

NQPHN 2026 Board Skills Matrix

Rev	Date	Comments	Owner	Checked By	Approved By
1	July 2015	New Charter	Company Secretary	Nomination and Remuneration Committee Chair	Board
2	June 2017	Revisions	Company Secretary	Nomination and Remuneration Committee	Board
3	May 2018	Revisions	Company Secretary	Nomination and Remuneration Committee Chair	Board
4	April 2021	Revision	Board Governance Officer	Nomination and Remuneration Committee Chair	Board
5	June 2023	Revision	Company Secretary	Nomination and Remuneration Committee Chair	Board 20 July 2023
6	August 2023	Revision	Company Secretary	Nomination and Remuneration Committee	Board 15 September 2023
7	June 2024	Revision	Company Secretary	Nomination and Remuneration Committee	Board 26 July 2024
8	June 2025	Revision	Company Secretary	Nomination and Remuneration Committee	Board 13 August 2025
9	July 2026	Revision	Company Secretary	Nomination and Remuneration Committee	Board 13 August 2026

Introduction

The Board skills matrix provides a guide to the skills, knowledge, experience, personal attributes, and other criteria appropriate for the governance of North Queensland Primary Health Network (NQPHN). The template is designed to inform the recruitment of directors and Board succession planning.

Principles

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

- Governance Skills (ie: skills directly relevant to performing the Board's key functions).
- Technical Skills (such that, between the Directors, the Board has a suitable mix of skills across key technical and business areas relevant to the governance of an enterprise of this nature, eg: human resources, accounting/finance, executive management).
- Specific Industry and Sector Skills (ie: skills relevant to the Australian health care system with regard to primary health and population health principles).



NQPHN acknowledges the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land. We respect their continued connection to land and sea, country, kin, and community. We also pay our respect to their Elders past, present, and emerging as the custodians of knowledge and lore.



ISO 9001
QUALITY



- Behavioural Attributes (or qualities that are generally considered desirable to be an effective Director)².
- Demographic attributes (designed to ensure the Board is constituted with a suitable mix of attributes, including gender and sexual diversity, cultural backgrounds, understanding of First Nations cultures, and geographical diversity).

Policy

The skills, knowledge, experience, and attributes required on the Board will change as the organisation evolves.

The Nominations and Remuneration Committee will regularly review the skills required on the Board and will make recommendations to the Board on a suitable skills matrix that outlines the mix of skills and diversity that the Board requires at any given time in its directorship. This assists the Committee in making recommendations to the Board on suitable candidates for appointment to the Board and to relevant Committee roles.

Regular Board performance evaluations should address Board skills and personal Director attributes.

The current Skills Matrix is attached as Appendix A (below). The skill areas in this matrix should also be regularly reviewed to ensure that they remain aligned with the organisation's stage of development and strategic direction.

Appendix A: Collective Skills

Skill Area	Description
INDUSTRY	
Community Primary Health Care	Between them, Directors should have a sufficient mix of skills and experience in primary health care practice, clinical governance, and service models in the following fields: – Community mental health (NB: a major focus area for the PHN; skill should include experience in service models for regional rural and remote communities) – Community General Practice – Community allied health
Regional Secondary/Tertiary Hospital governance and/or management	Understanding of the hospital and health service sector that functions as a key partner of the PHN
Data systems understanding, analysis and application	Knowledge and expertise in data analysis and data systems with clinical research, to oversee effective outcomes for the organisation and its communities
Government Relations	Knowledge and experience in dealing effectively with government stakeholders, including regulators, partners and commissioning bodies
Health Policy, Planning and Delivery	Expertise in the assessment of issues and policy in the provision of health services including the assessment of need, allocation of funding, and program evaluation
Not for Profit Organisation TBA	Governance and/or executive experience in government-funded, member-based, mission based, and/or not-for-profit organisation(s)

Skill Area	Description
TECHNICAL	
Accounting and Finance	Academic qualifications, professional membership and professional experience in corporate and financial accounting, and corporate finance
Legal - Current legal practitioner or holds tertiary legal qualifications	Academic qualifications, professional membership and professional experience in legal matters applicable to commercial operations and the industries in which the entity operates
Marketing / Communications / Public Relations experience/skills	Experience in brand and marketing, marketing strategy and dealing with media and public relations
Information & Communications Technology / Cyber security	Understanding of the role of digital technologies and their application to the industry and business, including the risks associated with data systems management
Human Resources	Experience in team and people management, organisational culture and remuneration practices
Executive Management Experience	Demonstrated success at CEO or senior executive level in a major business
Policy / Advocacy experience	Experience in developing, managing and implementing organisational and regulatory policies
Commissioning	Experience in the oversight and optimisation of commissioning contracts, including monitoring and performance measurement, risk mitigation and continuous improvement

Skill Area	Description
GOVERNANCE	
Strategy development skills and experience	Experience in developing and implementing a successful strategic plan and achievement of business objectives
Financial Strategy, Analysis and Performance	Ability to read and comprehend corporate accounts, financial materials, financial reporting requirements and an appropriate understanding of corporate finance
Corporate Governance - qualifications and experience	Experience as a non-executive director of other relevant businesses, including an ability to articulate the expected views of relevant stakeholders/shareholders
Commercial Experience	Experience in leadership/governance of, and/or managing commercial operations in an enterprise of comparable complexity to the company
Risk and compliance oversight (including Workplace Health and Safety)	Experience and/or qualifications in risk management and compliance frameworks and controls, including the ability to identify and oversee risk mitigation strategies for emerging risk and compliance issues; experience in governance of WHS risk management

Skill Area	Description
GOVERNANCE	
Community and Stakeholder Engagement	Experience and/or qualifications in governance of a strategic stakeholder relations framework within a membership-based organisation, and building strategic stakeholder relationships

Skill Area	Description
BEHAVIOURAL	
Team Player/Collaborative	Demonstrated capacity to work effectively as part of a team towards a common purpose.
Ability and Willingness to Challenge and Interrogate Information	Willingness and insight to reflect deeply on management reporting and critically interrogate proposals and reports.
Common Sense and Sound Judgement	Evidence of sound business judgment and enterprise leadership that delivers for stakeholders, through good decision making.
Integrity and High Ethical Standards	An ethical commitment to adhering to directors' responsibilities, fiduciary duties, confidentiality and transparency of interests and conflicts; and a commitment to modelling the company's values.
Mentoring Abilities	Capacity to support and mentor other directors and emerging leaders.
Interpersonal Relations (Personal Insight and Emotional Intelligence)	Demonstrated ability to self-analyse and understand the impact of personal and professional behaviours on colleagues, stakeholder and employees
Engaging in Effective Decision-Making Processes	Capacity to work interactively through complex decision making, and achieve consensus decisions with colleagues.
Willingness and Demonstrated Ability to Devote Time and Energy to the Role	Demonstrated capacity to attend board and committee meetings energetically, read and analyse board papers, and engage in other director roles

Skill Area	Description
DEMOGRAPHIC	
Gender and sexual diversity	The Board seeks a balanced mix of gender and sexual diversity to bring differing perspectives to decision making.
Rural and remote community experience	Some directors will have lived experience in rural and/or remote communities, and the health services required in those communities.
Aboriginal and/or Torres Strait Islander background and cultural competence	At least one Director will have an Aboriginal and/or Torres Strait Islander heritage, and experience of the health needs of Aboriginal and Torres Strait Islander peoples and communities in a range of social and community environments
Local communities	The Board will collectively have experience of and engagement with the major communities served by the company, including regional cities and rural/remote communities. It is expected that at least two-thirds of the Board will live within the service range of the Company.