

**BOARD SKILLS ASSESSMENT**

**GUIDELINES FOR USE**

**BOARD SKILLS MATRIX TEMPLATE AND GUIDELINES**

This document and its content is provided as a guide to assist Clubs to develop a Skills Matrix for their Board.

Your Club should also consider any information, documents and strategies that might be specifically required for your Club and relevant to its circumstances, structure and function.

Community Clubs Victoria reminds you that the information contained in this document is general in nature and recommends that Clubs adapt this template for their unique purpose, seeking legal advice as required.

**INTRODUCTION**

This Skills Matrix is designed to ensure the Club Board consists of individuals with a balance of skills to oversee the Club, meet strategic goals and direct the Club’s future.

The skills and attributes of the Board can be broadly categorised as:

* Governance skills (skills that are directly relevant to performing the Board’s key functions);
* Industry skills (skills relevant to the sector of the Member Club and membership services);
* Personal attributes or qualities that are considered desirable to be an effective Director.

**POLICY**

The skills, knowledge and experience required on a Board will change as the organisation evolves.

The skills identified in this matrix will enable the Board to ensure reasonable diversity and a broad range of skills are evident across its members.

The Board Skills Matrix comprises two parts:

**PART A**

* An assessment of governance and industry-based skills which should be held collectively by the Board.

Each skill area is accompanied by a description (detailed in this manual) and has been determined to be “Beneficial” “Essential” or “Desirable”

**PART B**

* A set of desirable Personal Attributes
* All Directors will be expected to possess the full set of Personal Attributes in addition to sound professional knowledge and experience, and contribute to the collective industry skills set held by the Board. The skill areas in this matrix will be regularly reviewed to ensure that the composition of skills on the Board remains aligned with the Club’s stage of development and strategic direction.

**Part A- Collective Skills (Essential):**

*A minimum of 50% of your Board should be proficient in these skills.*

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| **SKILL AREA** | **DESCRIPTION** | **ASSESSMENT** |
| **Strategic Planning** | The ability to think strategically demonstrated by identifying and critically assessing opportunities or threats to the Club and developing insightful strategies in response to these. | *The ability of the Board to think strategically is essential. The Board’s ability to think and act strategically needs to be enhanced as a matter of priority.* |
| **Policy Development** | The ability to identify key issues for the Club and develop appropriate policies to define the parameters within which the Club should operate. | *It would be highly beneficial to have strategic input from Directors with strong commercial experience.* |
| **Financial Literacy** | The ability to analyse key financial statements, critically assess the Club’s financial performance and contribute to strategic financial planning. | *It is essential that all Directors are financially literate.* |
| **Corporate Governance** | A sound understanding and experience in best practice corporate governance, particularly as it relates to the Community and Licensed Clubs sector, as well as an ability to apply learned skills for the purpose of continually improving the Club’s corporate governance. | *It is essential that all Directors have a very sound understanding of Governance and the role and responsibilities of the Board collectively, as well as the Directors, individually.* |
| **Community Clubs Industry Knowledge** | Knowledge of the Community Clubs sector, its gaming and licensed regulation as well as the stakeholders and issues in the industry.  It is essential that Board members have an understanding of government decision-making and political processes. | *It is considered essential that a majority of Board Directors have strong Community Clubs experience and a sound understanding of the operation of gaming and licensed venues.* |

**Part A- Collective Skills (Beneficial):**

*The Board’s performance would be enhanced, however these skills can be provided by consultants as required.*

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| **SKILL AREA** | **DESCRIPTION** | **ASSESSMENT** |
| **Legal Compliance** | Knowledge of relevant laws and regulatory frameworks, as well as an ability to identify and oversee the Club’s management of its legal and contractual obligations and compliance management. | *The addition of a Director with legal skills would be welcomed and applicants with legal qualifications are encouraged to apply.*  *Alternatively, specialist legal advice can be purchased as required.* |

**Part A- Collective Skills (Custom/Club specific):**

*Define skills that are specific to your Club and determine their necessity as Essential, Beneficial or Desirable per the definitions in this guide.*

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| **SKILL AREA**  **[CUSTOM SKILL]** | **DESCRIPTION**  **[Detail what is required]** | **ASSESSMENT**  ***[This skill is considered to be Essential, Beneficial, Desirable because…]*** |
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**Part A- Collective Skills (Desirable):**

*At least one Director should be proficient in these skills.*

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| **SKILL AREA** | **DESCRIPTION** | **ASSESSMENT** |
| **Corporate Finance and Capital Investment** | Experience in assessing Capital Projects, Investments, merger and acquisition opportunities, their financing and performance. | *It is desirable for the Board to include a Director with corporate finance qualifications and experience.* |
| **Risk Management** | The ability to identify key risks to the Club in a wide range of areas, including but not limited to governance, IT, branding, Capital Investment and OH&S. The ability to implement and maintain risk management frameworks and systems. | *The ability to identify and oversee risk management in the Club is desirable. The inclusion of a Director with this skillset will enhance the performance of the Board.* |
| **Executive Management** | Experience at an executive level, including the ability to appoint and evaluate the performance of a CEO.  A sound understanding of strategic Human Resource Management, as well as employee or industrial relations issues. | *Some Executive Management experience on the Board is considered desirable. Strategic HR/IR Management, including experience in change management will contribute to the performance of the Board.* |
| **Commercial Experience** | A broad range of Commercial Experience (preferably in the hospitality, hotel or tourism sectors), and an ability to apply this experience to the Club to assist with development. | *Consider current Commercial Experience on the Board and identify opportunities to enhance the existing skillset.* |
| **Strategic Marketing** | The ability to contribute to the strategic marketing, positioning and branding of the Club. | *A member with this experience would be desirable, however specialist advice can be purchased as required.* |
| **Public Relations** | Experience in high-level strategic communications, industry lobbying and liaison as well as Public Relations. | *A member with this experience would be desirable, however specialist advice can be purchased as required.* |
| **Crisis Management** | Experience in strategic and impactful communications relating to Public Relations and Crisis Management. | *A member with this experience would be desirable, however specialist advice can be purchased as required.* |
| **Representation and Stakeholder Relations** | The ability to effectively represent the Club with its key stakeholders.  Maintain existing relationships and build new relationships for the benefit of the Club. | *It is highly desirable that all members are adept at Stakeholder Management.* |
| **Technical Proficiency** | Experience in IT, Social Media, Gaming and relevant technologies for the benefit of the Club. | *A member with this experience would be desirable, however specialist advice can be purchased as required.* |

**Part B- Personal Attributes (Essential):**

*All Directors are required to have the following attributes:*

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| **ATTRIBUTE** | **DESCRIPTION** |
| **Integrity (Ethics)** | A commitment to:   * Understanding and fulfilling the duties and responsibilities of a Director, and maintaining knowledge in this regard through professional development * Consistently acting in the best interest of the Club * Transparency and open communication around any activities or conduct that may present a potential conflict of interest. * Maintaining a high level of professionalism and confidentiality |
| **Effective listening and communication** | The ability to:   * Listen to, and constructively debate the views and ideas of other Directors * Develop and deliver insightful and cohesive ideas * Be receptive to feedback * Communicate effectively with a broad range of stakeholders |
| **Constructive Questioning** | The preparedness to ask questions and challenge peer Directors and Management in a constructive manner. |
| **Contributor and Team Player** | A team player who consistently demonstrates the values of the Club, with passion and time to make a genuine contribution to the Board and the Club. |
| **Commitment** | A visible commitment to the purpose for which the Club has been established and its on-going success. |
| **Influencing and Negotiation Skills** | The ability to negotiate outcomes for the benefit of the Club.  The ability to influence peers, Stakeholders and Management to embrace decisions made by the Board. |
| **Critical and Innovative Thinking** | The ability to critically analyse complex and detailed information, identify key issues and develop innovative approaches and solutions to any obstacles encountered by the Club. |
| **Leadership** | Well-developed Leadership skills, including the ability to:   * Appropriately lead and represent the Club * Set and be representative of appropriate Board and organisational culture * Make decisions or take action as required and be accountable for your choices. |