



Department of  
**Justice**

An Roinn Dlí agus Cirt

Máinnystrie O tha Laa

[www.justice-ni.gov.uk](http://www.justice-ni.gov.uk)

## CANDIDATE INFORMATION PACK

# APPOINTMENT TO THE NORTHERN IRELAND POLICING BOARD 2024

## INDEPENDENT BOARD MEMBERS

This Candidate Information Pack has been produced as a guide to help you provide the relevant information when completing an application form for an Independent Member of the Northern Ireland Policing Board. 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.

An e-version of the application form may be obtained from the public appointments section on the Department of Justice's website at: [NIPB-board members | Department of Justice \(justice-ni.gov.uk\)](http://www.justice-ni.gov.uk/nipb-board-members) This pack and the Application Form can also be made available in alternative formats. Candidates are requested to advise of their requirements as soon as possible allowing for the fact that the closing date is 12 noon (UK time) on Thursday, 25 January 2024.

**Completed application forms must be received in the Department of Justice no later than 12 noon (UK time) on Thursday, 25 January 2024.**



# NORTHERN IRELAND POLICING BOARD CANDIDATE INFORMATION PACK FOR INDEPENDENT MEMBERS

---

## CONTENTS

Section 1	Outline of the Department of Justice (DoJ), the Northern Ireland Policing Board and its role
Section 2	Role Profile
Section 3	Person Specification
Section 4	Application and Selection Process
Section 5	Equal Opportunities Monitoring and Complaints Procedure
Annex A	Probity and Conflicts of Interest

## CONTACTS

If you would like to speak to someone in connection with any aspect of the application process, or if you require an application pack in a different format such as Braille, large print, audio etc. please contact:

DoJ Public Appointments Unit	Telephone: 028 9052 6496 Email: <a href="mailto:nipb.appointments@justice-ni.gov.uk">nipb.appointments@justice-ni.gov.uk</a>
Policing Strategy and Engagement Team	Telephone: 028 9052 8118 Email: <a href="mailto:nipb.appointments@justice-ni.gov.uk">nipb.appointments@justice-ni.gov.uk</a>

## **NORTHERN IRELAND POLICING BOARD CANDIDATE INFORMATION PACK FOR INDEPENDENT MEMBERS**

---

### **SECTION 1: OUTLINE OF THE DEPARTMENT OF JUSTICE, THE NORTHERN IRELAND POLICING BOARD AND ITS ROLE**

#### **DEPARTMENT OF JUSTICE NORTHERN IRELAND**

The Department of Justice (DoJ) came into existence on 12 April 2010 following the devolution of policing and justice powers to the NI Assembly. It was established by the Department of Justice Act (Northern Ireland) 2010 and is responsible for a range of devolved policing and justice functions, as set out in the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

The role of the Department is to support the Minister of Justice in working to create a safe community where we respect the law and each other.

In addition to its statutory functions, the Department provides resources and a legislative framework for its agencies and arm's-length bodies (which together constitute most of the justice system in Northern Ireland). Together with these organisations the Department is responsible for ensuring there is a fair and effective justice system in Northern Ireland and for increasing public confidence in that system.

#### **THE NORTHERN IRELAND POLICING BOARD**

The Northern Ireland Policing Board was established in November 2001 to ensure that all of the people of Northern Ireland receive an effective, efficient, impartial, representative and accountable police service which will secure the confidence of the whole community, by reducing crime and the fear of crime.

The Northern Ireland Policing Board is located at James House, Gasworks in Belfast.

You can find out more about the work of the Policing Board by attending or viewing the Policing Board's meetings in public. The Chief Constable presents his report on policing and answers questions from Policing Board Members on current policing issues. At these meetings presentations are often given on various aspects of the work of the PSNI.

You can watch footage of the Policing Board meetings in public on **You Tube**. This is normally available to view on the day the meeting in public takes place.

For further information on the Policing Board and the role of Independent Members see: [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk) and [www.youtube.com/watch?v=UfbPydDlaWU](http://www.youtube.com/watch?v=UfbPydDlaWU)

The Policing Board consists of 19 members, ten of whom are nominated from among members of the Northern Ireland Assembly – “the political members”, and nine are appointed by the Minister of Justice – “the independent members.”

This competition is for the appointment of three independent members to the Northern Ireland Policing Board. The appointments will commence on **1 April 2024**, and will be for a term of up to four years.

The statutory duties and responsibilities of the Policing Board include:

- to secure an effective and efficient local police service;
- to secure an effective leadership structure;
- to manage the financial deficit while supporting the PSNI to deliver a transformed service which continues to place a high value on neighbourhood policing;
- to support building trust and confidence in policing;
- to support the work of Policing and Community and Safety Partnerships with the Department of Justice;
- to participate in the process for appointment (and dismissal, if necessary) of the Chief Constable, senior police officers (Assistant Chief Constable and above) and senior civilian staff (Assistant Chief Officer and above);
- to consult widely with local people on how their area is policed;
- to set local policing priorities and targets for police performance;
- to monitor the work of the police and how well they perform against the outcomes in the Policing Plan;
- to publish a Policing Plan and an annual Performance Plan that informs people what they can expect from their police service and reports on police performance every year;
- to monitor how the police meet their human rights responsibilities;
- to monitor the work of the National Crime Agency in Northern Ireland;
- to ensure local people get best value from their police service;
- to oversee complaints against senior officers and staff;
- to discipline senior officers; and
- to monitor the representativeness of the PSNI.

Through meetings of the Policing Board, and the work of its committees, the Board holds the Chief Constable to account for his actions and those of his staff. The Policing Board, in partnership with the PSNI, developed the Policing Plan 2020 – 2025. This is reviewed on an annual basis to allow the Board and PSNI to respond to any emerging issues.

Policing and other public services face significant challenges over the next number of years. Available resourcing, new crime trends and types, along with changing societal needs all impact on service delivery. Board members are expected to play an active part in assisting the PSNI to manage the challenges and transformation.

The Board has five Committees and members are required to participate on at least one Committee. They may also be required to perform the role of Chair or Vice Chair on one of the Committees.

The Committees are as follows:-

- Partnership;
- Performance;
- Resources;
- Audit and Risk Assurance; and
- Discipline.

Applicants should note that there is not a separate competition for the post of Chair and Vice Chair of the Board. The Chair and Vice Chair of the Board are appointed from among its Members in accordance with Part III of Schedule 1 to the Police (Northern Ireland) Act 2000.

## NORTHERN IRELAND POLICING BOARD CANDIDATE INFORMATION PACK FOR INDEPENDENT MEMBERS

---

### SECTION 2: ROLE PROFILE

Independent members will:

- attend Policing Board meetings regularly;
- participate fully in committee meetings;
- attend public monthly meetings of the Policing Board;
- act as a representative of the Policing Board as required, e.g. at community engagement events, PCSP meetings, seminars or other functions;
- perform roles within the Policing Board e.g. chairing meetings as appropriate;
- appoint a chair and vice-chair;
- support and assist the Chair in developing policy and in providing strategic direction for the Policing Board in the effective and efficient performance of its statutory duties;
- accept corporate responsibility for ensuring that the Policing Board complies with any statutory or administrative requirements for the use of public resources;
- apply personal expertise in contributing to the work of the Policing Board as a whole;
- ensure compliance with the Code of Practice for Board Members of Public Bodies;
- make a significant contribution to the strategic direction of the NIPB;
- demonstrate effective financial management and deliver value for money;
- work collaboratively in a team environment towards business objectives;
- develop and maintain co-operative working relationships with Policing Board Members and Board staff;
- work effectively with colleagues to address difficult issues to reach evidence based decisions; and,
- provide effective organisational oversight and performance scrutiny.

## TERMS AND CONDITIONS

Time Commitment	A minimum of four days per month, including evening or weekend events
Remuneration	£15k per annum (subject to the condition on Double Paying on page 20)
Travel and Incidental Expenses	Travel and incidental expenses will be reimbursed for costs necessarily incurred on Policing Board business, in line with the Policing Board's Travel Policy.
Term of Appointment	Members are appointed for terms of up to four years.
Performance Assessment	An annual performance assessment will be carried out by the Policing Board Chair during the term of appointment.

### TIME COMMITMENT

Board Members will be required to commit a minimum of four days per month to Policing Board business and be required to perform a representative role on behalf of the Board at a variety of events. Attendance will be monitored by the Chief Executive. This will entail attending or hosting events which may occasionally be held in the evenings or at the weekend and can involve travel throughout Northern Ireland.

### TRAVEL AND INCIDENTAL EXPENSES

Members are entitled to claim travelling and subsistence expenses which have been incurred in the course of official Board business. Board Members are expected to adhere to the Policing Board's Travel Policy and to use the most cost effective means of travel ensuring value for money to the public purse.

Travel to and from James House, even if it does not commence from a member's actual home, is taxable. Any subsequent mileage or mileage incurred travelling to other destinations is classified as official and is not subject to taxation.

### TRAINING

All Board Members are expected to undergo appropriate training in corporate governance and Board membership and are encouraged to attend any relevant and appropriate training events specific to their role on the Board.

New members are expected to attend an appropriate training course approved by the Policing Board within six months of taking up membership. Alternative arrangements can be agreed with the Board if you have previously attended an appropriate training course within the last two years.

Other induction and familiarisation arrangements will be made by the Board within the first year of office and members are encouraged to avail of these opportunities to develop an understanding of the PSNI and policing in general.

## **CODE OF CONDUCT**

To ensure the public service values remain at the heart of the Policing Board, Board members are required, on appointment, to demonstrate high standards of corporate and personal conduct and to subscribe to the organisation's Code of Conduct.

## NORTHERN IRELAND POLICING BOARD CANDIDATE INFORMATION PACK FOR INDEPENDENT MEMBERS

---

### SECTION 3: PERSON SPECIFICATION

#### CRITERIA BASED SELECTION PROCESS

Criteria-based selection is currently the most common method of making public appointments in Northern Ireland. What this means is that the onus is on you to provide evidence of workplace or personal performance which demonstrates that you can perform to the specified standard.

Under each of the criteria headings in the application form you are required to provide specific and relevant examples illustrating **how** you meet the competences being sought. It's not just what you have done – but also **how** you did it.

You can use examples from your working life or your personal life including any private, voluntary or community work you are currently or have previously been involved in.

It is not appropriate to simply list the various posts that you have held. Assumptions will not be made from the title of your post or the nature of your organisation as to the experience, qualities and skills gained.

You should structure your responses by setting a context for your examples, explain what you were trying to achieve, describe what you actually did and why, indicating your own individual contribution and outline the outcome or results.

You are strongly advised to read the guide to public appointments which is available online at <https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/public-appointments-guide.pdf> and visit the All Aboard website at <https://www.executiveoffice-ni.gov.uk/publications/all-aboard>.

Further guidance on public appointments can also be found on the CPANI website: <https://www.publicappointmentsni.org/workshops> and the Strictly Boardroom website: <https://strictlyboardroom.com/>

Hard copies are also available on request.

The guide suggests the following model to help you structure your examples and express them in a logical manner:-

**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?

## **SUITABILITY FOR APPOINTMENT – SKILLS, KNOWLEDGE AND EXPERIENCE**

These are challenging positions with a significant public profile. While no specific qualifications are required, candidates should demonstrate that they have the skills, experience and knowledge appropriate to the role. Examples can be drawn from experience gained in areas other than employment - for example, through voluntary or community work or outside interests. It is important to note that applications will be considered against the specific criteria and the criteria will form the basis of the interview.

Please provide practical evidence and examples of what makes you suitable for appointment as an independent member of the Policing Board.

The information you provide should enable an assessment to be made of the extent to which you meet the various criteria. The information will be used to assess eligibility and, if required, for short listing and you may also refer to it at interview.

When completing the application, you should write about **your role** and what **you** have done individually, or **your** role as a team member. You will need to ensure there is relevance between the examples used and the selection criteria. In addition, you should bear in mind the following points:

- use language which is simple and easy to understand in your examples to describe what **you** have done;
- use **actual** examples, rather than 'how you **would** do something';
- use examples from either your working or personal life including any private, voluntary or community or trade union work you are, or have been, involved in;
- avoid statements that describe your personal beliefs or philosophies – focus on specific challenges and results;
- **describe what you did** and how you behaved – if your example includes activities undertaken by a team, **focus on your role** and not that of the team as a whole; and
- **note** that it is not sufficient to simply list positions you have held.

## PERSON SPECIFICATION – ESSENTIAL CRITERIA

No specific academic or other qualifications are required but candidates should demonstrate that they have the experience and skills appropriate to the role for which they are applying. Candidates should also note that some individuals are not eligible for membership of the Policing Board as set out in the Disqualifications Section on pages 18 and 19.

Applicants for the position of Independent Board Member must demonstrate competence in Essential Criteria 1 - 4. A marking framework with a scale of 1 – 7 will be used. **The pass mark for each criterion is 4.**

- 1. Managing and Influencing Relationships:** please demonstrate from **personal experience**, how you have engaged, developed and influenced successful collaborative partnerships with colleagues and a wide range of key stakeholders to deliver business objectives.

While not exhaustive, **examples** of the types of evidence that could be provided are outlined below. **You do not have to describe activities which meet all of these bullet points:**

- building and maintaining effective relationships, internal and external, to deliver objectives;
- engendering trust and confidence, particularly with senior figures;
- representing an organisation and presenting its aims to the outside world, including through the media;
- influencing relationships and outcomes with partners and stakeholders at strategic and operational level;
- building relationships, trust, and commitment across local communities and statutory organisations;
- dealing with conflict in an impartial and constructive manner, using effective communication skills;
- communicating effectively and tailoring information to meet the needs of different audiences;
- confidently engaging with stakeholders and colleagues;
- clearly articulating a viewpoint while ensuring a collective approach is reached;
- using influencing and diplomatic skills to facilitate and build consensus among diverse groups and individuals; and,
- building and maintaining strong partnership relations between the organisation's partners and stakeholder groups to promote the effective operation of the organisation's activities.

- 2. Strategic Focus:** please demonstrate from **personal experience** how you have identified and managed key strategic issues, influenced strategic changes and used sound judgment, analysis and decision-making skills to deliver strategic outcomes.

While not exhaustive, examples of the types of evidence that could be provided are outlined below. **You do not have to describe activities which meet all of these bullet points:**

- understanding and identifying key strategic issues;
- identifying and managing risk;
- using information and evidence to make long-term decisions;
- exercising sound judgement and critical thinking;
- delivering results;
- contributing to the development of strategy and associated longer-term issues, introduce new thinking and challenge existing ways of doing things;
- seeing potential future scenarios that may impact on the organisation and planning how they should be addressed;
- confidently making reasoned judgements and articulating and justifying the rationale for these – particularly in sensitive and complex situations; and
- demonstrating where the impact of personal challenge on decisions led to a positive change in the aims/objectives of an organisation or within a major policy area.

- 3. Corporate Governance and Organisational Performance:** please demonstrate from **personal experience** your role in scrutinising an organisation's performance, or finances, and provide evidence of how you provided effective oversight and management of risks to improve and secure effective governance.

While not exhaustive, examples of the types of evidence that could be provided are outlined below. **You do not have to describe activities which meet all of these bullet points:**

- understanding corporate governance, accountability and risk management and demonstrating an awareness of how these are delivered in the public sector;
- scrutinising an organisation's commitment to the highest standards of governance so it is accountable for the services provided and the resources used;
- seeking assurance that internal controls and systems of risk management are robust and well governed;
- effectively evaluating and managing adverse risks and uncertainty in a timely manner;
- identifying areas of concern and challenging/questioning appropriately;

- analysing and interpreting information, seeking clarification and/or further assurances where required;
- demonstrating a positive impact on governance in an organisation;
- understanding of sound financial management; and
- analysing financial information where critical/important decisions are being made.

**4. Organisational Leadership:** please demonstrate from **personal experience** how you used leadership skills to effectively engage with colleagues and stakeholders to build trust, resolve a challenging situation and to achieve a positive outcome for an organisation.

While not exhaustive, examples of the types of **evidence that could be** provided are outlined below. **You do not have to describe activities which meet all of these bullet points.**

- leading to secure positive outcomes for people, business and wider communities;
- leading to build effective relationships and collaboration with stakeholders;
- ability to provide engaged leadership;
- excellent communication and relationship management skills;
- ability to represent an organisation capably to a wide range of stakeholders;
- leading with the ability to inspire and motivate staff groups from a diverse range of backgrounds;
- ability to provide constructive challenge; and
- leading to drive delivery and transformational changes to ensure all challenges facing an organisation are dealt with effectively and at pace.

As you are structuring your response to each criterion, remember the Situation, Task, Action, Result model set out on pages 9 and 10 above.

**NORTHERN IRELAND POLICING BOARD  
CANDIDATE INFORMATION PACK FOR INDEPENDENT MEMBERS**

---

**SECTION 4: APPLICATION AND SELECTION PROCESS**

**APPLICATION PROCEDURE**

Completed application forms can be submitted in a variety of ways.

By post to:

**NIPB Independent Members 2024  
Department of Justice  
Public Appointments Unit  
Room B5.12  
Block B, Castle Buildings  
Stormont,  
Belfast BT4 3SG**

Or deliver by hand to:

**NIPB Independent Members 2024  
Block B Reception  
Castle Buildings  
Stormont Estate  
Belfast**

Or email to: [nipb.appointments@justice-ni.gov.uk](mailto:nipb.appointments@justice-ni.gov.uk)

**NO later than: 12 noon (UK time) on Thursday, 25 January 2024.**

**Applicants are reminded that email is not a secure medium, and that anyone who has any concerns about information security may submit their application and monitoring information questionnaire in hard copy format.**

Please note that, 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.
- If completing the application online you must use **Arial font size 12**. The layout of the application form should not be changed or altered in any way. **Any attempt to alter the form will render your application invalid.**
- If completing a hard copy application, please use **black ink** only.
- Applicants must comply with the word limit that has been set for relevant sections of the application form. Up to **350 words** should be provided for each criterion. Any words over this limit will not be made available to the selection panel.

- An equality form must be completed and submitted with your application.
- Applications will not be examined until after the closing deadline. Applicants should ensure that the form is fully completed before being submitted.
- Applicants invited for interview **will not** be eligible for reimbursement of travelling expenses.
- Successful candidates will be asked to complete a Political Activity Questionnaire form. The Committee on Standards in Public Life recommended that all candidates for public appointments be asked to declare any significant political activity (including office holding, public speaking and standing for election) that they may have undertaken in the previous five years. The question only asks for information that is already in the public domain.
- If you are successful and are appointed to serve on the Policing Board some information on your completed application form will be made public at the time of the announcement. This will include a brief summary of your career/experience; length of the appointment; remuneration; details of any other public appointments held with any related remuneration received; and your response to the political activity question.

## **FAMILIARISATION VISIT**

We anticipate arranging a familiarisation visit to the Policing Board for candidates invited to interview. You are invited to indicate on the application form if you would wish to participate in a visit.

## **DISABILITY REQUIREMENTS**

Please let us know if you require any reasonable adjustments, due to a disability, to enable you to attend any part of the assessment process. Any information provided will be used for this purpose only and will not form any part of the selection process. Should you be successful, you will be asked to outline any adjustments you consider necessary in order for you to carry out the role effectively.

## **SELECTION PROCESS**

A selection panel consisting of two senior officials and a CPANI independent assessor will assess your application form against the essential criteria.

Applications will be anonymised at sifting stage.

The selection panel will reach a decision as to whether or not your application meets each criterion on the basis of the evidence you supply on the application form. Only

those applicants assessed as meeting the essential criteria to the required standard will be eligible to proceed to the next stage of the selection process.

In order to encourage diversity, the Department is committed to interviewing as many eligible applicants as practicable without further short-listing being applied. However, in the case of a high volume of applications the Panel may decide to limit the number of applicants it invites for interview. If that arises, the Panel will consider the aggregated scores, identify the top scoring applicants across the total of the essential criteria and agree a cut-off mark. If necessary, the Panel will drop the cut-off mark by one mark each time until a sufficient pool of candidates eligible for interview is in place.

If you are dissatisfied with the panel's decision or have any queries in relation to your non-selection for interview you should write to Department of Justice at the address above within 10 working days from the date on the letter notifying you of the outcome of the sift process. All correspondence will be acknowledged by return.

Should you wish to receive feedback following any part of the selection process, you should write to the Department of Justice at the address above within 10 working days from the date of the letter notifying you of the outcome. All correspondence will be acknowledged by return.

Should the outcome of the enquiry result in you being invited for interview, the Department will make the necessary arrangements.

There is no Ministerial involvement in either the sift or interview stage of the process.

The interview will be competency based. Candidates will be asked to give examples of when they have demonstrated the competences in Essential Criteria 1 – 4.

If you are not deemed suitable for appointment by the panel, you will be advised of the panel's decision following interviews.

If you are assessed by the selection panel as suitable for appointment and your name is being presented for selection as an independent member of the Policing Board, you will be advised of this following the interview.

Following the interviews, an applicant summary of each applicant deemed suitable for appointment by the selection panel will be collated. Appointments are subject to a Ministerial decision.

When a Minister makes an appointment, Ministerial choice is a key element of the public appointment process. That enables Ministers 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 absence of a NI Minister, the Secretary of State for Northern Ireland has indicated his preference for a ranked list. The list, along with an 'applicant summary', will provide 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.

If a NI Minister is appointed in the interim, the Minister will be asked to indicate his/her preference for how they wish to receive a list of candidates suitable for appointment. Candidates will be informed as appropriate of the Minister's preference.

If you are successful you will be invited, by telephone, to accept the appointment.

The appointment will be formally confirmed in writing and you will be required to confirm acceptance of the post and the Terms of Appointment.

A reserve list of members suitable for appointment may be retained to cover any unforeseen vacancies that arise within twelve months. You will be advised if you are on a reserve list.

## **TIMETABLE / TIMEFRAME**

The deadline for receipt of applications in all cases is **12 noon (UK time) on Thursday, 25 January 2024**. Applications will be individually date stamped and the time of receipt formally recorded and acknowledged. **It is the responsibility of the applicant, taking into account their chosen method of delivery, to ensure that sufficient time is allowed to arrive with the Department on or before the deadline.**

### **Late applications will not be accepted.**

Please ensure that posted applications bear the correct amount of postage as any shortfall may lead to a delay in delivery, causing you to miss the deadline. Applicants who send their application electronically are also required to meet the deadline for receipt in the DoJ. To ensure equality of opportunity for all, applications will not be examined until after the closing deadline.

The eligibility sift is expected to take place in February 2024.

It is anticipated that interviews will be held during the weeks commencing **26 February and 4 March 2024** with the successful candidates confirmed during March 2024 pending any necessary pre-appointment security checks.

Interviews will take place in person.

**Interviews will only be rescheduled in exceptional circumstances and at the discretion of the Department and there is no guarantee that any request will be accommodated.**

## **FEEDBACK**

The Department of Justice is committed to ensuring that the process used is fair and in accordance with the principles of the Office of Commissioner for Public Appointments (NI) Code of Practice. The Department is committed to providing feedback in respect of decisions taken at sift stage as well as at interview. The Chair of the Interview Panel will be responsible for providing feedback in respect of decisions taken.

## **CANVASSING**

Applicants must not contact or seek support for an application from a member of the Interview Panel or any official involved in this recruitment campaign. Canvassing, either directly or indirectly will disqualify you from appointment.

## **DATA PROTECTION**

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, the candidate, are aware of how and why your personal information is to be used, and with whom it may be shared, a 'privacy notice', as required by legislation, is included in the application form for your information and reference.

## **DISQUALIFICATIONS**

The Police (Northern Ireland) Act 2000 sets out the basis upon which independent members cease to hold office or may be removed as well as the grounds on which someone is disqualified from membership. In summary the arrangements are that an independent member shall cease to hold office if they resign by notice in writing to the appropriate Minister; or they become disqualified for membership of the Board.

A person may be removed from office as an independent or political member of the Board if:

- (a) in the case of an independent member, they fail before their appointment to disclose a conviction for a criminal offence in Northern Ireland or elsewhere;
- (b) they have been convicted of a criminal offence in Northern Ireland or elsewhere committed after the date of his appointment;
- (c) they become bankrupt or made a composition or arrangement with their creditors;
- (d) they are not committed to non-violence and exclusively peaceful and democratic means; or
- (e) they are otherwise unable or unfit to discharge their functions as a member of the Board.

They may also be removed if they fail to comply with the terms of their appointment.

Prospective applicants should note that a person is disqualified for membership of the Board if:

- (a) they hold office as:
  - (i) First Minister or deputy First Minister;
  - (ii) a Northern Ireland Minister;
  - (iii) a junior Minister; or
  - (iv) the Police Ombudsman.
- (b) they are:
  - (i) a member of the police support staff;
  - (ii) a police officer;
  - (iii) a member of a policing and community safety partnership or a district policing and community safety partnership; or
- (c) they are for the time being excluded under section 30(1) of the Northern Ireland Act 1998 from holding office as a Minister or junior Minister.

Before submitting your application, please ensure you are satisfied that you are not precluded from applying by virtue of falling into any of the categories detailed above.

## **PROBITY AND CONFLICTS OF INTEREST**

'Probity and Conflicts of Interest – Guidance for Candidates' is attached at **Annex A** at the end of this Candidate Information Pack.

Candidates will be tested on their responsibilities in relation to probity and conflict of interest during the interview stage of the appointment process.

A further CPANI leaflet is available: CPANI Guidance on conflicts of interest, integrity and how to raise a complaint: [Guidance on Conflicts of Interest, Integrity and How to raise a complaint | The Commissioner for Public Appointments for Northern Ireland \(publicappointmentsni.org\)](https://publicappointmentsni.org)

## **SECURITY VETTING / CRIMINAL RECORD CHECK**

A security check will be requested for all appointees to CTC level. As this can take a number of weeks the candidate may be appointed subject to a satisfactory security check.

All documentation relating to the security check will be destroyed by the Department once the appointment process has been completed.

## **THE TWO TERMS RULE**

In accordance with the Code of Practice issued by CPANI, applicants who have served two terms in the same position on the same board cannot apply through open competition for a third term. Applicants who apply for a third term will be discounted at the sift stage.

## **DOUBLE PAYING**

Applicants who already work in the public sector need to be aware that:

- they may be ineligible for consideration for this appointment if in the Department's view there is a conflict of interest, the perception of a conflict or a potential conflict, between the appointment and their existing commitments;
- they will be asked to confirm that they have permission from their employer to take up an appointment if one is offered and the employer will be asked to confirm this;
- there is a general guiding principle that an individual should not be paid twice from the public purse for the same period of time. As a result, applicants who already work in the public sector may not be entitled to claim remuneration including expenses for this position if the duties are undertaken during a period of time for which they are already paid by the public sector. If in doubt contact your employer for advice; and
- in the interests of minimising the potential for double paying to occur the Department reserves the right to contact your employer.

## **FORMER CIVIL SERVANTS**

Former civil servants are subject to rules on the acceptance of outside business appointments, employment or self-employment for a period of up to two years after leaving the NI Civil Service. It is recommended that you read Section 8 of the NICS Handbook – Standards of Conduct, Annex 4, via the following link:

<https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/HR%20Policy%206.01%20Standards%20of%20Conduct.pdf>

## **PRE-APPOINTMENT CHECKS**

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.

## **GUARANTEED INTERVIEW SCHEME (GIS)**

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

## **NORTHERN IRELAND POLICING BOARD CANDIDATE INFORMATION PACK FOR INDEPENDENT MEMBERS**

---

### **SECTION 5: EQUAL OPPORTUNITIES MONITORING AND COMPLAINTS PROCEDURE**

#### **MONITORING INFORMATION**

Completion of an Equal Opportunities Monitoring Form is for monitoring purposes only. It is required to monitor the age, gender, ethnic origin, community background and disability to ensure that equal opportunity measures are effective. It will not be seen by the selection panel. As with all the information contained in the form, it is gathered, maintained and processed strictly in accordance with our Privacy Notice which is attached to the application form.

#### **EQUALITY AND DIVERSITY**

Accessibility to appointments is fundamental and the appointments process promotes and demonstrates equality of opportunity and equal treatment to all applicants at every stage of the appointment process.

The Department of Justice is committed to encouraging a diverse range of applicants for public appointments and to the principle of appointment on merit with independent assessment, openness and transparency of process. Applications are welcomed from all backgrounds regardless of religious belief, gender, including gender reassignment, disability, ethnic origin, political opinion, age, marital status, sexual orientation, or whether or not you have dependents. All applications for appointment are considered strictly on merit.

#### **COMPLAINTS**

Should you wish to make a complaint about any stage of the appointment process you should first direct your concerns, in writing, to:

NIPB Independent Members 2024  
Department of Justice  
Policing Policy and Strategy Division  
Room B5.12  
Block B, Castle Buildings  
Stormont,  
Belfast BT4 3SG  
Email: [nipb.appointments@justice-ni.gov.uk](mailto:nipb.appointments@justice-ni.gov.uk)

If after receiving a comprehensive response you are still concerned, you may send your complaint, in writing, to the Commissioner for Public Appointments.

Information on how to go about this is available in the CPANI leaflet: [Guidance on Conflicts of Interest, Integrity and How to raise a complaint | The Commissioner for Public Appointments for Northern Ireland \(publicappointmentsni.org\)](https://publicappointmentsni.org)

## **OTHER INFORMATION**

You will be asked to declare if you:

- have been convicted of a criminal offence (other than minor motoring offences) which is not spent in accordance with the Rehabilitation of Offenders Act 1974;
- are the subject of any current or pending legal, criminal or statutory investigations or actions;
- have been adjudged bankrupt or made a composition or arrangement with your creditors over the past 10 years;
- have been dismissed from any public office over the past 10 years;
- have been disqualified from acting as a company director or in the conduct of a company, or are under investigation in relation to a potential director's disqualification; or
- have been a director, partner or manager of a company which has gone into liquidation, receivership or administration.

## **DECLARATION AND SIGNATURE**

Ensure that you understand the degree of publicity the appointment will attract. Read the declaration statement and provide your signature if you agree to accept the conditions.

## **REGULATED APPOINTMENT**

The procedure for this appointment is bound by the Code of Practice issued by the Commissioner for Public Appointments for Northern Ireland. This means that it is based on a fair, open and transparent process that involves independent scrutiny.

## **ANNEX A: PROBITY & CONFLICTS OF INTEREST**

### **GUIDANCE FOR CANDIDATES**

#### **Standards of behaviour**

There is an expectation that the conduct of anyone appointed to serve on a public body 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 act only 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 be prepared for the necessary scrutiny necessary that allows this.

**Openness** – Holders of public office should act and take decisions in an open and transparent way. 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.

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.

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

### **What is a conflict of interest?**

Public appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which might be material and relevant to the work of the body concerned should be declared.

There is always the possibility for real or perceived conflicts of interest to arise. Both are a problem, as the perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict.

No-one should use, or give the appearance of using, their public position to further their private interests. This is an area of particular importance, as it is of considerable concern to the public and receives a lot of media attention. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

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

The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a board member can be extremely damaging to the body's reputation and it is therefore essential that these are declared and explored, in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

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

You will find a section on conflicts of interest in the application form for you to complete. This asks you to consider and declare whether or not you have a real, or perceived, conflict. If you are unsure if your circumstances constitute a possible conflict, you should still complete this section, in order to give the selection panel as much information as possible.

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

No – each case is considered individually. If you are short-listed for interview, the panel will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be handled, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings when an issue is discussed, in which you have an interest. However, if, following the discussion with you, the panel believes that the conflict is too great and would call into question the probity of the Board or the appointment, they can withdraw your application from the competition.

The summary of the outcome of the interview process, which is put to 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 Ministers are fully aware of any of these matters and can make an informed decision.

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

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct Underpinning Public Life and may terminate your appointment.

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

This situation may arise where the applicant is not familiar with the broad range of work which a body covers and therefore does not realise that a conflict might exist. In some cases, the panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

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

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the board becomes apparent. The second is where a member is unfamiliar with the range of the work of the body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the board and the Chief Executive of the body concerned, in consultation with the Sponsoring Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.

It may be that the conflict is such that it would be impractical for the member to continue on the board, if they would have to withdraw from a considerable amount of the body's routine business. In such cases, the member may be asked to stand down from the body.

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