

BOARD SKILLS MATRIX (DRAFT)								
Each Director of the Company must have the skills, knowledge, or experience to:								
- guide the Company, given the nature and scope of its activities; and								
- contribute to the achievement of the objectives of the Company.								
<i>In making all director appointments, shareholders should ensure that the Board collectively has the following attributes:</i>								
COLLECTIVE BOARD ATTRIBUTES								
Candidates with the ability and willingness to:		Desirable but not mandatory		At least one director		Multiple directors		All directors
1	Chair the Board			√				
2	Participate fully in the life of the Board and on subcommittees as required							√
3	Demonstrate the individual attributes outlined below							√
Relevant knowledge and experience in/of:								
4	Governance and leadership experience							√
5	Commercial strategic and business acumen					√		
6	Engineering, infrastructure asset planning and management			√		√		
7	A strong understanding of the Wellington region and the local			√		√		

	government context, including appreciation of public accountability							
8	Practical, and preferably leadership experience in Water Services			√				
9	Resource and environmental management and the RMA	√						
10	Commercial law and/or contract management	√						
11	Accounting/finance and/or risk management	√						
12	Relationship management skills and experience.	√						
REQUIRED INDIVIDUAL ATTRIBUTES FOR DIRECTORS								
13	Professionalism	<ul style="list-style-type: none"> - Demonstrates behaviours and commitment to the vision and values of the Company and its objectives and strategic direction - Empathy and clear understanding the objectives of the shareholder councils - Common sense, integrity and a strong sense of public service ethic - Applies knowledge of the Companies Act and Local Government Act and knows when to seek advice - Recognises perceived and real conflict of interest situations, when to declare an interest and acts accordingly and appropriately 						
14	Communication	<ul style="list-style-type: none"> - Mediates constructively and effectively to resolve differences and conflict - Listens and asks questions to maximise own understanding of situations and contributes constructively to meetings - Applies political instinct and knowledge of the political context to relevant situations - Exhibits open and transparent communications skills 						

15	Decision Making	<ul style="list-style-type: none"> - Makes decisions honestly and in good faith - Ability to take a wide perspective on issues and think strategically and critically - Encourages new initiatives and tries to be inventive and original when tackling issues and solving problems. - Establishes decision-making criteria to determine the best outcome in line with Company and shareholder values - Undertakes effective analysis of both qualitative and quantitative data for problem solving, planning and decision making - Acquaints themselves fully with all the relevant facts, and consider whether expert advice is needed - Applies fluency with financial concepts to the review of internal financial reports - Contributes to the development of stretching but achievable goals, objectives and KPIs - Implements and monitors performance against KPIs and budgets in order to achieve outcomes and respond to changes in the Company's operating environment
16	Team Work	<ul style="list-style-type: none"> - Ability to work positively honestly and proactively with the Chief Executive, Chair and other directors of the Company - Maintains oversight of the Company's organisational culture and the depth of management - Ability to work positively with Shareholding Councils, with an appreciation of their role as customers and shareholders (including recognising demands on them for transparency and accountability)

17	Strategic Leadership	<ul style="list-style-type: none">- Understands director responsibilities and can distinguish governance from management- Takes a proactive and forward thinking approach, identifying possible risks and opportunities, and encourages the continuous improvement of service provision to the councils- Demonstrates an affiliation with and passion for the Wellington region and maintains a commitment to the principles of the Treaty of Waitangi- Keeps up-to-date on Company and industry issues and opportunities and maintains relevant technical and professional expertise- Responds to and influences constructively future-focused strategic change management within the Company- Strives to identify relevant financial, operating, market, health and safety, and legal risks and to ensure that best practice risk management is in place for the time- Assists with the high level development and oversight of resilience planning- Contributes to the Company's strategic and business planning including on a regional basis and champions the Company's vision and values
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