



Department of
Health

An Roinn Sláinte
Máinnystrie O Poustie



Northern Ireland
Non-Executive Board Member
of the
Human Tissue Authority

Information pack for candidates

Information packs and application forms can be provided on request in alternative formats, such as, Braille, large print, audio, etc.

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KEY APPOINTMENT PROCESS STAGES

Stage in Process	Timescale*
Closing Date for Applications	12 Noon BST 9 June 2025
Sift	8 July 2025
Interviews	6 & 7 August 2025
Planned Date of Appointment	September 2025

* These dates may be subject to change.

Privacy Notice

DoH will only process the personal data you provide us for the purpose of recruiting a Member to the Board of the Human Tissue Authority. For more information, please see our Privacy Notice at www.health-ni.gov.uk/publications/doh-privacy-notice.

Introduction from Lynne Berry CBE, Chair of HTA

Dear applicant

Thank you for your interest in the role of a Non-Executive Board Member of the Human Tissue Authority (HTA). These are important and demanding times for the health sector, for innovation in the life sciences and for issues about public trust and professional confidence. Consequently, our role as the regulator for the ethical use of human tissue has never been more vital.

The HTA and the other regulators in the health system and the life sciences are increasingly collaborating to find ways of sharing data and our understanding of risk as well as developing shared services for support systems such as finance, IT and HR. We have co-located with many of the other regulators, which is enabling us to build on the increased joint working we undertook during the pandemic. Together, we are developing our ability to learn about new approaches to digitally enabled inspection and assurance as well as discussing wider developments in regulation and the life sciences and issues of joint concern about patient safety and public confidence.

Our new Board Member will have the opportunity to be part of shaping the HTA's future and its strategy, whilst representing the interests of Northern Ireland. They will also have some challenges: grasping the potential for improvement through greater collaboration; the potential of even greater risk-based regulation and data-driven intelligence; increasing the diversity of our workforce; support for the life sciences and maintaining trust and confidence in our work are just a few of these challenges. As a Non-Executive Board Member, you will also be able to encourage joint ways of developing the expertise and skills of our staff, inform our engagement with our varied stakeholders and reinforce our commitments to equality and inclusion.

If you have the skills and expertise to undertake the role of a Non-Executive Board Member, and if you would enjoy the opportunity to contribute to our work at a very important time, I do hope you will consider applying for this important position.

A handwritten signature in black ink, appearing to read 'Lynne Berry', written over a large, stylized, light-colored scribble or watermark.

Lynne Berry CBE
Chair
Human Tissue Authority

Section 1

Introduction

1. The Department of Health (hereafter referred to as 'the Department') is committed to equality of opportunity for all and welcomes applications irrespective of religious belief, gender, disability, ethnic origin, political opinion, age, marital status, sexual orientation or whether or not they have dependants. In this competition, applications are particularly welcome from women, young people, people with disabilities and people from ethnic minority communities
2. Applications are invited to fill the position of the Northern Ireland Non-Executive Board Member of the HTA.
3. It is expected that the successful applicant will take up appointment in September 2025.
4. There are circumstances in which an individual may not be considered for appointment. For more information on the disqualification criteria, please refer to **Annex A** and the Human Tissue Act 2004 at:
<http://www.legislation.gov.uk/ukpga/2004/30/schedule/2>
5. This appointment is not regulated by the Commissioner for Public Appointments (OCPA) or the Office of the Commissioner for Public Appointments for Northern Ireland (OCPANI) but the competition will be run in the spirit of the OCPANI Code of Practice for Ministerial Public Appointments in Northern Ireland.

Section 2

Background on the Human Tissue Authority

6. The HTA's primary goal is to maintain public and professional confidence in the removal, storage and use of human tissue by ensuring that these activities are undertaken safely and ethically, and with proper consent.
7. The HTA was established as an Executive Non-Departmental Public Body of the Department of Health and Social Care (DHSC) on 1 April 2005 under the Human Tissue Act 2004. It also acts as a Competent Authority in relation to EU legislation covering tissues and cells used in patient treatment, and organ donation and transplantation.
8. The HTA licences organisations that remove, store and use human tissue and organs for purposes such as research, transplantation, post-mortem examination, anatomical examination and public display, as set out in its governing legislation.
9. The HTA publishes Codes of Practice and Standards relating to the conduct of activities within its remit and superintends compliance with standards through a risk-based programme of audit and inspection. It also plays a regulatory role in living organ donation, ensuring that valid consent is given and no coercion or reward takes place.
10. The HTA's remit under the Human Tissue Act extends to England, Wales and Northern Ireland. It also carries out some functions (in relation to EU legislation, regulating living donation, and keeping of registers), on behalf of the Scottish Government.
11. In 2022, the HTA reviewed and agreed a new framework agreement with DHSC. The framework agreement sets out the broad governance framework within which the HTA and DHSC operate. It sets out the HTA's core responsibilities, describes the governance and accountability framework that applies between the roles of DHSC and the HTA, and sets out how the day-to-day relationship works in

practice, including in relation to governance and financial matters. This agreement will be reviewed in 2025/26.

12. In addition to its roles in licensing, inspection and approving living organ donations, the HTA has a statutory duty to provide advice and guidance to the public, and professionals, on activities within its remit. It also has a duty to monitor developments and advise the Secretary of State for Health and Social Care (England), and Ministerial counterparts in Devolved Administrations, including Northern Ireland, on related issues.
13. As a regulator, the HTA seeks to work with stakeholders to encourage improvement, remaining accessible and responsive to a changing environment and the needs of the organisations it regulates. It is regarded as being in a unique position to comment and offer guidance on challenging issues which fall on the edge of its regulatory remit.
14. Over the last 12 months, the HTA has worked with stakeholders on a range of issues, contributing to strategic reports and providing advice to regulated sectors and the public. Topics covered include:
 - pregnancy loss and the disposal of foetal remains;
 - management of the deceased, and in conjunction with the Welsh Government, the piloting of an inspection approach to body stores;
 - under new regulations introduced in April 2024, the introduction of a “duty to report” for clinicians to report actual or suspicion of overseas travel for organ donation and transplantation;
 - winter capacity and contingency preparations for mortuaries;
 - review and preparation for the implementation of the Substances of Human Origin (SoHO) regulations; and
 - innovations in technology and practice across life sciences.
15. It is expected that the Independent Inquiry chaired by Sir Jonathan Michaels will publish its Phase 2 report in Summer 2025 and that this will make reference to the role regulators and the use of regulatory measures in assuring the dignity of the

deceased. Whilst the Inquiry is only covering England, it is possible that some of the recommendations may have application and be adopted more widely across the UK.

16. The HTA works closely with other regulators and industry to ensure that regulation supports innovation, whilst protecting public confidence. An example of this is the Regulatory Advice Service for Regenerative Medicine (RASRM), which is a 'One Stop Shop' for research and development professionals across academia, industry, and the NHS.
17. Most recently, the HTA has been actively engaging in issues of regulatory reform, activities underpinning the innovation and growth agendas as part of the government's strategy, and the use of Artificial Intelligence by the HTA itself and by establishments licensed by the HTA.
18. In the context of the UK Government focus on its industrial strategy and the life sciences, the HTA has identified various opportunities for improving the current legislative framework. This will become ever more necessary as the technology and science moves on and regulation will need to remain apace.
19. The HTA works closely with other regulators and industry to ensure that regulation supports innovation, whilst protecting public confidence. In the context of Government focus on its industrial strategy and the life sciences, HTA has identified various opportunities for improving the current legislative framework. This will become ever more necessary as the technology and science moves on and regulation will need to remain apace.
20. The HTA Board consists of a Chair and 11 members. The Chair and not less than half of the Non-Executive Board Members are lay (Schedule 2 Section 13(2) Human Tissues Act 2004), with the remainder being professionals drawn from some of the groups who are affected by the legislation. The Chair and Non-Executive Board Members, except the Northern Ireland and Wales Members, are

appointed by the Secretary of State for Health and Social Care in England¹. The Northern Ireland Non-Executive Board Member will be appointed by the Department of Health.

21. The HTA holds a Board meeting in public once a year, this is typically the June meeting.

Further Information is available at:

- Business Plan and Strategy 2024-27 www.hta.gov.uk/about-the-HTA/corporate-publications/business-plan-and-strategy
- Guidance for Professionals <https://www.hta.gov.uk/guidance-professionals>
- Guidance for the Public <https://www.hta.gov.uk/guidance-public>

¹ Members are appointed in accordance with Schedule 2 of the [Human Tissue Act 2004](#)

Section 3

Role Profile and Responsibilities

Role Profile

22. As a Non-Executive Board Member of the HTA you will:

- support the Chair in setting the strategic direction of the HTA, encouraging and enabling the HTA to be a first-class regulator of human tissue;
- support the Chair in developing the HTA in-line with the organisation's strategic aims, while maintaining a positive, constructive and appropriate relationship with its stakeholders to ensure confidence in the work of the HTA;
- act as the Northern Ireland Non-Executive Board Member, representing the Devolved Administration and its requirements;
- provide an independent view, a substantive contribution, and constructive challenge at Board meetings and sub committees;
- monitor the performance of the HTA's Executive and Executive Team as a whole, holding it to account for the delivery of the HTA's business plan, HM Treasury and Department of Health and Social Care requirements; in addition, support the Chief Executive (CE) in their role as Accounting Officer in which role the CE is accountable to Parliament;
- undertake Living Organ Donation Panel work as required; and
- fulfil the requirements as a member of the HTA as set out in the Human Tissue Act 2004.

23. The Northern Ireland Non-Executive Board Member performs the same role and duties as all other HTA Board Members on appointment; however, in addition, they will be expected to fully represent the views of Northern Ireland.

Remuneration and status of appointment

24. Remuneration for the role is £7,883 per annum.

25. Remuneration for this role is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before you are paid.

26. You can claim reimbursement for reasonable travel and subsistence costs which are properly and necessarily incurred on official business, in line with the travel and subsistence policy and rates of the HTA. However, these payments are taxable as earnings and will be subject to tax and national insurance, both of which will be deducted at source under PAYE before you are paid. A copy of the policy and rates can be obtained from the HTA.

27. This is an office holder appointment and does not attract any benefits under any Civil Service Pension Scheme. You will not be eligible for redundancy pay as you are not an employee. No other arrangements have been made for compensation upon the end of your term of appointment because an office holder who is appointed for a limited duration would have no expectation of serving beyond that period.

28. As this is an office holder appointment, you will not become a member of the Civil Service. You will not be subject to the provisions of employment law.

Time commitment

29. Non-Executive Board Members will normally be expected to devote 2-3 days per month to the appointment. This may involve commitment outside normal working hours.

Location and dates of the Board meetings

30. Board meetings are held either virtually or at 2 Redman Place, Stratford, London

E20. Planned dates for 2025 and 2026 are as follows:

- 26 June 2025;
- 18 September 2025;
- 4 December 2025;
- 5 March 2026;
- 25 June 2026;
- 17 September 2026; and
- 3 December 2026,

Tenure of office

31. The HTA Northern Ireland Non-Executive Board Member's appointment will be for a period not longer than three years.

32. The possibility of re-appointment for a further term is at the discretion of the Department. Any re-appointment is subject to satisfactory annual appraisals of performance during the first term in the post. There is no automatic presumption of re-appointment; each case should be considered on its own merits, taking into account a number of factors including, but not restricted to, the diversity of the current Board and its balance of skills and experience. In most cases, the total time served in post will not exceed more than two terms or serve in any one post for more than ten years.

Accountability

33. The Northern Ireland Non-Executive Board Member is appointed by the Department and is accountable to the Department via the Chair for carrying out their duties and for their performance.

Section 4

Person Specification

Eligibility Requirements

34. There are no specific eligibility requirements for the Northern Ireland Non-Executive Board member of the HTA.

Essential Criteria

35. To be considered for shortlisting for progression to the interview stage, you must demonstrate in your Application Form, and if invited to interview, how you meet the following essential criteria:

Criterion 1 – Relevant Knowledge and Experience - To complement the existing skills of Board Members, the candidate should have the ability to bring skills and experience in one of the following areas:

- an understanding of the post-mortem sector, especially of strategic issues related to post-mortems in hospitals and mortuaries;
- an understanding and experience of organ transplantation from a clinical perspective;
- professional experience in any of the sectors regulated by the HTA;
- knowledge of the Northern Ireland HSC; or
- an understanding of the statutory and regulatory environment with regard to the implications of EU exit for the UK as a whole and for Northern Ireland specifically.

Applicants will not be required to demonstrate evidence at interview for criterion 1 – a paper-based assessment will be carried out by the panel at sift stage in relation to this criterion.

Criterion 2 – Working Together - by way of a practical example(s), provide evidence that demonstrates your ability to work effectively within a team, building strong working relationships, engaging with interest and drive with stakeholders and colleagues to create a diverse and inclusive environment to achieve objectives

Examples of the type of evidence the Panel will be looking for are outlined below. **You do not have to describe activities which meet each one of these bullet points:**

- communicating effectively and constructively;
- building strong and effective working relationships and creating a diverse and inclusive environment;
- a strong networker who confidently engages with stakeholders and colleagues;
- an ability to work as part of a diverse team with people from different backgrounds and experiences to achieve agreement; and
- demonstrates empathy and effective management of conflict.

Criterion 3 - Performance Management - by way of a practical example(s), provide evidence that demonstrates your effective contribution to improving organisational performance and realising strategic outcomes.

Examples of the type of evidence the Panel will be looking for are outlined below. **You do not have to describe activities which meet each one of these bullet points:**

- understands performance management within a complex and transforming organisation and environment;
- builds an effective performance culture, to deliver desired outcomes;
- demonstrates empathy along with ability to challenge effectively;
- understands the importance of holding executives to account within agreed management structures and planning processes; and
- understands building capability to meet current and future organisational needs.

Criterion 4 – Strategic Thinking – by way of a practical example(s), provide evidence that demonstrates how you have contributed to the strategic direction of an organisation.

Examples of the type of evidence the Panel will be looking for are outlined below. **You do not have to describe activities which meet each one of these bullet points:**

- demonstrates understanding of the bigger picture/wider social, political, economic, technological/innovation environment;
- demonstrates an ability to think and plan ahead, including anticipating possible future challenges/threats and opportunities;
- dully considers the impacts of decisions and takes into account factors at play inside and outside of the organisation, including organisational culture;
- creates effective plans, systems and governance arrangements to manage change and respond promptly to critical events; and
- identifies, evaluates and manages risks and exercises critical judgment with confidence.

Criterion 5 - Corporate Governance and Accountability - by way of a practical example(s), provide evidence that demonstrates your knowledge, understanding and/or experience of public, private, community or voluntary sector governance.

Examples of the type of evidence the Panel will be looking for are outlined below. **You do not have to describe activities which meet each one of these bullet points:**

- understands corporate governance, especially internal and external assurance processes;
- understands the distinction between executive and non-executive roles and responsibilities;

- understands principles of accountability and importance of effective risk management; and
- applies sound judgement and strong integrity in tackling difficult issues.

36. To find out more information on the HTA and the role of the Northern Ireland Non-Executive Board Member, please contact, in the first instance, Richard Mabbitt at Richard.Mabbitt@hta.gov.uk or on 020 7269 1920.

Section 5

Application, Access NI and Selection Process

How to apply

37. Application forms or further information about the process can be obtained from Secondary Care Directorate at the address on the cover of this document, by e-mailing a request to: HTAappointment@health-ni.gov.uk or by telephone on 02890 520719 or 02890 520678. Alternatively, you can download the information pack at: <https://www.health-ni.gov.uk/public-appointments-current-vacancies> .
38. Hard copy or electronic versions of the application form are acceptable. You must not reformat the electronic application form. CVs, letters, or any other supplementary material in place of, or in addition to, completed application forms will not be accepted.
39. You are encouraged to return your application via e-mail to:
- Email: HTAappointment@health-ni.gov.uk
40. If you are unable to e-mail your application, and wish to post or hand-deliver it, the office address is provided on the cover page above.
41. Applications must be fully completed and legible, whether they are completed electronically or handwritten. Please complete your application form in black ink in either typescript Arial font size 12, single-line spacing or, if handwritten, preferably in block capitals. Applications not fully completed, and those where the format has been altered, will not be accepted.
42. Your application is very important. You must demonstrate clearly on your application form how and to what extent your experience is relevant to the published essential criteria for the post (including dates where appropriate e.g. dates from/to). There may be a number of elements to a criterion, so ensure you provide evidence that shows how you meet all elements. It is not enough simply to

list the various posts that you have held. The Department will not make assumptions from the title of your post or the nature of the organisation as to the skills or experience gained,

43. You **must NOT exceed the maximum 350-word count per essential criterion.**

Text beyond the allotted word count will be redacted by Secondary Care Directorate and will not be considered by the Panel carrying out the sift stage of the appointment process.

44. The Information Booklet and Application Form can be provided in alternative formats. Any applicants who require assistance should contact Secondary Care Directorate (contact details on cover sheet).

45. All reasonable adjustments will be made to accommodate the needs of applicants with a disability. Further information on the Guaranteed Interview Scheme can be found at paragraph 65.

Timeframe for process

46. Application forms should be submitted by post, email or in person to arrive with Secondary Care Directorate by **12 noon BST 9 June 2025** (see contact details on cover sheet). All applications received by hand or post will be stamped with the date and time of receipt. Those received electronically will have a digital stamp of date and time of receipt. It is the responsibility of the applicant, taking into account their chosen method of delivery, to ensure that sufficient time is allowed for their application to arrive with the Department on or before the deadline. **Late applications will not be accepted.** Please ensure that posted applications bear the correct amount of postage as any shortfall may lead to a delay in delivery, causing you to miss the deadline. The Department does not accept any application where they have been asked to pay any shortfall in postage. All applications received will be acknowledged.

47. Please check your application form before submitting it as **the Department will not examine applications until after the closing date.** Applications not fully completed and those where the format has been altered will not be accepted.

Applicants whose application has not been accepted will be notified within 5 working days of the closing date.

48. Applicants, whether successful or unsuccessful at the application sift stage and/or at interview, will normally be informed within 5 working days following the sift of applications forms or within 5 working days of the date of the last interview.

49. Applicants who are unsuccessful at sift/shortlisting stage will be advised in writing of the Panel's agreed assessment of their application. Where an applicant feels they have been unfairly excluded after sift, they may request that their application be reviewed by the Panel. All requests to review applications will be considered up to 10 working days following the date on which the "regret" letter was issued.

50. Feedback will be provided to applicants at all stages in the process. Those applicants who are unsuccessful at interview stage will be advised in writing of the outcome of their interview which will include feedback on their performance.

Access NI

51. Access NI enables organisations in Northern Ireland to make more informed recruitment decisions by providing criminal history information about anyone seeking paid or unpaid work in certain defined areas, such as working with children or vulnerable adults. The Department adheres to the [Access NI Code of Practice](#).

52. The Department will carry out an Access NI Check for the appointment of Northern Ireland Non-Executive Board Member of the HTA.

53. The criminal record check will be undertaken by Access NI, which is the responsibility of the Department of Justice in Northern Ireland and operates under the provisions of Part V of the Police Act 1997. It should be noted that a criminal record will not necessarily be a bar to obtaining this position (the Department has a policy on the recruitment of ex-offenders which can be provided on request).

54. The Department has a policy on the Secure Handling, Use, Storage and Retention of Disclosure information, which can be provided on request.

Selection Process

55. This appointment will be made using criteria-based selection, which means the onus is on the applicant to provide evidence of workplace or personal performance to demonstrate that they can perform to the specified standard.
56. The application form gives you an opportunity to provide examples relevant to the specific criteria. These examples provide the Panel with information and evidence about you, and a deeper understanding of your ability.
57. The interview is a crucial part of the appointment process and thorough preparation is essential. You can prepare by:
- reading and thoroughly understanding the selection criteria;
 - reminding yourself of the examples you used in your application form and being prepared to expand on these at interview, if asked;
 - rehearsing how you might relate your experiences to the Interview Panel, emphasising your own role and responsibilities; and
 - not assuming that your qualities and experience will speak for themselves.
58. Further general guidance on the Criteria Based Selection Process can be found at **Annex B**.
59. The Panel comprising three members – a Senior Officer from the Department, the Chair of the HTA, and an Independent Assessor – will carry out a sift of all the application forms received to assess each applicant against the selection criteria.
60. When assessing each application against the selection criteria, the Panel will use a marking framework to determine how an applicant's skills, knowledge and experience meets each of the criteria. Applicants will be awarded a score out of five for each criterion and must meet a minimum standard of three or above, in each, in order to be invited for interview. All criteria will be weighted equally.

Applications which do not meet the minimum standard will be sifted out at this stage.

61. 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 this happens, 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.
62. Application forms provided to the Panel for conducting the sift exercise will be anonymised, which means that they will not include your name or personal details.
63. It is anticipated that interviews will be conducted on a face-to-face basis. Applicants invited for interview will be eligible to claim reimbursement of reasonable travelling expenses incurred within the UK and Republic of Ireland in attending for interview. If you cannot make the interview time offered, we will try our best to reschedule your appointment. An expenses claim form will be issued with your invitation to interview letter.
64. At interview, all applicants must satisfy the Panel that they adequately meet all of the relevant criteria. The Minister will take the final decision on who to appoint. The Panel will score applicants at interview against an agreed pass mark and those found to be above the line will be recommended as suitable for appointment. The Minister will be provided with a ranked list of candidates found suitable by the Selection Panel. An applicant summary, provided by the Panel, will provide the Minister with an objective analysis of each applicant's skills and experience, based on the information provided by each applicant during the appointment process and the Panel's assessment of that applicant.
65. The Department will operate a Guaranteed Interview Scheme (GIS) for this appointment. The GIS has been developed for applicants with disabilities or those

with long term impairment or a health condition that is expected to last for at least 12 months. In these instances, provided that the applicant has demonstrated in their application form that they have met the essential criteria for the post, the applicant will be offered a guaranteed interview. **Should you wish to be considered under the GIS scheme please complete the separate GIS Application document** (included in the competition documentation or contact Secondary Care Directorate for a copy (contact details on cover sheet)).

66. Applicants whom the Panel assess as not suitable for appointment, will be advised by letter following interview.

67. Applicants whom the Panel assess as suitable for appointment, and whose names are being presented to the Minister, will be advised of this by letter following interview.

68. An Access NI check is requested for the applicant the Minister has selected for appointment. All documentation relating to Access NI will be destroyed in accordance with the Department's policy on the Secure Handling, Use, Storage and Retention of Disclosure information.

69. Once the Access NI check has completed, you will be invited, by telephone, to accept the appointment. The appointment will then be formally confirmed in writing, and you are required to confirm acceptance of the post and the associated Terms and Conditions of appointment.

70. All other interviewees will be advised in writing of the outcome of their interview once the selections have been made.

71. The Minister may decide to create a reserve list to cover any vacancies that may arise within the 12 months following the completion of the competition.

Section 6

Probity and Conflicts of Interest

72. The Department must ensure that any individual appointed is committed to the seven principles of conduct underpinning public life and values of public service. These (Nolan) principles are: **Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership**. The successful applicant will be asked as part of their appointment to sign a declaration committing to the seven principles.
73. Attached for your information at **Annex C** is guidance for applicants on probity and conflicts of interest, including a link to the CPANI Leaflet on *Conflicts of Interest, Integrity and How to Raise a Complaint*.
74. These provide information on these issues including some examples to help applicants evaluate whether or not they have a real, perceived or potential conflict.
75. The Department must take account of any actual or perceived conflict of interest. Therefore, applicants in their application form must disclose information or personal connections, which, if they were to be appointed, could lead to a conflict of interest or be perceived as such. Failure to do so could lead to the appointment being terminated.
76. It is very important that all applicants provide appropriate details on their application form of any interests which might be construed as being in conflict with the appointment for which they have applied. All applicants will be asked if there are any real, perceived or potential conflicts of interests at interview. If it appears, from the information provided on the form, that a possible conflict might exist, or arise in the future, this will be fully explored with the applicant with a view to establishing whether it is sufficiently significant to prevent the individual from carrying out the duties of the post. The Panel will do this at interview stage.

Insolvency Checks

77. The Department may also contact the Insolvency Service to check if applicants are recorded on the Disqualification of Directors or Bankruptcy registers. An applicant who has been judged bankrupt or has made a composition or arrangement with his creditors is disqualified for appointment under this competition (**Annex A** refers).

Other Public Appointments

78. Departments have a duty to satisfy themselves, as far as practicable, that those they appoint to the Boards of public bodies will carry out their duties in an efficient and effective manner. This Department may therefore check with other Departments if there are any probity or performance issues associated with applicants who hold public appointments. Similar information will be provided by this Department on request about all associated Board Members.

Double Paying

79. Applicants who already work in the public sector need to be aware that no one should be paid twice from the public purse for the same period of time. If appointed, they will be asked to obtain confirmation from their employer that any remuneration due, and time worked for this position, are truly additional to their existing job role and is not a duplication with salaried employment (unless allowed under the terms and conditions of employment).

80. In the interests of minimising the potential for double paying to occur, the Department reserves the right to contact your employer regarding your candidature. The rules relating to double paying have been relaxed for Civil Servants (see NICS Handbook, Standards of Conduct, Annex 10) and now allows double paying in certain circumstances.

Applications from Civil Servants/former Civil Servants

81. All serving and former Northern Ireland Civil Servants are asked to consult Section 6 (Private Occupations) and Section 8 (Rules on the Acceptance of Outside Business Appointments, Employment or Self-Employment by Civil Servants after

leaving the NI Civil Service) of the [NICS Standards of Conduct](#), to consider if an application under the rules is required and approach NICSHR Employee Relations as soon as possible.

Nationality Requirements

82. The Department has no public appointments that are restricted to UK nationals only. However, there is a mandatory requirement to ensure that those appointed do not contravene immigration legislation -

- Republic of Ireland (RoI) citizens may be appointed to any post.
- Commonwealth citizens who have immigration status allowing them to work in the UK may be appointed to any post.
- There is an onus on non-UK and non-RoI citizens to provide proof of their right to work in the UK and an onus on the appointer to check that.

83. Therefore, it is the responsibility of the applicant to provide evidence that confirms they can legally work in the UK if being offered a post. The Department will check the individual's passport, share code or other documents, if necessary, to confirm they have the appropriate permission.

Publicising Appointments

84. A Press Release will be published to announce the appointment in line with the OCPANI Code. The announcement should contain details of any recent political activity. Consequently, should you be appointed, you will be required to complete a political activity form. Details of any political activity, together with some of the information that you have provided in your application form will be made public in the press announcement. This applies particularly to any public appointments you may hold, and to any significant political activity recently undertaken by you. The Press Release will include:

- your name;
- a short description of the body to which you have been appointed;
- a brief summary of the skills and knowledge you bring to the role;
- the period of appointment;
- any remuneration associated with the appointment;

- details of all other current public appointments held and any related remuneration received; and
- details of any political activity declared in the last five years.

Section 7

Equal Opportunities Monitoring and Complaints Procedure

Equal Opportunities Monitoring Form

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

Diversity in Public Appointments

86. The Department values and promotes diversity and is committed to equality of opportunity for all and appointments made on merit. The Department believes that the best Boards are those that reflect the community they serve.

87. The Department is committed to equality of opportunity and welcomes applications from all people irrespective of religious belief, gender, disability, ethnic origin, political opinion, age, marital status, sexual orientation or whether or not they have dependants.

Complaints Procedure

88. The Department is committed to getting this appointment process right first time. However, if you are not entirely satisfied with any aspect of our service, please tell us and we will do our best to resolve the matter. Our aim is to resolve any complaint quickly and you are invited to bring any concerns you may have to Secondary Care Directorate.

89. Please direct your concerns to:

Department of Health (DoH) Secondary Care Directorate
Room 1, Annexe 1

Castle Buildings
Stormont Estate
Belfast
BT4 3SQ

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Disqualifications

House of Commons and NI Assembly Disqualifications

90. Under the terms of the House of Commons Disqualifications Act 1975 and the Northern Ireland Assembly Disqualification Act 1975, existing MPs and MLAs cease to hold their elected office if they take up an appointment to a public body listed in the aforementioned legislation – the HTA is listed in both Acts.

91. If an individual holding a public appointment decides to stand for election as an MP or MLA, it is their responsibility to check whether the public body to which they belong or the office that they hold is listed in the appropriate Disqualification Act.

92. If the public body to which an individual belongs or the office that they hold is listed in the Disqualification Acts noted above, they must immediately notify the Department of their intention to stand for election. To avoid any disqualification issues from arising later they should resign their appointment before submitting their nomination as candidate in an election. If they have not resigned their public appointment before submitting their nomination as a candidate and are subsequently elected as an MP or MLA their election will be void.

Other Health & Social Care Body/Arm's Length Body Disqualifications

93. If you are currently serving as a Non-Executive of an HSC body or any other Arm's Length Body, there is an onus of responsibility on applicants to not only examine the disqualifications of the organisation to which they are applying, but also to be aware of any disqualifications which exist on the body to which they currently serve.

94. In some cases, it is not possible to hold two concurrent appointments; however, you should note that disqualification is from appointment to a post, not application. In the event of a relevant disqualification, you may be required to resign from a current position in order to accept this post.

Disqualification for Appointment to the HTA

95. Schedule 2 of The Human Tissue Act 2004 states the following information in relation to disqualification -

3(1)A person is disqualified for being appointed as chairman or other member of the Authority if—

(a)he is the subject of a bankruptcy restrictions order [F3or an interim bankruptcy restrictions order, or a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986],

(b)a bankruptcy order has been made against him by a court in Northern Ireland, his estate has been sequestrated by a court in Scotland or, under the law of Northern Ireland or Scotland, he has made a composition or arrangement with, or granted a trust deed for, his creditors, or

(c)in the last five years he has been convicted in the United Kingdom, the Channel Islands or the Isle of Man of an offence and has had a qualifying sentence passed on him.

(2)Where a person is disqualified under sub-paragraph (1)(b) because a bankruptcy order has been made against him or his estate has been sequestrated, the disqualification shall cease—

(a)on his obtaining a discharge, or

(b)if the bankruptcy order is annulled or the sequestration of his estate is recalled or reduced, on the date of that event.

(3)Where a person is disqualified under sub-paragraph (1)(b) because of his having made a composition or arrangement with, or granted a trust deed for, his creditors, the disqualification shall cease—

(a)at the end of the period of five years beginning with the date on which the terms of the deed of composition or arrangement or trust deed are fulfilled, or

(b)if, before then, he pays his debts in full, on the date on which the payment is completed.

(4)For the purposes of sub-paragraph (1)(c), the date of conviction shall be taken to be the ordinary date on which the period allowed for making an appeal or application expires or, if an appeal or application is made, the date on which the appeal or application is finally disposed of or abandoned or fails by reason of its non-prosecution.

(5) In sub-paragraph (1)(c), the reference to a qualifying sentence is to a sentence of imprisonment for a period of not less than three months (whether suspended or not) without the option of a fine.

Criteria Based Selection Process

96. 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.
97. Under each of the criteria headings in the application form, you are required to provide specific and relevant examples of past behaviour which illustrate how you match the competences being sought. It is not just what you have done – but also how you did it.
98. You can use examples from your working life or personal life, including any private, voluntary or community work you are, or have been, involved in.
99. 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 the organisation as to the experience, qualities and skills gained.
100. 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.

Criteria Based Interview

101. If this is your first experience of a criteria based interview, 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.

102. A criteria based interview 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 criterion.

103. 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?

104. The Interview 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.

105. You are strongly advised to read the 'Public Appointments Guide' when preparing for interview:

<https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/public-appointments-guide.pdf>

Probity & Conflicts of Interest

Guidance for Applicants

106. This guidance should be read in conjunction with the information contained in the leaflet CPANI Guidance Leaflet 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 and the NIAO Conflicts of Interest: Good Practice Guide.

[Guidance Leaflet on Conflicts of Interest, Integrity and how to raise a complaint](#)
[NIAO Conflicts of Interest: Good Practice Guide](#)

Standards of behaviour

107. The Department expects that the conduct of those appointed to serve on the Boards of public bodies will be above reproach. Everyone who puts themselves forward for a public appointment must be able to demonstrate their commitment to the maintenance of high standards in public life.

The Seven Principles Underpinning Public Life

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

- **Selflessness** - Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or other friends.
- **Integrity** - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity** - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

- **Accountability** - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** - Holders of public office should promote and support these principles by leadership and example.

109. 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?

110. 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.

111. 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.

112. 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?

113. 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?

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

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

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

written reference to any probity issues or perceived or actual conflicts of interest connected to any applicant put forward as suitable for appointment. It will include sufficient information to ensure that the Minister 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?

116. 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?

117. 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 applicant in the application form. They will then explore this at interview with the applicant.

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

118. 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.

119. 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.

120. 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.