

## Board member criteria and skills

Board members will be able to evidence **all** four of the following **essential and general** skills:

Essential 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 and oversight and effective marketing.
Commercial experience	We need someone who has led a commercially successful business. Commercial experience particularly within the tourism sector would be desirable.

General skills:	What does this mean?
Ability to work collectively and collaboratively to drive commercial performance	We need someone who can: <ul style="list-style-type: none"> <li>work collaboratively and constructively across boundaries and organisations; breaking down barriers where needed to achieve success.</li> <li>reach consensus taking account of the views of others.</li> </ul>
Effective communication	We need someone who: <ul style="list-style-type: none"> <li>can effectively express views and opinions and demonstrate active listening skills.</li> <li>is engaging, enthusiastic and can confidently challenge and debate issues.</li> <li>can help others to consider their own position in a constructive and non-confrontational way.</li> <li>can scrutinise reports and ask the right questions.</li> </ul>

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

Priority skills:	What does this mean?
Knowledge and experience of the mountain resort and snow sports/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. Someone who understands the importance of sport and the development of youth within the sector.

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"> <li>• can demonstrate a successful record in identifying and managing operational risk.</li> <li>• can demonstrate ability to work in a strategic context.</li> <li>• can manage resources and demonstrate sound financial stewardship to ensure strong performance and enable continuous improvement.</li> <li>• has experience of working within a parent/subsidiary relationship.</li> <li>• has knowledge of public sector processes and requirements.</li> </ul>

## Board member responsibilities

The main duties of the CMSL Board members are to provide leadership, governance, support and guidance to the executive team at CMSL. 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.

Individual Board members shall also:

- always comply 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 always maintained.
- take responsibility for specific tasks, including representing the Board at events, as agreed with the Board and/or Chair.
- consistently demonstrate high standards of personal integrity and corporate governance.