

Chair criteria and skills

The chair will be able to evidence **all** the following essential skills:

Essential skills:	What does this mean?
Strategic leadership	<p>We need someone who:</p> <ul style="list-style-type: none"> • can guide the Board in aligning CMSL's goals and the masterplan. • can demonstrate ability to work in a strategic context.
Relationship building and stakeholder engagement	<p>We need someone who:</p> <ul style="list-style-type: none"> • can represent the Board externally and who can build trust with stakeholders, partners and the CMSL executive team. • can support Board development in mentoring and leading board members.
Effective communication	<p>We need someone who:</p> <ul style="list-style-type: none"> • can encourage diverse viewpoints and ensure all voices are heard. • can frame complex issues in understandable terms and keep discussions focussed. • will prepare agendas, manage time and foster positive dialogue. • can navigate differing opinions with tact and respect. • is engaging, enthusiastic and can confidently challenge and debate issues. • maintains composure during crises or conflict. • can engage with local and national stakeholders.
Decision making and influence	<p>We need someone who can:</p> <ul style="list-style-type: none"> • build consensus and facilitate agreement without dominating. • be impartial - lead with fairness even when personal views may differ. • hold the Board to high standards of performance and ethics.
Ability to work collectively and collaboratively to drive commercial performance	<p>We need someone who can:</p> <ul style="list-style-type: none"> • work collaboratively and constructively across boundaries and organisations; breaking down barriers where needed to achieve success. • reach consensus taking account of the views of others.

Additionally, the Chair will bring knowledge and experience of **one or more** of the following five priority skills:

Priority skills:	What does this mean?
Financial and business management skills	We need someone who can demonstrate leadership experience of running a successful commercial operation, including financial management.
Commercial experience within the tourism sector	We need someone who has led a commercially successful business within the tourism sector.
Knowledge and experience of the mountain resort and snowsports/outdoor activities sector	We need someone who can demonstrate knowledge and understanding of the sector, the challenges it faces and its contribution to the rural economy and health and wellbeing agenda.
Strong stakeholder and community engagement ethos	We need someone who understands the importance, and has experience, of exemplary stakeholder management at a local (including community), sectoral and national level.
Property, land and environmental management experience and knowledge	We need someone with demonstrable experience of property, land and environmental management, preferably within a designated environment.
Knowledge of managing safety critical assets and activities	We need someone who has demonstrable knowledge of the health and safety requirements associated with safety critical assets and activities.
Governance, risk and performance management	<p>We need someone who:</p> <ul style="list-style-type: none"> • can demonstrate a successful record in identifying and managing operational risk. • can manage resources and demonstrate sound financial stewardship to ensure strong performance and enable continuous improvement. • has experience of working within a parent/subsidiary relationship. • has knowledge of public sector processes and requirements.

Responsibilities of the CMSL Board

The main duties of the CMSL Board members are to provide leadership, governance, support and guidance to the executive team at CMSL. In particular, under the leadership of the CMSL Chair, these include the following, as defined in the Operating Agreement:

- responsibility for the overall supervision and control of the affairs and activities of the company, including governance arrangements within the context of the relationship with HIE.
- exercising cultural leadership and setting strategic direction.
- compliance with all obligations in respect of environmental and health and safety requirements.
- ensuring the business operates within the financial limits contained in its annual Business Plan.
- financial control and reporting systems in accordance with the Companies Act 2006 and generally accepted reporting standards.
- identifying the principal risks and ensuring that appropriate systems are in place which effectively monitor and manage those.
- oversight of the company's relationships with third parties, including stakeholders.

Chair responsibilities

The chair shall have the following responsibilities:

- Leadership and governance:
 - set the tone for the board culture, ethics and effectiveness
 - ensure the board fulfils its governance duties and legal responsibilities
 - guide strategic direction without interfering in day-to-day operations
- Meeting management:
 - plan and approve board meeting agendas
 - chairs meetings efficiently and fairly, encouraging balanced participation
 - ensures decisions are clearly recorded and followed up
- Communication and representation:
 - acts as the primary liaison between the board and the CEO and executive team
 - represents the board externally to stakeholders, clients and partners
 - communicates board decisions and priorities clearly and consistently
- Board development:
 - lead recruitment, onboarding, and evaluation of board members
 - fosters diversity, inclusion, and a collaborative board environment
 - oversee succession planning for key board roles
- Performance and oversight:
 - Monitor CMSL performance against strategic goals
 - evaluate the CEO's performance and undertakes annual reviews

In addition, the Chair shall:

- comply at all times with the rules relating to the use of public funds, conflicts of interest and confidentiality.

- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations.
- comply with the relevant Code of Conduct on the acceptance of gifts and hospitality, and of business appointments.
- act in good faith and in the best interests of CMSL at all times.
- contribute to consideration of key issues before the Board - including investment support, effective delivery of CMSL projects and programmes.
- support CMSL staff in ensuring that the values and standards expected of the organisation and its people are maintained at all times.
- take responsibility for specific tasks, including representing the Board at events or at external meetings.
- consistently demonstrate high standards of personal integrity and corporate governance.