



Ministry  
of Defence

**SSRO**

Single Source  
Regulations Office

**Non-Executive Board Member  
Information pack for applicant**

**Closing date: 23:00 on 17<sup>th</sup> January  
2021**

**Reference: 36042 *please quote on all  
correspondence***



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## **Equal opportunities**

MOD is committed to be an equal opportunities employer. We value and welcome diversity. The appointment(s) will be governed by the Principle of Public Appointment based on merit with independent assessment and transparency of process. Candidates may come from a wide range of backgrounds and experience although the successful candidate(s) will need to demonstrate that they meet all the criteria for this appointment(s). Applications from women, ethnic minorities and disabled people will be welcomed.

## **Disable Confident Scheme (DSC)**

MOD actively encourages applications from disabled people. As part of this, MOD along with several departments have committed to the Disable Confident Scheme (DCS). One of our commitment is to offer an interview to all disabled applicants who meet the minimum criteria for the role(s). This gives them the opportunity to demonstrate their abilities at the interview stage.

To be eligible for DCS the candidate must have a disability, as defined by the [Equality Act 2010](#). Further definition can be found on the [Cabinet Office website](#).

# Sponsor Team message to candidates

In 2014, the Government passed legislation designed to fundamentally change the relationship between the Ministry of Defence and the suppliers of £8Bn per year of non-competed work. A key component of the regime was a new, arms-length body – the Single Source Regulations Office.

Single source procurement amounts to around half the MOD's annual procurement spend. It includes the development, acquisition and support of some of the UK's most significant defence capabilities, including nuclear submarines, combat aircraft and sophisticated weapons. For many years, the MOD and its major suppliers operated under a voluntary code, but significant weaknesses in this system led to the Government commissioning a major review by Lord Currie of Marylebone, which reported in 2011. After significant further policy work, the Government enacted legislation that:

- ❖ Set clear rules on how single source contracts must be priced.
- ❖ Introduced a set of mandatory, standardised reports that allow data to be analysed better.
- ❖ Set up a new arms-length body, the SSRO, to provide impartial recommendations on matters such as the profit payable on single source contract, and to adjudicate on disputes between the MOD and suppliers.

Since the regime came fully into force in 2015, the MOD has entered into over 200 single source contracts with a total estimated price of some £37 billion, with a wide range of suppliers<sup>1</sup>. As a result, the SSRO engages at the highest level with some of the world's largest defence contractors, including BAE Systems, Babcock International, Boeing, General Dynamics, Leonardo, Lockheed Martin, QinetiQ, Raytheon and Rolls Royce. The MOD is looking for people to join the SSRO's Board who can lead the conversation on strategic developments and to ensure the SSRO Board continues to be highly effective in delivering the SSRO's statutory functions.

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<sup>1</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/850421/Q2\\_2019-20\\_Quarterly\\_statistical\\_bulletin.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850421/Q2_2019-20_Quarterly_statistical_bulletin.pdf)

# The Role and Person Specification

The SSRO require three new members who will augment the skills and experience of the existing board. We are seeking individuals with broad commercial experience, particularly of large capital projects, either as a supplier or a buyer. We would particularly welcome applicants who have had a senior professional career.

The new Non-Executive Board Members to the SSRO will be appointed for a period of up to four years to start in September 2021, to fill positions arising naturally from the end of the terms of office of the current appointees.

The overall role of the Non-executive board members is to provide independent, constructive challenge and support and guidance to the SSRO executive.

The main responsibilities will be to:

- ❖ Establishing the strategic direction of the SSRO (within a policy and resources framework agreed with Ministers).
- ❖ Ensuring the SSRO are strategically placed and equipped to achieve their vision of becoming the recognised independent, authoritative expert on single source procurement.
- ❖ Overseeing the development and implementation of strategies, plans and priorities.
- ❖ Overseeing the development and review of key performance targets including financial targets.
- ❖ Ensuring that the SSRO complies with all statutory and administrative requirements on the use of public funds.
- ❖ Ensuring the SSRO in performing its role is providing value for money.

At the Chair of the SSRO's discretion, one of the new members may also Chair the Audit Committee and we would welcome applicants for this role who can demonstrate relevant accounting and financial skills and experience. This experience may have been acquired through membership of an audit committee or similar from a variety of sectors.

The successful candidate must abide by the Seven Principles of Public Life (Annex A) and the Code of Conduct for Board Members<sup>2</sup>.

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<sup>2</sup> <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

## Essential and Desirable criteria

### Essential criteria

Candidates must demonstrate all the following essential criteria.

- ❖ Strong oral and written communication skills, along with tenacity, drive and delivery focus to enable your expertise, strong contemporary commercial awareness, and knowledge to be brought to the Board.
- ❖ Ability to secure senior officers' confidence, preferable, though not exclusive, in a regulated environment and/or on large scale capital contracts, in one or more of the following disciplines:
  - i. Law: commercial, procurement and competition law;
  - ii. Public procurement and commissioning;
  - iii. Commercial contracting and delivery of major programmes;
  - iv. Corporate finance;
  - v. Management accounting, cost engineering, risk management;
  - vi. Engineering;
  - vii. Economics; and
  - viii. Digital services/data analytics.
- ❖ Ability to understand the wider industrial, economic and political implications of the SSRO's actions, whilst building engagement and managing change effectively.
- ❖ Strong analytical skills that link evidence to specific commercial operational outputs and identify ways to improve its quality and use.
- ❖ Proven ability to work across multiple sectors whilst holding colleagues/stakeholders to account in a constructive way.

### Desirable criteria

- ❖ A thorough understanding of the Defence sector.
- ❖ Knowledge of procurement processes and practice in the public sector.
- ❖ An understanding of how central government operates.
- ❖ Understanding of data systems and economic regulation, and the ability to acquire knowledge through investigation.

## Terms and Conditions of Appointment

This is a ministerial appointment and not an offer of employment. Such appointments are not normally subject to the provisions of employment law.

### Time commitment and Remuneration

The post requires a time commitment of approximately 24-48 days a year, for which the daily fee is £500. We expect the successful candidate(s) to spend typically 2-4 days per month on Committee/Board business. The appointment is not pensionable.

## **Appointment term**

The appointment will be for a period of 4 years. There may be a possibility of re-appointment, subject to a satisfactory annual appraisal of performance assessed by the Chair of the SSRO and at Ministerial discretion. Likely start date September 2021.

## **Location**

Meetings are usually held in London. Occasional travel to other locations may be required. Due to Covid-19 all Board meetings are currently being conducted virtually.

## **Termination of Appointment**

The successful candidate(s) may resign at any time by notice in writing to Secretary of State for Defence. Subsequently, the Secretary of State for Defence can remove you from office if you fail to perform the duties required in line with the standards expected in public office.

## **Confidentiality**

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired in the course of official duties, and not to disclose information which is held in confidence.

# The Role of the Public Body

The SSRO is an executive Non-Departmental Public Body (NDPB) sponsored by the MOD. The Secretary of State for Defence sets the overall policy objectives, which the SSRO must meet.

Since its formation, the SSRO has built a professional team and has earned a reputation as an objective, evidence-based, expert body. Looking forward, the SSRO has developed its 2025 vision setting out its ambition to be the recognised expert in the regulation of single source contracting and supporting UK defence by working at the heart of a continuously improving regulatory framework. The SSRO has also refreshed its values, to be an independent, transparent, authoritative and inclusive organisation.

The SSRO is responsible for:

- ❖ when required, acting as an adjudicator between MOD and industry on disputes about the application of the regulations, including making legally binding changes to contract pricing.
- ❖ recommending annually to the Secretary of State for Defence the profit rate to be used for single source contracts.
- ❖ issuing statutory guidance on key aspects of how single source contracts should be priced, including which costs can be included and how the profit rate should be calculated.
- ❖ the collection, storage and collation of the data that suppliers are mandated to provide under the legislation, which is available to MOD and SSRO analysts.
- ❖ undertaking analysis studies if commissioned by the Secretary of State<sup>1</sup> for Defence, or other bodies if approved by the Secretary of State, in order to support wider understanding in the single source environment.
- ❖ keeping the operation of the regulatory framework under review and making recommendations for changes to the Secretary of State.
  
- ❖ providing clarification on issues referred to it by the MOD or suppliers on the legislation or how it applies to particular contracts.

In carrying out its functions, the SSRO must aim to ensure (a) that good value for money is obtained in government expenditure on qualifying defence contracts, and (b) that single source suppliers are paid a fair and reasonable price under those contracts.

The SSRO works collaboratively with commercial and contracting parties in the defence industry and the MOD in order to deliver its statutory functions.

# The Role of the Board

Non- Executive Board Members provide intellectual rigour, a diverse range of perspectives and professional expertise to ensure that the SSRO can perform its duties to a high standard.

At the discretion of the Chair, opportunities may arise for Non-Executive Board Members to Chair one of three Sub-Committees;

1. The Regulatory Committee - at the heart of the SSRO's work, overseeing the discharge of its regulatory functions under the Defence Reform Act. Among its roles are; to agree the annual contract profit rates recommendation to the Secretary of State; to maintain strategic oversight of the review of legislation; and approve updates to the SSROs statutory guidance.
2. The Referral Committee - formed to consider and respond to questions Referred to us by the MOD and industry in relation to proposed or existing qualifying contracts. Questions may be referred on a variety of grounds and generally involve the SSRO giving expert opinions or making determinations. Issues considered in the past include the appropriate cost risk adjustment and the extent to which costs are allowable (e.g. labour, sales and marketing, price risk and faulty workmanship).
3. The Audit Committee - provides scrutiny, oversight and assurance of risk management, internal control and governance procedures to the Chief Executive, as Accounting Officer, and to the Board. The Committee provides assurance on the provision of, amongst other matters, the Annual Report and Accounts, the Corporate Risk Register and programme of internal audit reports.

# The Ministry of Defence



## Who we are?

The Ministry of Defence (MOD) is made up of 18 organisations: Head Office, four Military Commands, the Defence Nuclear Organisation and 12 Enabling Organisations.

Head Office provides the Department of State function and political and military strategic direction for the Department.

There are four Military Commands that generate military capability and operate in accordance with Defence policy objectives as directed by Head Office. These are:

- Royal Navy
- British Army
- Royal Air Force
- Strategic Command

The Defence Nuclear Organisation manages the portfolio of Defence nuclear programmes.

There are 12 Enabling Organisations that deliver activities to support Defence. Further information can be found on [WWW.GOV.UK](http://WWW.GOV.UK).

## Purpose

The Defence Purpose is to protect the people of the United Kingdom, prevent conflict, and be ready to fight our enemies. To **Mobilise** to make the most of existing capabilities; **Modernise** to embrace new technologies to assure our competitive position and **Transform** to radically improve the way Defence does business.

## The recruitment process

- ❖ The appointment is made in accordance with the 2016 Governance Code on Public Appointments and is regulated by the Commissioner for Public Appointments.
- ❖ The Governance Code is based on three core principles – merit, openness and fairness.
- ❖ An Assessment Advisory Panel (AAP) will sift and assess each application against the criteria, to produce a shortlist to invite to interview.
- ❖ Subject to Ministerial agreement, the AAP will then conduct interviews to ascertain which candidates are appointable to the role.
- ❖ Interviews are expected to take place in London. Further details about the format will be provided to you in advance.
- ❖ The AAP's composition along with the indicative timetable for the recruitment can be found at the next page.
- ❖ The decision to appoint to this role rests with the Secretary of State for Defence.
- ❖ Candidates considered appointable by the AAP may be invited to meet with the Minister before a final decision is made. As a result, there may be a delay in informing candidates of the outcome of the competition.
- ❖ The successful applicant will be required to sign the Official Secrets Act and go through the appropriate security checks for this position.
- ❖ The DBS Non-Standard Appointments Team will acknowledge receipt of your application and keep you updated on the progress of the competition. All candidates will be notified of the outcome of their application.

# The recruitment process cont.

## Indicative Timetable

Please note that these dates may be subject to change.

Closing date	17 <sup>th</sup> January 2021
Short-listing meeting	8 <sup>th</sup> – 12 <sup>th</sup> February 2021
Candidate interviews	8 <sup>th</sup> – 12 <sup>th</sup> March 2021
Meeting with Minister	Week commencing 5 <sup>th</sup> April 2021
Start/provisional date:	September 2021

## Advisory Assessment Panel composition

Chair:	Charlie Pate – MOD DG Finance
Member:	George Jenkins – Chair of the SSRO
Member:	CEO ADS [Name to be announced end of November 2020]
Independent:	TBC

**Completed applications should be emailed to [DBSCivPers-ResNONSTDAPPTS@mod.gov.uk](mailto:DBSCivPers-ResNONSTDAPPTS@mod.gov.uk) by 17<sup>th</sup> January 2021 at 23:00**

## How to apply and submit your application

If you wish to apply for this appointment, please supply the following:	an invite to an interview. To ensure fairness, the AAP will not be informed of who has applied under the GIS until they have set the
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<ul style="list-style-type: none"> <li>❖ A <b>CV</b> (<i>maximum two sides A4, minimum font 12</i>) setting out your career history and including details of any professional qualifications.</li> <li>❖ A <b>short supporting statement</b> in the Expression of Interest form (see below) (<i>maximum two sides A4, minimum font 12</i>) explaining how you meet the essential and desirable criteria (page 4). Make sure you refer to the contents of this information pack and provide specific examples which demonstrate proven and demonstrable expertise or ability. <u>Please ensure your full name and the reference number are clearly stated at the top of your CV and additional papers.</u></li> <li>❖ Complete the <b>Expression of Interest form</b> including your supporting statement; contact details for two referees and any conflict of interest (see further information below and Annex B).</li> <li>❖ Complete and return via email the <b>Diversity Monitoring form</b>, including stating any political activity.</li> <li>❖ <u>Note</u> References will be taken up if candidates are invited to an interview. You should ensure that they have given their permission for their names to be used.</li> <li>❖ If you are applying under the <b>Disable Confident Scheme</b> you will need to meet the minimum criteria for the role as determined by the AAP at sift. This will guarantee</li> </ul>	<p>minimum criteria at the start of the sift meeting. <b>Please complete the Disable Confident scheme declaration form.</b></p> <ul style="list-style-type: none"> <li>❖ If you have a disability and require <b>reasonable adjustments</b> to enable you to attend for interview, please advise us when you return your application</li> <li>❖ If you <b>cannot apply online*</b>, please post application to: <ul style="list-style-type: none"> <li>Defence Business Services (DBS)</li> <li>Oak level 2 # 6030-8</li> <li>West Wing</li> <li>Abbey Wood North</li> <li>New Road</li> <li>Stoke Gifford</li> <li>Bristol</li> <li>BS34 8QW</li> </ul> </li> </ul> <p>*Defence Business Services is currently operating with minimal staff in their offices, if you are unable to apply online please contact Defence Business Services (see contact details below).</p> <p><b>Please note:</b> it is your responsibility to ensure we receive your application by the closing date.</p> <p><b>Further information</b> If you have queries about any aspect of this role, or you wish to have an informal discussion, then please contact Joanna Travi, MOD Sponsor Team at joanna.travi100@mod.gov.uk.</p> <p>If you have queries about the recruitment process, please contact the Defence Business Services on 030 679 85048 or 030 679 84917.</p>
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## Eligibility criteria

To be eligible for consideration the candidate(s) will need to be a UK National.

The candidate(s) are/is expected to inform the Secretary of State for Defence if they intend to accept a prominent position in any political party and to understand that the appointment may be terminated if it is felt that the position is incompatible.

There are circumstances in which an individual may not be considered for appointment. If:

- ❖ You have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- ❖ You are the subject of a bankruptcy restrictions order or interim order, or a debt relief order or interim debt relief order under Schedule 4ZB to the Insolvency Act 1986;
- ❖ You are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- ❖ You have been removed from trusteeship of a charity,

## Conflict of interest and due diligence

If you have any interest that might be relevant to the work of the SSRO/MOD and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in the **Expression of Interest form**. (Annex B in this information pack should help you to evaluate whether you have a potential conflict.) This includes other MOD Boards and Committees on which you are already appointed. If you have queries about this and would like to discuss further, please contact the Joanna Travi, MOD Sponsor Team at [joanna.travi100@mod.gov.uk](mailto:joanna.travi100@mod.gov.uk).

As part of our **due diligence** checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs etc. Any information found may be made available to the AAP who may wish to explore further with you should you be invited to an interview. The information may also be shared with Ministers and the Cabinet Office.

Given the nature of public appointments, it is important that those appointed as members of public bodies / Committees maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the AAP and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

# Data Protection and Privacy Notice

The Department is required by the Commissioner for Public Appointments and Cabinet Office to retain information about the people who apply for public appointments and make it available for auditing and management information purposes, if requested. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process.

The [MoD Personal information charter](#) contains the standards you can expect when we ask for, hold or share your personal information and your rights under the law. Further information can be found in the [DBS Privacy Notice](#) on the way the DBS Civilian Personnel, Resourcing processes your data in line with the charter.

Our data protection policy is in line with the requirements of the General Data Protection Regulation and Data Protection Acts. Our data protection officer can be contacted by writing to [cio-dpa@mod.gov.uk](mailto:cio-dpa@mod.gov.uk).

Your initial contact details, including your name and address will be held by the DBS for a period of up to two years.

If you submit an application, that and any supporting documentation, will be retained by DBS for up to two years. Information held electronically, will also be held for up to two years.

If you would like these details to be removed from our records as soon as this recruitment campaign is completed, please write or email to DBS Non-Standard Appointments Team:

Defence Business Services (DBS)  
NSAT  
Oak level 2 # 6030-8  
West Wing  
Abbey Wood North  
New Road  
Stoke Gifford  
Bristol  
BS34 8QW

E-mail: [DBSCivPers-ResNONSTDAPPTS@mod.uk](mailto:DBSCivPers-ResNONSTDAPPTS@mod.uk)

## Dealing with your concerns

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you feel that you have any complaints about the way your application has been handled, please contact in the first instance:

Defence Business Service (DBS)  
Email: [DBSCivPers-ResNONSTDAPPTS@mod.gov.uk](mailto:DBSCivPers-ResNONSTDAPPTS@mod.gov.uk)  
Tel: 030 679 85048 or 030 679 88997

If you are not completely satisfied with the response, please contact:

MOD Public Appointments Team on:  
Email: [DSOP-PublicAppointments@mod.gov.uk](mailto:DSOP-PublicAppointments@mod.gov.uk)

### Taking it further

This appointment is regulated by the Commissioner for Public Appointments, to ensure that it is made on merit after a fair and open competition. If, after receiving a comprehensive response you are still concerned, you can write to the Commissioner for Public Appointments at the following address:

Commissioner for Public  
Appointments, and Civil Service  
Commission  
Room G/8  
Ground Floor  
1 Horse Guards Road  
London SW1A 2HQ

Full details of the complaints process can be found on the Commissioner's [website](#).

## Annex A: The Seven Principles of Public Life

The candidate is expected to adhere and understand the standards of probity required of public appointees outlined below in the “Seven Principles of Public Life” drawn up by the Committee of Standards in Public Life.

### **Selflessness**

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

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to 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 order to protect the public interest.

### **Leadership**

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

The candidate is also expected to adhere to the [Code of Conduct for board members of public bodies](#).

## Annex B: Conflict of Interest

### **Q1. 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 material might be relevant to the work of the public body concerned should be declared.

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

### **Q2. 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 public 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.

### **Q3. If I hold another Ministry of Defence appointment will it be considered a conflict of interest?**

It will depend on the nature of the role you have and the one you are applying for. In some circumstances the relationship between the two may make it too difficult to put in place arrangements to manage the conflicts. In such circumstances you would have to decide which role you would want to step away from. To allow the Advisory Assessment Panel (AAP) to consider fully you should provide details of other MOD roles you have or may be applying for in the **Expression of Interest** form.

### **Q4. What should I do if I think I have a conflict of interest?**

You will find a section on conflicts of interest in the **Expression of Interest** 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 of your circumstances constitute a possible conflict, you should still complete this section, in order to give the AAP as much information as possible. You might also find it helpful to discuss it with sponsor/ public body / Committee contact shown in the information pack.

**Q5. 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 AAP 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 managed, 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 AAP believes that the conflict is too great and would call into question the probity of the Board or the appointment they may ask you to withdraw your application from the competition.

**Q6. 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 of Public Life and we may terminate your appointment.

**Q7. 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 AAP, with their wider knowledge of the public body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

**Q8. 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 public 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 public body (if applicable) concerned, in consultation with the Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case would be 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 public body's routine business. In such cases, the member may be asked to stand down from the public body.

### **Q9. Areas where a conflict could arise**

There are five main issues, which could lead to real, or apparent, conflicts of interest. These are:

- Relevant pecuniary or other interests outside the organisation;
- Relationships with other parties/organisations which could lead to perceived or real split loyalties;
- Pending Government policy could give unfair personal advantage to people with allied business interests – for example access to privileged information – trade secrets;
- Perception of rewards for past contributions or favours;
- Membership of some societies or organisations.