

Information pack for the position of Non-Executive Director of the Board of Highlands and Islands Airports Limited

Closing date for applications: 8 August 2019

Information pack for the position of Non-Executive Director of the Board of Highlands and Islands Airports Limited

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Thank you for your interest in joining the Board of Highlands and Islands Airports Limited (HIAL).

Highlands and Islands Airports Ltd operate and manage 11 airports on behalf of the Scottish Ministers. These airports are Barra, Benbecula, Campbeltown, Dundee, Islay, Inverness, Kirkwall, Stornoway, Sumburgh, Tiree and Wick. These airports provide a vital lifeline to these communities and help deliver social benefit and economic prosperity to the areas they serve. HIAL's airports generate commercial income but require the support of subsidies from Transport Scotland to allow the business to break even each year.

This is an exciting time to be joining our Board. In an ever-more connected world, it is crucial that Scotland does all it can to ensure the people, communities and businesses in the Highlands and Islands and Tayside are as well-connected as possible. Our Board has a role in setting and delivering on a new strategy that will drive a sustainable regional airport network that in turn supports the longevity of aviation services to these communities – bringing visitors and business, as well as creating local employment and supporting essential services.

Being a HIAL Board member will be both challenging and rewarding. I am keen that we reach a diverse pool of candidates with the right skills and experiences and would encourage you to read the information in this pack which will hopefully answer questions you may have about HIAL and the work of the Board. If you have any queries or would like to find out more about what is involved, please contact Michael Bratcher in Transport Scotland on 0131 244 0854 or at michael.bratcher@transport.gov.scot. or myself on 07531 799153 or at ljack@hial.co.uk. You will also find details of three of our existing non-executive directors in this pack and they are also willing to discuss the role with potential applicants.

Thank you again for your interest and I hope you will give serious consideration to applying.

Yours sincerely



Lorna Jack
Chair of the board

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Information about the Highlands and Islands Airports Limited

Highlands and Islands Airports Limited (HIAL) is a public body wholly owned by Scottish Ministers. The Company operates and manages 11 airports in the Highlands and Islands (Barra, Benbecula, Campbeltown, Inverness, Islay, Kirkwall, Stornoway, Sumburgh, Tiree and Wick) and Dundee. These airports are vital to the social and economic welfare of the areas they serve and enable the communities to stay connected.

None of HIAL's airports operates on a solely commercial basis and the Scottish Government provides subsidy to HIAL to close the gap between commercial revenue and operating costs to allow services to be maintained.

Board Responsibilities

Issues considered by the Board include security, safety and operational matters, regulatory compliance, commercial and route development, financial management, risk management, customer experience, regional priorities, pay and pensions.

The Board meets regularly to provide strategic direction and oversight. It is made up of five Non-Executive Directors (including the Chair) and two Executive Directors. Major policy decisions are made at Board level drawing on information provided by the Managing Director and the senior management team, the Scottish Government (represented at Board meetings by the Transport Scotland Assessor) and other appropriate sources. The decisions of the Board are actioned through the Managing Director and the senior management team of the Company. Non-Executive Directors play an important role, along with the Board Chair, in ensuring that this process works smoothly and effectively. Further information on the Board can be found at www.hial.co.uk/hial-group/about-us/board-of-directors/.

About the Non-Executive Director role

Non-Executive Directors of the HIAL Board will:

- provide leadership to the Company within the framework of prudent and effective controls which enable risk to be assessed and managed;
- set the Company's values and standards and ensure that its obligations to its shareholder, communities and others are understood and met;
- set the Company's strategic aims – aligned to the Scottish Government's National Performance Framework (www.nationalperformance.gov.scot/) – ensuring that the necessary financial and human resources are in place for the Company to meet its objectives (within the resources allocated by the Scottish Government and the revenue generated from the Company's activities), and overseeing management and Board performance;
- ensure that the Company meets its obligations as set out in the HIAL Framework Document – www.hial.co.uk/wp-content/uploads/2018/01/HIAL-Framework-Document.pdf.
- contribute to consideration of key issues before the Board;
- prepare for, and attend, meetings of the Company and its committees;
- attend other meetings and seminars on behalf of the Company (as required);
- provide active support for the Company, promote commitment to its core values, policies and objectives, and provide effective, strategic support to the Company in the management and operation of its airports, ensuring that it meets Ministerial aims;
- assist in the development, approval and monitoring of the Company's corporate plans which demonstrate how the Company contributes to National Outcomes;
- approve, where appropriate, a statement of accounts for each financial year on the basis determined by the Scottish Ministers;

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- monitor the financial position of the Company against budget allocations and key financial targets and ensure corrective action is taken where required;
- establish good partnership working with other organisations and participate in reference groups, discussion forums and open meetings (as required); and
- carry out other tasks that may reasonably be required.

Further information

For further information about the body and the role, please contact Michael Bratcher in Transport Scotland on 0131 244 0854 or at michael.bratcher@transport.gov.scot. You can also find out more about HIAL at www.hial.co.uk/.

As well as the Chair of the HIAL Board (contact details are in the letter on page 3), applicants can also contact any one of the current HIAL Non-Executive Directors to discuss the roles;

- David Savile - dsavile@hial.co.uk
- Tim Whittome – twhittome@hial.co.uk
- James McLaughlin – jmclaughlin@hial.co.uk

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Person Specification

The person specification sets out the skills, knowledge and experience we are seeking for this post and indicate how and at which stage in the process each of the criteria will be tested. None of these requirements sought need to have been gained by working in a management post or at a senior level. You may have a natural aptitude in these areas or you may have gained them by being active in your community, in a voluntary capacity or through your personal experience.

At this appointment round Ministers are looking to fill up to four positions on the Board which require very specific experience and ability. You can set out evidence for one or more of the four positions being advertised. There is no expectation that applicants should demonstrate evidence of all four. Evidence should only be provided for the criterion where applicants consider you can make a contribution as a Non-Executive Director.

Position One

HIAL require a Chair for their Audit and Risk Committee and applicants interested in this position must demonstrate evidence of the following:

Experience/Skills	What this means	Where it will be tested
Governance	<ul style="list-style-type: none"> • direct experience of ensuring effective governance at senior management or board level; • able to articulate what board responsibilities are from a fiscal and legal perspective and can demonstrate direct involvement in implementation of good governance principles; • experience of audit and risk management and understanding of financial discipline (this may be demonstrated by a relevant qualification or by relevant roles held). 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.
Working co-operatively and collaboratively	<ul style="list-style-type: none"> • working constructively with colleagues to deliver objectives; • actively seeks out the views of colleagues; 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.

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	<ul style="list-style-type: none"> • showing enthusiasm in working with colleagues on a task which might not have direct benefit for their own role; • prepared to take on a task or role for the 'good of the organisation'; • seeking opportunities to build constructive relationships within the organisation; • evidence of effectively representing/promoting the organisation to a wide range of external stakeholders. 	
<p>Constructive and supportive challenge</p>	<ul style="list-style-type: none"> • evidence of successfully challenging the views of others within a senior management or board setting; • able to demonstrate where the impact of their personal challenge on decisions has led to a positive change in the aims/objectives of organisation or within major policy areas; • can evidence where an in-depth understanding of issues and others' perspectives has enabled high level questioning of proposals. 	<p>The selection panel will test the evidence in a short exercise and questions at interview if you are invited.</p>

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Position Two

This position on the Board requires the individual to demonstrate senior UK and/or European commercial aviation experience with developed understanding in a number of different areas.

Experience/Skills	What this means	Where it will be tested
Aviation	<ul style="list-style-type: none"> • recent senior UK/European commercial aviation experience with developed understanding of: <ul style="list-style-type: none"> ○ commercial operations (airlines, aircraft sales, charter sales, aviation consultancy); or ○ yield/digital management; or ○ flight operations; or ○ airline finance; or ○ procurement; regulations; or ○ private flying. 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.
Working co-operatively and collaboratively	<ul style="list-style-type: none"> • working constructively with colleagues to deliver objectives; • actively seeks out the views of colleagues; • showing enthusiasm in working with colleagues on a task which might not have direct benefit for their own role; • prepared to take on a task or role for the 'good of the organisation'; • seeking opportunities to build constructive relationships within the organisation • evidence of effectively representing/promoting the organisation to a wide range of external stakeholders. 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.

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Constructive and supportive challenge	<ul style="list-style-type: none">• evidence of successfully challenging the views of others within a senior management or board setting;• able to demonstrate where the impact of their personal challenge on decisions has led to a positive change in the aims/objectives of organisation or within major policy areas;• can evidence where an in-depth understanding of issues and others' perspectives has enabled high level questioning of proposals.	The selection panel will test the evidence in a short exercise and questions at interview if you are invited.
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Position Three

This position on the Board requires the individual to demonstrate experience of commercial income generation particularly in aviation.

Experience/Skills	What this means	Where it will be tested
Commercial experience	<ul style="list-style-type: none"> • experience of commercial income generation in: <ul style="list-style-type: none"> ○ aviation; or ○ business to consumer; or ○ property and estates. 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.
Working co-operatively and collaboratively	<ul style="list-style-type: none"> • working constructively with colleagues to deliver objectives; • actively seeks out the views of colleagues; • showing enthusiasm in working with colleagues on a task which might not have direct benefit for their own role; • prepared to take on a task or role for the 'good of the organisation'; • seeking opportunities to build constructive relationships within the organisation; • evidence of effectively representing/ promoting the organisation to a wide range of external stakeholders. 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.
Constructive and supportive challenge	<ul style="list-style-type: none"> • evidence of successfully challenging the views of others within a senior management or board setting; • able to demonstrate where the impact of their personal challenge on decisions has led to a positive change in the aims/objectives of organisation or within major policy areas; 	The selection panel will test the evidence in a short exercise and questions at interview if you are invited.

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	<ul style="list-style-type: none">• can evidence where an in-depth understanding of issues and others' perspectives has enabled high level questioning of proposals.	
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Position Four

This position on the Board requires the individual to demonstrate experience of delivering transformation or change through large scale digital/technological deployment.

Experience/Skills	What this means	Where it will be tested
Transformation or change	<ul style="list-style-type: none"> • experience of delivering transformation through large scale digital/technological deployment. 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.
Working co-operatively and collaboratively	<ul style="list-style-type: none"> • working constructively with colleagues to deliver objectives; • actively seeks out the views of colleagues; • showing enthusiasm in working with colleagues on a task which might not have direct benefit for their own role; • prepared to take on a task or role for the 'good of the organisation'; • seeking opportunities to build constructive relationships within the organisation; • evidence of effectively representing/promoting the organisation to a wide range of external stakeholders. 	You should set out relevant evidence in your application. The selection panel will test the evidence further at interview if you are invited.
Constructive and supportive challenge	<ul style="list-style-type: none"> • evidence of successfully challenging the views of others within a senior management or board setting; • able to demonstrate where the impact of their personal challenge on decisions has led to a positive change in the aims/objectives of organisation or within major policy areas; 	The selection panel will test the evidence in a short exercise and questions at interview if you are invited.

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	<ul style="list-style-type: none">• can evidence where an in-depth understanding of issues and others' perspectives has enabled high level questioning of proposals.	
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Remuneration

The role attracts a remuneration rate of £302.91 per day. Expenses incurred as a result of carrying out the duties of the appointment, including reasonable travel and subsistence costs and dependant carer and childcare expenses, will be reimbursed.

The appointments are non-pensionable.

Time Commitment

Non-Executive Directors are expected to devote two days per month.

Length of the Appointment

The term of appointment will be for up to three years. The appointments are for up to three years and will take effect from 1 November 2019 and 1 March 2020.

There is the possibility of reappointment subject to evidence of effective performance and having regard to the skills, knowledge, understanding and experience required by the Board at the time. Any appointments and subsequent reappointments will not extend beyond a maximum of eight years.

Location of meetings

Board meetings will be held across the HIAL estate with the December 2019 meeting scheduled to take place in Kirkwall. The dates for the meetings in 2020 will be agreed shortly.

Nationality/Disqualifications

There is no bar on non-British nationals applying for and being appointed to the board of Non-Departmental Public Bodies. However, you must be legally entitled to work in the UK.

By virtue of the Scottish Parliament (Disqualification) Order 2007, applicants are ineligible to apply if they are:

- a member of the Scottish Parliament;
- a member of the House of Commons;
- a member of the European Parliament.

If applicants have previously held such office and wish to apply, one year must have elapsed from the day on which this office was last held.

Further information

For further information about the body and the role, please contact Michael Bratcher in Transport Scotland on 0131 244 0854 or at michael.bratcher@transport.gov.scot.

Key dates in this competition

What happens	When
Appointment publicised	Early July 2019
Closing date for applications	8 August 2019
Shortlisting meeting	23 August 2019
When applicants will be advised of the outcome of the shortlisting meeting	26 August 2019
Interviews	2, 10, 11 and 12 September 2019

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When Ministers will decide whom to appoint	20 September 2019
Date applicants will be advised of the outcome	23 September 2019
Expected date of appointment (subject to Ministerial approval)	1 November 2019 and 1 March 2020

Please note that if invited to interview, it is unlikely that we will be able to offer an alternative date.

The Selection Panel

The selection panel will comprise:

- Gary Cox (panel chair), Head of Aviation, Transport Scotland;
- Lorna Jack, Chair of the Board of Highlands and Islands Airports Limited;
- Professor Alec Spencer, Public Appointments Adviser, Ethical Standards Commissioner.

To make sure that the process is transparent, and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for these appointments.

Where an applicant and selection panel member have a close relationship the selection panel chair has to refer the matter to the Commissioner. The Commissioner can decide that the selection panel member should not be involved in the assessment of the applicant concerned and may ask the selection panel member to take no further part in the competition.

You will be asked to confirm in your application if and how you know any of the selection panel members. This will help the selection panel come to a view on the appropriateness of you being assessed by one or more of them.

Guidance on completing your application

How to apply

Please apply online through our dedicated public appointments website: www.appointed-for-scotland.org. If you experience any difficulties accessing our website, or in the event that you require a word version of the application form, please contact the Public Appointments Team by calling Freephone 0300 244 1898 or by emailing public.appointments@gov.scot.

Please note that you do not need to complete your online application in one sitting. You can save your online application and return to it before the closing date to finish and submit it. You can edit your online application as many times as you feel is necessary before the closing date. The online application requires you to provide a response to all mandatory fields on a page before you can proceed to the next page. If you wish to read through the application quickly then you must enter a response (even a single character is sufficient) into the mandatory fields before you can progress to the next page. If you do this please remember to return and complete your response before you submit your completed application.

Your Application

Your application is the key document which will determine whether or not you will be called for interview. You must, therefore, be able to demonstrate within your application how you meet the skills, knowledge and experience required, as laid out in the person specification on pages 6-13. CVs will not be accepted as an application for the role.

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Completing your Application

There are three sections to the application form:

- application;
- declaration;
- equalities monitoring form.

Application Form

The application form seeks information about you and the skills, knowledge and experience you have that are relevant to the role. The person specification details the skills, knowledge and experience we are seeking for these roles and indicate how and at which stage in the process each of the criteria will be tested.

You can set out evidence for one or more of the four positions being advertised. There is no expectation that applicants should demonstrate evidence of all four. Evidence should only be provided for the criterion where you consider you can make a contribution as a Non-Executive Director.

You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage. When being asked to demonstrate a skill, you should give specific examples which best demonstrates to the selection panel what it is you did, the reasons for your actions, the skills you used and what specifically about your approach affected the outcome. When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this.

The selection panel will not make assumptions about your evidence so it is important that you take the time to ensure that you are comfortable with the information you are providing in respect of your application. Be clear and succinct in your answers as there are word limits for each section, which will help the selection panel to consider your ability to communicate effectively. You may be asked to expand on your answers if you are invited to interview, so it is a good idea to retain a copy of your application form.

Further information and examples on completing a competency based application form, and advice on preparing for an interview, can be found in the How to Apply section of the Appointed for Scotland website www.appointed-for-scotland.org/how-to-apply/.

Declaration

You are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at interview or checked as part of the final assessment.

Equalities Monitoring Form

The equalities monitoring form is very important and helps to determine public policy in how we embed a culture of equality and diversity, ensuring that everyone is treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

All questions are optional and you are not obliged to answer any but the more information you supply, the more effective our policy development will be. The selection panel does not have access to the information contained within the monitoring form.

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All information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles GDPR Articles 6(1) (c) and (e), which are the lawful basis for processing, and GDPR Article 9 (2) (b) so we can comply with a legal obligation which is the condition for processing.

Valuing Diversity

The Scottish Ministers are committed to diversity and equality. We value very highly the benefits of having different points of view and experiences on the HIAL Board. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

The Scottish Ministers particularly welcome applications from groups currently under-represented on the Boards of Scotland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50. Please do complete our monitoring form when you apply as this helps us to ensure that the appointments process is accessible to everyone.

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. The Scottish Government will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to meet the person specification and participate fully in the selection process. If you require any of the application pack documentation in an alternative format, please contact Scottish Government Public Appointments on Freephone 0300 244 1898 or by email at public.appointments@gov.scot.

Conflicts of Interest

You are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at the final assessment stage. If you are unsure whether you have a conflict of interest and would like to discuss this, please contact please contact Michael Bratcher in Transport Scotland on 0131 244 0854 or at michael.bratcher@transport.gov.scot.

Management of your Application and the Assessment Process

Assessment will happen in two stages. Firstly the selection panel will assess your application against the criteria that are being tested at this stage. The applicants who most closely meet these requirements will be invited to attend for interview.

The final stage of assessment will include an interview with the selection panel, where you will be asked questions in order to allow you the opportunity to demonstrate that you have the skills, knowledge and experience required. Those invited for interview, will also be asked to undertake an additional task. This will involve a case study and then a short verbal response to the panel. Full details will be provided to those who are invited to interview.

Candidates invited will also be subject to a social media check.

More information on assessment methods is available from www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience-tested

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If invited for interview and you have a disability, you should advise the Public Appointments Team by calling Freephone 0300 244 1898; or by emailing public.appointments@gov.scot who will make reasonable adjustments to enable you to attend the interview.

For candidates being recommended for appointment, the selection panel will provide the relevant Minister with a summary of the evidence gathered during the process. The Minister can choose to meet those applicants prior to making a decision.

Telling you about progress

All candidates interviewed will be advised in writing of the outcome of the interview and feedback will be offered. Feedback will be based on:

- the assessment of your merit in relation to the skills, knowledge and experience required by the person specification; and
- the outcome of the fit and proper person test where appropriate.

Expenses for attending interviews

If you are invited for interview you can claim for reasonable expenses incurred in attending. This includes dependent carer expenses. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you must contact the Public Appointments Team by calling Freephone 0300 244 1898 or by emailing public.appointments@gov.scot in advance, for confirmation of current subsistence rates. A copy of our travel and subsistence rates and claim form can be provided to you on request. If invited for interview, the rates with a claim form will be included in the letter of invitation. Receipts must be provided in support of all claims.

Potential effect on benefits

Taking up a remunerated public appointment may affect any benefits you receive. This will depend on your individual circumstances so you should seek advice from the office that pays your benefit. Information can be found at: www.gov.uk/browse/benefits.

Appointment - What happens if you are appointed?

Should you be appointed, some of the information that you have provided will be made public in an announcement about your appointment. This will include:

- your name;
- a short description of HIAL;
- a brief summary of the skills, knowledge and experience you bring to the role;
- how long you have been appointed for;
- any remuneration associated with the appointment;
- details of all other public appointments you hold and any related remuneration you receive for them;
- details of any political activity declared by you;
- a statement that the appointment is regulated by the Ethical Standards Commissioner.

Training and support

Your induction will include (but not be restricted to) the following:

- your role and responsibilities;
- role of HIAL and arrangements for Board meetings;
- organisational structure of HIAL;
- internal and external communication in relation to HIAL's business;
- role of, and relationship with, the Scottish Government Sponsor Team and Minister;

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- budget and financial information;
- arrangements for remuneration and expenses.

Board Members will be supported and appraised by the Chair on an ongoing basis, and the Chair will conduct an annual appraisal of each Member

The Scottish Government's generic guide on the duties of board members of public bodies "On Board" will be made available to you. You can also download it from www.scotland.gov.uk/Topics/Government/public-bodies/On-Board. This guide is intended to help you in fulfilling your duties throughout the period of your appointment.

The Fit and Proper Person Test

Scottish Ministers and the public must feel confident that people to be appointed to the Boards of public bodies are fit and proper persons to take up these positions. In the context of public appointments a Fit and Proper Person is an individual who is suitable for appointment because they meet the requirements of the role, and their past or present activities (and/or behaviours) mean that they are suitable to be appointed.

The fit and proper person test is an on-going process with checks built into different stages of the appointment round. These are designed to collect the necessary information and evidence. For these appointments, the checks in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant

- We will test the evidence you provide in your application in relation to the skills, knowledge and experience required for the position, and further probe your evidence at interview if you're invited.
- If applicants provide information in support of meeting any of the criteria which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.

Ensuring that the applicant's conduct to date has been compatible with the public appointment in question:

- We will confirm that you understand: the work of the body, the nature of the appointment and that you're not aware of having committed any offence, or performed any act, that's incompatible with the position that you're applying for. We will do this using the declaration statement on the application form.

Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters:

- Information on disqualifications is provided in this pack material and you are asked to review this prior to submitting your application. We will confirm that you are not disqualified from taking up the role using the declaration statement on the application form.
- By submitting your completed application you're declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment:

- You're asked in your application to complete questions about potential conflicts of interest.

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- If you're invited for interview, further assessment will be through questioning that you understand what is meant by a conflict of interest. We'll ask you to confirm that, to the best of your knowledge, you don't have any conflicts of interest that are incompatible/unmanageable. We'll ask for additional information if you've declared a conflict of interest in your initial application.
- As part of the Commissioner's Code, you'll also be asked at the application stage to declare if you've had any political activity in the past five years.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the members' code of conduct:

- In carrying out their public service role, individual Board members will be expected to comply with the Codes of Conduct and rules adopted by bodies. You are referred to the [HIAL Framework Document](#) and you should review this prior to submitting your application.
- Confirmation that you have read the Framework Document, that you understand it and agree to be bound by it in the event that you are appointed forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.
- Applicants are expected to embrace the nine Principles of Public Life in Scotland. These are included in this pack at page 22. If invited to the final assessment stage, you will be asked to confirm your understanding of, and agreement to, applying these principles.

Establishing that the individual is able to meet the time commitment required:

- The time commitment involved for the role is given on page 14. If you're invited to interview you'll be asked whether you can meet this commitment.

Lobbying

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 as these may apply to their communications with MSP's, Scottish Ministers, Special Advisers and the Permanent Secretary who are covered by the terms of the Act. Applicants are expected to familiarise themselves with their obligations under the Act. For more information see www.lobbying.scot/.

Complaints

This appointment is regulated by the ethical Standards Commissioner. If you have concerns with the way in which this appointment round was conducted, please contact the Public Appointments Team on Freephone 0300 244 1898 or email at publicappointmentcomplaints@scotland.gsi.gov.uk. Alternatively, details of our complaint's procedure, can be found on the Appointed for Scotland website at www.appointed-for-scotland.org/Complaints/.

The Commissioner's leaflet is included at the end of this information pack and provides more information on his regulatory role in relation to public appointments and about taking unresolved complaints further.

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The Principles of Public Life

The Principles of Public Life in Scotland are as follows:

Duty You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Selflessness You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.

Respect You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times. Similarly you must respect members of the public when performing duties as a member of your public body.

Ethical Standards Commissioner

Who We Are

This leaflet is about the work of the Ethical Standards Commissioner, as it relates to public appointments, and the Commissioner's office. The Commissioner regulates appointments to the boards of many of Scotland's public bodies. The Commissioner is wholly independent of the Scottish Parliament and the Scottish Government.

What We Do

Every one of us living in Scotland benefits from the essential services provided by our public bodies. Their boards play a vital role in guiding and shaping these services. Our job is to oversee appointments to these boards to help ensure that the people who serve on them are appointed on merit, using methods that are fair and open. That oversight is usually provided by one of the Commissioner's Public Appointments Advisers. Whilst we regulate the process used to make appointments, it is run by civil servants on behalf of the Scottish Ministers. Our website has a list of the bodies that we regulate and also has useful information on applying for a public appointment.

This leaflet is sent to everyone who applies for a regulated public appointment in Scotland so that they know that the process is regulated and what to do if things go wrong.

Making a complaint about a public appointment

Anyone who believes that an appointment has not been made appropriately or who has concerns about the appointment process itself can make a complaint.

If you have a complaint about a public appointment you first have to complain to the Scottish Government and give its officials a chance to respond. If you are unhappy with the Scottish Government's response to your complaint you can then ask the Commissioner to investigate the matter for you.

If you are in any doubt about whether we can deal with your complaint, or if you want advice before raising a formal complaint, please contact us using the details provided below. You can read in more detail about the way in which we deal with complaints by downloading our complaints leaflet from our website. We can send you the leaflet in another format if you would prefer.

Our website also tells you what to do if you want to make a complaint.

Ethical Standards Commissioner
Thistle House
91 Haymarket Terrace
Edinburgh
EH12 5HE

E: appointments@ethicalstandards.org.uk
T: 0300 011 0550



contact
SCOTLAND
BSL

Public Appointments



Please contact us to find out more about this and other public appointments.

Public Appointments
Scottish Government
Area 3F (North)
Victoria Quay
Edinburgh
EH6 6QQ

www.appointed-for-scotland.org
pa_applications_mailbox@gov.scot
Freephone: 0300 244 1898

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