

Skills Matrix

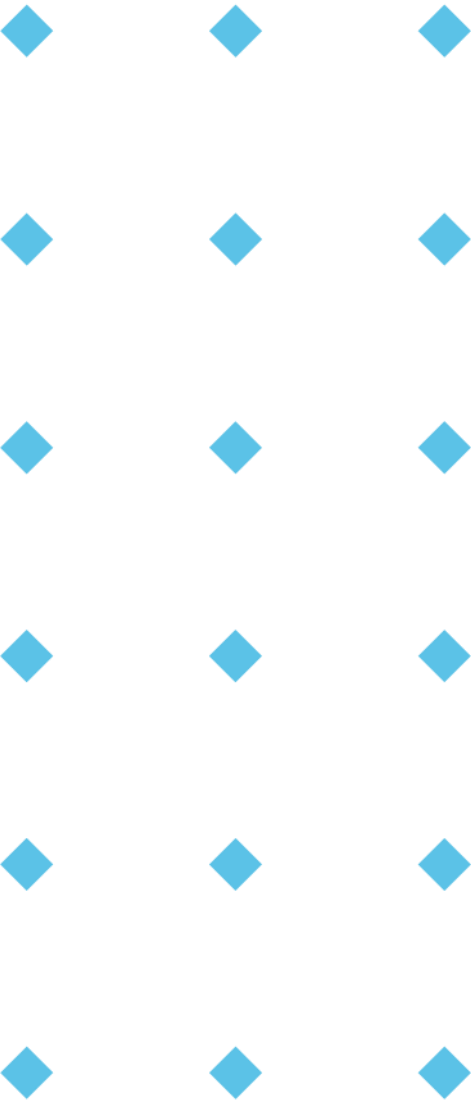
Victoria University

2026

About this Matrix

This matrix provides a snapshot of the skills, expertise and perspectives represented across the Victoria University Council. It is intended to support transparency and demonstrate the collective capabilities available to Council in fulfilling its responsibilities.

The matrix reflects Council's overall composition rather than the capabilities of individual members. Individual assessments and personal information are not published.



How to Read the Visuals

Radar Chart

The radar chart shows the overall depth of capability across Council's core governance capabilities. Capability levels are:

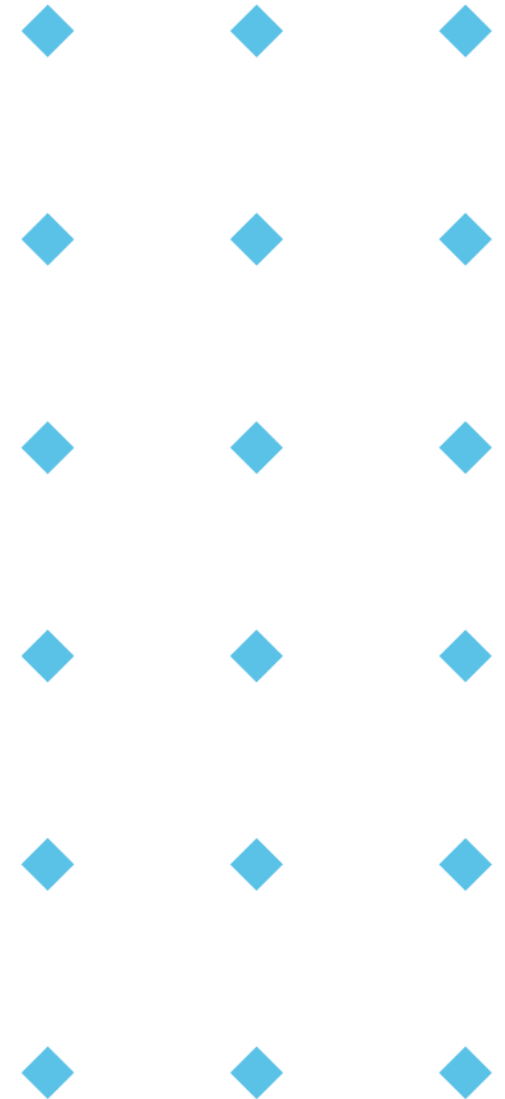
- ◆ Foundation (1) – working knowledge and awareness
- ◆ Experienced (2) – demonstrated experience applying the competency in governance or leadership roles
- ◆ Advanced (3) – significant experience and recognised expertise in the competency area

A higher score indicates greater collective depth of capability across Council. It is not intended to represent a performance target for individual members.

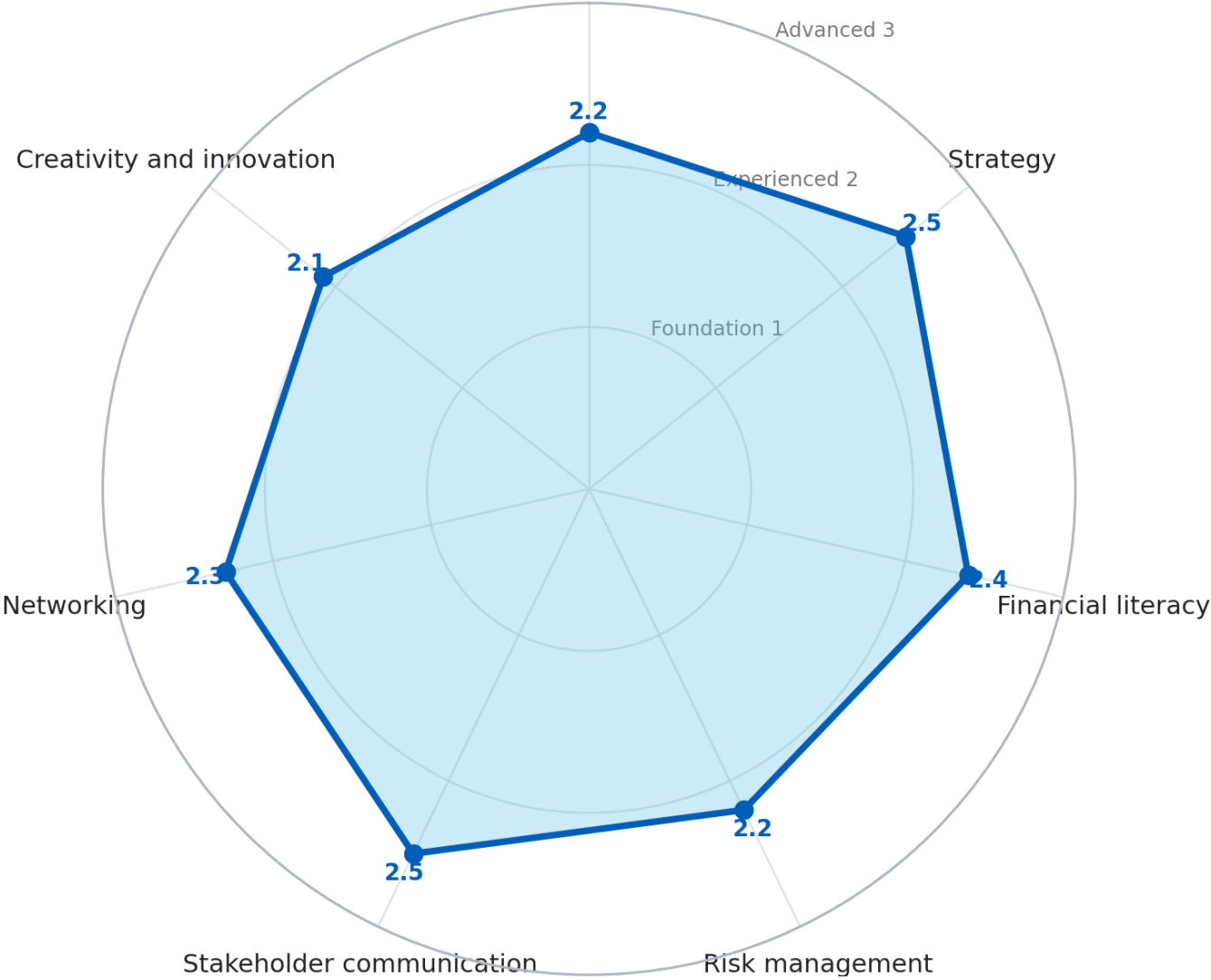
Expertise Wheel

The specialist expertise wheel shows the number of Council members with significant expertise or experience in each specialist skill area. Coverage is reported as:

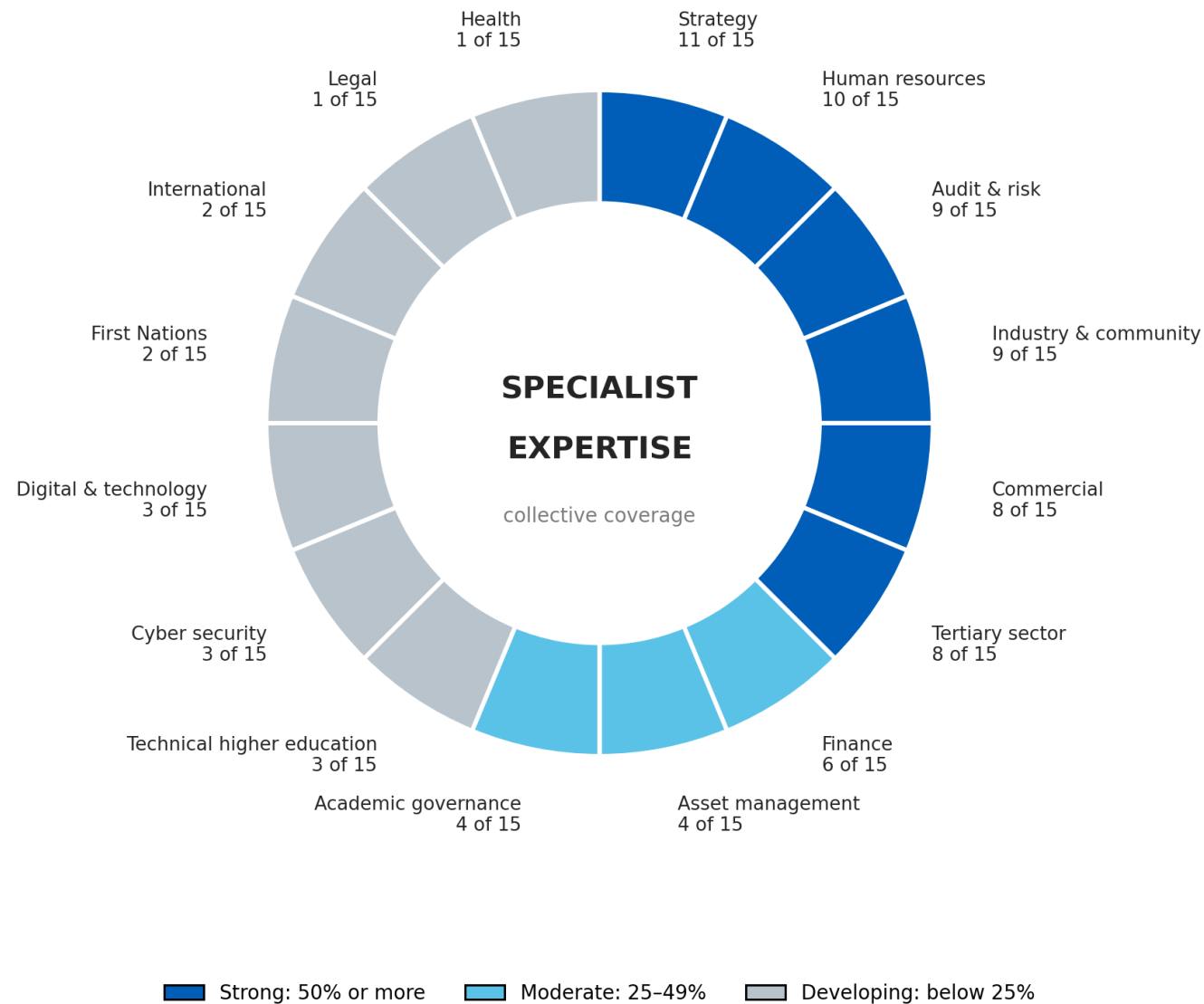
- ◆ Strong – represented by 50% or more of Council members
- ◆ Moderate – represented by 25% to 29% of Council members
- ◆ Developing – represented by fewer than 25% of Council members



Core Governance Competencies



Specialist Expertise



Interpretation and use

The matrix indicates the collective capability represented across Council at the time of assessment. Areas of stronger or lower representation should be considered in the context of the University's strategic objectives, operating environment and governance responsibilities.

The matrix is intended to provide an overview of Council's collective capabilities and should not be interpreted as an assessment of individual members or a statement that all members are expected to possess every area of expertise.

Governance alignment

The Council Skills Matrix supports effective governance by providing a structured view of the capabilities represented across Council.

It helps ensure that Council maintains an appropriate balance of governance capability, specialist expertise and perspectives to support its responsibilities under the *Victoria University Act 2010* and the *University Council Regulations 2021*.

The approach is informed by the Expert Council on University Governance Principles 2025, including principles relating to capability, diversity, renewal and succession planning.

The matrix is reviewed annually and informs future Council appointments and development activities.

