



Essendon Football Club

ACN 004 286 373

Board Skills Matrix

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1. Director Core Skills and Knowledge Guidelines

The Board of the Essendon Football Club has determined that it is in the best interests of the Club that the composition of the Board as a whole should reflect the mix of skills and experience identified below.

There is no expectation that each individual Director will possess all of the skills and experience denoted below as “Essential”. Rather, the relevant assessment of skills and experience should be undertaken by reference to the Board as a whole.

Skill area	Description	Skill importance
Strategy	Ability to identify strategic opportunities and threats with demonstrated success in developing and implementing strategic priorities and achievement of business objectives.	Essential
Financial literacy / acumen	Ability to read and comprehend corporate accounts, financial materials and financial reporting requirements.	Essential
Risk management and compliance	Experience in implementing, managing or overseeing risk management and compliance frameworks including legal and regulatory compliance.	Essential
Legal knowledge	Appropriate understanding of legal concepts and frameworks applicable to both the role of director and the industries in which the company operates.	Desirable
Managing people/ achieving change	Experience at a senior level in people management and successful implementation of change.	Desirable
Consumer engagement/ marketing	Experience at a senior level with responsibilities for consumer engagement and marketing, including through use of digital channels.	Desirable
Board experience	Experience as a director.	Desirable
Business development	Demonstrated success in development or expansion of business having regard to the company’s objectives, operating environment and risk appetite. Entrepreneurial capability.	Desirable
Director qualification/ training	Completion of a formal qualification / training in governance or a directorship (e.g. AICD, GIA, or equivalent).	Desirable
Health and safety	Experience in implementing health, safety and wellbeing strategies and frameworks.	Desirable
Information/digital technology management	Experience in implementing, managing or overseeing information and communications technology, including	Desirable

Skill area	Description	Skill importance
	personal information, privacy and security risk management.	
Professional membership	Membership of a professional body (e.g. a current member or ICAA, CPA, AICD, GIA, etc).	Desirable
Remuneration	Experience including incentive programs and contractual frameworks governing remuneration.	Desirable
Social responsibility	Experience in relation to social responsibility programs.	Desirable
First Nations / CALD communities	Deep understanding of matters affecting First Nations people or culturally and linguistically diverse (CALD) communities.	Desirable
Venues	Experience in the management or governance of hospitality venues, including the commercial and regulatory environment applicable to the gaming industry	Desirable
Media and Communications	Senior industry experience in media, communications or public relations.	Desirable
Football and Elite Sport	Knowledge and experience working and/or competing in a high performance sporting environment, including AFL/AFLW	Essential
Medical	Knowledge or expertise in medical matters relevant to players in the Club environment.	Desirable

2. Director Personal Qualities

Quality	Description
Integrity	Fulfilling a director's duties and responsibilities, putting the organisation's interests before personal interests and acting ethically.
Curiosity and courage	The curiosity to ask questions and the courage to persist in asking or to challenge management and fellow Board members where necessary.
Interpersonal skills	Work well in a group, listen well and be open-minded, be respectful, but be able to communicate the director's point of view frankly.
Interest in the Club	Genuine interest in the Club and its members, business and purpose.
Business instincts	Good business instincts and acumen, ability to get to the crux of the issue quickly.
Analysis	Ability to digest, analyse and synthesise large amounts of information and contribute to Board discussions in a succinct and thoughtful manner
Availability and accessibility	Adequate available time to devote to developing and maintaining a good understanding of the organisation's affairs as well as meeting the formal obligations of the Board and accessibility when required.

Quality	Description
	<p>An estimate of the annual time commitment required includes (in addition to time spent reviewing Board papers and other correspondence):</p> <ul style="list-style-type: none"> • 8-10 full day Board meetings • 5-10 half day sub committee meetings at varying intervals. • Attendance at optional events, which may include: <ul style="list-style-type: none"> • AFL games • AFLW games • VFL games • VFLW games • EFC Wheelchair football games • Club coterie, Past Players & Officials Association, major sponsor and EFC/AFL functions