



## TRUSTEE COMPETENCIES

### Personal Qualities

(Must be demonstrated by all Trustees)

#### Competency area

- Strong commitment to charitable objects and priorities of TAROE Trust
- Ability to place the charitable needs of TAROE Trust before personal interests
- Integrity and high ethical standards
- Sense of responsibility
- Pragmatic, independent and impartial
- Willingness to listen to and accept the views of others
- Sensitive, open and self-aware
- Ability to use technological solutions to engage in the running of the charity (e.g. video conferencing; email; etc.)

### Behavioural Competencies

(Not all competencies will need to be demonstrated to the same level by each individual Trustee)

This section sets out the key behavioural competencies required from Trustees. They represent the personal attributes that support a Trustee's approach to a Board related situation. They are intended to support good governance and effective decision-making.

Competency Area	Characteristics
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Knows when to take a lead and when to follow others.</li> <li>• Ability to overcome barriers and identify solutions that support the delivery of business plan objectives.</li> <li>• Ability to inspire and motivate others to maximise their talents and abilities.</li> <li>• Displays integrity and leads by example.</li> <li>• Maintains a focus on reaching the decisions required.</li> <li>• Takes personal responsibility and encourages others to do the same.</li> <li>• Seeks to develop others and offer constructive support.</li> <li>• Acts as an ambassador of the charity, including representation at external events (where appropriate).</li> </ul>
<b>Interpersonal / Team Skills</b>	<ul style="list-style-type: none"> <li>• Ability to solve problems, identify potential conflict, and build constructive relationships with fellow Trustees.</li> <li>• Strength of character to seek out and obtain satisfactory responses to Board matters.</li> <li>• Is able to listen and understand the written and spoken word, as well as understand the spirit and intention behind proposals.</li> </ul>

	<ul style="list-style-type: none"> <li>• Communicates with clarity, objectivity and brevity, articulating views without dominating discussions and respecting the views and feelings of others.</li> <li>• Supports principles of collective decision-making.</li> <li>• Promotes trust and effective working relationships with other Trustees, staff and external bodies.</li> </ul>
<b>Sound Judgement</b>	<ul style="list-style-type: none"> <li>• Ability to consider information from a range of sources, without drawing rash conclusions.</li> <li>• Considers arguments, interpreting and analysing sometimes conflicting information, to form conclusions and an appropriate course of action.</li> </ul>
<b>Critical thinking and constructive challenge</b>	<ul style="list-style-type: none"> <li>• Ability to identify strengths and weaknesses in the views of self and others.</li> <li>• Provides thoughtful and reasoned contributions to Board debate.</li> <li>• Questioning of consistency of assumptions, policy and approach.</li> <li>• Ensures that information presented is clear, coherent accurate, and complete, seeking out additional information where relevant.</li> <li>• Assertively questions in a constructive manner without aggression or attribution of blame.</li> </ul>
<b>Conflict Management</b>	<ul style="list-style-type: none"> <li>• Ability to anticipate potential conflict situations and engineer constructive solutions when such situations arise.</li> </ul>
<b>Strategic Thinking and Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Considers matters for immediate consideration within the context of medium and long-term plans.</li> <li>• Introduces knowledge from wider environmental scanning into debate based on awareness of operating context.</li> <li>• Demonstrates business acumen in considering new opportunities.</li> <li>• Has a sound grasp of the need to evaluate and balance risks and benefits when reaching decisions.</li> <li>• Raises innovative and creative suggestions for Board consideration.</li> <li>• Understands and is able to articulate how Board decision-making supports the delivery of the charity's medium and long-term goals.</li> <li>• Takes personal responsibility for ensuring knowledge remains up to date, particularly relating to Continuous Professional Development where professional level expertise exists.</li> </ul>

## TRUSTEE SKILLS AND KNOWLEDGE

<b>Skills and Knowledge</b>			
(Not all of these competencies will be required from each individual)			
The following have been identified as key areas of skills and knowledge that TAROE Trust will require on the Board if it is to successfully deliver its business plan and charitable objectives. No one individual is likely to possess all of these skills, but it is anticipated that they will be met collectively. The balance of skills will change from time to time in line with shifting corporate priorities.			
<b>Skill area</b>	<b>Skill</b>	<b>Skill description</b>	<b>Minimum Trustee numbers</b>
General business / charity management skills	Leadership	Experience in leadership within the public, voluntary or private sector, including strategy and business plan development and management of risk and finance.  Ability to speak publicly to represent the interests of the charity.	2
	Research and development	The experience of undertaking research into a subject which has a direct strategic link to support the business plan or sector specific policy developments	1
	Change management	Experience of implementing a change or transformation programme.	1
	Operational management	Knowledge and experience of operational management within an organisation, so full understanding of the implications of strategy can be translated into operational requirements.	2
	Performance monitoring	Experience of using performance information and data to monitor delivery against corporate priorities and hold individuals to account.	2
	Commercial acumen	Experience of managing varied aspects of a business, including management of risk so that it runs smoothly and effectively.	2
	Marketing acumen	Knowledge and experience to promote a business effectively using appropriate methods/tools of communication, advertising, media and PR, including social media related channels.	1
Financial management	Financial acumen	Knowledge and experience to analyse financial information and take appropriate action	2
	Strategic finance knowledge	Skills in Business Planning	1

Risk management	Risk management	Ensures that risks are identified and managed effectively. Is able to effectively oversee risk management and risk appetite frameworks, and assurance procedures.	2
	Health & Safety	Knowledge of work-related health and safety related responsibilities.	2
Governance	Governance	Knowledge of systems and processes within an organisation ensuring they are run effectively and that they comply with legislation and regulation, including Charity Commission regulation and wider good governance practice.	2
	Trustee experience and team working	Prior experience of having undertaken responsibilities of a charity Trustee and working as part of a team	2
Human Resources	Human Resources	Experience of HR related legislation and employment obligations.	1
Tenants and resident campaigning	Tenant and resident engagement activities	Knowledge and experience of tenant and resident related issues and engagement related activities (including landlord interactions and co-regulation).	3
	Tenant and resident experience	First-hand knowledge and experience of being a tenant in the regulated housing sector.	2
	Charity campaigning	Knowledge and experience of influencing national level policy developments to engender sector change.	2
	Fundraising	Knowledge and experience of charity related fundraising activities.	2
Housing policy and management	Housing policy	Knowledge of housing management and policy development and best practice.	2
	Housing service	Experience of ensuring the interests needs and expectations of tenants are understood, met and exceeded.	2
Technology	ICT and Social media	Knowledge of how technology can be used to promote and maximise charitable objectives.	2

## SKILLS AUDIT / QUESTIONNAIRE

### Skills Audit

Please assess your skills and knowledge for each of the areas outlined below. You are invited to use the following assessment criteria:

- 1 = Weak / No or Limited Knowledge
- 2 = Average / Working Knowledge
- 3 = Strong / Good
- 4 = Very Strong / Expert / Extensive experience

Skill Area	Score
Leadership	
Research and development	
Change management	
Operational management	
Performance monitoring	
Commercial acumen	
Marketing acumen	
Financial acumen	
Strategic finance knowledge	
Risk management	
Health & Safety	
Governance	
Trustee experience and team working	
Human Resources	
Tenant and resident engagement activities	
Tenant and resident experience	
Charity campaigning	
Fundraising	
Housing policy	
Housing service	
ICT and Social media	

**Other knowledge and skills**

Please advise of any other skills and experience you have which you feel could benefit TAROE Trust.

**Development Needs**

Do you feel that you have any development needs?

Signed:

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Name (Print):

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Date:

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