



BOARD SKILLS STRATEGY

1. Overview

- 1.1. Good governance is widely recognised as critical to organisational success and charity failures are often attributed to poor governance and leadership practice.
- 1.2. Operating with an effectively skilled, knowledgeable and experienced Board is a necessary pre-requisite of good governance practice.
- 1.3. TAROE Trust will establish and operate a framework which promotes a “skills-based Board” collectively containing the skills, knowledge and experience to enable the charity to thrive in the delivery of its charitable objectives.

2. Skills strategy

- 2.1. TAROE Trust will establish a cohesive, diverse, independent, effective and prudent board, with skills that match our ambitions.
- 2.2. We will establish a set of competencies which we will expect Trustees to exhibit in fulfilment of their role on the Board. This will include personal qualities and behavioural competencies that we will expect all Trustees to display, to a greater or lesser degree.
- 2.3. We will also establish a framework setting out the charity’s preferred balance of skills and experience, including the minimum number of Trustees who must possess certain skills, knowledge and experience. This will enable the Board to identify any skills gaps that may inform future Board recruitment activities.
- 2.4. We also recognise that the skills required by the Board will change over time to reflect and respond to external political, economic, social and technological changes; changes in statutory or regulatory requirements, significant business decisions taken by the board; or changes in our strategic direction. We will therefore periodically review our skills matrix, including before commencing any new Board recruitment activities.
- 2.5. New Trustees will not be appointed without undergoing a due selection and assessment process to establish their suitability.
- 2.6. We recognise that Trustees want us to make best use of their time. We will appoint to the board to make the best use of individual Trustees’ skills and competencies. In doing so, we will:
 - Strive to operate in efficient, effective and flexible ways
 - Keep abreast of and make use of technology to support our Trustees, maximise effective governance whilst minimising costs
 - Attract and retain appropriately skilled, knowledgeable and experienced Trustees appropriate to the size, scale and risk profile of the charity
 - Manage and mitigate conflicts or perceived conflicts of interest

- Provide support to develop excellent leaders
- Foster a culture of constructive challenge and debate
- Encourage good governance practices
- Make use of external expertise or advice when required.

2.7. In return, we will expect a strong commitment to our organisation, our charitable objectives, the delivery of our business plan priorities, and to high standards of probity and integrity.

3. Strategy details and control

Date of approval	January 2021	
Approval body	Board	
Next Review Date	January 2024 (or prior to future Board recruitment)	
Drafted by	Darren Hartley, Chief Executive	
Responsible Executive Officer	Darren Hartley, Chief Executive	
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