# Tennis NSW

# Board Skills Matrix

**INTRODUCTION**

This skills matrix is designed to ensure the Tennis NSW Board consists of individuals with a balance of skills to oversee the organisation, achieve the strategic goals, and direct the organisation’s future.

All Directors will be expected to possess the full set of personal attributes (outlined in Part B: Personal Attributes) in addition to sound professional knowledge and experience, and contribute to the collective industry skills set held by the Board.

**PRINCIPLES**

The Tennis NSW Board is a skills-based board comprising of Directors who collectively have the skills, knowledge and experience to effectively govern and direct the organisation. The skills and attributes of the Board can be broadly categorised as follows:

* Governance skills (skills directly relevant to performing the Board’s key functions);
* Industry skills (skills relevant to the sports industry, membership services or not-for-profit sector);
* Personal attributes or qualities that are considered desirable to be an effective Director.

The Board as a whole should also encompass desirable diversity in aspects such as gender, age and different perspectives.

**POLICY**

The skills, knowledge and experience required on the Board will change as the organisation evolves. In relation to each skill identified in this matrix, the Board will use this as a guide to ensure reasonable diversity and a broad range of skills are evident across the Tennis NSW Board.

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 and a separate column for the Board to assess whether the skill is essential or desirable. As Directors are appointed or elected to the Board, their skill sets should be noted in the ‘Directors Strengths’ column by scoring 1-5 (as outlined on the next page).
* Part B
  + A description of personal attributes that all the Directors of the Board are expected to possess.

Regular Board performance evaluations are designed to address Board skills and personal attributes of Directors.

The skill areas in the matrix will be regularly reviewed to ensure that the composition of skills on the Board remains aligned with Tennis NSW stage of development and strategic direction.

**LAST UPDATED:** 10 August 2021

Core subject matter competencies

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| 1. None/Low | * Director has **no** **understanding**of the subject matter * As a Board member, has had **limited** **exposure** to the subject matter * Has **not led** and does not contribute to the discussion on the subject matter at board level * As a director, has had **no direct involvement** in the subject matter * Director has **not received** any formal or informal guidance or training with regards to subject matter |
| 1. Basic | * Director **has limited understanding** of the subject matter * As a board member, **may have been involved** in the subject matter * Has **not led discussion** on the subject matter at board level, and **contributes little to** the discussion * As a director, has had indirect involvement with the subject matter * Director may have received some informal guidance or training with regards to the subject matter |
| 1. Demonstrating | * As a board member, **has demonstrated knowledge** and understanding of the subject matter * As a board member, **has been actively** involved in the subject matter * **Has not led discussion** on the subject matter at board level, **but contributes** where points of the discussion fit with individual experience * Director **has a growing knowledge** and understanding of the subject matter * As a director, **has had involvement** with the subject matter * Director **has received some formal or informal** guidance or training with regards to the subject matter |
| 1. Proficient | * As a board member **has an advanced knowledge** and understanding of the subject matter * As a board member, **has been actively involved** in the subject matter for a period spanning more than 5 years with more than one organisation * Director **actively advancing their knowledge** and understanding of the subject matter * As a director, **has had involvement** with the subject matter **at more than one organisation for a period of 5 years or more** * Director has received formal and informal guidance and training with regards to the subject matter |
| 1. Expert | * As a board member, **has superior** understanding of the subject matter * **Consistently leads** the discussion of the subject matter at hoard level * Has **led the subject matter at board level**, for a period spanning more than 5 years * **Has set the subject matter agenda** for the board, formally directing the discussion through the coordination of subject matter documentation and reports * Has **led and set the** subject matter planning discussion **at more than 2 organisations for a period of 10 years or more** * Director **has received and now provides formal and informal guidance** and training with regards to the subject matter |

**Part A – Collective Skills:**

| **Skill Area** | **Description** | **E (Essential)**  **D (Desirable)** | **Director Strengths** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |
| Strategy and planning | Ability to think strategically; identify and critically assess strategic opportunities and threats. Develop effective strategies in the context of the strategic objectives of Tennis NSW relevant policies and priorities. |  |  |  |  |  |  |  |  |  |  |  |
| Policy Development | Ability to identify key issues and opportunities for Tennis NSW and develop appropriate policies to define the parameters within which the organisation should operate. |  |  |  |  |  |  |  |  |  |  |  |
| Governance, Risk and Compliance | Understand and accept directors’ duties and governance basics (confidentiality, conflict of interest, due diligence, boardroom etiquette, separation of board vs management responsibilities, etc.) | **E** |  |  |  |  |  |  |  |  |  |  |
| Experience in the application of corporate governance principles in a commercial enterprise, not-for-profit enterprise or other regulated entity. |  |  |  |  |  |  |  |  |  |  |  |
| Ability to identify key risks to Tennis NSW in a wide range of areas including legal and regulatory compliance. |  |  |  |  |  |  |  |  |  |  |  |
| Government Relations (policy & process) | Experience in the appointment and evaluation of a CEO and senior executive managers |  |  |  |  |  |  |  |  |  |  |  |
| Information Technology / Digital Skills | Experience in managing government relations and industry advocacy strategies. |  |  |  |  |  |  |  |  |  |  |  |
|  | Qualification and experience in IT and/or Digital industries with an ability apply new technology to the sporting and not-for-profit industries. |  |  |  |  |  |  |  |  |  |  |  |
| Financial Performance | Financial literacy, including being comfortable with profit and loss statements, balance sheets, and cash flow statements | **E** |  |  |  |  |  |  |  |  |  |  |
| Qualifications and experience in accounting and/or finance and the ability to:   * Analyse key financial statements; * Critically assess financial viability and performance; * Contribute to strategic financial planning; * Oversee budgets and the efficient use of resources; * Oversee funding arrangements and accountability |  |
| Marketing & Communications | Knowledge of and experience in marketing services to members and public promotion campaigns. |  |  |  |  |  |  |  |  |  |  |  |
| Experience in, or a thorough understanding of, communication with industry groups and/or end users through a range of relevant communication channels. |  |  |  |  |  |  |  |  |  |  |  |
| Member and stakeholder engagement | High level reputation and established networks in the New South Wales sports industry, consumer or business groups, and the ability to effectively engage and communicate with key stakeholders. |  |  |  |  |  |  |  |  |  |  |  |
| Commercial Experience | A broad range of commercial/business experience, preferably in the small to medium enterprise context, in areas including communications, marketing, branding and business systems, practices and improvement. |  |  |  |  |  |  |  |  |  |  |  |
| Legal | Qualification and experience in legal practice with emphasis on:   * Sports Industry * Not-for-Profit Associations * Employment law * Health & Safety legislation |  |  |  |  |  |  |  |  |  |  |  |
| Geographic, Gender and cultural diversity | Geographic and cultural diversity on the board should be reflective of the diversity in the New South Wales Sports Industry. |  |  |  |  |  |  |  |  |  |  |  |
| Equal gender representation should be sought for the board to reflect gender diversity of the Australian population. |  |  |  |  |  |  |  |  |  |  |  |
| Human Resource Management | Qualification and experience in human resource management with an understanding of:   * Sports Industry * Not-for-Profit Associations |  |  |  |  |  |  |  |  |  |  |  |
| Facility Management Skills | Qualification and experience in facility management with an understanding of:   * Sports Industry * Entertainment Industry |  |  |  |  |  |  |  |  |  |  |  |

**Industry Skills (Membership Services & Sport):**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Skill Area** | **Description** | **E (Essential)**  **D (Desirable)** | **Current Key Director Strengths** | | | | | | | | | |
| **MA** | **WG** | **WS** | **AR** | **BB** | **EC** | **BM** | **RH** | **RN** |  |
| Expertise in a National Sporting Organisation (NSO) or a State Sporting Organisation (SSO): | Experience as a Director or senior manager at an NSO or SSO. |  |  |  |  |  |  |  |  |  |  |  |
| Expertise in a Local Government Authority (LGA): | Experience as a Director or staff member at an LGA. |  |  |  |  |  |  |  |  |  |  |  |
| Expertise in the Not-for-profit (NFP) sector: | Experience as a Director or senior manager in a NFP member based association. |  |  |  |  |  |  |  |  |  |  |  |
| Expertise in Tennis | Experience in tennis which could include:   * Participation * Volunteer * Coach * School | **E** |  |  |  |  |  |  |  |  |  |  |

**Part B: Personal Attributes**

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| **Attributes** | **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; * Putting Tennis NSW interests before any personal interests; * Acting in a transparent manner and declaring any activities or conduct that might be a potential conflict; * Maintaining Board confidentiality at all times. |
| Effective Communicator | The ability to:   * Listen to, and constructively and appropriately debate, other people’s viewpoints; * Develop and deliver cogent arguments; * Communicate effectively with a broad range of stakeholders. |
| Constructive Questioner | The preparedness to ask questions and challenge Tennis NSW management and peer Directors in a constructive and appropriate way about key issues. |
| Contributor and team player | The ability to work as part of a team, and demonstrate the passion and time to make a genuine and active contribution to the Tennis NSW Board. |
| Commitment | A visible commitment to the purpose for which the Company has been established and operates, and its on-going success. |
| Influencer and negotiator | The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the Board’s decisions. |
| Critical and innovative thinker | The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative solutions to problems. |
| Leader | Innate leadership skills, including the ability to:   * Appropriately represent Tennis NSW; * Set appropriate Board and organisation culture; * Make and take responsibility for decisions and actions. |