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| **Category** | **A - Essential Criteria** | **B - Desirable Criteria** |
| Experience | A.1 Good track record in management with the private, public or third sectors  A.2 Knowledge of the cultural, learning and / or leisure sector in the Highlands  A.3 Working as a member of a Board or Senior Management Team | B.1 Leading a team within a public, private or third sector organisation.  B.2 Fund raising experience  B.3 Understanding of corporate governance issues including risk management, particularly around charitable organisations.  B.4 Development of strategic policy |
| Skills | A.4 Relevant skills to contribute to the development of the charity; such as financial, legal, human resources, marketing, ICT, investment, health and safety, and sustainability and net zero.  A.5 Analytical skills to understand subject matter that may be complex from written and verbal sources  A.6 Effective communication skills including the ability to listen to other opinions to form a balanced view and to challenge and debate in a constructive manner.  A.7 Experience of leadership at a strategic level.  A.8 Ability to contribute effectively to the work of a team or Board for the benefit of the organisation | B.5 The experience or ability to chair Board sub-committee or  working groups |
| Personal  qualities | A.9 Commitment to the success of the charitable objects  A.10 Good team player  A.11 Able to act effectively as an ambassador for the company | B.6 Commitment to making life better for the charity audience  B.7 Positive outlook and approach |
| Other  requirements | A.12 Resident in the Scottish Highlands OR a demonstrable connection with the area  A.13 Flexibility in attending meetings | B.8 Appreciation of the status and operation of a charitable organisation  B.9 Appropriate skills, understanding and experience to represent the diverse geographical nature of the Highlands |
| Additional  requirements  for Board Chair | A.14 Able to act effectively as main ambassador for the company  A.15 Able to plan and conduct Board meetings effectively  A.16 Previous Board or similar experience | B.10 Developed leadership skills  B.11 Able to maintain an overview of company performance and development and advise accordingly  B.12 Good management skills |