



DEPARTMENT OF INFRASTRUCTURE

Isle of Man Airport Board of Advisors Public Appointment Information Pack



**Isle of Man
Government**

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PUBLIC NOTICE

The Department of Infrastructure is looking to appoint two Executive Members to the Board of Advisors to the Airport (Aviation & Commercial).

A comprehensive information pack containing full details of the knowledge and skills required is available on the Department's web page. To make an application, please complete the online application, which is also on the Department's web page.

Applications for appointment to the Board will close at 12.00 pm on Friday 1st September 2023.

Background Information

The Isle of Man Airport Board will play an important role in providing additional guidance and support to the Airport executive on operational issues, and the wider department on the project that is considering the future, function and form of the Airport. A copy of the report considered by Tynwald in April 2023 "Isle of Man Airport: Function, Future and Form" [GD 2023/0028], can be found [here](#).

The Role

Your role would be to provide support and independent and constructive challenge to the Board and the executive team, in their role to define the optimum operational and governance structure at the Airport, and the scope as outlined in the Airport Board Terms of Reference.

Person Specification

You will have:

- board level executive or non-executive experience in the aviation or other relevant commercial industry;
- leadership experience and knowledge of effective governance at a senior level in the private or public or voluntary sectors;
- experience in public/private investment strategies.

Your commercial experience will ideally have given you an ability to appreciate and understand:

- the strategic issues facing aviation;
- the ability to provide strategic challenge, whilst building consensus with a range of stakeholders and;
- political awareness and the ability to navigate the political landscape.

Please give examples in your application showing how in previous activity you have demonstrated this appreciation and understanding. Candidates will be reviewed on these criteria.

To be successful in this post you should also be able to demonstrate the following attributes which may be explored at interview:

- strong communication skills, including an ability to offer challenge in a constructive, straightforward and open manner;
- the ability to challenge and support the development of management and strategic policies by applying relevant private sector approaches and/or experience in a public sector context;
- the ability to successfully deliver change: experience of transforming business processes to improve efficiency and effectiveness at significantly lower cost;
- a solid appreciation of risk management: significant experience of assessing and managing risks, including high risk and high value projects and risks with a public interest element;
- a good understanding of large and complex organisations operating in a political environment
- a solid commitment to high ethical standards of integrity and honesty and an understanding of the value and importance of the Seven Principles of Public Life.

Time Commitment required


It is anticipated that 12 meetings per annum will take place.

Remuneration

£300 per meeting.

Privacy Notice

The Department of Infrastructure is a controller under current Data Protection Legislation. We will hold the personal information provided for the purpose of answering your enquiry, customer services or other statutory or legal obligations. Further details can be found <https://www.gov.im/about-the-government/departments/infrastructure/data-protection>; it provides more information about the way in which we use, share and store your personal information, and what your rights are. You can also contact our Data Protection Officer by emailing DPO-DOI@gov.im or ringing 686785.

		Terms of Reference- Airport Board (Transitioning)			Risk Rating	High	
Reference:	TERMS- REF-AB 03	Issues:	03	Owner:	Airport Director	Department:	Executive
Issue Date:	JUNE 23	Compliance Date:			DRAFT	Planned Review Date:	MONTHLY

1. Purpose

1.1 A board is established to include a non-executive chair to provide additional guidance and support to the Airport executive on operational issues, and the wider department on the project that is considering the future, function and form of the Airport.

1.2 The board will continue to evolve through the life cycle of the project, and will remain in place until such a time that a determination has been made on the future operating model of the airport, and if it will change.

1.3 The Terms of Reference are made on a transitioning basis and will be reviewed and, if applicable, updated on at least a monthly basis as the board and project continues to develop.

2. Scope

- To define the optimum operational and governance structure at the Airport using key metrics and pre-determined checks and balances, to establish whether a recommendation to change the operating model should be made
- To strengthen governance and good practice in all areas of Airport operations
- To challenge and support the Airport Director and executive teams
- To consider strategy and business operations and ensure they are subject to challenge
- To ensure that route policy decisions presented by the Strategic Air Group (SAG) are implemented
- To protect the interests of the Airport when considering any change to operational structure
- To maintain effective, efficient and transparent systems of financial and risk management, operating within pre-determined parameters in relation to the Isle of Man Government Financial Regulations
- To ensure that all Airport assets and infrastructure, including land and property, are managed in a way that secures the optimum outcome for public funds and the wider economy

3. Membership

3.1 The board will comprise of the following:

Role	
Chair*	Non-executive Director, Infrastructure
Vice Chair*	Minister for Infrastructure
Department of Infrastructure Executive member	Chief Officer, Department of Infrastructure
Political member*	Departmental Member
Airport Executive member	Airport Director
Airport Executive member	Head of Operations
Legal Advisor	Executive Director of Legal Services, Attorney General's Chambers
Treasury Executive member	Chief Accountant
Department for Enterprise Executive member	Director of Policy and Strategy
Non executive member*	Aviation Specialist
Non executive member*	Property/Commercial Specialist
Department of Infrastructure Executive member	Project Manager, Department of Infrastructure
Finance Advisory Services	Finance Director, Business Partner
OHR, Cabinet Office	Senior HR Advisor, Business Partner
Corporate Communications, Cabinet Office	Communications Executive, Business Partner

*Voting rights are extended only to the Minister, political member and external advisors. Officers act only in an advisory capacity.

Other officers outside of the membership noted may also attend as required.

3.2 The minimum attendance necessary for a meeting to be quorate shall be six (6) members, to include the following:

- Chair or the Vice Chair
- Airport Director or Interim Head of Operations
- 1 Executive member (non airport)
- 1 Executive member (non DOI)

4. Meetings and Minutes

4.1 The board will meet on a monthly basis or as otherwise determined, and will follow a fixed agenda.

4.2 The Personal Assistant to the Airport Director shall act as secretariat to the board; providing notes on the items discussed and subsequent decisions of all meetings, including recording the names of those present and in attendance.

4.3 The Secretariat will circulate the minutes of board meetings to all members

4.4 The Secretariat, in consultation with the Chair, is responsible for ensuring that:

- meetings are scheduled monthly and invitations are sent at least one week prior to the meeting;
- all meetings are quorate;
- all actions and decisions are recorded in writing and circulated to the Group within two weeks of the meeting.

4.5 Invitations may be extended to non-Board members, where their input or advice supports the discussion taking place at the meeting.

4.6 Meetings will be structured to address matters relating to the ongoing project in the first instance, followed by operational issues.

5. Decision Making

5.1 The Board has no formal decision-making power, however, the Minister and Council of Ministers may receive recommendations and/or take advice from the Board.

5.2 Recommendations should be agreed on a majority basis, with the Minister having the casting vote in the event of a tie.

5.3 The Ministerial Decision Paper or Council of Ministers paper that may follow any recommendation will reflect the decision of the board, and where appropriate include differences of opinion.

5.4 The Ministerial Decision Paper will be circulated to the board for noting

5.4 The Minister has the ability to overrule the board

6. Reporting Responsibilities

6.1. The board shall make whatever recommendations to the DOI Minister and Council of Ministers it deems appropriate in respect of any area within its remit where action or improvement is needed.

6.2 An overview of the meeting shall be made available on the Airport website.

6.3. The board Terms of Reference shall be made available on the Airport website.

7. Confidentiality

7.1 The Board will be responsible for strategic assessment in a number of areas, some of which may be politically and financially sensitive. Therefore, unless by agreement of the Board, its Business should remain confidential only to the Board and authorised stakeholders.

8. Review

8.1 The board and all appointments will be reviewed alongside the Terms of Reference on a monthly basis.

9. Data Protection and Information Security

9.1 All members of the Board are required to ensure the secure handling of both manual and electronic data whilst it is under their personal control.

THE SEVEN PRINCIPLES OF PUBLIC LIFE

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder.

1. Selflessness

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

2. 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.

3. Objectivity

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

4. 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.

5. 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.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Conflicts of Interest

What is a conflict of interest?

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

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

It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

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

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

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

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

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

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

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

Again, each case would be considered on its merits, but a view may be taken that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct Underpinning Public Life and your appointment terminated.

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

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the Board becomes apparent. The second is where a member is unfamiliar with the range of the work of the Body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chairman and Chief Officer of the Board to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.

It may be that the conflict is such that it would be impractical for the Member to continue on the Board, if they would have to withdraw from a considerable amount of the Body's routine business. In such cases, the member may be asked to stand down from the Body.

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
- Knowledge of emerging Government Policy could give unfair personal advantage to people with allied business interests – for example, access to privileged information or trade secrets
- Perception of rewards for past contributions or favours
- Membership of some societies or organisations

Some examples of potential, real or perceived, conflicts of interest are:

- You are a director of a building supplies firm and the Committee to which you are seeking appointment conducts regular procurement exercises for building materials
- You could benefit personally from decisions taken by the Committee
- You are a manager in a voluntary organisation, whose funding applications are considered by Committee to which you are seeking appointment
- The company for which you work could benefit financially from decisions taken by the Committee
- Your company could have access to information, which would give them a commercial advantage over their rivals
- Your appointment could be viewed as a reward for past favours
- Your appointment could be viewed as the 'old boy network' in operation

In other words, no one should use, or give the appearance of using, their public position to further their private interests. This is an area of particular importance, as it is of considerable concern to the public and receives a lot of media attention. The above are

examples only, so you should consider carefully your own circumstances to gauge whether or not a real or perceived, conflict might exist.