

# Role Profile

## Trustee



### Overall Purpose

The Board is collectively responsible for the direction and control of TAROE Trust. Each individual Trustee must carry out their duties and responsibilities in accordance with the constitution, the law and regulatory requirements to ensure the long-term viability of the organisation.

All Trustees share the same legal status and have equal responsibility for decisions taken that affect the successful delivery of the organisation's charitable objects and Business Plan objectives.

All Trustees must act only in the best interests of the organisation and not on behalf of any constituency or interest group. No one that serves as a Trustee should be in a position to gain or benefit from their dealings with the organisation.

### Ways of Working

As a minimum, all Trustees must demonstrate a willingness / ability to:

- devote sufficient time to Board work, including considering Board papers, preparing for and attending (virtual) meetings, training sessions and other events as required
- take personal responsibility for learning and personal development
- consider and understand documents, tables and statistics supplied
- contribute to discussion and challenge and ask questions
- work as part of a group, listening to and respecting the contribution of others
- be flexible and support collective decisions
- act professionally, with integrity
- commit to involving and consulting with beneficiaries and stakeholders as appropriate and commit to upholding principles and practice of equality and diversity
- think beyond your own concerns and see the bigger picture
- be able to respect boundaries between executive (staff or day to day) and strategic governance functions

### Key duties and responsibilities

Trustee duties and responsibilities include:

1. setting and ensuring compliance with the constitution, charitable objects, Business Plan and Strategic Objectives of TAROE Trust, ensuring its long-term success;
2. establishing a framework for approving strategies, policies and plans to achieve those objectives;
3. ensuring continued compliance with Charity commission regulatory requirements;
4. setting a positive culture with a strong customer focus;
5. ensuring the organisation operates effectively, efficiently and economically;
6. providing oversight, direction and constructive challenge to the organisation's Chief Executive (and Executive Team where / if applicable);
7. agreeing or ratifying policies on all matters that might create significant financial or other risk to TAROE Trust, or that raise material issues of principle;

8. monitoring organisational performance in relation to these strategies, plans, budgets, controls and decisions and also in light of user feedback and the performance of comparable organisations (where applicable);
9. establishing and monitoring a mechanism for communicating and receiving feedback from TAROE Trust's stakeholders and beneficiaries;
10. leading change and continuous improvement;
11. establishing a strong working relationship between the Board and the Chief Executive (and other Senior Managers if/when applicable);
12. appointing (and if necessary) dismissing the Chief Executive following agreed procedures; to approve his or her salary, benefits and terms of employment;
13. satisfying self that TAROE Trust's affairs are conducted lawfully and in accordance with generally accepted standards of performance, probity, good practice and regulatory requirements;
14. satisfying self as to the integrity of financial information, approving each year's budget and annual accounts prior to publication;
15. to drive value for money across all the charity's operations and seek assurance that the organisation is delivering value for money in an appropriate manner;
16. establishing, overseeing and reviewing a framework of delegations;
17. assessing how TAROE Trust follows recommended good governance practice and stating how it achieves this in its Annual Report and Financial Statements;
18. establishing and overseeing a risk management framework in order to safeguard the assets and reputation of the organisation;
19. follow TAROE Trust's constitution and related policies adopted as appropriate in appointing (and, if necessary, removing) the Chair of the Board;
20. establishing a code of conduct for the Board;
21. treating all information and discussions as confidential until advised to the contrary;
22. declaring any actual or potential conflicts of interest;
23. complying with the obligations for Trustee attendance at meetings, induction and other events and training;
24. adequately preparing and maintaining an appropriate level of attendance at Board meetings as applicable;
25. participating in Committees and / or working groups as may be considered reasonable and commensurate with the role;
26. participating in individual and collective Board appraisal and contribute to the identification of personal and collective learning and development needs and attend training and development events as required;
27. acting as ambassadors for TAROE Trust and not taking part or being involved in activities that may bring the organisation into disrepute.

## Person Specification

TAROE Trust will select individual Trustees so that the Board contains the requisite level and mix of skills and competencies to operate effectively in the delivery of TAROE Trust's strategic objectives.

The following is a list of competencies Trustees must demonstrate or develop over time.

### Personal qualities

- Strong commitment to the charitable objects and strategic objectives of TAROE Trust
- Ability to place the business needs of TAROE Trust before personal interests
- Demonstrates high ethical standards on probity, integrity and conduct
- Brings challenge and support to the Board
- Understands and applies principles of equality, diversity, and inclusion.
- Sense of responsibility, making pragmatic, independent and impartial decisions
- Sensitive, open and honest
- Commitment to service improvement and customer excellence

### Self-management and development

- Prepares for, and attends, meetings and other events as required
- Demonstrates passion and commitment for the role
- Has the time commitment to effectively discharge the duties of a Trustee
- Open to learning and keen to apply new skills and knowledge
- Takes personal responsibility for ensuring knowledge remains up to date, particularly relating to Continuous Professional Development where professional level expertise exists

### Leading and directing

- Knows when to take a lead and when to follow the lead of others, focusing on governance and avoiding involvement in management
- Ability to overcome barriers and identify solutions that support the delivery of corporate objectives.
- Ability to inspire and motivate others to maximise their talents and abilities
- Maintains a focus on reaching the decisions required, offering creative ideas and sees the long-term implications
- Takes personal responsibility and encourages others to do the same
- Contributes to planning, controlling and monitoring
- Seeks to develop others and offer constructive support
- Acts as an ambassador of the organisation, including representation at external events (where appropriate)

### Strategic thinking

- Introduces knowledge from wider environmental scanning into debate based on awareness of operating context
- Demonstrates business acumen in considering new opportunities
- Has a sound grasp of the need to evaluate and balance risks and benefits when reaching decisions
- Raises innovative and creative suggestions for Board consideration
- Understands and is able to articulate how Board decision-making supports the delivery of the organisation's medium and long term goals

**Team working and collective decision making**

- Ability to solve problems, identify potential conflict, and build constructive relationships with fellow Trustees
- Strength of character to seek out and obtain satisfactory responses to Board matters
- Communicates with clarity, objectivity and brevity, articulating views without dominating discussions and respecting the views and feelings of others
- Supports principles of collective decision-making
- Promotes trust and effective working relationships with Trustees, staff and external bodies
- Influences others through persuasive discussion
- Listens and considers the perspectives of others
- Encourages and promotes effective relationships with third parties
- Does not allow personal relationships to interfere with fulfilling the Board's purpose

**Analysis, scrutiny and judgement**

- Operates as a strategic thinker
- Ability to understand the written and spoken word, as well as understand the spirit and intention behind proposals
- Analyses data to determine the pertinent issues
- Ability to consider information from a range of sources, without drawing rash conclusions
- Considers arguments, interpreting and analysing sometimes conflicting information, to form conclusions and an appropriate course of action
- Ability to identify strengths and weaknesses in the views of self and others
- Questioning of consistency of assumptions, policy and approach
- Ensures that information presented is clear, coherent accurate, and complete, seeking out additional information (to be available in different formats as required to ensure diverse needs are met)
- Assertively challenges assumptions and proposals in a constructive manner without aggression or attribution of blame

**Knowledge and experience**

- Ability to apply specialist knowledge and experience either as a service user or someone with senior relevant experience from a relevant discipline
- Ability to explain concepts and issues relating to specialist knowledge and experience
- Awareness of the operating environment of the regulated housing sector
- Possesses an understanding of the needs of tenants and residents

**Signed by:** .....

**Date:** .....