

IPSE Board Skills Matrix 2025

Purpose: To ensure a board composition of non-executive directors who govern for sustained membership growth, financial stability and offer diverse, complementary skills, with a clear separation of governance vs risk, and technology vs cyber.

Weighted capabilities for Directors

Score each domain 0 to 4, multiply by weight, sum to 100.

Capability	Weighting
Commercial and sales growth	10
Governance practice	10
Strategic finance and profit stewardship	10
Cybersecurity oversight	9
HR, people, performance, and culture oversight	9
Legal and regulatory oversight	9
Member value, engagement, and offer diversification	9
Membership organisation strategy and oversight	8
Risk oversight	8
Digital, data, CRM, and insight oversight	5
Partnerships and revenue diversification oversight	5
Public affairs and external influence	4
Technology strategy	4
	100

Helpful but not mandatory

- Prior Board or Trust experience depth and quality, including committee leadership
- Not-for-profit or membership organisation experience

What 'good' looks Like – by capability and score

Expert (4)

- You have specialist, up-to-date knowledge and experience in this area
- You are likely to be working, or to have worked, in this field as a professional or NED and you are likely to have a relevant qualification where applicable
- Other directors draw on your in-depth knowledge and expertise on the subject

Proficient (3)

- You have confidence in your knowledge of the subject
- You would understand the details of a board/committee paper and could contribute significantly to board discussion and decision-making on the subject, including providing relevant challenges to the executive team

Working knowledge (2)

- You understand the basics of the subject
- Although you may not feel able to contribute significantly to the discussion or to challenge the executive on the subject, you would understand enough to be able to evaluate options and appreciate the implications of a decision

Developing (1)

- You have limited knowledge and experience in this area or are still developing your knowledge and experience
- You would require additional support and training to contribute to discussions meaningfully but could offer a 'layman's' opinion

None (0)

- You have no relevant experience or capability in this area yet