

# BOARD DIRECTOR SKILLS SELF-ASSESSMENT

## Purpose

Article 46 of the Constitution provides that the Board, to the extent possible, comprise Directors with a mix of skills, experience and attributes commensurate with those expected to govern an organisation of similar size and complexity.

## This self-assessment assists the Board:

- Assess the collective capability of the Board
- Identify strengths and skills gaps
- Inform succession planning and recruitment
- Demonstrate compliance with Director responsibilities under the Corporations Act and ACNC Governance Standards.

**Note:** This assessment is designed to identify the collective skills, experience and attributes of the Board and to inform Board development, succession planning and recruitment. It is not intended as a performance appraisal of individual Directors.

## Director Details

**NAME:**

**POSITION:**

**DATE:**

**Date appointed (if):**

## Assessment Scale

Please assess your current capability against each criterion:

| Score | Skill Level | Experience                                                                                     |
|-------|-------------|------------------------------------------------------------------------------------------------|
| 1     | Expert      | Highly skilled and formal qualifications/significant experience/'expert' - could teach others. |
| 2     | Good        | Moderate skills/experience/, knowledgeable but not an 'expert'.                                |
| 3     | Fair        | No formal qualifications, some knowledge but little experience.                                |
| 4     | Low         | No formal qualifications, little knowledge and little experience.                              |

Please attach a CV/resumé that demonstrates your qualifications and experience.

OPTIONAL: Complete Section D (Demographic Information) providing a "Y" if the answer is yes.

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## SKILLS ASSESSMENT

Please refer to the Explanatory Notes for details on each Capability Area.

| Capability Area                           | Rating (1-4) |
|-------------------------------------------|--------------|
| Governance and Strategy                   |              |
| Financial Management                      |              |
| Funding & Revenue Development             |              |
| Risk, Legal and Compliance                |              |
| People and Culture                        |              |
| Stakeholder Engagement and Communications |              |
| Funding and Revenue Development           |              |
| Community Inclusion and Diversity         |              |
| Environmental and Land Management         |              |

## DEMOGRAPHIC AND DIVERSITY INFORMATION (OPTIONAL)

This information assists the Board to understand diversity and representation.

| Category                  | Yes |
|---------------------------|-----|
| Identify as female        |     |
| Identify as male          |     |
| Identify as non-binary    |     |
| Aboriginal                |     |
| CALD background           |     |
| Person with disability    |     |
| Under 35                  |     |
| 35 - 50                   |     |
| 51 - 65                   |     |
| Over 65 years             |     |
| Regional/rural experience |     |
| Landcare group membership |     |

## EXPLANATORY NOTES

The rating should consider:

### GOVERNANCE and STRATEGY

|                                                                                       |                                                                                   |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Setting organisational vision, purpose and priorities                                 | Policy development, review and governance oversight                               |
| Monitoring organisational performance and outcomes                                    | Building an effective Board                                                       |
| Understanding the operating environment and emerging issues                           | Ethical decision-making and accountability                                        |
| Innovation, entrepreneurship and strategic growth opportunities                       | Commercial strategy, business model development and organisational sustainability |
| Digital and data strategy, performance measurement and evidence-based decision making |                                                                                   |

### FINANCIAL MANAGEMENT

|                                                                      |                                                   |
|----------------------------------------------------------------------|---------------------------------------------------|
| Understanding financial reports and statement                        | Budget oversight and financial stability          |
| Financial risk identification and monitoring                         | Understanding funding sources and revenue streams |
| Assessing investment opportunities, scalability and return on impact |                                                   |

### FUNDING AND REVENUE DEVELOPMENT

|                                                                   |                                                                   |
|-------------------------------------------------------------------|-------------------------------------------------------------------|
| Fundraising strategy and oversight                                | Government grants and philanthropic funding                       |
| Revenue diversification and sustainability                        | Sponsorship and corporate partnership development                 |
| Business development and commercial opportunity assessment        | Entrepreneurship and innovation in service delivery               |
| Identification of emerging revenue streams and partnership models | Leveraging external networks, expertise and intellectual property |

### RISK, LEGAL AND COMPLIANCE

|                                                                   |                                                 |
|-------------------------------------------------------------------|-------------------------------------------------|
| Understanding Director's duties and governance responsibilities * | Risk management and internal controls           |
| Knowledge of relevant legislation and regulatory requirements     | Compliance monitoring and reporting obligations |
| Policy development, review and governance frameworks              |                                                 |

## PEOPLE and CULTURE

| Competency                                                   |                                                               |
|--------------------------------------------------------------|---------------------------------------------------------------|
| Leadership and organisational culture development            | Workforce planning and capability development                 |
| Understanding employment obligations and workplace practices | Supporting volunteer engagement, development and retention    |
| Promoting a safe, respectful and inclusive workplace culture | Performance oversight, accountability and succession planning |
| Managing organisational change                               |                                                               |

## STAKEHOLDER ENGAGEMENT and COMMUNICATIONS

|                                                                            |                                                                           |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Community Landcare knowledge and experience                                | Stakeholder engagement and partnership development                        |
| Community development                                                      | Volunteer engagement and management                                       |
| Government and public service engagement                                   | Public advocacy and policy development                                    |
| Education and Training                                                     | Brand strategy, reputation management and value proposition communication |
| Corporate partnerships, strategic alliances and cross-sector collaboration | Engaging new audiences, supporters and influencers                        |

## ENVIRONMENTAL and LAND MANAGEMENT EXPERTISE

|                                             |                                                                                                  |
|---------------------------------------------|--------------------------------------------------------------------------------------------------|
| Natural resource management                 | Sustainable agriculture                                                                          |
| Catchment management                        | Biodiversity conservation                                                                        |
| Water management                            | Climate adaptation and resilience                                                                |
| Environmental planning and policy           | Ecological science                                                                               |
| Research and evidence-based decision making | Using data, impact measurement and reporting to demonstrate environmental and community outcomes |

## CULTURAL INCLUSION and DIVERSITY

|                                               |                                                    |
|-----------------------------------------------|----------------------------------------------------|
| Commitment to diversity and inclusion         | Understanding of Aboriginal cultures and community |
| Inclusive community engagement                | Cultural awareness and cultural safety             |
| Supporting equitable participation and access |                                                    |

## FUTURE DEVELOPMENT

1. In which areas would you like further development or training?

2. What skills do you believe are currently underrepresented on the Board?
3. What skills or experience should be prioritised in future Board recruitment?

## Director Declaration

I certify that the information provided in this self-assessment is accurate and reflects my current level of skills, knowledge and expertise.

**Director Name:**

**Signature:**

**Date:**

**\* Explanation of Terms**

|                                      |                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Suitable Responsible Person          | A person considered suitable to govern a registered charity, having regard to matters such as integrity, honesty, character and conduct. Defined by the Australian Charities and Not-for-profit Commission (ACNC) <a href="#">Governance Standard 4</a>                                                                                                                                  |
| Responsible Person Duties            | The duties of Responsible Persons include acting with reasonable care and diligence, acting honestly and in the best interests of the charity and its charitable purposes, appropriately managing conflicts of interest, and not misusing their position or information. Defined by the Australian Charities and Not-for-profit Commission (ACNC) <a href="#">Governance Standard 5</a>  |
| Director Duties (Corporations Act)   | The legal duties of directors include exercising care and diligence, acting in good faith in the best interests of the organisation, acting for a proper purpose and appropriately managing conflicts of interest. Must hold a <a href="#">current Director ID</a> .                                                                                                                     |
| WHS Due Diligence as Officer of PCBU | Requirements of an officer of a person conducting a business (PCBU) as relating to workplace health and safety and the <a href="#">Work Health Safety Act 2011</a> (ACT). <a href="#">General information provided here.</a>                                                                                                                                                             |
| Independence                         | The ability to exercise objective judgement and make decisions in the best interests of the organisation, free from inappropriate influence or conflicts of interest. In relation to the Chair - as per the Constitution: <i>"independent means having held no office in relation to either a Member or the Company for a minimum of three years prior to accepting an appointment."</i> |