

## Greater Melbourne Foundation – Board Skills, Capabilities and Attributes

Professional Skills and Experience	Capabilities Description	Board Composition Guidance
<b>1. Strategy, Systems Thinking &amp; Social Change</b>	<ul style="list-style-type: none"> <li>Ability to identify long-term strategic opportunities and risks affecting Greater Melbourne</li> <li>Understand systems-change approaches, Place-based interventions and long-term social outcomes</li> <li>Ability to contribute to Strategy 2030 implementation</li> </ul>	All Directors competent; several Directors demonstrate high capability.
<b>2. Governance &amp; Stewardship</b>	<ul style="list-style-type: none"> <li>Knowledge of good governance principles, Board processes, fiduciary duties, risk management and CEO oversight</li> <li>Ability to contribute to Board and committee effectiveness and organisational sustainability.</li> </ul>	All Directors competent; several highly experienced.
<b>3. Philanthropy &amp; Social Impact Practice</b>	<ul style="list-style-type: none"> <li>Understanding of contemporary philanthropy, impact models, community foundations, catalytic funding, social investment and emerging approaches beyond traditional grant-making</li> </ul>	Not essential for all Directors; multiple Directors should demonstrate deep expertise.
<b>4. Finance, Capital Stewardship &amp; Impact Investment</b>	<ul style="list-style-type: none"> <li>Ability to understand financial reporting, assess sustainability, oversee corpus stewardship and understand progressive capital deployment models including mission-aligned investment and reserves strategies</li> </ul>	At least two Directors capable of Chairing Finance/Audit functions.
<b>5. Community &amp; Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>Experience engaging communities, governments, donors, partners, grassroots organisations and diverse stakeholder groups</li> <li>Ability to navigate multi-stakeholder environments</li> </ul>	Several Directors should demonstrate high capability and networks.

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<b>6. First Nations Perspectives and Inclusion</b>	<ul style="list-style-type: none"> <li>• Understanding of First Nations engagement and self-determination principles</li> <li>• Commitment to embedding diverse voices, lived experience and equity considerations into governance</li> </ul>	Board should collectively demonstrate strength in this area through Directors, advisers or committee structures.
<b>7. Partnerships &amp; Cross-Sector Collaboration</b>	<ul style="list-style-type: none"> <li>• Ability to build partnerships across philanthropy, business, government and community sectors to increase collective impact</li> </ul>	Several Directors should demonstrate capability.
<b>8. Impact Measurement, Learning &amp; Evaluation</b>	<ul style="list-style-type: none"> <li>• Understanding of social impact measurement frameworks and learning systems that support adaptive governance and accountability</li> </ul>	Desirable; may sit at committee or advisory level.

Personal Attribute	Description	Requirement
<b>9. Contribution</b>	<ul style="list-style-type: none"> <li>• Works collegially, contributes constructively to Board discussion and demonstrates openness to contemporary thinking</li> </ul>	Mandatory
<b>10. Leadership</b>	<ul style="list-style-type: none"> <li>• Ability to influence, organise and support constructive challenge; demonstrates judgement and can synthesise complexity</li> </ul>	Several Directors should demonstrate high capability
<b>11. Ethics &amp; Integrity</b>	<ul style="list-style-type: none"> <li>• Acts ethically and independently; demonstrates accountability and commitment to organisational purpose and stakeholders</li> </ul>	Mandatory

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<b>12. Collaborative Leadership &amp; Emotional Intelligence</b>	<ul style="list-style-type: none"> <li>• Demonstrates humility, curiosity, respectful engagement and capacity to work in values-based environments</li> </ul>	Mandatory
<b>13. Adaptability &amp; Systems Thinking</b>	<ul style="list-style-type: none"> <li>• Capacity to navigate ambiguity, long-term change and complex environments</li> </ul>	Mandatory

<b>Governance Culture Capability</b>	<b>Description</b>
<b>Psychological Safety</b>	<ul style="list-style-type: none"> <li>• Ability to create space for challenge and diverse viewpoints</li> </ul>
<b>Constructive Dialogue</b>	<ul style="list-style-type: none"> <li>• Ability to engage respectfully while testing assumptions</li> </ul>
<b>Community Connectedness</b>	<ul style="list-style-type: none"> <li>• Commitment to lived experience and community voice</li> </ul>
<b>Values Alignment</b>	<ul style="list-style-type: none"> <li>• Commitment to social justice, equity and Strategy 2030 principles</li> </ul>

END