



Department of
Health

An Roinn Sláinte

Mánnystrie O Poustie

www.health-ni.gov.uk

Public Appointments Information Booklet

**HEALTH & SOCIAL CARE BOARD
(HSCB 2/19)**

**5 X NON-EXECUTIVE MEMBERS
(3 X LAY, 1 X MEDICAL & 1 X NURSING)**

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

DoH Public Appointments Unit
Room D1
Castle Buildings
Stormont Estate
Belfast
BT4 3SQ

Tel: 028 9076 5606

Email your request to: public.appointments@health-ni.gov.uk

CPANI

The Commissioner
for Public Appointments
Northern Ireland

REGULATED



INVESTOR IN PEOPLE

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KEY APPOINTMENT PROCESS STAGES

Stage in Process	Timescale
Closing Date for applications	Friday 20 December 2019 @ 12 Noon GMT
Shortlisting	w/c 27 January 2020*
Interviews	w/c 24 February 2020*
Planned date of appointment	From the end of March 2020 onwards*

* These dates may be subject to change.

Privacy Notice

DoH will only process the personal data you provide us for the purpose of recruiting Non-Executive Members to the Board of the Health and Social Care Board and in line with the Commissioner for Public Appointments NI Code of Practice. For more information, please see our Privacy Notice at <https://www.health-ni.gov.uk/publications/public-appointments-unit-privacy-notice>

Section 1 – Introduction

1. The Department of Health (hereafter referred to as the Department) is committed to improving the diversity of the boards to which appointments are made. The Department values and promotes diversity and is committed to equality of opportunity for all and appointments made on merit. We particularly welcome applications from women, people from ethnic minority communities, and people with disabilities who we know are under-represented in Chair and Non-Executive roles. Further information is available at **Section 7**.
2. The Department administers Health and Social Care (HSC) - which includes policy and legislation for hospitals, family practitioner services, community health and personal social services. HSC provides an integrated system of health and personal social services to promote the health and social wellbeing of the people of Northern Ireland.
3. In terms of service commissioning and provision, the Department discharges this duty primarily by delegating the exercise of its statutory functions to the Health and Social Care Board (HSCB) the Public Health Agency (PHA) and to a number of other HSC bodies created to exercise specific functions on its behalf. All these HSC bodies are accountable to the Department which in turn is accountable, through the Minister of Health, to the Assembly for the manner in which this duty is performed.
4. The Department's vision for the integrated HSC system is to drive up the quality of HSC for patients, clients and carers, to improve outcomes, to safeguard the vulnerable, and to ensure that patients, clients and carers have the best possible experience in every aspect of their treatment, care and support. Each year, the Minister's strategic priorities, targets and standards are communicated to the HSC Service through an annual Commissioning Plan Direction.

5. Applications are invited to fill the following posts:
 - 3 Non-Executive Lay Members;
 - 1 Non-Executive Member with a medical background; and
 - 1 Non-Executive Member with a nursing background.

6. It is expected that the successful applicants will take up appointment from the end of March 2020 onwards. Information on disqualifications can be accessed at **Annex A.**

Section 2 – Information about the HSCB

General

7. The HSCB is responsible for commissioning services, resource management, performance management and service improvement. It works to identify and meet the health and social care needs of the Northern Ireland population.
8. The HSCB is managed by a Board of directors which has corporate responsibility for its operation. The Board of the HSCB is made up of five Executive Directors including the Chief Executive, a Non-Executive Chair and seven Non-Executive Members. The Non-Executive Members include a Member from a medical background, a Member from a nursing background, a Financial Member and four Lay Members. The Chairs of Local Commissioning Groups, a representative from the Patient and Client Council, the Director of Public Health and the Director of Nursing & Allied Health Professions of the Public Health Agency will also be in attendance at the Board meetings.
9. Non-Executive Members and Executive Directors are full and equal members of the HSCB Board. Non-Executive Members (including the Non-Executive Chair) are not personally liable for the activities of the HSCB Board, providing that their actions do not contravene the statutory provisions relating to HSC.
10. The Non-Executive Chair and Members are appointed by the Minister for Health/Department.

Role and Responsibilities of the HSCB

11. The Non-Executive Chair and Members have corporate responsibility for ensuring that the HSCB fulfils the aim and objectives set by the Department and approved by the Minister, and for promoting the efficient and effective use of staff and other resources by the HSCB. The role of the HSCB is broadly contained in three functions:

- To arrange or ‘commission’ a comprehensive range of modern and effective health and social services for the 1.8 million people who live in Northern Ireland.
 - To performance manage Health and Social Care Trusts that directly provide services to people, to support service improvements in pursuit of optimal quality and value for money, in line with relevant government targets.
 - To effectively deploy and manage its annual funding from the Northern Ireland Executive – currently circa £5 billion ensuring the best possible use of the resources of the health and social care system, both in terms of quality accessible services for users and value for money for the taxpayer.
12. Further information is available on the HSCB’s website www.hscboard.hscni.net

HSC Restructuring

13. In November 2015, the decision was taken by the then Health Minister, Simon Hamilton to close the HSCB. The closure of the HSCB is part of the wider Transformation agenda as outlined in ‘Health and Wellbeing 2026: Delivering Together’ (<https://www.health-ni.gov.uk/sites/default/files/publications/health/health-and-wellbeing-2026-delivering-together.pdf>).
14. Following its closure, the vital work that the HSCB delivers will continue, but the structures through which this work will be done will change, in order to enhance system leadership and accountability, improve integration and make decision making processes more streamlined.
15. A decision has been made on the future operational model and responsibility for the majority of the current HSCB functions will move to a newly established Departmental Group.

16. While legislation is required to effect the closure of the HSCB and fully implement the new model, not all changes need to have legislation in place before the anticipated closure in March 2022.
17. It is critical that the organisation has the skills, capacity and culture in place to support the new way of working now and into the future. In a number of areas, transitional arrangements are already in place and this provides an opportunity to learn and improve how we operate. Importantly, the new structure will provide a platform for further change and transformation in the way that HSC is planned and managed in the future.

Accountability

18. The HSCB is accountable to the Minister through the Department of Health.

Section 3 - Role Profile

HSCB Non-Executive Members

Accountable to

19. The Minister, through the Permanent Secretary of the Department of Health.

Role

20. Non-Executive Members of the Board of the HSCB are appointed in order to bring an independent judgement to bear on issues of strategy, performance and executive appointments within the Board. They bring wide experience and critical detachment to the work of the Board.
21. In effecting the transition to the new operating model, Non-Executive Members will support the HSCB and the Chair of the Board in anticipating, leading and implementing change, to ensure all required actions are taken and staff are appropriately supported.
22. It is the role of each Non-Executive Member to:
 - familiarise oneself with the work of the board;
 - share a corporate responsibility for strategic health and social care decision making;
 - assist in the planning of provision for health and social care;
 - ensure that the services commissioned by the HSCB reflect the assessed needs of local communities;
 - represent the interests of the general public in their scrutiny of the contribution made by executive members to the work of the organisation;
 - sit on various committees and other sub-groupings of the board e.g., Audit Committee, Remuneration and Terms of Service Committee and various ad-hoc groups;
 - monitor progress towards agreed targets;
 - represent the board of the HSCB at official or social functions relevant to the provision of health and social care services to the community;
 - participate in professional conduct and competency enquiries as well as staff disciplinary proceedings;
 - oversee the handling of complaints;
 - visit hospitals, health centres, GP practices, social services facilities, children's homes and other sites, as appropriate;
 - promote the relationship of the HSCB with the general public and the media; and

- become informed about the policy and strategy of the Department, and the HSCB's relationship with it and the wider HSC.

Training

23. Appropriate induction training will be provided by the organisation to the new appointee.

Time Commitment

24. The Non-Executive Member will be expected to devote **up to 5 days per month** to the appointment subject to negotiation. This may involve commitment outside normal working hours.

Remuneration

25. Depending on the negotiated time commitment, the **maximum annual rate of remuneration** for a Non-Executive Member of the HSCB is **£9,371 per annum (under review)**. They will also be eligible to claim travel and subsistence allowances, at rates set centrally, for costs necessarily incurred on HSCB business.

Expenses

26. The Non-Executive Member is also eligible to claim allowances, at rates set centrally, for travel and subsistence costs necessarily incurred on HSCB business.

Period of Appointment

27. The Non-Executive Member will be appointed for:
- a period to be determined in line with the timescale for closure of the HSCB (the current anticipated closure date is March 2022); or
 - a period not longer than four years.
28. It should be noted that the Department may give notice to terminate the appointment at any time. If the successful applicant decides to end their appointment early, a minimum of 3 months' notice will be required. An annual assessment of the performance of a Non-Executive Member will be required throughout the period of appointment.

29. It is the policy of the Department that there is no reappointment without a competition taking place. Should the timeline for closure of the HSCB necessitate the appointment of a Non-Executive Member for a further period, then the outgoing Member may be eligible to serve a second term by applying through open public competition. Any such application would depend on the applicant having demonstrated an appropriate standard of performance during the first term of appointment including evidence of continued adherence to the seven principles of public life.

Codes of Conduct & Accountability

30. To ensure that public service values remain at the heart of the HSC system, the Non-Executive Member is required, on appointment, to subscribe to the Codes of Conduct and Accountability. The high standards of corporate and personal conduct required of members are described more fully in the Codes. Please see link to the DoH Code of Conduct & Code of Accountability for Board Members of Health and Social Care Bodies [here](#).

Section 4 - Person Specification Non-Executive Member

31. With the HSCB currently going through a major change process, the appointment of a Non-Executive Member is an important one. The Department encourages all individuals who wish to participate in public service and make a difference to the way in which health and social care services are delivered in Northern Ireland to submit an application form. The Department would also welcome applications from those who have not previously held a public appointment.
32. To generate the widest possible pool of talent for this appointment, the Department recognises the value of less traditional career patterns and experiences such as community involvement or voluntary work, as well as those experiences found within the employment field. Applicants can use examples from their working life or personal life.
33. The person specification addresses the qualities, experience, background and competencies sought. A criterion-based selection procedure will be used as part of this process.
34. The application form is an essential element of the process and is designed to require applicants to give specific examples of past performance to demonstrate their ability or competence.
35. You are advised to make sure that you take the opportunity to provide practical evidence and examples of why you believe you are suitable for this Public Appointment. **Please note that CVs will not be accepted.**
36. Applicants are limited to a **maximum of 500 words per essential criterion; any words over this limit will be redacted by the Public Appointments Unit and will not be seen by the Panel.**

37. All applicants must demonstrate that they have the necessary skills, knowledge, experience and qualities required:

- **Lay Member** - there are no specific requirements for this post.
- **Member from a medical background** - applicants for this post must be included on the General Medical Council register.
- **Member from a nursing background** - applicants for this post must hold a current Nurse Registration with the Nursing and Midwifery Council (NMC).

ESSENTIAL CRITERIA

38. Applicants must show on their application form, and if invited for interview, how they meet the following essential criteria.

Criterion 1: Change Management

39. By way of practical examples, please demonstrate your experience of effectively and successfully contributing to the delivery of a significant organisational change programme or project.

Examples of the type of evidence the Panel will be looking for are:

- Experience of leading a challenging change programme or project within an organisation to a successful conclusion;
- Ability to develop and implement plans to effectively deliver an organisational change programme or project;
- Understanding and effectively managing the impact of implementing change on the culture, structure, service and morale within an organisation;
- Being able to make sound decisions on the basis of analysis, experience and judgement with the ability to clearly explain your thoughts and reasoning behind decisions taken; and
- Confidently engaging with a range of stakeholders and colleagues, securing their commitment to, and participation in, successfully delivering the change proposals.

Criterion 2: Corporate Governance & Accountability

40. By way of practical examples, provide evidence that demonstrates your experience of working at or close to Board level within a framework of corporate governance.

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

- Demonstrates understanding of corporate governance;
- Understands the importance of good governance as an enabler;
- Can distinguish between Executive and Non-Executive roles and responsibilities;
- Demonstrates the ability to work as part of a diverse team with people from different backgrounds and experiences to achieve agreement;
- Demonstrates sound judgement and strong integrity in tackling difficult issues;
- Ability to adopt a balanced approach to decision making, taking account of others viewpoints; and
- Understands principles of accountability.

Criterion 3: Performance Management

41. By way of practical examples, provide evidence that demonstrates your effective contribution to improving organisational performance.

Examples of the type of evidence the Panel will be looking for are:

- Experience of evaluating, scrutinising and improving the performance of an organisation;
- Ability to maintain effective performance in difficult and challenging circumstances and encouraging others to do the same;
- Ability to quickly respond to changing requirements;
- Experience of effectively challenging and adjusting performance levels to ensure the timely delivery of quality outcomes;
- Reviewing the effectiveness of internal controls; and
- Ability to identify, evaluate and manage risks to an organisation's performance and reputation.

Criterion 4: Collaborative Working

42. By way of practical examples, provide evidence which demonstrates how you proactively create, maintain and promote a strong network of collaborative relationships within and outside organisations or in partnership between organisations to deliver on a shared objective.

Examples of the type of evidence the Panel will be looking for are:

- Ability to build and maintain a network of contacts, openly sharing knowledge and insights;
- Identifying and promoting good relationships to effectively influence relevant stakeholders;
- Working collaboratively and flexibly within and across an organisation;
- Encourage contributions and involvement from a broad range of stakeholders to promote consensus; and
- Demonstrates empathy alongside an ability to challenge assumptions as necessary and effectively manage tensions/conflict to achieve consensus/shared goal.

SHORTLISTING CRITERIA

43. Applicants should note that after the eligibility sift, should it be necessary to shortlist individuals to go forward to interview, the Panel will carry out an objective evaluation of the depth and breadth of information provided by applicants in response to the following eligibility criteria:

- Criterion 1: Change Management; and
- Criterion 3: Performance Management.

Section 5 - Application, Access NI and Selection Process

44. The Department is committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. The Department is also committed to equality of opportunity and welcomes application forms from all suitably qualified applicants irrespective of religious belief, gender, race, political opinion, age, disability, marital status, sexual orientation, or whether or not they have dependants.
45. The Department is committed to taking measures to improve the diversity of the Boards to which they make appointments. The Department wants to encourage more women, young people, ethnic minorities and people with disabilities to apply for appointments. Applications from these groups would be particularly welcome.
46. These appointments are regulated by the Commissioner for Public Appointments for Northern Ireland (CPANI) and the competition may be examined by CPANI for compliance with the Commissioner's Code of Practice.

Application Procedure

47. Application forms or further information about the process can be obtained from Paul Bradley at the address on the cover of this document, by e-mailing a request to: public.appointments@health-ni.gov.uk or by contacting the Public Appointments Unit on 02890 765606. Alternatively you can download the information pack at: <https://www.health-ni.gov.uk/topics/health-workforce-policy-and-management/doh-public-appointments>
48. 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.
49. Applications must be fully completed and as clearly as possible using black ink or typescript **minimum font size of Arial 12, single-line spacing**.

50. 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). 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.
51. The Department recommends that applicants read the 'Public Appointments Guide' published by the Executive Office. The guide provides an overview of Public Appointments in Northern Ireland and includes helpful information for those wishing to apply.
- <https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/public-appointments-guide.pdf>
52. Applicants may also wish to read 'Partnerships between Departments and Arm's Length Bodies: NI Code of Good Practice' published by the Department of Finance in March 2019. This publication aims to set out principles of good practice which can be applied to derive greater value from, and bring consistency to, relationships between Departments and Arm's Length Bodies.
- <https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/daodof0319att.pdf>
53. If all sections of the application form are **NOT** completed your application **WILL BE EXCLUDED**.
54. **You must NOT exceed the maximum 500 word count per essential criterion. Text beyond the allotted word count will be redacted by the Public Appointments Unit and not considered by the Panel carrying out the sift stage of the appointment process.**
55. The Information Booklet and Application Form can be provided in alternative formats. Any applicants who require assistance should contact Paul Bradley (contact details on cover sheet). 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 73.

56. Application forms should be submitted by post, email or in person to arrive with Paul Bradley by **12 Noon GMT on 20 December 2019** (see contact details on cover sheet). The date and time of receipt will be formally recorded on all applications. 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 will be acknowledged on receipt by email.
57. Please check your application form before submitting it as **the Department will not examine applications until after the closing date** and failure to fulfil the application requirements will result in your application form being excluded from the process.

ACCESS Northern Ireland (Access NI)

58. It is the Department's policy to carry out an "Enhanced Disclosure Check" for the appointment of the Non-Executive Member.
59. 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.
60. 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.

Selection Process

61. Competence based interviewing tests applicants against the specific selection criteria for a particular appointment. The application form gives you an opportunity to provide examples relevant to the specific criteria. These examples provide the

Panel with information and evidence about you, and a deeper understanding of your ability.

62. 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.
63. Further general guidance on the Criteria Selection Based Process can be found at **Annex B**.
64. It will be the responsibility of either an Interview Panel comprising three members (two senior officers from the Department and one CPANI Independent Assessor) or an appointed Sift Panel to conduct the sift stage of the appointment process.
65. With the agreement of the Commissioner, the Department reserves the right to employ a Sift Panel comprising three CPANI Independent Assessors to conduct the sift stage of written applications. If the Department opts to use a Sift Panel, the Independent Assessor allocated by CPANI to sit on the Interview Panel will be appointed to the role of Lead Independent Assessor on the Sift Panel.
66. Application forms provided to the Panel responsible for conducting the sift exercise will be anonymised, which means that it will not include your name or personal details. The Panel will carry out a sift of all the eligible application forms received to assess each applicant against the essential selection criteria.
67. The Panel conducting the sift exercise will reach a decision as to whether an applicant meets each criterion on the basis of the evidence supplied on the application form.

68. As noted at paragraph 43, should it be necessary to shortlist applicants to go forward to interview, the Panel will carry out an objective evaluation of the depth and breadth of information provided by applicants in response to the following eligibility criteria:
- Criterion 1: Change Management; and
 - Criterion 3: Performance Management.
69. Any applicant who is assessed as not meeting any **one** of the essential criteria will not be eligible to proceed to the next stage of the selection process. Feedback may be requested at any stage of the process.
70. If you are dissatisfied with the Panel decision or have any queries in relation to not being selected for interview, you should write to the Department at the address provided, within 10 working days from the date on the letter notifying you of the outcome of the shortlisting process. All correspondence will be acknowledged by return.
71. 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. Any other appropriate expenses such as particular costs associated with disabilities or childcare can also be claimed. An expenses claim form will be issued with your invitation to interview letter.
72. At interview, all applicants must satisfy the Panel that they adequately meet all of the relevant criteria. Presently, it is the Department's intention that the list of those judged suitable for appointment will be presented to the Minister/Department in a ranked order, i.e. the Panel will score applicants at interview and a list produced in order of interview score. An applicant summary will provide the Minister/Department 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.

73. 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. You do not have to have a registered disability to apply and have your application considered under GIS. **Should you wish to be considered under the GIS scheme please complete the separate GIS Application document.**
74. Applicants whom the Panel assess as not suitable for appointment and whose names are **not** being presented to the Minister/Department will be advised by letter following interview.
75. Applicants whom the Panel assess as suitable for appointment and whose names are being presented to the Minister/Department will be advised of this by letter following interview.
76. An Access NI check is requested for the applicants the Minister/Department has selected for appointment. All documentation relating to Access NI will be destroyed by the Department once the appointment process has been completed.
77. Once the Access NI check has cleared 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 Terms of Appointment.
78. All other interviewees will be advised in writing of the outcome of their interview once the selection has been made.
79. The Minister/Department may decide to create a reserve list to cover any unforeseen vacancies that arise within 12 months following the initial appointments.

Section 6 - Probity and Conflicts of Interest

80. 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.
81. Attached for your information at **Annex C** is a copy of “Probity & Conflicts of Interest – Guidance for Applicants”. Separately attached is a leaflet from the Commissioner for Public Appointments (NI), about “Conflicts of Interest, Integrity and Making a Complaint”. These provide information on these issues including some examples to help applicants evaluate whether or not they have a real, perceived or potential conflict.
82. 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.
83. It is very important that all applicants provide appropriate details on their application form of any interests which might be construed as being in conflict with the appointment for which they have applied. If it appears, from the information provided on the form, that a possible conflict might exist, or arise in the future, this will be fully explored with the applicant with a view to establishing whether it is sufficiently significant to prevent the individual from carrying out the duties of the post. The Panel will do this at interview stage.

Insolvency Checks

84. The Department may also contact the Insolvency Service to check if applicants are recorded on the Disqualification of Directors or Bankruptcy registers.

Other Public Appointments

85. 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.

The Two Terms Rule

86. According to the CPANI Code of Practice those who have served two terms in the same position on the same Board cannot apply through open competition for a third term. If any applicant has served two terms in this position their application will be discounted at the sift stage.

Double Paying

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

Publicising Appointments

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

- Your name;
- A short description of the body to which you have been appointed;
- A brief summary of the skills and knowledge you bring to the role;
- The period of appointment;
- Any remuneration associated with the appointment;
- Details of all other 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

90. 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

91. We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.
92. The Department is committed to equality of opportunity and welcomes applications from all suitably qualified people irrespective of religious belief, gender, disability, ethnic origin, political opinion, age, marital status, sexual orientation or whether or not they have dependants.
93. We particularly welcome applications from women, people from ethnic minority communities, and people with disabilities who we know are under-represented in Chair and Non-Executive roles.

Complaints Procedure

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

95. Please direct your concerns in the first instance to:

DoH, Public Appointments Unit
Department of Health
Room D1
Castle Buildings, Stormont Estate
Belfast
BT4 3SQ

Email: public.appointments@health-ni.gov.uk

Telephone: 028 90 765606

96. If, after the Department's Complaints procedure has been completed, you remain dissatisfied, you may also direct your concerns to:-

The Commissioner for Public Appointments for Northern Ireland (CPANI)
Annexe B
Dundonald House
Stormont Estate
Upper Newtownards Road
Belfast
BT4 3SB

Email: info@publicappointmentsni.org

Telephone: 028 9052 4820

DISQUALIFICATIONS

HOUSE OF COMMONS AND NI ASSEMBLY DISQUALIFICATIONS

Under the terms of the House of Commons Disqualifications Act 1975¹, the Northern Ireland Assembly Disqualification Act 1975², and the European Parliamentary Elections Act 2002³, existing MPs, MLAs and MEPs cease to hold their elected office if they take up an appointment to a public body listed in the aforementioned legislation.

The HSCB is listed in the above-mentioned legislation; therefore an individual appointed to the position of Non-Executive Chair or Non-Executive Member to the HSCB will be disqualified from being an MP, MLA or MEP.

If an individual holding a public appointment decides to stand for election as an MP, MEP 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.

If the public body to which an individual belongs or the office that they hold is listed in the Disqualification Act 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, MLA or MEP their election will be void.

OTHER HEALTH & SOCIAL CARE BODY/ARM'S LENGTH BODY DISQUALIFICATIONS

If you are currently serving as a Non-Executive of a Health and Social Care Body or any other Arm's Length Body, there is an onus of responsibility on applicants to not only

¹ <http://www.legislation.gov.uk/ukpga/1975/24/contents>

² <https://www.legislation.gov.uk/ukpga/1975/25/contents>

³ <http://www.legislation.gov.uk/ukpga/2002/24/contents>

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.

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 HSCB

Disqualifications apply which are specific to membership of the HSCB are outlined in the following extract of The Regional Health and Social Care Board (Membership) Regulations (Northern Ireland) 2009:

Disqualification for appointment

- 1.—(1) Subject to regulation 5, a person shall be disqualified for appointment under regulation 2(1) if that person—
- (a) has within five years of the day the appointment would otherwise have taken effect been convicted whether in the United Kingdom or elsewhere of any offence and has been given a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine;
 - (b) has been dismissed, other than by reason of redundancy, from any paid employment with the Department, a health and social care body or a health service body;
 - (c) is the subject of a bankruptcy restrictions order;
 - (d) is subject to a disqualification under the Company Directors Disqualification (Northern Ireland) Order 2002⁽⁴⁾, the Company Directors Disqualification Act 1986⁽⁵⁾ or to an order made under section 429(2)(b) of the Insolvency Act 1986⁽⁶⁾ (failure to pay under county court administration order);
 - (e) has been—
 - (i) removed from the office of charity trustee or trustee for a charity in Northern Ireland or by an order made by the Charity Commissioners or the High Court in England and Wales on the grounds of any misconduct or mismanagement in the administration of the charity for which that person was responsible or to which that person was privy, or which that person by his conduct contributed to or facilitated; or
 - (ii) removed under section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990⁽⁷⁾ (powers of the Court of Session to deal with management of charities), from being concerned in the management or control of any body;

⁽⁴⁾ S.I. 2002/3150 (N.I. 4)

⁽⁵⁾ 1986 c.46

⁽⁶⁾ 1986 c.45

- (f) is a Chair, chairman, member or non-executive director of a health and social care body or a health service body;
 - (g) holds any paid employment or office with the Department, a health and social care body or a health service body;
 - (h) is a person who has been removed from the office as the Chair, chairman, member or non-executive director of a health and social care body or a health service body.
- (2) For the purposes of paragraph 1(a)–
- (a) the date of conviction shall be deemed to be the date on which the ordinary period allowed for making an appeal or application with respect to the conviction expires or, if such 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 not being prosecuted; and
 - (b) there shall be disregarded–
 - (i) any conviction by or before a court outside the United Kingdom for an offence in respect of conduct which, if it had taken place in any part of the United Kingdom, would not have constituted an offence under the law in force in that part of the United Kingdom;
 - (ii) any sentence of imprisonment passed by such a court on a person who at the time the sentence was passed was under 21 years of age.
- (3) For the purposes of paragraph 1(b)–
- (a) a person shall not be treated as having been in paid employment by reason only of his being a Chair, chairman, member or non-executive director of a health and social care body or health service body; and
 - (b) “dismissed” excludes dismissal which was established to have been unfair in industrial tribunal proceedings.

Cessation of disqualification

2.—(1) Subject to paragraph (2), where a person is disqualified under regulation 4(1)(b) (dismissed employees) that person may, after the expiry of a period of not less than two years, apply in writing to the Department to remove the disqualification and the Department may direct that the disqualification shall cease.

(2) Where the Department refuses an application to remove a disqualification no further application may be made by that person until the expiration of two years from the date of the application.

(3) Where a person is disqualified under regulation 4(1)(h) (certain Chairs, chairmen, members and non-executive directors whose appointments have been terminated), the disqualification shall cease on the expiry of a period of two years or such longer period as the Department specifies when terminating the period of office but the Department may, on application being made to it by that person, reduce the period of disqualification.

GENERAL GUIDANCE

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 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.

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.

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.

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

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.

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.

In preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:

Situation: Briefly outline the situation

Task: What was your objective?
What were you trying to achieve?

Action: What did you actually do?
What was your unique contribution?

Result: What happened?
What was the outcome?
What did you learn?

The 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.

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

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

Standards of behaviour

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

The Seven Principles Underpinning Public Life

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

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

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

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

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

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

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

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

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

What is a conflict of interest?

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

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

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

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

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

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

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

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

No - each case is considered individually. If you are short-listed for interview, the Panel will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be handled, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings where an issue is discussed, in which you have an interest. However, if, following the discussion with you, the Panel believes that the conflict is too great and would call into question the probity of the Board or the appointment they can withdraw your application from the competition. The summary of the outcome of the interview process, which is put to the Ministers, will include clear written reference to any probity issues or perceived or actual conflicts of interest connected to any applicant put forward as suitable for appointment. It will include sufficient information to ensure that the Ministers are fully aware of any of these matters and can make an informed decision.

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

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the seven principles of conduct underpinning public life and may terminate your appointment.

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

This situation may arise where the applicant is not familiar with the broad range of work which a body covers and therefore does not realise that a conflict might exist. In some cases, the Panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the 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?

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.