

Appendix D

Preferred Directors' skills and experience

Polocrosse Australia's skills matrix

A skills matrix identifies:

- the skills, knowledge, experience and capabilities desired of the Board; and
- any current gaps in skills or competencies to be addressed in future Director vacancies.

A skills matrix enables the Board to meet both the current and future challenges of Polocrosse Australia. The creation of a Board skills matrix is an opportunity for considered reflection and productive discussion on how the Board of Directors is constituted currently and how it believes it should best be constituted in the future to align with the strategic objectives of the business.

The skills matrix should always be tailored to the unique circumstances and requirements of the company concerned.

For Polocrosse Australia, this process involved the current Polocrosse Australia Directors each individually completing a Board expertise and personal attributes self-assessment against a set of agreed criteria. The individual responses were consolidated to form a Board-level skills matrix.

The Board then reviewed the consolidated results to identify priority skill areas and any capability gaps, keeping in mind Polocrosse Australia's strategic focus and governance requirements. The outcomes of this process informed Figure 1, which identifies the five preferred skills and experience in no particular order:

Figure 1 – Current Board skills matrix

Core skills	Current Board skills/experience		
	Low	Medium	High
Business administration		X	
Sport knowledge (polocrosse)			X
Board and governance		X	
Leadership			X
Strategic planning		X	
Stakeholder engagement			X
Technical skills			
Commercial partnerships		X	
Business development		X	
Human resources			X
Project management		X	
Legal	X		
Risk management		X	

Financial management	X
Public relations, media & communications	X
Marketing and branding	X
High-performance sport	X
Community sport	X
Information technology & digital innovation	X
Executive coaching & mentoring	X

This review highlighted the following areas of expertise as those of greatest priority for 2026 Elected Directors to ensure an appropriate skills balance and succession planning for Board composition and renewal. The identified preferred skills and experience set out below are in no particular order:

1. Community sport

Participation, coaching, officiating or volunteering in sport at a local, regional, state or national level or experience in game development at local, regional, state or national level.

2. Board and governance:

Previous directorship with sophisticated, contemporary corporate governance structures and accompanying policies and processes.

3. Legal expertise

Experience in corporate and/or commercial law, with the ability to understand and oversee compliance with relevant legislation and/or legal qualifications.

4. Tech/data/digital expertise

Knowledge of and/or experience in the application and development of information technology related innovation programs, digital infrastructure or applications.

5. Public relations, communication and media

Qualifications, knowledge of and/or experience in the development and implementation of best practice public relations and communication concepts and strategies.

General guiding principles for Board roles

All candidates must have a genuine interest in, and a broad understanding of, polocrosse in Australia or the broader sporting industry, strong business acumen supported by demonstrable strategic aptitude, financial literacy, a sound understanding of good governance and well-developed communication skills.

In addition, candidates should possess the following personal attributes:

- a commitment to the highest standards of governance and integrity;
- well-developed strategic thinking capabilities and ability to contribute to the effective decision making of the Board;
- excellent communication skills with a collaborative approach;

- preparedness to ask questions and challenge management and peer Directors in a constructive and appropriate way about key issues;
- capacity to leverage professional networks to promote and grow Polocrosse Australia by creating opportunities for both financial and other support;
- the ability to work as part of a team, and commit to acting with respect for Management, peer Directors and relevant organisational and Board processes;
- demonstrated passion and time to make a genuine and active contribution to the Board; and
- act in a manner consistent with a director's role as custodian of the organisation and the community and appropriately represent Polocrosse Australia. The Polocrosse Australia Director Code of Conduct is available upon request.

Board commitments

For 2026 it should be noted that Board meetings are scheduled monthly. Directors will be appointed to one or more Board committees, which meet as required as well as being the direct liaison with a state organisation.