

Appendix A – Competency Matrix

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|-----------------|--|-----------------|--|
| Essential skill | | Desirable skill | |
|-----------------|--|-----------------|--|

| Skills/experience | Chair | Professional members | Lay members | Ad hoc attendees |
|--|-------|----------------------|-------------|------------------|
| Professional qualification (Finance/Investment Management/Tax) | | | | |
| Governance and stewardship in the charitable sector | | | | |
| Charities SORP | | | | |
| General financial skills (e.g. ability to interpret financial information) | | | | |
| Long-range financial planning | | | | |
| Strategic business performance management and KPIs | | | | |
| Investment management | | | | |
| Treasury and banking | | | | |
| Pensions | | | | |
| Risk identification and management | | | | |
| Internal control | | | | |
| IT systems, data and cybersecurity | | | | |
| Legal expertise | | | | |
| SCI knowledge | | | | |
| Industry knowledge | | | | |
| Experience in scholarly publishing | | | | |
| Fundraising, income and partnerships | | | | |
| Trademarks | | | | |
| Industry/member networks | | | | |
| Chairing skills | | | | |
| Communication | | | | |
| Advocacy skills | | | | |