

# Board Skills Matrix as at October 2023

# Professional Skills

# Essential

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| **Skill Area** | **Description** |
| Financial management | Ability to evaluate financial information contained in annual financial reports as well as regular monthly management reports, and apply this understanding to support the Company’s long-term financial sustainability |
| Strategy Development and Assessment | Ability to think strategically and identify and critically assess growth opportunities that are reflective of the Company’s Objectives and Values |
| Corporate Governance | Knowledge and experience in best practice corporate governance structures, policies and processes, with special application to the not-for-profit sector |
| Risk Management | Knowledge and understanding of organisation-wide risk management frameworks and their application |
| Collaborative Decision-Making | Ability to work effectively and efficiently in a fully collaborative manner |
| Critical and Innovative Thinker | Ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to strategic problems |

# Specific Areas of Expertise (at least one or more of the following)

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| **Skill Area** | **Description** |
| Business Development & Innovation | Proven ability to develop and implement growth opportunities and identifying new ways in which the objectives of the Company can be achieved |
| Marketing & Media Communications | Proven ability to apply marketing strategies to successfully communicate of a company’s identity and services to wide-ranging external stakeholders |
| Corporate Sponsorship & Fundraising | Proven ability to create and execute a corporate sponsorship and fundraising strategy and campaigns |
| Event Coordination & Management | Proven ability to create and develop corporate events, including festivals, conferences, ceremonies and the like. |
| Community Building & Stakeholder Engagement | Proven ability to develop strong community networks through effective stakeholder engagement strategies and activities |
| Information Technology & Digital Communication | Proven ability to identify the latest relevant, strategic, and cost-effective information-technology business platforms, and integrating these within a digital communications framework |
| Legal Proficiency | Proven ability to apply legal knowledge, demonstrated by expertise in relevant legal matters for not-for-profit organisations, such as employment law. |

# Personal Attributes

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| **Skill Area** | **Description** |
| Commitment | Ability to devote appropriate time and energy to the role of Director |
| Communication | Ability to communicate broadly and effectively |
| Insightful | Ability to ask probing and though-provoking, yet respectful questions of management and fellow Directors |
| Integrity and Ethics | Commitment to understanding and fulfilling the duties and responsibilities of a director, maintaining knowledge in this regard through appropriate professional development, being transparent and declaring any activities or conduct that might be a potential conflict, and maintaining board confidentiality |
| Negotiation | Ability to negotiate outcomes and influence others in the pursuit of effective decision-making |
| Presence | Ability to effectively represent the Company at relevant and selected external events and in the process, influence professional and political stakeholders |
| Interpersonal Relations | Possess effective leadership skills with the ability to develop and maintain strong interpersonal relations |
| Awareness of Western Sydney Region | Possess knowledge and awareness of the Western Sydney region with a particular focus on social disadvantage issues impacting minorities and the culturally diverse |