



Christchurch
City Holdings
Limited

Associate Director Programme 2020



The Christchurch City Holdings Limited (CCHL) Associate Director Programme aims to enhance the governance capability of senior leaders who are embarking on a governance career. The programme offers emerging directors the opportunity to accelerate their boardroom experience with participants appointed as an Associate Director, for an 18-month duration, on a board in the CCHL Group of Companies and its related entities. CCHL provides further support with ongoing mentoring throughout the programme and opportunities for professional development and social networking.

A message from the CEO



Welcome to the 2020 CCHL Associate Director Programme.

As a Council Controlled Organisation, CCHL's purpose is to make a positive difference to our City by investing in key infrastructure assets that are commercially viable and environmentally and socially sustainable. Our accountability is to our ultimate owners, the people of Christchurch.

Exemplar leadership and robust corporate governance are at the core of what we do. Recent global events highlight the significance of effective corporate governance and in such dynamic and unpredictable times, the value of bringing new ways of thinking and different approaches to the boardroom table.

There are challenges ahead for all of us. CCHL is firmly committed to continuing its path of nurturing emerging director talent and supporting diversity of thought within a governance context.

We're excited to launch the 2020 programme and our combined efforts to bring positive change at board level.

Paul Munro
CEO, CCHL

"Already reporting to a Board of Directors, I felt I had a reasonable understanding of the governance process, but my view had been formed whilst in possession of a deep operational understanding of the business. Seeing the process without that familiarity, has allowed me to better grasp the difference between running a company and a governance role. The role itself has been fascinating, educational and fun. At the same time, I've expanded my own network and got to work with some well renowned leaders and directors."

Ben Reed
Associate Director, 2018 Cohort

A message from the programme mentor



My name is Alex Skinner and I have been fortunate to act as an independent director of CCHL since 2016, working alongside the Board of Directors to provide governance oversight of Christchurch City Council's commercial infrastructure companies independently valued at over \$2 billion.

As the Mentor Lead for the CCHL Associate Director Programme, it is my role to provide support to guide and direct the efforts of the mentors from the various host boards, as well as the mentees or 'Associate Directors'.

Ensuring the successful delivery of the Associate Director Programme requires a purposeful effort to enhance the connectiveness between programme participants and their host board and this includes a structured approach to mentoring.

I don't underestimate the importance of my role and it is one that I am excited to take on again in 2020.

I look forward to meeting this year's Associate Director cohort!

Alex Skinner

CCHL Board Director

CCHL Associate Director Programme – Mentor Lead

"When the team at Decipher Group put the CCHL Associate Director Programme on my radar, and having discussed the opportunity with them, I saw a real opportunity for personal and professional development. It was encouraging to see an organisation like Christchurch City Holdings Limited put real effort into growing governance capability in the region. CCHL is a significant part of the Canterbury economy; being part of a board on the CCHL group of companies and being able to contribute in a meaningful way, really resonated with me."

Melissa Davies

Associate Director, 2018 Cohort

About CCHL

Christchurch City Holdings Limited is the commercial and investment arm of Christchurch City Council. The company is responsible for managing the Council's investment in eight fully or partly-owned trading companies – Orion New Zealand Ltd, Christchurch International Airport Ltd, Lyttelton Port Company Ltd, Enable Services Ltd, Citycare Ltd, Red Bus Ltd, EcoCentral Ltd and Development Christchurch Ltd. As a Council Controlled Organisation (CCO), CCHL's related entities include Vbase Ltd and ChristchurchNZ Holdings Ltd.



RELATED ENTITIES



ChristchurchNZ™

ChristchurchNZ Holdings Ltd

Holds shares in CCO's aligned to the purpose of economic growth and city economic regeneration. 100% owned by Christchurch City Council.



Vbase Ltd

Owns, manages and operates a portfolio of venues in Christchurch. 100% owned by Christchurch City Council.

Programme

Overview

Programme Goals

The overall goals for the CCHL Associate Director Programme are outlined below.

- Enhancing governance capability in Christchurch.
- Equipping programme participants with the necessary knowledge and skills to develop a career in governance.
- Enhancing the connectiveness between emerging directors and senior directors and chairs within the CCHL Group of Companies.
- Establishing a productive mentoring community.
- Developing a supportive networking environment and making board-ready talent more visible to senior directors and chairs within the CCHL Group of Companies.

Key Dates

The key dates for the 2020 CCHL Associate Director Programme are outlined below.

Programme Launch	10 June 2020
Applications Close	10 July 2020
Candidate Selection Process	July/August 2020
Confirmation of Appointments	September 2020
Mentors Appointed	November 2020
Associate Directorship Commences	CCHL AGM November 2020
Induction and Welcome	November 2020
Appointment Concludes	6 months following CCHL AGM 2021

Candidate Eligibility

The CCHL Associate Director Programme has been specifically developed for emerging directors looking to commence their governance career.

Applicants are required to complete and submit an application form for consideration. Applications will be reviewed against criteria including applicants' competencies and potential ability. All applicants must meet the following criteria:

- Current experience as a Chief Executive or General Manager who reports to, or interacts with, a commercial board of directors; or, a high performing functional or technical specialist.
- Where the candidate is a professional advisor within a commercial firm, able to demonstrate hands-on experience advising boards and acting formally as a Board Advisor or similar.
- Can demonstrate that they have seriously considered a governance career and are ready to begin the path towards this.
- Is a 'first time' director or a director with experience on smaller, closely held company boards or boards of not-for-profit organisations.
- Must be flexible in their time in order to prepare for and commit to board meetings and time with their mentor throughout the year.

Once the candidates have met the above criteria, other competencies will be considered to ensure the best fit with the overall objectives and outcomes desired. CCHL is making a purposeful commitment to providing opportunities for all capable people to succeed, including for example, as part of the Associate Director Programme and more broadly, its governance selection and appointment process which supports diversity of thought around the boardroom table.

Selection Process

Following the close of the application period, the applications received will be reviewed and candidates will be selected for interviews.

Participation for each annual programme is the placement of up to ten Associate Directors. Selection is at CCHL's discretion and diversity of the participants will be considered. Successful participants will be allocated to a CCHL Group Company (and its related entities) and a mentor assigned, based on the most appropriate fit.

Preparing Participants for Success

Following confirmation of appointments, an induction and welcome programme will commence with all Associate Directors going through a process similar to that for new directors, where they will be provided with relevant background material and board papers.

It is expected that the Associate Director will attend all board and sub-committee meetings. The level of commitment required corresponds to approximately 10-15 hours per month and includes preparing for and attending approximately one monthly board meeting, mentoring from an assigned board member, training opportunities and networking.

The mentoring programme will include director mentors from the CCHL Group of Companies. In addition to monthly mentor and mentee meetings, CCHL will facilitate six-monthly 'one-on-one' feedback sessions with participants.

Throughout the duration of the programme, group networking sessions will be coordinated with fellow participants, to enable the sharing of experiences. A contribution towards further development training will also be allocated to each Associate Director.

Responsibilities of Associate Directors

While the Associate Director will have no decision-making power or voting rights they will be encouraged to actively participate in and contribute to meetings.

The Associate Director will be indemnified by the group company and be included in the directors' and officers' insurance policy. They will also be subject to the board's confidentiality obligations.

General Terms and Conditions

The following terms and conditions will apply.

- There is no registration fee payable by participants.
- CCHL will fund the Institute of Directors membership fees for the term of the appointment.
- CCHL will provide \$1,000 plus GST towards further director development training.
- Participants are expected to participate in CCHL coordinated media opportunities to profile the programme.
- An induction will be provided.
- Attendance is required at all board meetings and assigned sub-committee meetings in Christchurch.
- An Associate Director is an active observer role with no voting rights.
- An Associate Director is an unpaid role - no payment of director's fees.
- Indemnity and directors' and officers' cover is provided.
- Confidentiality agreement to be signed.
- 18-month appointment.
- Mentoring provided from another director.

How to apply

Please complete the application form and submit along with a current CV.

Please visit our website: www.cchl.co.nz

Contact

For further information about the CCHL Associate Director Programme, contact:

Katy Boyle

Consultant, Decipher Group

Associate Director Programme Coordinator

Phone - 0272 782 860

Email - katy@deciphergroup.co.nz





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deciphergroup.co.nz



2020 CCHL Associate Director Programme

Title (Mr, Mrs, Ms, Miss, Dr)			
Name			
Email			
Phone			
Date of Birth			
Gender			
Postal Address			
Organisations you have worked at: (tick)			
	Established organisation/s		Growth organisation/s
	Startup organisation/s		Other
Types of organisations you have worked at: (tick)			
	Government		Private Company
	Iwi		Publicly Listed Company
	Not-for-Profit		SOE's
	Social Enterprise		Other
Current Position:			
Title/Position			
Company Name			
Industry/Sector			
Other relevant roles or experience:			
Company/Title			

Eligibility

The following requirements must be met in order to be eligible to apply for the Associate Director Programme. Please confirm, by checking the boxes in the first column.

	Current experience as a Chief Executive or General Manager who reports to, or interacts with, a commercial board of directors; or, a high performing functional or technical specialist.
	Where the candidate is a professional advisor within a commercial firm together, able to demonstrate hands-on experience advising boards and acting formally as a board advisor or similar.
	Can demonstrate that they have seriously considered a governance career and are ready to begin the path towards this.
	Is a 'first time' director or a director with experience on smaller, closely held company boards or boards of not-for-profit organisations. You are not already a director on the board of an NZX or large company.
	Must be flexible in their time in order to prepare for and commit to board meetings and time with their mentor throughout the year.
	You are immediately able to accept additional board appointments (i.e., you are not too busy with existing board, executive or personal commitments).
	You have never been disqualified as a company director in New Zealand or overseas.
	You have the right to remain in New Zealand to work and study for a period of at least five years.

Competency

Other competencies will be considered to ensure the best fit with the overall programme objectives and outcomes desired. Please confirm, by checking the boxes in the first column.

	A demonstrable appreciation of the quasi-public sector/commercial nature of the CCHL subsidiary companies coupled with the understanding of the wider social, environmental and political impacts of each company because of the ownership model.
	Strong interpersonal and communication capability coupled with the confidence to participate, listen and contribute in a valuable way to all interactions and board meetings.
	A strategic view and demonstrable experience developing commercial strategies and measuring business performance against strategic targets.
	Commercial capability demonstrated by leadership of a commercial organisation through growth and positive change and as a result of the execution of tailored commercial strategies.

Board Experience

Please list your most recent board experience.

Company/ Title	

Diversity

What can you bring to a board that will increase diversity of thought? (300 words)

Motivation

Briefly describe why you have applied for the CCHL Associate Director Programme and how you hope it will assist with your board career. (max 150 words)

What type of directorships are you currently seeking and what steps have you taken to date to achieve this goal? (max 150 words)

Development

What three areas would you most like the programme and your mentor to help you develop in? This information may be used to assist us in matching you with the most appropriate mentor for your development needs. (max 100 words)

Accept and Confirm

By submitting your application to the CCHL Associate Director Programme you agree and confirm each of the following:

- the information provided in this application is true and accurate at the time of lodging.
- you understand and accept that you will be notified by CCHL or a nominated agency for an interview as part of the selection process.
- you understand and accept the aims and limitations of the Associate Director Programme.
- you consent to CCHL or a nominated agency contacting your nominated referees.
- you consent to CCHL publicly disclosing your full name and location if you are selected.
- you consent to CCHL providing a copy of your application form (or extract from it) and/or CV to the CCHL Group of Companies participating in the Associate Director Programme.
- you consent to CCHL or a nominated agency contacting you from time-to-time via email, telephone or mail in relation to the Associate Director Programme.
- all personal information collected by CCHL for the purpose of the Associate Director Programme is handled and may be disclosed in accordance with CCHL's privacy policy.
- information collected by CCHL may also be used for marketing and survey purposes and you consent to the use of your personal information for these purposes. Any photos taken at any events relating to the programme may be used for marketing of the initiative.
- you agree to at all times, conduct yourself in a professional and ethical manner and refrain from any conduct that may harm the Associate Director Programme or CCHL.
- you agree to respect the confidentiality of the Associate Director Programme relationship by not disclosing details of the agreement .

If selected as an Associate Director, you will be required to sign a letter of appointment with your host board. You must satisfy yourself that the terms outlined in this letter of appointment are acceptable to you.

Although you will not be a director of the company, the Associate Director will be indemnified by the group company and be included in the directors' and officers' insurance policy. You will also be subject to the board's confidentiality obligations.

Please confirm that you have read and accept the CCHL Associate Director Programme terms and conditions as outlined above by checking the box below:

Yes, I accept the terms and conditions.

Date _____

Please complete this form (and attach your CV) and return to:

Email - katy@deciphergroup.co.nz, OR

Post - Decipher Group, PO Box 239, Christchurch 8140

For further information about the CCHL Associate Director Programme, contact:

Katy Boyle

Consultant, Decipher Group

Associate Director Programme Coordinator

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