



Independent Commission for Reconciliation and Information Recovery

Policy for the Declaration and
Management of Outside Interests

March 2026

Document information

Owner

The owner of this policy is the **Director of People and Culture**.

Author

The author of this document is the **Chief of Staff**.

Approver

The approver of this document is the **ICRIR Board**.

Document location

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Equality, diversity and inclusion (EDI) screening

This policy has been reviewed by the author in accordance with the ICRIR EDI Screening process.

Review date

The next date for reviewing this policy is March 2028.

References

ICRIR Code of Conduct

ICRIR Conflicts in Investigation Policy

Document history

Version	Author job title	Changes	Date policy approved
2.0	Chief of Staff	Fully revised policy	11 March 2026

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Introduction

1. This policy sets out the Independent Commission for Reconciliation and Information Recovery (ICRIR) framework in relation to the Declaration and Management of Outside Interests.
2. ICRIR staff are expected to meet the [Seven Principles of Public Life](#) and ICRIR's [Code of Conduct](#). They must not misuse their official position or information acquired in the course of their official duties to further their private interests or those of others. The requirement to act with honesty and integrity is key to how any outside interests should be considered and managed. The policy defines types of outside interests, outlines responsibilities for declaration.
3. This policy should be read alongside policies on: ICRIR policy on [Conflicts in Investigations](#); [Gifts and Hospitality](#), [Conduct of Conduct](#), Vetting, Raising a Concern and the [ICRIR Recruitment Principles](#).

Principles

4. This policy is based on the following principles:
 - You must not misuse your official position or information acquired in the course of your official duties to further your private interests or those of others.
 - You must be honest and impartial in the exercise of your duties and must not allow your judgement or integrity to be compromised.
 - It is your responsibility to declare all relevant outside interests and any other circumstances that may give rise to a conflict; actual, potential, or perceived, as soon as possible. This includes any interests or circumstances that could compromise the impartiality, integrity, or public confidence in the ICRIR. Immediate steps must be taken to address such conflicts. Failure to disclose known relevant interests or conflicts may result in action under the [Code of Conduct](#), and any criminal offences will be referred to the appropriate authorities.

Scope

5. This policy applies to all employees of the Commission and, where appropriate, to all members of the Commission's governance structures, including secondees, whether employed on a permanent, fixed term, or probationary basis, as well as individuals subject to recruitment processes.

Policy amendment: Anticipation of statutory duties under draft legislation

6. This policy is designed to align with current best practice and anticipates future statutory obligations under the Northern Ireland Troubles Bill 2025, specifically Sections 44 to 47, which are currently in draft form and subject to parliamentary approval.
7. Should the relevant provisions be enacted, this policy will be updated to reflect any statutory duties placed on Commission officers, including the Chief Executive Officer and Directors of Investigations, in relation to the identification, declaration, and management of conflicts of interest.
8. Roles and responsibilities outlined herein may be revised to ensure compliance with any legal requirements introduced by the legislation. A formal review of this policy will be undertaken upon enactment to ensure full alignment with statutory expectations.

Extension of policy to non-Commission personnel

9. This policy applies to individuals who are not directly employed by the Commission, including contractors, consultants, agency workers, and others

engaged through third-party arrangements. It is expected that such individuals will comply with the policy in the majority of cases. Responsibility for ensuring compliance rests with the staff member managing the relevant contract.

10. Exemptions may be considered for individuals whose professional roles are governed by independent regulatory or oversight bodies, and where compliance with this policy may be impractical due to the nature of their work. This may include, but is not limited to, professionals such as barristers, external auditors, medical experts, or independent legal advisors.
11. The requirement for an exemption will be determined by the contracting authority or the individual responsible for awarding the contract. This decision will be based on factors including, but not limited to:
 - the nature and scope of the work,
 - the level of access to sensitive or confidential information,
 - any potential for perceived or actual conflicts of interest,
 - and the existence of external professional regulation or ethical obligations.
12. Where an exemption is considered appropriate, the staff member managing the contract must prepare a concise report outlining the rationale for non-compliance. This report must be submitted to the Chief of Staff for consideration.
13. Should the Chief of Staff determine that compliance remains necessary, the matter may be escalated to the Chief Operating Officer, who will make the final decision.
14. Where an exemption is approved, the relevant section of the procurement contract must still be completed to reflect the exemption.
15. Other advisory or independent members of Committees are asked to follow the principles of this policy, including declaring outside interests. These declarations will be assessed by the Chief Executive Officer.

Definitions

16. A **Declaration of Interests** outlines any personal, financial, or professional interests that may be relevant to the contractor's role. A **Conflict of Interest** arises when those interests could interfere with, or appear to interfere with the impartiality, integrity, or objectivity of the contractor's work. This is not solely about adherence to policy, but about proactively identifying and managing any risks to fair decision-making or confidentiality.

Conflict of Interest

17. The National Audit Office defines a Conflict of Interest as:

'A set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. It can occur in any situation where an individual or organisation can exploit a professional or official role for personal or other benefit. Conflicts can exist if the circumstances create a risk that decisions may be influenced, regardless of whether the individual benefits. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.'

18. **Actual** conflicts are situations in which an officer's ability to apply judgement or perform in their role in the case is impaired or influenced by a secondary interest, or where the officer could (not would) exploit their role in the case for personal or other benefit.

19. **Potential** conflicts are circumstances in which a future situation in which an officer's ability to apply judgement or perform their role in relation to the case could be impaired or influenced were a set of circumstances to arise.

20. **Perceived** conflicts are those in which the officer's interests mean that their ability to apply judgement or perform their role in the case could reasonably be perceived

as impaired or influenced by a secondary interest, regardless of whether an actual conflict exists.

Outside interests

21. You may not always realise that you hold relevant outside interests or are in, or have been in, situations that could give rise to a conflict of interest. In most cases, there will likely be nothing wrong or unethical in relation to the circumstances leading to a conflict of interest arising, but when it does, immediate steps must be taken to resolve the matter so as to ensure adherence to the [Code of Conduct](#).
22. The starting point is to reflect on whether any personal or professional circumstances, past or present, could reasonably be perceived as affecting your ability to carry out your responsibilities with impartiality and integrity. This includes any outside interests or other factors that may raise concerns about your objectivity or the public's confidence in your conduct. If you are uncertain whether something is relevant, you should err on the side of caution and declare it. It is **your** responsibility to identify and disclose such matters so that your line manager can make an informed and objective assessment.
23. In considering relevant outside interests, you should also take into account the interests of close family members, such as a spouse or partner, adult children, parents, and siblings, as well as close friends. This consideration is limited to what you can reasonably be expected to know. These relationships may give rise to actual, potential, or perceived conflicts of interest, and should be declared where relevant, in line with the Declaration and Management of Outside Interests Policy.
24. To help identify relevant interests, you may find it useful to reflect on the following:
- Could any personal, professional, or financial connection reasonably be perceived as affecting my impartiality?

- Have I previously worked with or for any organisation or individual that may be affected by my role?
- Do I have any relationships or circumstances that could give rise to perceived bias or undue influence?
- Is there any factor that could cast doubt on my objectivity or the public's confidence in my conduct?
- If the answer to any of these is "yes" or "possibly," you should declare the interest so that it can be assessed appropriately.

25. You are responsible for declaring all outside interests or circumstances that could reasonably be considered relevant to your ability to undertake your role impartially and with integrity. This includes interests that may give rise to actual, potential, or perceived conflicts. The decision-maker, typically your line manager, will assess each declaration to determine whether it may impair your judgment, compromise your impartiality, or raise concerns about your integrity. This assessment enables appropriate mitigations to be considered and applied where necessary. **See Annex 1.**

Declaration process

26. Declaration and Management of Outside Interests (DMOI) disclosures are required at key stages of employment, including:

Prior to interview during the recruitment process

27. At this stage, candidates are asked to disclose any material or other interests that could potentially conflict with the role they are applying for. This ensures transparency and allows the Commission to assess whether any declared interests might influence the candidate's ability to perform the role impartially or ethically.

At the point of onboarding

28. When a candidate joins the Commission, they must update their DMOI declaration. This ensures any previously disclosed interests are still accurate and provides an opportunity to declare any new ones. At this stage, their new line manager is

responsible for reviewing the declaration and applying any necessary mitigations to manage potential conflicts of interest.

On an annual basis, throughout the period of employment

29. Employees must review and update their DMOI disclosures annually. This regular review helps maintain transparency and accountability over time, especially as roles evolve or new interests develop.

Whenever relevant circumstances change

30. Employees must update their declaration if there are changes in their personal circumstances, new outside interests, or if they take on a different role within the Commission.

Recruitment

31. Candidate responsibility:

The candidate is responsible for submitting a completed DMOI form prior to the interview stage.

32. Application screening:

Progress on a candidate's application will be paused until the DMOI form has been submitted. Failure to submit the required form may result in the application being withdrawn or deemed ineligible for further consideration.

33. Hiring Manager duties:

The Hiring Manager must ensure that the DMOI form has been submitted before interviews take place. Once received, the Hiring Manager will review the form, assess any declared interests, and decide whether any mitigation is needed. If the declared interests present a significant or unmanageable conflict, the Hiring Manager must escalate the matter to ICRIR HR, who will advise on the next steps. This may include deciding not to proceed with the recruitment process for that candidate.

34. **Pre-interview discussion:**

If the Hiring Manager identifies a declared interest that requires mitigation which is not straightforward or is particularly complex, they must, where appropriate, arrange a pre-interview discussion with the candidate to explore the issue further. Before doing so, the Hiring Manager must consult with ICRIR HR, who will advise on whether the meeting is necessary or if the recruitment process should be discontinued due to the nature of the conflict.

35. **Conflict escalation:**

If, following HR advice or a post-interview discussion, the conflict of interest cannot be mitigated or remains too complex to manage, the Hiring Manager must escalate the matter to ICRIR HR for final direction on how to proceed.

Onboarding

36. **Employee duties**

As part of the onboarding process, employees must review and, where necessary, update their DMOI declaration. A **revised form** must be completed at this stage to reflect any changes in circumstances since the initial submission during recruitment. This is important because a significant amount of time may have passed, and new developments may have occurred.

Examples of changes may include:

- A disciplinary process that was ongoing at the time of interview has now concluded.
- The employee has taken on a new external role, such as a board membership or consultancy.
- A personal relationship has developed or changed that could intersect with their professional responsibilities.
- They have acquired or disposed of financial interests that may be relevant to their role.

- They have become involved in voluntary or advocacy work that could be perceived as a conflict.

Onboarding will be suspended if the form is incomplete or not submitted. It is the responsibility of the individual to ensure the accuracy and completeness of their declaration.

37. Line manager duties

The line manager is responsible for reviewing the submitted DMOI form and confirming whether any declared interests require mitigation. This assessment should be documented and, where applicable, appropriate measures must be put in place to manage any actual, potential, or perceived conflicts of interest.

In role

38. HR Duties

HR will initiate an annual review of DMOI. A leader will contact HR to request a copy of an employee's DMOI when an employee changes roles in the Commission.

39. Employee Duties

Employees must take a proactive approach to managing conflicts of interest. When an employee identifies a new actual, potential, or perceived conflict, they must immediately review and update their DMOI declaration and notify their Line Manager without delay.

Failure to declare an actual, potential, or perceived conflict of interest will be considered a breach of the [ICRIR Code of Conduct](#) and may result in disciplinary action, in line with the Commission's Values.

40. Line Manager duties

During annual reviews, role changes, or when an employee updates their DMOI form, the declaration must be reviewed and amended as necessary. The Line

Manager is responsible for evaluating the revised DMOI to determine whether any declared interests require mitigation, or whether existing mitigations can be removed if they are no longer relevant.

Line managers should actively consider the content of their direct reports' DMOI declarations whenever assessing or reviewing a Conflict of Interest (COI). This ensures that the DMOI remains a living document, integrated into decision-making and not merely a formality completed at onboarding or during annual reviews.

Declaration and Management of Outside Interests register

41. A central DMOI Register is securely maintained by ICRIR HR. It records all submitted DMOI forms, along with associated decisions, mitigations, and updates. Access to the register is strictly limited to authorised personnel, in full compliance with UK General Data Protection Regulation (GDPR).

Governance and oversight

42. Bi-annual compliance reports are submitted to the Executive Leadership Team and the Audit & Risk Committee to ensure oversight of adherence to the DMOI policy. These reports are compiled by designated members of the ICRIR Governance Team, who are responsible for assessing compliance across the Commission. Access to DMOI data for reporting purposes is strictly limited to those Governance Team members with a defined role in monitoring and evaluating compliance.

Data protection and record management

43. All data relating to DMOI will be processed in accordance with the UK GDPR.

The central DMOI register will be governed by defined data retention periods, ensuring that information is held only as long as necessary to meet legal, operational, and audit requirements. Once no longer required, data will be securely and permanently disposed of, in line with the Commission's [Privacy Notice](#), [Equality Scheme 2024-2029](#), [Subject Rights Request Policy](#), and [Privacy Notice – Job Applicants](#).

Internal access to declarations

44. Access to the DMOI register is strictly limited to authorised personnel with a legitimate operational need.

Annex 1

Mitigation and management strategies for declared interests

Strategy	When most suitable	When least suitable
Register	<ul style="list-style-type: none"> For low-risk or potential conflicts. Where transparency through formal recording is sufficient. 	<ul style="list-style-type: none"> The interest is significant or high-risk. The potential impact on impartiality or integrity requires active management.
Restrict	<ul style="list-style-type: none"> The individual can be excluded from specific tasks, decisions, or discussions. The conflict is infrequent or limited in scope. 	<ul style="list-style-type: none"> The conflict is low-risk or easily managed. The individual is willing to relinquish the interest instead.
Remove	<ul style="list-style-type: none"> For ongoing or serious conflicts where restriction is not sufficient. The individual agrees to step back from the matter entirely. 	<ul style="list-style-type: none"> The conflict is low-risk or easily managed. The individual is willing to relinquish the interest instead.
Relinquish	<ul style="list-style-type: none"> The individual chooses to give up the interest causing the conflict. Their commitment to impartiality outweighs the private interest. 	<ul style="list-style-type: none"> The individual is unable or unwilling to relinquish the interest. The interest is not easily separable from their role.
Resign or Do not recruit	<ul style="list-style-type: none"> No other management options are workable. The individual cannot or will not relinquish the interest and role adjustments are not feasible. Chosen as a matter of personal principle. 	<ul style="list-style-type: none"> The conflict is low-risk or manageable. Other strategies are available and appropriate.

Dealing with a Conflict of Interest – [NIAO](#)



- Conflict of interest is identified and reported to management



- Conflict is considered and action is decided



- Action is recorded and carried out (if necessary)



- Declaration of interest form and register of interests are updated

Annex 2

Declaration of Interests

Name:	Role:
Department:	Line Manager:
Date:	

Please complete in conjunction with reading the ICIR Declaration of Interest Policy. The National Audit Office defines a conflict of interest as 'A set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. In addition to your own interests, those of close family members (for example spouse/partner, adult children, parents and siblings) and close friends should form part of consideration of relevant outside interests. This is limited by the extent to which you can reasonably be held to have such knowledge.

Expected to know of such interest.	Description and Guidance	Personal Declaration (Please complete all section below stating 'nothing to declare' if applicable) <i>(The starting point is to consider any 'relevant' outside interests. Relevance relates to whether an outside interest (financial or otherwise) could be thought to have a bearing on or overlap with your official role/duties. If you are unsure about whether to declare a relevant outside interest, you should err on the side of caution and declare it. The onus is on you to consider what might be relevant and declare it.)</i>	Types of Conflict (Please select from dropdown) <i>*Refer to policy for description of definitions</i>	If you have consider that what you have declared may be a conflict (actual, potential, perceived or relevant) Please provide details or mitigating actions to reduce this conflict	Line Manager Review date and comments in relation to risk and mitigation	Review date (if amendments are made throughout ICIR employment)
Personal Interests <i>(Please insert additional Row if there is more than one interest within this policy area)</i>	Where you have relevant close family or personal relationships (including from a work context) which could influence your objectivity or judgement. Eg, Associations with other past or current public authorities/political groups/ organisations that have an interest or overlap in the Commission's work					

Expected to know of such interest.	Description and Guidance	Personal Declaration (Please complete all section below stating 'nothing to declare' if applicable) (The starting point is to consider any 'relevant' outside interests. Relevance relates to whether an outside interest (financial or otherwise) could be thought to have a bearing on or overlap with your official role/duties. If you are unsure about whether to declare a relevant outside interest, you should err on the side of caution and declare it. The onus is on you to consider what might be relevant and declare it.)	Types of Conflict (Please select from dropdown) *Refer to policy for description of definitions	If you have consider that what you have declared may be a conflict (actual, potential, perceived or relevant) Please provide details or mitigating actions to reduce this conflict	Line Manager Review date and comments in relation to risk and mitigation	Review date (if amendments are made throughout ICRIR employment)
Outside Occupations <i>(Please insert additional Row if there is more than one interest within this policy area)</i>	All remunerated outside employment, work and appointments should be declared, whether or not considered relevant. Where work is not directly remunerated but may generate financial advantage for third parties, this should also be declared.					
Public appointment and voluntary roles, as well as any political activities (party membership, holding elected office, or party office). <i>(Please insert additional Row if there is more than one interest within this policy area)</i>	Although ICRIR supports the performance of a wide range of voluntary roles in the wider public and third sectors, in some cases these roles may create a conflict with your role as a Commissioner or officer of ICRIR.					
Public appointment and voluntary roles, as well as any political activities (party membership, holding elected office, or party office). <i>(Please insert additional Row if there is more than one interest within this</i>	Although ICRIR supports the performance of a wide range of voluntary roles in the wider public and third sectors, in some cases these roles may create a conflict with your role as a Commissioner or officer of ICRIR.					

Expected to know of such interest.	Description and Guidance	Personal Declaration (Please complete all section below stating 'nothing to declare' if applicable) (The starting point is to consider any 'relevant' outside interests. Relevance relates to whether an outside interest (financial or otherwise) could be thought to have a bearing on or overlap with your official role/duties. If you are unsure about whether to declare a relevant outside interest, you should err on the side of caution and declare it. The onus is on you to consider what might be relevant and declare it.)	Types of Conflict (Please select from dropdown) *Refer to policy for description of definitions	If you have consider that what you have declared may be a conflict (actual, potential, perceived or relevant) Please provide details or mitigating actions to reduce this conflict	Line Manager Review date and comments in relation to risk and mitigation	Review date (if amendments are made throughout ICRIR employment)
<i>policy area)</i>						
Previous employment, appointment or other outside roles <i>(Please insert additional Row if there is more than one interest within this policy area)</i>	Where you have previously held roles, or formed close working relationships, that might be relevant to your current role (especially where you may be carrying out review or investigative activity into or requiring information from such an organisation). This should also include any elected or political party roles you have held.					
Previous employment, appointment or other outside roles <i>(Please insert additional Row if there is more than one interest within this policy area)</i>	Where you have previously held roles, or formed close working relationships, that might be relevant to your current role (especially where you may be carrying out review or					

Expected to know of such interest.	Description and Guidance	Personal Declaration (Please complete all section below stating 'nothing to declare' if applicable) (The starting point is to consider any 'relevant' outside interests. Relevance relates to whether an outside interest (financial or otherwise) could be thought to have a bearing on or overlap with your official role/duties. If you are unsure about whether to declare a relevant outside interest, you should err on the side of caution and declare it. The onus is on you to consider what might be relevant and declare it.)	Types of Conflict (Please select from dropdown) *Refer to policy for description of definitions	If you have consider that what you have declared may be a conflict (actual, potential, perceived or relevant) Please provide details or mitigating actions to reduce this conflict	Line Manager Review date and comments in relation to risk and mitigation	Review date (if amendments are made throughout ICRIR employment)
	investigative activity into or requiring information from such an organisation). This should also include any elected or political party roles you have held.					
Business Interests <i>(Please insert additional Row if there is more than one interest within this policy area)</i>	Where you hold an interest in any organisation (including directorships) which you could use your official position to further					
Financial Interests (Including Procurements and Private Shareholdings) <i>- (Please insert additional Row if there is more than one interest within this policy area)</i>	Where you stand to gain financially from the work you are undertaking in the organisation, or where you can use your status to deliberately prevent someone else from gaining financially. This could also include where you have been declared bankrupt or your general financial status makes you more vulnerable to situations that could be seen to compromise your position.					
Any other relevant Interests <i>(Please insert additional Row</i>	You should include any other interests you hold which might reasonably					

Expected to know of such interest.	Description and Guidance	Personal Declaration (Please complete all section below stating 'nothing to declare' if applicable) (The starting point is to consider any 'relevant' outside interests. Relevance relates to whether an outside interest (financial or otherwise) could be thought to have a bearing on or overlap with your official role/duties. If you are unsure about whether to declare a relevant outside interest, you should err on the side of caution and declare it. The onus is on you to consider what might be relevant and declare it.)	Types of Conflict (Please select from dropdown) *Refer to policy for description of definitions	If you have consider that what you have declared may be a conflict (actual, potential, perceived or relevant) Please provide details or mitigating actions to reduce this conflict	Line Manager Review date and comments in relation to risk and mitigation	Review date (if amendments are made throughout ICRIR employment)
<i>if there is more than one interest within this policy area)</i>	be perceived as relevant to your responsibilities as a Commissioner or officer of ICRIR.					

All sections of Row C must be completed. If nothing to declare this statement must be stated in each box of row C

NB - You will be asked to review this declaration on an annual basis. Should your assessment change during that period of review then you are responsible for reviewing on an ad hoc basis and discussing the assessment with your line manager

Annex 3

Declaration of Interests – Candidate Guidance Note

Independent Commission for Reconciliation and Information Recovery

Dear Candidate,

This note is to explain the purpose and importance of completing a **Declaration of Interests** (DoI) as part of your application to the Independent Commission for Reconciliation and Information Recovery (ICRIR).

The Commission is committed to transparency, fairness, and impartiality. Declaring interests helps us identify any **actual, potential, or perceived conflicts** of interest that could affect your ability to carry out your role objectively. This protects the integrity of our work and maintains public confidence in the Commission.

Why this matters:

You are required to declare any interests that may relate to:

- **Past employment**
- **Voluntary roles**
- **Financial interests**
- **Personal relationships**
- **Other outside interests**

This includes not only family and close friends, but also any other relationships or affiliations that could reasonably be seen to impact the Commission's work.

This requirement aligns with:

- **The ICRIR Code of Conduct**
- **The Declaration and Management of Outside Interests Policy**
- **The Northern Ireland Audit Office's Good Practice Guide**
- **UK Civil Service and GDPR standards**

Annex 4

Types of Conflicts

To help guide your declaration, please consider the following definitions:

- **Actual conflicts:** Where your ability to apply judgement or perform your role is impaired or influenced by a secondary interest, or where you could exploit your role for personal or other benefit.
- **Potential conflicts:** Where your ability could be impaired or influenced if a particular set of future circumstances were to arise.
- **Perceived conflicts:** Where your interests could reasonably be perceived as impairing or influencing your judgement or performance, even if no actual conflict exists.

Your responsibility

There is a **positive obligation** on you to declare relevant interests. If in doubt, it is better to **over declare than under declare**. Transparency protects both you and the Commission.

What happens next

- Your declaration will be reviewed by the hiring manager.
- They may contact you for clarification.
- If any conflicts are identified, **mitigations** will be discussed and agreed with you.
- **In very rare cases**, a declared interest may mean a role cannot be offered.

Right to Appeal

If a decision is made that affects your eligibility for employment due to a declared interest:

- You will be informed in writing.
- You will have the opportunity to appeal the decision.
- The appeal will be reviewed independently.
- You may submit additional information or context.
- A final decision will be communicated to you in writing.

This ensures fairness and transparency in all decisions.

Non-Disclosure and Misconduct

Please note that **wilful non-disclosure** of any relevant interest may be considered **misconduct**. If such a failure is discovered **after appointment**, it may result in **disciplinary action** under the **ICRIR Conduct and Discipline Policy**.

This applies both during the recruitment process and **post-employment**, where any undeclared interest that comes to light and is found to have impacted the integrity of the appointment or the Commission's work may be subject to investigation and appropriate action.

Annex 5

Data protection and retention

Your declaration will be handled in accordance with UK GDPR and the Data Protection Act 2018. It will be:

- Stored securely.
- Retained only for as long as necessary for recruitment and audit purposes.
- Not used for any purpose beyond recruitment and compliance.

Need help?

We encourage you to consult the [NI Audit Office's Good Practice Guide](#) for further examples and clarification.

If you have any questions or need support completing your declaration, please contact the recruitment team at **[insert contact email]**.