



Cabinet Office



Candidate Pack

Senior Salaries Review Body

Generalist Member and Reward Specialist Member

Closing Date: 20th April 2026 at 4pm

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A Message from Simon Claydon

Dear Candidate

Thank you for your interest in these vacancies for a Generalist Member and a Reward Specialist Member of the Senior Salaries Reward Body (SSRB). You may already have some idea about the important work of the SSRB; the following pages will tell you more about the SSRB, its purpose, the nature of the Board and this Generalist Member role and Reward Specialist role, as well as the application process. Please do also view the SSRB website to understand their work:

<https://www.gov.uk/government/organisations/review-body-on-senior-salaries>

If, after reading the material, you have further questions about any aspect of the post you are considering, you are welcome to speak to Cabinet Office Partnerships and Appointments Team. If you have questions about the appointment process, you can contact the Cabinet Office Partnerships and Appointments Team via copa.partnerships@cabinetoffice.gov.uk.

If you believe you have the experience and qualities we are seeking, we very much look forward to hearing from you.

Simon Claydon- Director of Civil Service Pay, Policy & Pensions

Diversity and Equality of Opportunity

Public Appointees play an important role in public life on the board of public bodies and in statutory offices. For this reason, it is of great importance that these boards reflect the diversity of the UK as a whole. We welcome applications from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability, gender identity.

We ask all applicants to public appointments to complete a diversity monitoring form. This is not provided to the Advisory Assessment Panel and plays no role in the appointment decision. We hope you will help us by providing this information. This will allow us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes we could make to encourage a more diverse field to apply. Please find the link in the how to apply section below.

Disability Confident

Disability Confident is a voluntary scheme which replaced the Guaranteed Interview Scheme or Two Ticks Scheme that was widely used in Britain. Disability Confident supports the Government's commitment to halve the employment gap between candidates who have disabilities and those who do not by encouraging employers to think about disability and to take positive action to improve how they attract, recruit and retain workers with disabilities.

As a Disability Confident employer, we are committed to ensuring that candidates with disabilities are provided with the adjustments that they require as part of the recruitment process. If you require any reasonable adjustments, please contact the [Cabinet Office Partnerships and Appointments Team](#) to discuss your requirements.

We will also offer an interview to a fair and proportionate number of disabled applicants that meet the minimum criteria for the job - by minimum criteria you must be able to provide sufficient evidence to demonstrate relevant skills and experience for each of the selection criterion set out in the [Person Specification](#) section. This does not mean that all candidates who have a disability are entitled to an interview.

The aim of this commitment is to encourage positive action for candidates with disabilities, encouraging them to apply for positions in public life by offering them the assurance that, should they meet the minimum criteria as advertised for the position, they will be given the opportunity to demonstrate their skills, talent and abilities at the interview stage.

It is important to note that if we receive a higher volume of applications that far exceeds the number of those expected then we may need to limit the overall numbers of interviews offered. This will include the number of interviews offered to Disability Confident candidates that meet the minimum criteria for the role.

Background to the Senior Salaries Review Body

The Review Body on Senior Salaries (SSRB) provides independent advice to the Prime Minister, the Lord Chancellor, the Secretary of State for Health and the Home Secretary on the pay of Senior Civil Servants, the judiciary, senior managers in the NHS in England and Department of Health and Social Care (DHSC) arm's length bodies and chief police officers.

SSRB is an advisory non-departmental public body, sponsored by the Cabinet Office.

Size and composition of the Board

The Board currently comprises six Members. Members of the Board are listed below and biographical information for each Board Member can be found on the [SSRB website](#):

Board composition

- Lea Paterson CBE (Chair)
- Pippa Greenslade
- Ian McCafferty CBE
- Mark Polin OBE QPM
- The Hon Zoë Billingham CBE
- Mark Emerton

Further information on the SSRB and its activities, including its most recent annual report can be found on its website.

Information about the roles

This is both a challenging and exciting time to join the Senior Salaries Review Body. We are looking to appoint an individual with commitment and expertise to the Board.

As a member of the SSRB, you will have the opportunity to work on a challenging agenda and gain unique insights into a cross-section of public service professions at senior levels. You will also have the chance to play a key role in the future direction of the SSRB helping to shape its thinking and recommendations. The SSRB has members from a range of backgrounds, who pool their collective expertise to inform discussions.

Whilst the Board's Chair has overall responsibility for the performance of the Board, all members of the Board have an important individual and collective role in working with the Chair, to evolve the strategic direction of the body, to ensure effective delivery of recommendations and report and to ensure that it fulfils the governance, financial management, and efficiency standards required of it as a public body.

We are looking for one Generalist Member who can contribute to leading work on one or more of the SSRB's remit groups, and a one Reward Specialist to lead work on remuneration and reward.

The role of SSRB members involves (with the support of a dedicated secretariat):

- Producing well-researched and evidence-based recommendations for all the remit groups

- Producing a clear report setting out the SSRB's reasoning for its recommendations
- Undertaking additional projects of work as set out in the SSRB's terms of reference
- Preparing for and attending the meetings of SSRB throughout the year, which are usually in person in central London, or online
- Taking part in a small number of visits to members of remit groups in their workplaces around the UK
- Making an active contribution to discussions drawing upon your skills, expertise and subject knowledge with an emphasis on providing constructive challenge to complex proposals
- Building and maintaining strong professional relationships with key stakeholders
- Adhering to the seven principles of Public Life
- Complying at all times with the 'Code of Conduct for Board Members of Public Bodies' and with the rules relating to the use of public funds and to conflicts of interest set out in Managing Public Money

Person specification and eligibility criteria

All candidates must demonstrate, in their CV and supporting letter, how they meet the following criteria, through their knowledge, attributes and skills.

Essential Criteria

Core criteria

- **Knowledge:** a clear understanding of the work, priorities and challenges of the Senior Salaries Review Body and the context within which it operates.
- **Experience:** a strong track record of experience of executive level management, with a substantial track record of working with committees and boards of directors or equivalent.
- **Relationship building:** the ability to build strong stakeholder relationships, including with senior government officials and external stakeholders.
- **Communication:** strong communication and interpersonal skills with the ability to listen, accept challenges and constructively challenge others in discussions with clarity and respect.
- **Judgement:** effective decision-making skills with the ability to critically analyse a wide range of information and research to make clear and objective evidence-based recommendations.

Reward Specialist role

- Demonstrable experience within the HR/remuneration/reward fields and working knowledge of pay and reward systems

Desirable Criteria

- **Board-Level Senior Experience and Programme Delivery:** Experience at board level in leading a large and complex organisation, with a proven track record of successfully delivering major programmes, including large-scale organisational transformation initiatives.

Assessment process

During the sift, the Advisory Assessment Panel (AAP) will score each application based on how well candidates meet the essential criteria. Depending on how strong all the applications are, the panel will decide on a minimum score. Only candidates who meet or exceed this score will be eligible for an interview.

Disability Confident - minimum criteria

Candidates applying under the Disability Confident scheme will be eligible for an interview if they provide enough evidence that they meet all the essential criteria. From this group, we'll ensure a proportionate number are invited to interview, taking into account the total number of interview slots available.

Time commitment and term of office

Remuneration, allowances and abatement

- The time commitment for Board members is **20-25 days per year**; current members receive a non-pensionable honorarium of **£450 per day** to cover this.
- Remuneration is taxable under Schedule E of the Income and Corporation Taxes Act 1988 (as amended) and subject to Class I National Insurance contributions.
- Reasonable standard travel expenses will be payable.
- The post is not pensionable.

Appointment and tenure of office

- All members are appointed by the Prime Minister.
- Appointments are for a term of **three years**.
- It will be important that a member's other commitments do not cast any doubt on their ability to act independently and impartially in discharging the role; any potential conflict of interest must be declared and will be discussed at interview (more detail below).

All Board Members are required to adhere to:

- The Cabinet Office [Code of Conduct for Board Members of Public Bodies](#).
- The Seven Principles of Public Life (see [Annex A](#))

Performance appraisal

Members will be assessed at least once a year against their performance for each year of their appointment, which will be carried out by the Chair.

Security Clearance

The successful candidate will be required to undertake Baseline Personnel Security Standard checks in line with the Civil Service guidelines. Additional Security Clearance may also be required for certain roles. However, where this applies, candidates will be notified during the appointment process. Further information on National Security Vetting can be found on the Gov.uk website [here](#).

Recruitment process

Timetable for recruitment

- **Closing date: 20 April 2026**
- **Shortlisting: w/c 27 April 2026**
- **Interviews held: w/c 18 May 2026**

It is essential that your statement of suitability gives full but concise information relevant to the appointment, clearly demonstrating how you meet each of the [eligibility criteria](#).

The Advisory Assessment Panel will consist of:

- **Panel Chair: Simon Claydon- Director of Civil Service Pay, Policy & Pensions**
- **Panel Member: Lea Paterson- Chair of the SSRB**
- **Independent Panel Member: Pavita Cooper**

You will be able to claim reasonable travel expenses incurred travelling to and from the interview (please note you may be asked to justify travelling costs if Cabinet Office considers the claims excessive). Please let **the Cabinet Office Partnerships and Appointments Team** know beforehand if you are likely to claim, along with the approximate costs by contacting copa.partnerships@cabinetoffice.gov.uk.

As a Disability Confident employer we are committed to ensuring that candidates with disabilities are provided with the adjustments that they require as part of the recruitment process. We are able to facilitate a range of different reasonable adjustments; for example, large print recruitment documents or British Sign Language interpretation at interview.

If you require any reasonable adjustments as part of the recruitment process, please contact the Cabinet Office Public Appointments Team via copa.partnerships@cabinetoffice.gov.uk to discuss your requirements in more detail.

How to apply and submit your application

In order for us to progress your application please upload your completed application onto your candidate portal on the [Public Appointments website](#). Your application must contain the following documents:

A **Curriculum Vitae** (maximum two sides of A4) with your education, professional qualifications and full employment history.

- A **supporting statement** (maximum two sides of A4), setting out how you meet the [eligibility criteria](#) – make sure you refer to the contents of this document; please ensure your full name is clearly noted at the top of your letter.

Successfully shortlisted candidates will need to provide contact details, including email addresses, for two referees.

If you have any questions about the appointments process please contact the Cabinet Office Public Appointments Team via copa.partnerships@cabinetoffice.gov.uk.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the deadline for applications listed below.

Travel expenses

Please note that we may reimburse reasonable travel expenses incurred for attending the interview, but you must agree this with us beforehand.

Ineligibility criteria

You cannot be considered for a public appointment if:

- you become bankrupt or make an arrangement with creditors;
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors;
- you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- you have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53);
- you become subject to a debt relief order or a bankruptcy restrictions order;
- you fail to declare any conflict of interest.

How we will handle your application

This appointment is regulated by the Commissioner for Public Appointments. Appointments are made on merit following a fair and open competition process which is conducted in accordance with the Governance Code for Public Appointments. The public appointments process can be lengthy. However, we aim to conclude the appointment process within three months of the deadline for applications – this is in accordance with the Governance Code.

Ministers are responsible and accountable to Parliament for the public appointments made within their department. As a result, they are consulted at every stage of the appointments process. To assist them in their decision-making, an Advisory Assessment Panel (the "Panel") is appointed, whose role is to objectively determine which candidates meet the eligibility criteria for the role.

The assessment process for a public appointment is set out below:

1. Shortlisting

At the shortlisting meeting, the Panel will assess applications against the eligibility criteria and decide which candidates should be recommended for interview. Ministers will then be consulted on and agree the final shortlist.

2. Shortlist outcome

Once the shortlist has been agreed by Ministers, you will be advised (by email) whether you have been shortlisted. Those shortlisted will then be invited to an interview in London.

3. Interviews & selection

The Panel will meet again to interview candidates and determine who is appointable to the role. Interviews are expected to take place in **London** and will last for approximately 45 minutes. The names of all appointable candidates, along with the Panel's recommendations and a report detailing the assessment methods and interview outcomes, are provided to Ministers. It is then for Ministers to determine merit and make the final decision on who should be appointed. In some circumstances, Ministers may choose not to appoint any candidates and re-run the competition.

4. Interview outcome

Once the Minister for the Cabinet Office has selected his 'preferred candidate', his recommendation will be shared with the Prime Minister for agreement. Once an appointment decision has been made, interviewed candidates will be advised of the outcome of their application.

6. Formal Appointment

Successful candidates will be issued with their Terms & Conditions and a letter of appointment upon accepting the position.

7. Feedback

Candidates who are unsuccessful at the interview stage will receive feedback from the Cabinet Office Partnerships & Appointments Team. Please note that feedback is only available for interviewed candidates.

Conflicts of interest and due diligence

Given the nature of public appointments, it is important that those appointed as Members of public bodies 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 Advisory Assessment Panel (“Panel”) 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.

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, public registers (e.g. Individual Insolvency Register, Removed Trustee Register, Financial Services Prohibited Individual Register and Disqualified Directors Register) or any other publicly available information.

The Panel must satisfy itself that all candidates for appointment can meet the standards set out in the Seven Principles of Public Life and, have no outside interests which present a conflict of interest or otherwise call into question their ability to perform the role. Any actual, reasonably perceived or potential conflicts of interest identified during the appointment process and potential mitigations will be explored with the candidate at interview. This information will also be included in the final advice to Ministers at the end of the appointment process.

If you have any interests that might be relevant to the work of SSRB, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further please contact the [Cabinet Office Partnerships and Appointments Team](#). A potential conflict will not preclude you from being shortlisted or appointed. However, arrangements may need to be put in place to manage the real or perceived conflict.

The Commissioner for Public Appointments

This appointment is regulated by the Commissioner for Public Appointments, to ensure that it is made on merit after fair and open competition. More information about the role of the Commissioner and the Governance Code on Public Appointments can be seen on the [Commissioner for Public Appointments' website](#).

You can also view the Governance Code on Public Appointments on [gov.uk](#).

Part of the Commissioner's remit is to investigate candidate complaints in relation to the regulated appointment process. Complaints should be raised with the appointing department in the first instance. If, after investigation by the department, the complainant remains dissatisfied, they may then bring their complaint to the Commissioner for Public Appointments. Full details on how the Commissioner investigates candidate complaints can be found on the "Investigating Complaints" section of the Commissioners website ([here](#)).

Alternatively, please contact the Commissioner's office on 020 7271 6729/ 0207 271 3305 or email publicappointments@csc.gov.uk for information on how to make a complaint.

Complaints

If you are not completely satisfied with the recruitment process, please contact the Cabinet Office Public Appointments Team. They will investigate your complaint and issue you with a response within 10 working days which addresses your concerns and recommends remedial action if required.

If you are not content with this response your complaint can be escalated to the Deputy Director of Cabinet Office and Civil Service Governance. They will review your complaint in relation to the recruitment process and issue you with a response within 20 working days.

If you are still not satisfied, you can ask the Commissioner for Public Appointments to investigate your complaint. The contact details for the Commissioner can be found below:

The Commissioner for Public Appointments
Room G/8, Ground Floor
1 Horse Guards Road
London
SW1A 2HQ Email: publicappointments@csc.gov.uk
Tel: 0207 271 0849

Use of your personal information

Your personal information will be held in accordance with the General Data Protection Regulation. You will not receive unsolicited paper or electronic mail as a result of sending us any personal information. No personal information will be passed on to third parties for commercial purposes.

When you submit personal information to us when making an application, we promise we will:

- only ask for what we need, and not collect too much or irrelevant information;
- ensure you know why we need it;
- protect it and insofar as is possible, make sure nobody has access to it who shouldn't;
- ensure you know what choice you have about giving us information;
- make sure we don't keep it longer than necessary; and
- only use your information for the purposes you have authorised.

We ask that you:

- give us accurate information;
- tell us as soon as possible of any changes; and
- tell us as soon as possible if you notice mistakes in the information we hold about you.

If you apply for a post, the manner in which we share information with the interview panel is described above.

Our data protection policy is in line with the General Data Protection Regulations and there is more detail in [Annex B](#).

If you would like these details to be removed from our records as soon as this recruitment exercise is complete, please inform the [Cabinet Office Partnerships and Appointments Team](#). The Privacy Notice for Cabinet Office Public Appointments is at Annex B.

Annex A – The seven principles of public life

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

Selflessness: Holders of public office should act solely in terms of the public interest.

Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty: Holders of public office should be truthful.

Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Annex B – Privacy Notice

This notice sets out how we will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the General Data Protection Regulation (GDPR).

Purpose

Our purposes for processing your personal data are:

- to recruit for public appointments for the Cabinet Office or one of its sponsored bodies including dealing with applications, selection, appointment, and vetting
- to monitor and promote diversity in appointments, and
- to produce statistics

The data

We will process the following personal data: your application, including name, contact details, location, employment history, qualifications, CV and other background information relevant to your application; sift and interview assessments; and conflicts of interest and political activity.

Diversity data will also be requested if you make an application via the Public Appointments Website, although you may decline to provide this if you wish. This includes age, gender, ethnicity, sexual orientation, recorded disability, and faith.

We may also process other information gathered by Cabinet Office as part of due diligence, including information obtained from public sources including social media.

Information relating to your nationality, address, family history and criminal convictions may be required in order to enable you to hold the necessary security clearance for your new role.

Lawful basis

Our legal basis for receiving and using your information is that it is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller. In this case that is to ensure that high quality candidates are identified via robust recruitment processes in line with the Governance Code for Public Appointment published pursuant to Article 3(1) of the Public Appointments Order in Council 2016. We also have a public task to monitor and promote diversity under our public sector equality duty.

Where a contract of employment exists, we also process your data on the legal basis that it is necessary for the performance of a contract to which you are a party, and it is necessary in order to take steps at your request prior to entering into a contract.

Sensitive personal data is personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation.

We may process this data to make reasonable adjustments for applicants, and to conduct due diligence checks. Our lawful basis for processing your sensitive personal data is:

- It is necessary for the purposes of performing or exercising our obligations or rights as the controller, or your obligations or rights as the data subject, under employment law, social security law or the law relating to social protection (reasonable adjustments)
- processing is of data concerning ethnicity, religious or philosophical belief, health including disability or sexual orientation, it is necessary for the purposes of identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with a view to enabling such equality to be promoted or maintained (diversity monitoring)
- processing is necessary for reasons of substantial public interest for the exercise of a function of the Crown, a Minister of the Crown, or a government department (diversity monitoring and due diligence)
- It relates to personal data which are manifestly made public by you (due diligence)

Recipients

Information that you supply to the Cabinet Office as part of your application for a Public Appointment may be shared with members of the Advisory Assessment Panel for the purposes of sifting applications and conducting interviews. This may include your name, employment history, qualifications, CV and other background information relevant to your application including sift and interview assessments, conflicts of interest, and political activity. This may also include other information gathered by Departments as part of due diligence, including information obtained from public sources.

Diversity and other data will be shared with the Commissioner of Public Appointments (OCPA) for the exercise of their statutory functions. This may include age, gender, ethnicity, sexual orientation, recorded disability, faith and geographical location, principal employment sector, number of government public appointments held, and declarable political activity. Your name will not be included in the information that is collected and shared with OCPA. You can see how OCPA handles personal data shared with it in its [privacy notice](#).

As your personal data will be stored on our IT infrastructure it will also be shared with our data processors who provide email, and document management and storage services.

Retention

Cabinet Office will store your application and other data if you are successful for the duration of your appointment and for 2 years thereafter.

Cabinet Office will hold diversity data shared with OCPA in identifiable form for five years.

If your application is unsuccessful we will retain your data for one year.

International transfers

As your personal data will be stored on our IT infrastructure, and shared with our data processors, it may be transferred and stored securely outside the European Union. Where that is the case it

will be subject to equivalent legal protection through the use of Model Contract Clauses or the Privacy Shield scheme.

Your Rights

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

- You have the right to request that any inaccuracies in your personal data are rectified without delay.
- You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.
- You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.
- You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.
- You may have the right to request a copy of any personal data you have provided, and for this to be provided in a structured, commonly used and machine-readable format.
- You have the right to object to the processing of your personal data.
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Complaints

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF, or 0303 123 1113, or casework@ico.org.uk.

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

Contact details

The data controller for your personal data is the Cabinet Office.

In relation to equality and diversity data, the Cabinet Office and the Office for the Commissioner of Public Appointments are joint data controllers. The contact details for the Cabinet Office are: Cabinet Office, 70 Whitehall, London SW1A 2AS, or 0207 276 1234, or publicappointments@cabinetoffice.gov.uk.

The contact details for the Cabinet Office's Data Protection Officer (DPO) are: Stephen Jones, DPO, Cabinet Office, 70 Whitehall, London SW1A 2AS, or dpo@cabinetoffice.gov.uk.

The Data Protection Officer provides independent advice and monitoring of Cabinet Office's use of personal information.



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