**BOARD OF TRUSTEES SKILLS MATRIX**

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| **GENERAL AREA** | **SPECIFICS** |
| **Charity Sector and Business Model** | Charity Sector |
| Public Sector |
| Funding/Fundraising |
| Community Development/Services |
| National and Local Policy |
| Voluntary Experience |
| Bureau Management |
| **Commercial/Business** | Private Sector Perspective |
| Commercial Experience |
| **Governance** | Operation of Boards and Committees |
| Governance in the Charity Sector |
| Charity Trustee’s Statutory Duties |
| **Strategy** | Strategic / Business Planning |
| Strategic Partnerships |
| **Leadership** | Leadership at a senior level  |
| **General Operational Experience** | Management experience |
| Outsourcing, supplier management and procurement |
| Change Management |
| Quality Assurance |
| Monitoring and Evaluation |
| Business Resilience/Continuity |
| Service design |
| **Finance** | Statutory and management accounting  |
| Budgeting and Financial Planning |
| Financial Controls |
| Commercial Funding |
| Tax and VAT |
| Management of financial risk  |
| **Legal**  | Contract Management |
| Negotiation and mediation |
| Data Protection |
| Fraud |
| Corporate Governance |
| Employment Law |
| Procurement |
| **Human Resources** | Performance management |
| Reward/Compensations/Benefits |
| Learning and Development |
| Employee Relations |
| Employment Law |
| Recruitment |
| **Risk** | Risk management (strategic, operational and financial) |
| Internal controls |
| **Other areas of expertise/specialism** | Information Technology |
| Communications |
| Digital / Digital Transformation |
| Marketing and PR |
| Policy and Public Affairs |
| Social Policy |
| **Personal Attributes** | **See role profile** |