

APPENDIX 2 ALEO SKILLS AND COMPETENCIES

ABERDEEN SPORTS VILLAGE

The expectations on Board members;

Strategy. Non-Executive Directors should constructively challenge and help develop proposals on strategy.

Performance. Non-Executive Directors should scrutinise the performance of senior management in meeting agreed goals and objectives and monitor the reporting of performance.

Risk. Non-Executive Directors should satisfy themselves on the integrity of financial information and that financial controls and systems of risk management are robust and defensible.

The qualities and competencies asked for are;

- integrity
- high ethical standards
- sound judgement
- willingness to challenge constructively
- interpersonal skills
- confidence
- understanding of how conflict occurs and how to deal with it effectively
- behavioural skills
- listening skills
- ability to communicate ideas
- sensitivity, openness and awareness of non-verbal communication
- persuasiveness
- leadership and self-awareness, ability to gain respect and attention
- critical thinking, creativity and strategic awareness
- business acumen, ability to identify new business opportunities
- forward perspective, willingness to embrace change and innovation
- an inquiring and inquisitive mind – with an ability to assimilate, assess and analyse information, especially financial information
- co-operation and team working
- facilitation skills
- the ability to take the wider, strategic view
- political astuteness and ability to play the ‘diplomat’
- determination, with the tenacity and drive to succeed
- keenness to gain new knowledge and skills to develop competences further
- availability to prepare for and attend meetings
- an ability to identify potential problems and deal with risk
- and finally, a sense of humour and a love of sport and physical activity!

ASV recently completed a Board skills matrix and identified 3 areas in skills, knowledge and experience that we would value in an appointment.

2. Strong financial background	Financial planning/management
	Knowledge of regional and national economy
	Experience in business risk management
	Knowledge of continuity planning
7. Customer Service/Sales development	Experience of sector
12. Building/Estate management (FM)	Experience of estate and facility management
	Property development and raising of capital

Aberdeen Sports Village currently has 2 elected members appointed to the Board and there is an expectation that they attend all Board meetings (4 meetings per year). We are content with this arrangement and would not wish to see the number of elected members increase or decrease.

ABERDEEN SNOW SPORTS (GARTHDEE ALPINE SPORTS)

We see our non-executive directors as providing leadership to the company and assisting in setting the strategic aims of the business. We see that the board members are collectively responsible for promoting the success of the business. To achieve this we regularly prepare a skills matrix on the skills of the current board members and would actively recruit new members where a skills gap was identified. The skills identified are for example management, IT, PR, HR, accounts. The qualities and competencies therefore of a new member would depend on any identified skills gap.

We would like that any new member being appointed to our Board would understand the principles of acting as a Trustee in a charity and also the principles of acting as a non-executive Director of a limited company as we are both. The main areas of accountability for the member would be strategy, performance, risk and people.

In order to carry out their role our directors meet regularly and each member of the Board is required to be able to dedicate enough time to the role to perform the role effectively.

It would be our intention going forward, to ensure that any new Board member has the correct training in place before taking up the position. We would induct the new member but ideally they would have or would be willing to undertake the appropriate Institute of Director training.

It is important to us that any elected member to our Board understands all of the above and that they have a duty of care to Garthdee Alpine Sports and that the business of the Board is private.

ABERDEEN HEAT AND POWER

Role of elected Members. – primarily to have an interest in promoting the aims of the Company – to deliver affordable heat to alleviate fuel poverty, through the development of district heating systems across Aberdeen.

The remit of the board is to oversee the company's financial position, establishing and working with a sub group structure (two sub groups of Policy & Operations and Development, which have their own remits to develop specific projects and provide financial and operational support to the board), establishing and supporting a staffing structure, approving operational and governance policies and procedures, approving business plan, annual budget and annual accounts, approving purchase of major contracts for gas and electricity, authorising signing of legal documents.

Board meetings are quarterly, and at least one representative must be present to be quorate (see below), and Sub Groups also meet quarterly to support the Board.

Representatives would expected to join at least one sub group but not essential for a quorate meeting, but this gives more breadth to the operations and development of the company.

Any experience in business financial acumen is advantageous, as is any legal experience, and knowledge of Customer care, marketing / PR, planning, HR, funding mechanisms would also be advantageous.

SPORT ABERDEEN

When Members express an interest, they will be given sight of the information pack [to be provided separately] along with an invitation to meet with the Chairman Fred Dalgarno and the Chief Executive of Sport Aberdeen. We would convene this at our HQ and make an introduction to Sport Aberdeen and set out how we do business. This would be informal and could be on a 1-2-1 basis or group, it would depend on what Members would want to do.

We would hope that by setting out the role and its requirements, along with what we have ahead, that members could make an informed decision about whether they match up and wish to commit to joining the Board.

Note: Information for Sport Aberdeen can be supplied on request. Some Outside Bodies have provided additional information, which can be provided on request.