, the Chair must have a good grounding in the strategic leadership, finance, governance, and risk management skills necessary to discharge the routine operation of the Board.

The Chair leads the Board and must work effectively with the CEO and executive team and ensure that the relationship with the sponsor department is working well. The Chair will also engage with senior officials and Ministers and will need to establish effective relationships with a wide range of stakeholders.

In this context, the main responsibilities and duties of the Chair will include:

- Leading the Board to develop SIB's vision and strategy;
- Ensuring that SIB is equipped to deliver on its strategy;
- Ensuring that the Board, in reaching decisions, takes proper account of guidance provided by the First Minister and deputy First Minister or TEO;
- Representing SIB at meetings, conferences etc. both at home and abroad, and ensuring effective communication and relationships with stakeholders;
- Championing innovation and improvement in the wider public sector;
- Implementing the recommendations in the SIB Review Action Plan;
- Promoting the efficient, economic and effective use of staff and other resources;

- Encouraging and delivering high standards of regularity, propriety and governance;
- Facilitating constructive board relations and the effective contribution of all non-executive directors;
- Commitment to the principles and values of public service as set out at Annex B;

Role Description – Non-Executive Director

Members of the Board have corporate responsibility for ensuring that SIB fulfils the aims and objectives set by TEO and approved by the First Minister and deputy First Minister. Non-Executive Directors (NEDs) will support the Chair in developing the vision for the future of SIB, developing buy in across the organisation, and ensuring it is implemented effectively.

TEO is seeking strategic thinkers, with a proven track record of successful long-term planning, engaging with stakeholders, and building consensus, taking account of a changing landscape and political context. This will be critical to successfully progressing the recommendations in the SIB Action Plan. A good grounding in finance, governance, and risk management skills will be necessary to discharge the functions of the Board, providing oversight of SIB's activity and assurance to TEO. The Board will consider, amongst other things, SIB's Corporate Business Plan and performance targets.

The Board oversees performance and strategic direction and is also responsible for ensuring the highest standards of corporate governance, efficiency and propriety in the use of public funds, including compliance with statutory and administrative requirements.

In addition, individuals will need to have expertise in an area relevant to SIB's broad range of operations. This is essential to enable the Board collectively to identify opportunities, innovations and risks in specific sectors, and to provide effective challenge to the executive team.

Particular responsibilities and duties of the Board will include:

- Contributing to the Board's strategy and setting the direction for the organisation in a highly complex and sensitive environment;
- Developing the vision for the future of SIB, and overseeing the implementation of the SIB review recommendations;
- Ensuring that, in reaching decisions, proper account is taken of guidance provided by the First Minister and deputy First Minister or TEO;
- Ensuring that SIB manages resources in line with standards of regularity, propriety and value for money, and maintaining high standards of corporate governance; and
- Commitment to the principles and values of public service as set out at Annex B.
- Contributing to the delivery and implementation of strategy, including related governance and oversight.

Time Commitment

The Chair and Non-Executive Director posts are part-time, with a commitment of approximately 4 days per month for the Chair and 1- 2 days per month for NEDs.

The time involves a mix of formal board meetings as detailed below, reviewing papers, engaging with stakeholders and representing SIB at events.

While Board meetings are generally held during normal working hours, there is some flexibility to accommodate Board Members' other commitments. Much of the work outside formal meetings can be undertaken at any time.

Remuneration

The remuneration for the Chair is £30,000 per annum.

The remuneration for the Non-Executive Directors is £11,110 per annum.

Following appointment, travel and subsistence expenses are payable at NICS rates.

Income tax and national insurance apply to all remuneration and expenses. For the avoidance of doubt, and in line with normal employment conditions, commuting travel to and from the office is not paid.

These posts are non-pensionable.

Location

The SIB office is located within Belfast City Centre.

Period of Appointment

The appointment is offered on the basis of a single, three-year term, and the successful applicants will be expected to take up the appointment in Spring 2027 or shortly thereafter (if possible).

Successful applicants may be eligible for reappointment for a second term, subject to performance. Reappointment is not automatic.

Training

Successful applicants will be required to attend appropriate induction training as necessary. The Chair will be supported with additional development needs or training as appropriate.

Code of Conduct

To ensure that public service values remain at the heart of SIB, members of the Board are required to subscribe to SIB's Code of Conduct for Non-Executive Directors: <https://sibni.org/app/uploads/2020/09/Board-Code-of-Conduct.pdf>

Board Meetings

Board meetings are ordinarily held 10 times per year, usually in person at SIB's offices. Attendance via video call may be possible on occasion, with the agreement of the Chair. Non-Executive Directors will attend one day's board training per year. In addition, all Non-Executive Directors will be expected to ensure the visibility of SIB by attending events/conferences relevant to SIB's work. This may involve attendance outside normal working hours. By applying for the post, it is assumed that you can meet this time

commitment. This topic will be further discussed at interview for shortlisted candidates.

Performance Assessments

The performance of the Chair will be subject to ongoing performance appraisal with a formal assessment being completed by the TEO Accounting Officer.

The performance of the Non-Executive Directors will be subject to ongoing performance appraisal, with a formal assessment being completed by the Chair of the Board at the end of each year (and prior to any reappointment taking place).

Non-Executive Directors will be made aware that they are being appraised, the standards against which they will be appraised, and will have an opportunity to contribute to and view their report.

Previous Appointments to SIB (the Two Terms Rule)

Under the CPANI Code of Practice, applicants who have served two terms as Chair/Non-Executive Director are not eligible to apply for a third term for that same position. Any previous time served on the Board will be taken into account. If you are unsure if this applies to you, please contact sibboardcompetition@executiveoffice-ni.gov.uk

Further Information

Any applicant seeking additional information about the Strategic Investment Board posts should contact:
sibboardcompetition@executiveoffice-ni.gov.uk

ni.gov.uk

Integrity and Conflicts of Interest

TEO must ensure that any appointed individual is committed to the principles and values of public service. These principles are: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership. Further information on these principles can be found at Annex B.

Any private or personal interests that a potential appointee may have and that may be relevant to the work of SIB must be declared publicly and to the Board.

SECTION 03

Person Specification

Person Specification

Applications are welcome from a wide range of people who have an interest in public service and the work of SIB.

TEO wishes to recognise those from less traditional career paths, and those with experiences such as community involvement or voluntary work, as well as those individuals with experience found within the business community, the third sector and wider public sector.

The person specification addresses the qualities, experience, background, and competences sought. A criteria-based selection process is employed. This process requires you to provide tangible evidence which demonstrates that you can meet the requirements. For that reason, CVs will not be accepted. **No specific academic qualifications are required for these appointments.**

Applicants will be expected to demonstrate in their application form and – if shortlisted – at interview specific examples that show they are able to satisfy the criteria and have the skills, experience and knowledge required.

It is not sufficient to simply list your duties and responsibilities. The Panel will not make assumptions from the title of your post or the nature of the organisation as to the skills and experience gained. The onus is on you to provide sufficiently detailed examples to demonstrate that you have the experience of putting into use the competences that are needed for the post.

Examples of the type of evidence the selection panel will be looking for are listed below each criterion. You do not need to describe activities

which meet each one of these bullet points. The examples are not exhaustive.

All applicants must satisfy each of the two essential criteria (A1 and A2).

In addition:

Applicants who wish to be considered for the position of Non-Executive Director must select one of the specialist criteria (B1, B2, B3, B4 or B5) and satisfy their chosen criterion.

Applicants who wish to be considered for the position of Chair must satisfy the essential criteria for Chair (C1, and C2).

Applicants may apply for either or both positions.

If you are applying for both positions you need only to complete one form in which you must select one of the specialist criteria (B1, B2, B3, B4 or B5) and the essential criteria for the Chair (C1 and C2).

Essential Criteria for All Applicants

Criterion A1

Thinking Strategically

Please demonstrate your ability, by way of practical example(s) of how you have successfully led and influenced the strategic direction of an organisation, helped ensure that it took full account of a complex and changing environment, and built commitment and consensus on the way forward.

For example:

- *Carrying out high level, long term strategic planning;*
- *Anticipating future consequences and trends accurately;*
- *Having broad knowledge and perspective, seeing potential future scenarios that will impact on the organisation, including global trends and influences;*
- *Understanding political landscape and experience in garnering and fostering cross-party political support for sensitive projects;*
- *Demonstrating an understanding of the principles of negotiation–tactics/techniques/outcomes;*
- *Ability to build and maintain complex relationships and collaborate to achieve outcomes;*
- *Using past experience and expertise to identify key underlying issues;*
- *Direct experience of developing a corporate or strategic plan for an organisation;*
- *Assessing or advising on strategic funding models; and*
- *Evidence of achievement and results.*

Criterion A2

Governance, Risk Management and Finance

Please demonstrate your ability, by way of a practical example, of how you personally have applied effective corporate governance and risk management principles, including oversight of finance, to ensure the proper accountability of an organisation.

For example:

- *Commitment to principles of good governance;*
- *Ensuring effective governance and internal control systems are in place to support the achievement of policies, aims and objectives;*
- *Ensuring governance requirements are clearly communicated and understood throughout the organisation;*
- *Identifying, evaluating, and managing risks which may have an adverse effect on an organisation's ability to achieve its objectives;*
- *Operating within accountability mechanisms directly or in a partner organisation;*
- *Ability to understand and assess financial and budgetary information, ensuring compliance and value for money.*

Specialist Criteria for Non-Executive Directors

Criterion B1

Finance

Please demonstrate, by way of a practical example, how you personally have effectively analysed high level financial information and economic trends to make a major strategic decision, and demonstrated effective judgement of value for money.

For example:

- *High level of financial literacy;*
- *Knowledge of current financial reporting standards;*
- *Analysing financial statements and/or business plans;*
- *Interpreting data, identifying key issues and trends;*
- *Make timely financial decisions based on analysis, wisdom, projections and judgement;*
- *Evaluating complex business cases to ensure value for money, robustly challenging information to ensure it is complete and accurate;*
- *Assessing investment opportunities, taking account of financial risk and reward, the organisation's requirements and risk appetite.*

Criterion B2

Strategic Planning

Please demonstrate, by way of practical example, how you have shown effective board level leadership, analysis of priorities, risks and opportunities to inform corporate planning in the context of major capital investment, within the past 5 years.

For example:

- *Direct experience of contributing to the development of a corporate or strategic plan for a significant programme or project;*
- *Carrying out high level, long term strategic planning;*
- *Monitoring the effectiveness of the plan and ensuring the strategy remained fit for purpose over its lifespan;*
- *Taking account of different views and opinions and securing buy-in to the plan;*
- *Considering the wider context;*
- *Ensuring that the plan delivered the corporate vision;*
- *Evidence of achievement and results.*

Criterion B3

Delivery of Major Capital Programmes

Please demonstrate your experience within the *past 5 years*, by way of a practical example, of how you have shown a successful, ambitious Board level leadership contribution to the formation and delivery of capital investment with high impact outcomes.

For example:

- *Demonstrable knowledge of up-to-date programme management approaches;*
- *Direct experience of leading or contributing to the delivery of a major capital programme;*
- *Monitoring progress against plans and taking corrective action to address issues;*
- *Understanding of key factors which can lead to delay and cost overrun;*
- *Evidence of action to address such factors;*
- *Developing partnerships and making alliances to achieve outcomes;*
- *Development of plans or strategies within an organisation to meet wider societal challenges;*
- *Awareness of the wider economic and social benefits, opportunities and risks associated with a programme;*
- *Putting in place mechanisms to monitor benefits and sustainable outcomes;*
- *Evidence of achievement and results.*

Criterion B4

Economic and Commercial Insight

Please demonstrate a thorough and current understanding of broad economic principles across a range of sectors such as construction, industry, commerce, technology; and experience of successfully delivering outcomes in a commercial environment

For example:

- *Experience of unlocking economic potential for local and national benefit;*
- *Assessing the sustainability, affordability, and viability of proposals;*
- *Experience of commercial negotiation and a track record of successful outcomes;*
- *Ability to assess long-term financial sustainability of potential projects;*
- *Understanding of financial models and experience of securing investment from private and public sectors;*
- *Understanding of current economic conditions, potential future trends and associated risks and opportunities;*
- *Evidence of successful outcomes.*

Criterion B5

Technology and Digitisation

Please demonstrate an excellent and up-to-date understanding of the technology sector and current trends, and experience of realising opportunities to deliver strategic improvement through the effective use of technology or digitisation of services, including artificial intelligence.

For example:

- *Understanding of the regional and national technology sector;*
- *Awareness of current trends and associated risks and opportunities;*
- *Knowledge of recent developments in AI and its practical application;*
- *Establishing networks across industry, government and academia;*
- *Identifying opportunities to develop or deploy innovative approaches;*
- *Experience of successful commercialisation of science and technology innovations;*
- *Implementing technology or digital based solutions to improve service effectiveness or efficiency;*

- *Evidence of successful outcomes.*

Essential Criteria for SIB Chair

Criterion C1

Transformative Leadership

Please demonstrate, by way of practical example(s), that you have a track record of successfully leading transformation of an organisation to ensure it has the capabilities to meet new challenges.

For example:

- *Assessing and understanding future challenges and demands;*
- *Establishing the skills and capabilities needed for the future;*
- *Championing innovative thinking;*
- *Securing buy-in within the organisation and from stakeholders;*
- *Responding to emerging requirements with agility;*
- *Setting a clear direction and articulating the vision;*
- *Implementing a defined corporate vision;*
- *Effectively employing and monitoring corporate business strategies;*
- *Evidence of achievement and results.*

Criterion C2

Strategic Infrastructure Expertise

Please demonstrate, by way of practical example(s), your experience within the past 5 years of effectively assessing the future strategic infrastructure needs of an organisation, region, or local area, and developing recommendations or plans to address these needs over the short, medium and long term.

For example:

- *Understanding the current infrastructure landscape and wider context;*
- *Analysis of evidence and data to inform thinking;*
- *Awareness of current trends and possible future developments in relevant infrastructure and underlying demand;*
- *Consideration of demographic change and impact on needs;*
- *Consideration of interdependencies in a complex infrastructure ecosystem;*
- *Taking into account the economic and political context;*
- *Balancing aspiration with realism;*
- *Engagement with public and private sector stakeholders;*
- *Understanding of customer/business/citizen needs and expectations;*
- *Formulating clear recommendations or plans based on evidence;*
- *Evidence of successful outcomes.*

Shortlisting Criteria

Following the closing date for applications, an anonymized sift and shortlisting process will be carried out. The sift process will be undertaken on behalf of TEO by a panel made up of three Independent Assessors.

The Selection Panel will use a Marking Frame (1-5) to determine how an applicant's skills, knowledge and experience meet each of the criteria.

Only those candidates who have a total mark equal to or higher than the agreed cut-off will proceed to the interview stage. Should the number of candidates achieving the agreed cut-off mark be deemed by the Interview Panel to be insufficient, the Interview Panel may agree to lower the cut-off by increments until an adequate pool of candidates for interview is obtained.

If a high number of applications are received the panel reserves the right to apply a rating system to further shortlist applicants for interview so that top scoring candidates can progress to interview.

Note that shortlisting will be considered separately for Chair and NED roles. Where a candidate has applied for both roles, a separate score will be calculated for each.

SECTION 04

Selection Process

Selection Process

The selection process will include an anonymised sift against the essential criteria which is followed by shortlisting, if necessary. For those successful at that stage there will be an assessment stage consisting of a competence-based interview.

Applicants will be kept informed of their progress throughout the competition.

The First Minister and deputy First Minister may elect to meet with appointable candidates prior to making a final decision on appointments. The process is set out in more detail below.

Process Overview

Stage 1

Formal Screening of Applications

All applications received by the closing date will be screened to check that they have been fully completed. Only those whose applications that are completed fully will proceed to the next stage. Application forms will not be screened until after the closing date, so the onus is on the applicant to ensure that they submit all the required information.

Stage 2

Sift of Application Forms

Following stage 1, the Sifting Panel will review anonymised application forms against the selection criteria.

The Sifting Panel will use a marking frame to assess each applicant against the criteria. The panel will award a score based on the evidence the candidate supplies on the application form. Only those applicants assessed as meeting the minimum standard for all of the applicable criteria will be eligible to proceed to the next stage of the selection process.

If a high number of applications are received the panel reserves the right to apply a rating system to further shortlist applicants so that top scoring candidates can progress to interview.

Stage 3

Interview

Interviews are expected to take place between December 2026 – January 2027 commencing in Belfast.

The selection panel members are:

Jayne Brady Head of Civil Service, Joe O'Neill, Chief Executive Officer Belfast Harbour and Dr. Audrey McKeown, CPANI Independent Assessor

Candidates should make themselves available during this time. This assessment stage will consist of an interview.

The panel will focus on testing the candidate's experience, skills and knowledge against each of the criteria.

Interview guidance can be found at **Annex A**.

Candidates will also be asked to confirm their commitment to the Principles of Public Life (**Annex B**). Any real, perceived or potential conflicts of interest (**Annex B**) which may impair their ability to carry out the role on the SIB Board with integrity and objectivity will be explored.

CPANI Independent Assessor

An independent assessor, appointed by the Commissioner for Public Appointments for Northern Ireland (CPANI), will sit on the selection panel to provide independent oversight and assurance of the appointment process.

Scoring

Each candidate will be required to reach a minimum pass mark from the selection panel. Only those candidates who meet the minimum mark at interview will be put

forward to the First Minister and deputy First Minister for consideration.

Stage 4

First Minister and deputy First Minister Selection

Ministerial choice is a key element of public appointment policy, and the First Minister and deputy First Minister have requested that they be presented with an unranked (alphabetical) list of candidates from which to make appointments.

A 'candidate summary', agreed by the panel and presented in an unranked order, will provide Ministers with an objective analysis of each candidate's skills and experience, based on the information provided by each candidate during the appointment process and the panel's assessment of that candidate.

The First Minister and deputy First Minister may elect to meet with the candidates deemed suitable for appointment prior to making the appointment decision.

Pre-appointment checks will be carried out as detailed below.

Stage 5

Appointment

A press release will be published to announce the appointments made. Consequently, should a candidate be appointed, they will be required to complete a political activity form and approve a short biography for publication. The biography will be based on information provided by the candidate throughout the competition process.

The Press Release will include the successful candidates' names; a short description of SIB; a brief summary of the

skills and knowledge candidates bring to the role, by way of a short and concise biography; the length of the appointment term; details of all other ministerial appointments held and any related remuneration received; and details of the candidates response to the political activity question.

Reserve List

A reserve list to cover any unforeseen vacancy that may arise within 12 months of the date of the decision to appoint may be retained.

Pre-appointments Checks

Tenure of Office

The SIB Board appointments are based on a single, 3-year term, with possibility of reappointment for a second term, subject to performance. Reappointment is not automatic. A check will be applied to ensure that an applicant has not previously held the same role as applied for with SIB. This check will be conducted prior to the sift.

Appointments Held

Prior to interview, 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 here. You should therefore be aware that it will be necessary to share information between Departments. Any potential issues identified can be raised at interview, at which point, candidates will have a right of reply. The recorded performance and attendance in other public appointment roles will not form part of the candidate assessment by the panel but may be taken into account in selecting candidates for appointment.

Probity and Conflicts of Interest

The Department must ensure that the individuals they appoint are committed to

the principles and values of public service. These principles are **Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership**. Further information is available at www.public-standards.gov.uk.

Departments must 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.

At interview, the selection panel will determine whether you are aware of the standards of behaviour required of public appointees and can demonstrate your understanding of the issue. You will also be asked to declare whether you are involved, or have been involved, in activities that could call into question your reputation and/or damage the reputation of the body to which you are applying. The selection panel will fully consider your answers and, if necessary, question further or challenge.

Conflicts of interest may not be a barrier to appointment but both real and perceived conflicts must be discussed with all candidates by the selection panel. Please refer to **Annex B** for further information on this subject.

The following checks will be carried out for those successful at interview:

Company directors' disqualification and bankruptcy and insolvency checks

As an advocate of the Nolan Principles, it is deemed to be important that the postholder is beyond reproach. A company directors' disqualification check and a bankruptcy and insolvency check will be conducted.

Individuals who are disqualified under the Company Directors Disqualification Act 1986, who are undischarged bankrupt or who are the

subjects of a bankruptcy restrictions order are not eligible for consideration.

Legal entitlement to work in the UK

The Department needs to ensure that anyone considered for appointment is not subject to immigration control. Candidates being considered for appointment would need to provide documentation to this effect e.g. passport, share code or other to confirm legal right to work in the UK.

Civil Servants – Rules on the acceptance of outside business appointments

Serving or former civil servants are not debarred from applying for public appointments. However, serving civil servants will require their Department's approval and former civil servants may require the approval of their last Department (depending on their grade and whether they left within the last two years) before taking up an appointment. Applicants should refer to the NICS HR policy 6.01 Standards of Conduct.

Access NI Basic Disclosure Check

This check will be activated for the successful applicant(s) only.

We will organise a Criminal Record Check to be carried out by Access NI through Experian. We will provide your details to Experian who will undertake this check.

Double Paying

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 are not a duplication of salaried employment (unless allowed under the terms and conditions of employment).

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

Other Public Appointments

SIB Non-Executive Directors may hold other public appointments, subject to any conflicts of interest and the ability to meet the time commitment. Appointees must also inform TEO in advance of taking up any new appointments which may impinge on the duties with SIB.

Disqualification – Other

Under the terms of the House of Commons Disqualification Act 1975 and the Scottish Parliament (Disqualification) Order 2020, existing MPs and MSPs cease to hold their elected office if they take up an appointment as a member of the SIB Board.

If an individual holding a public appointment decides to stand for election as an MP or MSP, they must immediately notify the Department of their intentions. If they have not resigned their public appointment before submitting their nomination as a candidate, and are subsequently elected as an MP, their election will be void.

SECTION 05

How To Apply

How to Apply

The competition to fill the SIB Chair and Non-Executive Director roles is being administered by TEO.

Hard copy and alternative formats of the application form (Braille, Large Print, etc.) can be requested by contacting sibboardcompetoin@executiveoffice-ni.gov.uk. Reasonable adjustments will be made to accommodate the needs of applicants/ candidates with a disability.

To ensure equality of opportunity for all applicants:

- Only completed application forms will be accepted.
- The space available on the application form is the same for all applicants and must not be altered; we will not accept CVs, letters, additional pages or any other supplementary material in place of, or in addition to, completed application forms; and applicants must complete the application form in either Arial font size 12, or legible writing using black ink.
- Applicants are limited to a maximum of 3,700 characters per criterion.
- All applications must be made on the form provided. Hard copy or electronic versions are acceptable.

Further information about public appointments, including how to complete an application form, can be found at www.nidirect.gov.uk/public-appointments

We recommend applicants to read the '[Public Appointments Guide](#)' which provides an overview of public appointments here and helpful information for those wishing to apply.

Completed hard copy application forms can be returned by post or hand delivered to the address below:

SIB Board Competition
The Executive Office
Room E5.13
Castle Buildings
Stormont Estate
Belfast
BT4 3SR

Completed application forms must be submitted before the closing date of 12 noon (UK time) on Friday 6 November 2026. You will receive an acknowledgement following receipt of your application. Late applications will only be accepted in exceptional circumstances. You should retain a copy of this booklet for your reference in the event that you are invited for interview.

Please be aware that the Department may decide to extend the closing date for this competition. If this is the case, all applicants who have submitted an application by the original closing date/time will be informed.

Equal Opportunities Monitoring

The NICS is committed to ensuring that all eligible persons have equal opportunity for public appointments on the basis of their ability and aptitude for the role. Monitoring is carried out to help us ensure that our processes and procedures promote equality of opportunity as far as possible. The completion and returning of the Equal Opportunities Monitoring form is voluntary and non-return will not have an effect on the application or selection process. However, your help in completing and returning the monitoring form as part of your application would be appreciated. Please note the information you provide in the monitoring form will be detached from the information on the application form, held separately, and will not be available to selection panels or to anyone else involved in the selection process. The information will be used for statistical purposes only and analysed independently by staff in the Northern Ireland Statistics and Research Agency (NISRA) in the strictest confidence.

Equal Opportunities Commitment

TEO is committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. TEO is committed to providing equality of opportunity and welcomes applications regardless of gender, age, marital status, disability, religion, ethnic origin, political opinion, sexual orientation or whether or not you have dependents.

Guaranteed Interview Scheme

We are operating the principles of the Guaranteed Interview Scheme for applicants with a disability.

The aim of the Guaranteed Interview Scheme is to provide applicants with a disability the opportunity to demonstrate their abilities beyond the initial application stage.

Applicants with a disability who meet all of the essential 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. To be eligible for the Guaranteed Interview Scheme, you must be considered as disabled under the Disability Discrimination Act 1995 which 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 and long-term adverse effect on their ability to carry out normal day-to-day activities (**Annex C**). If you qualify and wish to apply for the Guaranteed Interview Scheme, please complete the appropriate section of the application form. This section of the application form will not be provided to the selection panel.

Accessibility Requirements

Please contact sibboardcompetition@executiveoffice-ni.gov.uk if you require any reasonable adjustments, due to disability, to enable you to attend the interview.

Any information provided will be used for this purpose only and will not form any part of the selection process.

If you are subsequently successful in the selection process and are being considered for appointment, you may be required to outline any adjustments you consider necessary in order for you to take up an appointment. If you wish to discuss your disability requirements further, please contact bct@executiveoffice-ni.gov.uk.

Requests for Rescheduling of Interviews

Changes to interview dates/times within the assessment period may be possible in exceptional circumstances. However, it may not be possible to reschedule new dates outside of the assessment period.

Feedback

The Department is committed to ensuring that the processes used to recruit public appointments are fair and in accordance with the principles of the CPANI Code of Practice.

The Department is also committed to providing feedback in respect of decisions taken in determining eligibility/shortlisting as well as at interview. Feedback in respect of eligibility/shortlisting at sift will be communicated automatically to those candidates who fail to satisfy any criteria. Further requests for feedback and request for feedback post interview must be requested by candidates in writing.

Changes in Contact Details

Please ensure you inform sibboardcompetition-ni.gov.uk immediately of any changes in personal circumstances, such as name, address, email address or telephone number.

Complaints or Queries

This is a CPANI regulated competition and will be run in accordance with the principles and practices of the CPANI Code.

Should you wish to make a complaint or raise a query about any stage of this process, you should first direct your concerns to:

Room E5.13
Castle Buildings
Stormont Estate
Belfast
BT4 3SR

If after receiving a response you are still concerned, you can send your complaint, in writing to:

Andy McCaw

Head of Counter Fraud, Raising Concerns & Complaints Branch

The Executive Office,
5th Floor,
Castle Buildings,
Belfast
BT4 3SR

Email: andy.mccaw@executiveoffice-ni.gov.uk

If you remain dissatisfied, you may then write to:

The Commissioner for Public Appointments, NI (CPANI),
E5:08 Castle Buildings,
Stormont Estate,
Upper Newtownards Road, Belfast, BT4 3SQ
Email: info@publicappointmentsni.org

Annex A

Guidance for Application Form and Interview

Guidance for Application Form and Interview

If this is your first experience of a criteria-based selection process, bear in mind that it **does not** require you to:

- Talk through previous jobs or appointments from start to finish;
- Provide generalised information as to your background and experience;

or

- Provide information that is not specifically relevant to the criterion the question is designed to test.

A Criteria-based process **does** however require you to:

- Focus exclusively, in your responses, on your ability to fulfil the criteria required for effective performance in the role; and
- Provide specific examples of your experience in relation to the required criteria areas.

When completing your application and in preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:

Situation:

- Briefly outline the situation

Task:

- What was your objective?
- What were you trying to achieve?

Action:

- What did you actually do?
- What was your unique contribution?

Result:

- What happened?
- What was the outcome?
- What did you learn?

The Panel will ask you to provide specific examples from your past experience in relation to each of the criteria. You should therefore come to the interview prepared to discuss in detail a range of examples which illustrate your skills and abilities in each criterion area. You may draw examples from any area of your work/life experiences.

You are strongly advised to read the '[Public Appointments Guide](#)' when preparing for interview.

Annex B

Probity and Conflicts of Interest – Guidance for Candidates

Probity and Conflicts of Interest –

Guidance for Candidates

Standards of Behaviour

Ministers expect that the conduct of those they appoint to serve in public office 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.

- **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.

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 that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of an office holder 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 an office holder acted impartially may be no defense 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 and how this might be handled, if you were to be appointed.

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 Office 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 members' circumstances may change, for example, they may change jobs and in doing so, a conflict with their work 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 Sponsoring Department to decide whether or not the member can continue to carry out their role in an appropriate manner. Each case will be considered individually.

It may be that the conflict is such that it would be impractical for the member to continue in their role.

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

The Northern Ireland Audit Office (NIAO) has produced a good practice guide to conflicts of interest. This can be found on the [NIAO website](#).

Annex C

Equality, Diversity and Inclusion

Equality, Diversity and Inclusion

The Northern Ireland Civil Service (NICS) is committed to ensuring that all eligible persons have equal opportunity for public appointments on the basis of their ability and aptitude for the role. Monitoring is carried out to help us ensure that our processes and procedures promote equality of opportunity as far as possible.

This section provides an explanation of the definition of disability.

Disability

The Disability Discrimination Act 1995 (the DDA) provides protection for disabled persons against discrimination on the grounds of disability.

The DDA defines disability as a “physical or mental impairment, which has a substantial and long-term adverse effect on a person’s ability to carry out normal day-to-day activities.”

This definition is interpreted as follows: -

Physical Impairment

This includes, for instance, a weakening of part of the body (eyes, ears, limbs, internal organs etc) caused through illness, by accident or from birth. Examples would be blindness, deafness, paralysis of a leg or heart disease.

Mental Impairment

This includes mental ill health and what is commonly known as learning disability, and social functioning.

Substantial

Put simply, this means the effect of the physical or mental impairment on ability to carry out normal day-to-day activities is more than minor or trivial. It does not have to have a severe effect.

Long-term adverse effect

The effect has to have lasted or be likely to last overall for at least 12 months, and the effect must be a detrimental one. A person with a life expectancy of less than 12 months is of course covered, if the effect is likely to last for the whole of that time.

A normal day-to-day activity

This is something which is carried out by most people on a fairly regular and frequent basis such as washing, eating, catching a bus or turning on a television. It does not mean something so individual as playing a musical instrument to a professional standard or doing everything involved in a particular job.

What sort of effect must there be? The person must be affected in at least one of the respects listed in the DDA: mobility; manual dexterity; physical coordination; continence; ability to lift, carry or otherwise move everyday objects; speech; hearing or eyesight; memory or ability to concentrate, learn or understand; ability to take part in normal social interaction and form social relationships; or perception of risk of physical danger.

What happens if the effects are reduced by medication or other treatment?

Broadly speaking, the effects that matter are those that would be present if there was no medication or treatment taking place.

The exception is people who wear spectacles or contact lenses when what matters is the effect that remains while the spectacles or contact lenses are being used.

Are there any types of condition covered by special provisions in the DDA?

Yes, because some people with particular conditions might not otherwise be counted as disabled. These are provisions covering:

Recurring or fluctuating conditions such as arthritis, where the effects can sometimes be less than substantial, which are treated as continuing to have a substantial adverse effect so long as that effect is likely to recur;

Conditions which progressively deteriorate, such as motor neuron disease, which counts as having a substantial effect from the first time they have any effect at all on ability to carry out normal day to day activities even if it is not substantial, so long as there is eventually likely to be a substantial adverse effect; and

People with cancer, HIV, or multiple sclerosis are deemed to be disabled people from the point of diagnosis, regardless of whether or not they have any symptoms.

Are any conditions not covered?

Yes, the following conditions specifically do not count as impairments:

- Addiction to or dependency on alcohol, nicotine or any other substance (unless resulting from the substance being medically prescribed);
- Seasonal allergic rhinitis (e.g. hay fever) unless it aggravates the effect of another condition;
- Tendency to set fires, or steal, or physically or sexually abuse other persons;
- Exhibitionism and voyeurism;
- Severe disfigurements consisting of tattoos, non-medical body piercing or attachments to such piercing are not treated as having substantial adverse effects.

What if someone has recovered from a disability?

Much of the DDA also applies to people who have had a disability in the past (for example, someone who was disabled by mental ill health) but have now fully recovered. People who were registered disabled under the Disabled Persons (Employment) Act (NI) 1945 both on 12 January 1995 and 2 December 1996 will be regarded as having had a disability in the past if they do not in any case fall within the definition of the DDA.

Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons with a disability and persons without.

As with other forms of personal data, the obtaining, use, storage and disclosure of monitoring information is covered by the Data

Protection Act 1998 (DPA). Access to this data is restricted and misuse of monitoring information is viewed as a disciplinary offence.



The
Executive Office
www.executiveoffice-ni.gov.uk