

Appendix C

Qualities and experience for holders of governance positions

The qualities and experience listed below in relation to each body are those which the Board of Trustees or the Council, as the case may be, would normally regard as essential or important for the particular post. However, the lists are not exhaustive and may be modified in particular cases if the body making the appointment considers that appropriate. Because of the risk of conflict of interests members of Trust staff will not be considered eligible for recommendation as elected members of the Council or for appointment to other governance roles.

C.10 Country and Regional Chairmen

Chairmen should be able to demonstrate:

- * understanding of, a commitment to, and a passion for, the National Trust, its purpose and its work
- * ability and willingness to be an ambassador for the Trust and to represent the Trust positively to external audiences
- * readiness to act solely in the best interests of the Trust, and of the wider public, without regard to personal interest or benefit
- * ability to bring personal knowledge and experience to bear on the Trust's activities
- * skill and sensitivity in dealing with people at all levels, both internally and externally
- * good chairmanship skills
- * integrity, wisdom, good judgement and independence of mind
- * absence of potential conflicts of interest
- * the ability and interest to commit the necessary time to be an effective chairman
- * knowledge of the aims and purposes of the Trust
- * an understanding of the current and future needs of the Trust's beneficiaries, including members and the wider public
- * understanding of, and interest in, the main challenges facing the Trust for 5–10 years ahead
- * knowledge and background in one or more areas of the Trust's work
- * grass-roots experience of the Trust's work
- * a good understanding of the country or region and the Trust locally
- * experience of leadership and working in a non-executive capacity