

TOURISM NORTHERN IRELAND

APPOINTMENT OF BOARD MEMBERS – INFORMATION PACK

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The Department for the Economy (DfE) and Tourism Northern Ireland (TNI) are committed to the principles of public appointments based on merit with independent assessment, openness and transparency of process. We are also committed to equality of opportunity and welcome application forms from all suitably qualified applicants irrespective of religious belief, gender, race, political opinion, age, disability, marital status, sexual orientation, or whether or not they have dependants.

People with a disability and ethnic minority communities are currently under-represented on the Board and applications from members of these groups would be particularly welcome.

We are operating the Guaranteed Interview Scheme for applicants with a disability.

This material will also be made available on request in other formats such as Braille, large print, audio etc. Email: pau@economy-ni.gov.uk. All reasonable adjustments will be made to accommodate the needs of applicants/candidates with a disability.



Section One

Introduction

1. The Department for the Economy (DfE), as Sponsor Department, is seeking to appoint two new members to the Board of Tourism Northern Ireland (TNI). The successful candidates will contribute to the Board's delivery of its vision to confidently and passionately champion the development and promotion of the Northern Ireland experience.
2. Skills and experience in four key areas have been identified as necessary for these posts –
 - Financial acumen
 - Governance and performance management
 - Customer focus
 - Working in partnership at a strategic level
3. Appointment will be made on merit from those individuals who best satisfy this set of essential criteria. See paragraph 23 below for the detail.
4. One appointment is effective from 1 July 2017 and one from 1 February 2018. The term of appointment for both will be for three years.
5. These appointments are regulated by the Commissioner for Public Appointments, Northern Ireland (CPANI) and the competition may be examined by CPANI for compliance with the Commissioner's Code of Practice for Ministerial Appointments to Public Bodies.

Background to Tourism Northern Ireland.

6. Tourism Northern Ireland (TNI) is the trading name of the Northern Ireland Tourist Board (NITB). NITB is a statutory Non-Departmental Public Body established under the Development of Tourist Traffic Act (NI) 1948. Its constitution and continuation were affirmed in the Tourism (NI) Order 1992. TNI is funded by the Department for the Economy (DfE) under Article 7 of the Order, from monies voted by the Northern Ireland Assembly.
7. TNI is responsible for the development of Northern Ireland as a tourist destination as well as the promotion and marketing of Northern Ireland within Northern Ireland and the Republic of Ireland. (Tourism Ireland, set up under the Good Friday Agreement, has responsibility for marketing the island of Ireland overseas). The organisation's mission is to build the value of tourism to the local economy. TNI currently has a

budget provision of over £20m. Further information on the work of TNI is available at www.tourismni.com

8. The current Board membership is as follows:-

Chairperson: Terence Brannigan

Board Members: Katy Best
Michael McQuillan
Angelina Fusco
Terry McCartney
Michele Shirlow
Colin Neill
Geoff Wilson
Vacant

Section Two

Role Specification

9. TNI Board Members are responsible for contributing to the work of the Board and for assisting to ensure that it successfully discharges its overall responsibility for the organisation as a whole. The role of a Board Member collectively in cooperation with other Board Members is to:

- assist TNI in fulfilling its statutory functions of development, promotion and marketing of Northern Ireland as a tourist destination. In pursuit of its role, the Board will develop clear objectives communicating those objectives inside and outside TNI and working, through the management team, to ensure that those objectives are met;
- be responsible for the efficient, effective and economic implementation of the statutory functions set out in the Tourism (NI) Order 1992 and act in a way that promotes high standards of public finance, including the promotion of regularity, propriety and value for money;
- provide advice to the Minister on major issues of strategy and policy in respect of tourism;
- be responsible to the Minister for the definition and development of strategic direction and for the achievement of the Board's objectives and performance targets;
- consider the three-year Corporate Plan and annual Operating Plan, and the performance targets contained in them, before submission to the Minister. These plans monitor performance against objectives and targets;
- act as the main channel of communication with the tourist industry in Northern Ireland to ensure the continuing relevance of TNI's strategy and policies to the needs of the industry.

Code of Conduct

10. To ensure that public service values remain at the heart of TNI, Board Members will subscribe to Code of Conduct for Board Members. The high standards of corporate and personal conduct required of TNI Board Members are set out in the Department of Finance Code which can be accessed via the following link:
<https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/fddfp0414att.pdf>

Time Commitment and Remuneration

11. Board Members are expected to attend Board meetings on a minimum of 1 day per month and to serve on one or more sub-committees of the Board (currently two dedicated sub-committees, with others established on an ad-hoc basis, as required).
12. TNI Headquarters is at Linum Chambers, Bedford Street, Belfast BT2 7ES. Board meetings are often held at various venues throughout Northern Ireland.
13. At least one of the appointed Board Members may be required to attend Visit Britain meetings. In addition successful candidates will be expected to attend occasional evening engagements which may entail an overnight stay.
14. Remuneration amounts to £5,150 per annum. Following appointment, travel and subsistence expenses are payable at Northern Ireland Civil Service rates. Reasonable receipted dependant carer expenses will also be reimbursed where applicable.
15. All remuneration and expenses are subject to deduction of income tax and national insurance.

Double Paying

16. Applicants who already work in the public sector need to be aware that no one can be paid twice from the public purse for the same period of time. As a result, an individual appointed who already works in the public sector may not be entitled to claim remuneration or travelling expenses if the duties are undertaken during a period of time for which they are already paid by the public sector.
17. Each case is considered individually, however, the guiding principle is to avoid "double-paying". In the interests of minimising the potential for double paying, the Department reserves the right to contact an employer regarding an individual's candidature.

Training

18. Induction training (and corporate governance training where necessary) will be provided to the new appointees. All members of the Board are supported with additional development needs or training as necessary.

Person Specification

19. The person specification addresses the qualities, experience, background and competences sought. A criteria-based selection procedure is employed by the Department. This process requires applicants to provide evidence which demonstrates that they can meet the requirements. The mere mention of a skill or attribute is insufficient. Neither can selection panel members make assumptions from the title of a post or the nature of an organisation as to the experience, qualities and skills gained. **For that reason, CVs will not be accepted.**
20. Make sure you take full advantage to provide practical evidence and examples of how you feel you are suitable for this appointment. **It is strongly recommended that you read the enclosed booklet entitled 'Public Appointments Guide' which contains guidance on the completion of criteria-based application forms.**
21. The Department will recognise less traditional career patterns and experiences such as community involvement or voluntary work, as well as those experiences found within the employment field. Therefore, in your application form, you may use examples from your working or personal life e.g. part-time activities or leisure activities, including any voluntary or community work you are or have been involved in.

Qualifications

22. No specific academic qualifications are required for these appointments.

Selection Criteria

23. Applicants are expected to demonstrate their ability, by way of practical examples, as to how they meet the following four criteria.

Note: The term 'organisation' can be defined as a body operating in the public, community, voluntary or private sectors.

A Financial acumen

This criterion is about dealing with highly complex financial/commercial/economic issues, including risks, facing an organisation in a manner which is likely to lead to a good outcome. **It is a priority criterion and, as such, has a higher pass-mark than the other criteria.**

Types of evidence the Panel will be looking for are:-

- Ability to analyse highly complex financial/commercial/economic information where critical/important decisions are being made.
- Ability to weigh up options taking risks, priorities, opportunities, etc into consideration.
- Understands the wider strategic environment and takes account of this when making business decisions.
- Ability to influence the delivery of challenging financial targets of an organisation taking commercial or economic factors into account.

B Governance and performance management

Governance is about the leadership, direction and supervision of an organisation. It means making sure that the organisation is well run (or governed) and carries out the work it was set up to do. This involves, monitoring performance, planning for the future, guarding the organisation's values and reputation, looking after the money and people and being accountable for the organisation's actions and decisions.

Types of evidence the Panel will be looking for are:-

- Direct involvement in implementation of good governance principles including the exercise of a challenge function to achieve the best outcomes for the organisation.
- Successfully managing, scrutinising and improving the performance of an organisation.
- Ability to identify, evaluate and manage risks which may have an adverse impact on an organisation's performance and reputation.

C Customer focus

Customer focus is an approach to achieving organisational success by aligning systems, processes and activities around a common purpose – the customer. Customer focus ensures that the organisation recognises and responds to the changing needs of those people that will keep them in business.

Types of evidence the Panel will be looking for are:-

- Ability to understand different types of customers and their requirements in the context of services being provided.
- Identifying and understanding customer aspirations and needs in a fast-changing environment.
- Working to identify and address the needs of vulnerable customers, in particular the disability sector.
- Experience in the application of new media/technology to support marketing /business development.

D Working in Partnership at a strategic level

Working in partnership is about creating and maintaining positive, professional and trusting working relationships with a wide range of people and organisations that could make a significant impact on achieving business objectives.

Types of evidence the Panel will be looking for are:-

- Building strong relationships with 'partner' organisations whilst having the confidence to challenge assumptions.
- Delivering business objectives through creating an inclusive environment, encouraging collaboration which may cut across organisational and wider boundaries.

Sift and Short-listing

24. An anonymised sift and short-listing process will be employed. When assessing each application against the selection criteria, panel members will use a Marking Frame to determine how the evidence provided meets each of the criteria. Applications which do not meet all of the criteria will be sifted out.
25. If the Department receives a high number of applications which meet the selection criteria, the Panel reserves the right to apply a scoring system to further short-list for interview, based on the quality of evidence provided.

Guaranteed Interview Scheme (GIS)

26. The aim of the GIS is to provide applicants with a disability the opportunity to demonstrate their abilities beyond the initial application stage. Applicants with a disability who meet or exceed the pass-marks set for the criteria at the sift stage will automatically be offered an interview. Their application will not be subjected to any short-listing which may take place.

Integrity & Conflicts of Interest

27. The Department must ensure that potential appointees are committed to the principles and values of public service. These principles are **Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership**.
28. The Department must take account of actual, or perceived, conflicts of interest. Therefore, applicants, in their application form, must disclose information or personal connections, which, if they were to be appointed, could lead to a conflict of interest or be perceived as such. Conflicts of interest may not be a barrier to appointment but both real and perceived conflicts must be discussed with all candidates by the selection panel at interview. This is to ensure that the public can have confidence in the Board's independence and impartiality and the integrity of the potential appointee. Please refer to the attached Annex for further information on this subject.

Disqualification

29.
 - (i) Individuals who are disqualified from holding Company Directorship either through an Order or an Undertaking, who are bankrupt or who are the subject of a Bankruptcy Restrictions Order, are not eligible for consideration;
 - (ii) For the Department's consideration, applicants are asked to declare in the application form if they have been convicted of any offence (other than minor motoring offences) which are not spent in accordance with the Rehabilitation of Offenders (NI) Order 1978 or if any charges are outstanding;
 - (iii) Individuals who have served two terms as a member of the TNI Board (formerly the Northern Ireland Tourist Board) may not apply for the same post.
30. There are no statutory disqualifications applicable to TNI Board Member posts.

Former civil servants

31. Former civil servants are subject to rules on the Acceptance of Outside Business Appointments, Employment or Self-Employment for a period of up to two years after leaving the NI Civil Service. Individuals in this category, who wish to apply, should check their eligibility to do so with the HR Branch of their former Department.

Section 3

How to Apply and Contact Details

32. Hard copy or electronic versions are acceptable. Completed application forms can be posted to DfE, Public Appointments Unit, Netherleigh, Massey Avenue, Belfast, BT4 2JP or may be delivered by hand into reception. The email address is pau@economy-ni.gov.uk.

Telephone:

Yvonne Green on 028 9052 9282 Textrelay: 18001 028 9052 9282
Jon Anderson on 028 9052 9918 Textrelay: 18001 028 9052 9918

33. Please note that Mrs Green or Mr Anderson can provide further details about the appointment process in general or advise on the progress of an application. Should you require clarification on any aspect of the role, please contact Mrs Sharon Smyth on 028 9052 9524 / Textrelay: 18001 028 9052 9524.

34. To ensure equality of opportunity for all applicants:

- CVs, letters, or any other supplementary material in place of, or in addition to, completed application forms will not be accepted;
- Applicants must complete the application form in at least font size 12 or legible block capitals;
- Applicants must keep to the limit of 400 words for Criterion A/300 words each for Criteria B – D. Any information over and above this will be redacted by the admin team before being submitted to the selection panel; and
- Applications will not be examined until after the closing deadline.

Time Frame for Process

35. **The deadline for receipt in all cases is 5pm on Friday 31 March 2017.** Applications will be individually date-stamped and the time of receipt formally recorded. It is the responsibility of the applicant, taking into account their chosen method of delivery, to ensure that sufficient time is allowed for their application to arrive with the Department on or before the deadline. **Late applications will not be accepted.** Please ensure that posted applications bear the correct amount of postage as any shortfall may lead to a delay in delivery, causing you to miss the deadline. Applicants who send

their application form electronically are also required to meet the closing deadline for receipt in this office.

36. All those sifted out or short-listed out will be provided with feedback based on the agreed Panel's assessment of their application. If an applicant wishes to contest the decision not to short-list them for interview they should do so within 5 working days of receipt of their feedback letter. Further details about the process will be provided in the letter. Interviews will be held on **16, 17 and 18 May 2017** in Netherleigh, Massey Avenue, Belfast. Candidates invited for interview are eligible for reimbursement of reasonable travelling expenses incurred within the UK and the Republic of Ireland only. Reasonable receipted dependant carer expenses will also be reimbursed where applicable.

Presentation of Results to the Minister

37. The Minister has chosen to be presented with the list of those judged suitable for appointment in an unranked order i.e. the Panel members will score candidates at interview against an agreed pass-mark and those found to be above the line will be recommended to the Minister. They will not be ranked in order reflecting the scores at interview. A 'candidate summary' will provide the Minister with an objective analysis of each candidate's skills and experience, based on the information provided by each candidate during the appointment round and the Panel's assessment of that candidate.

Equal Opportunities Monitoring Form

38. The Department is required to monitor the gender, ethnic origin, community background and disability of applicants to ensure that equal opportunities measures are effective. Applicants are therefore asked to complete the Monitoring Form attached to the application form. The information is not made available to selection panel members and does not play a role in the decision-making process. It will be detached from your application form by the admin team and sent to the Northern Ireland Statistics and Research Agency for analysis, and will be treated in strict confidence.

Pre-appointment checks

39. Before the names of suitable candidates are presented to the Minister, a Company Director's disqualification check and a bankruptcy check will be carried out. In addition, a cross-departmental check will be carried out on the probity and performance of those candidates who currently hold or have held public appointment roles.

Complaints Procedure

40. If at any stage, you feel you have reason to complain you should direct your concerns in the first instance to:

Miss Wendy Johnston,

Director of HR and Central Support Division, DfE, Netherleigh, Massey
Avenue, Belfast, BT4 2JP.

Email: wendy.johnston@economy-ni.gov.uk.

41. If you remain dissatisfied you may then write to:

Mrs Judena Leslie, Commissioner for Public Appointments, NI (CPANI), Dundonald
House, Annexe B, Stormont Estate, Upper Newtownards Road, Belfast, BT4 3SB.

Email: info@publicappointmentsni.org

INTEGRITY AND CONFLICTS OF INTEREST – GUIDE FOR CANDIDATES

This guidance should be read in conjunction with the information contained in the leaflet 'Guidance on Conflict of Interest, Integrity and How to raise a Complaint' produced by the Office of the Commissioner for Public Appointments, Northern Ireland, which provides examples of the types of issues that may give rise to conflicts of interests.

1. In 1995, the Committee on Standards in Public Life defined seven principles, which should underpin the actions of all who serve the public in any way. These are:

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

Integrity: Members 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: Members must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

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

Openness: Members 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: Members should be truthful.

Leadership: Members 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.

2. All candidates who put themselves forward for a public appointment must be able to demonstrate their commitment to the principles and values of public service. One of the issues which might arise in relation to this is that of conflict of interest.

What is a conflict of interest?

3. 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 body 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.
4. 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. 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?

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

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

6. 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 selection panel members as much information as possible.

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

7. No - each case is considered individually. If you are short-listed 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.
8. The report on the outcome of the interview process which is put to the Minister will include clear written reference to any perceived or actual conflicts of interest or integrity issues connected to any candidate put forward as suitable for

appointment. It will include sufficient information to ensure that the Minister is fully aware of any of these matters and can make an informed decision.

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

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

What happens if I do not realise a potential conflict exists?

10. This situation may arise where the candidate is not familiar with the broad range of work which a body covers and therefore does not realise that a conflict might exist. In some cases, the Panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

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

11. 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.
12. In both cases, the issue should be discussed with the Chair of the Board and the Chief Executive of the body concerned, in consultation with the Sponsoring Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.
13. 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.