**Notes to amplify and explain some of the skills in the Skills Matrix**

**How to describe your level of skill**

* **Expert**: I could write the textbook on this (or maybe I already have!)
* **Competent**: I could get a paid job doing this
* **Some limited expertise**: I know enough to know what I don’t know, and what questions to ask
* **No expertise**: I’m sorry, I haven’t a clue!

**The various skills, categorised**

**Governance**

* Board experience – especially in a charity or other not-for-profit organisation. Either serving on the Board, or reporting to the Board eg as CEO.
* Experience of the sector – the charity sector generally, but also specifically housing, welfare, seafarers
* Charity law
* Company law
* Compliance with regulators, eg Charity Commission, HMRC, CQC etc.

**Planning (especially in relation to charities)**

* Strategic planning
* Change management
* Mergers

**Finance & Risk**

* Financial management: budgeting, cash flow, management accounts, profit and loss and balance sheets
* Audit: understanding the requirements of auditors and how to relate to them.
* Insurance
* Investments: working with investment advisers
* Risk management: across all aspects of the organisation, not just finance.

**Client welfare**

* Safeguarding
* Provision of welfare and care services
* Housing provision
* Mental health issues
* Benefits system
* Service user consultation and involvement
* Understanding the needs of seafarers: familiarity with the needs and concerns of seafarers, for who Care Ashore exists
* Customer care
* Monitoring & evaluation of services
* Market research – particularly in relation to service provision

**People**

* Health and safety: at work, and in a housing provision setting
* Equality, diversity & inclusion
* HR best practice & current legislation
* Recruitment of staff
* Representation, negotiation and mediation
* Performance management
* Volunteer management
* Training and development
* Leadership: of organisations; of boards; of senior staff teams

**Property**

* Estate management: i.e. the physical estate, including buildings, roads, woodland, lake etc.
* Property and buildings management: oversight of maintenance and improvements
* Property development: i.e. relationship with the developer
* Landlord/tenant relationship

**Income generation**

* Fundraising: including grant making trusts; corporates; major donors; individual giving; legacies; community fundraising
* Social enterprise: i.e. selling goods and services, in the context of a charity
* Entrepreneurial flair: the ability to spot and develop income-generating opportunities
* Catering & hospitality
* Event management: i.e. oversight of large scale events on site
* Tendering for public sector contracts: including relationship with local authority
* Access to funding networks: eg trusts, statutory bodies, community organisations, major donors

**Communications**

* Representing the needs of beneficiaries: good working knowledge of the beneficiary group, able to represent their needs to to funders, policy makers etc
* Marketing and communications strategy
* Reputation management
* Data protection and data management
* Digital comms
* Strong links to the local community

**Business processes**

* IT systems
* Project management
* Administration