

PD version as at 4 December 2018

Appendix-Foundation North-CEO Position Description

CEO Position Reports to: Foundation North Chairperson

Location: Auckland based with some travel

Date: December 2018

Foundation North Background

Foundation North holds in trust for the Auckland and Northland communities an endowment, or putea of over a billion dollars. This comes from the sale of the community's shares in what was previously the Auckland Savings Bank. The endowment allows us to make millions of dollars in grants each year to not-for-profit groups in Auckland and Northland.

We are becoming a more strategic grant maker. What this means is that we are committed to ensuring that, while continuing our traditional community support funding, our focus will increasingly be on working in partnership with grantees and other funders to achieve projects of greater scale and impact for the communities of Auckland and Northland.

With our funding we are aiming to create significant positive change through supporting innovative projects and practices. To help organisations succeed we will prioritise additional support to assist selected organisations to develop their capacity.

Foundation North: a) operates under the Community Trusts Act 1999 and the Community Trust Act 1999; and b) is duly constituted under the Trustee Banks Restructuring Act 1988 (which has been replaced with The Community Trusts Act 1999). The Foundation North Trust Deed and the Fifteen-year Strategic Plan are available at www.foundationnorth.org.nz.

Foundation North Strategies

2018 Strategic Plan

Foundation North's vision, as the major philanthropic funder for Auckland and Northland, is to enhance the lives of all the people of our region.

Our 2018 Strategic Plan is a 15-year road map developed to support our vision. Our Trustees make all their grant decisions based on this strategy.

The plan is designed to be responsive to our region during a time of rapid and complex demographic and social change. While the region is rich in the diversity and strengths of its people, and the natural environment in which we live, there are clear areas of need. We want to make a difference by responding to the greatest needs in our communities, building on the strengths of those communities to create positive social change of benefit to the entire region

The plan draws on the unique capacity the Foundation has to be an innovative, strategic Grantmaker. Our size and scale allow us to support the broad range of community organisations and initiatives that make this a great place to live today, and to take risks and

PD version as at 4 December 2018

support innovation to find new solutions to the region's social and environmental challenges. Our funding approach is flexible, so we can respond quickly to new opportunities and challenges as they emerge.

The Foundation's grants to Auckland and Northland community organisations and initiatives over the next fifteen years are likely to exceed half a billion dollars. That's an investment in shaping communities of tomorrow in which everyone feels included, and everyone is able to contribute.

Māori Strategy

Moemoeā - our vision

Ka kōkiri ngātahi te mana Māori, tutuki noa, hei oranga tinana, oranga wairua, oranga hinengaro mō te katoa.

To raise Māori aspirations towards self-determination, to achieve as a community, physically, spiritually and of wholesome mind

Pacific Strategy

To support Pacific communities to thrive we will:

Develop and strengthen relationships with Pacific communities in Auckland and Northland

Ensure equity and access to Foundation North programmes and policies

Ethnic Diversity Strategy

The vision - for Foundation North to be a culturally responsive organisation that responds to the aspirations of diverse communities and builds connections within and between the communities of our region.

CEO Role Purpose

The CEO role is to: support the Chair and Trustees, and Foundation staff to deliver the Foundation's fifteen-year (15-year) strategy and related Māori, Pacific and Ethnic Diversity strategies; and ensure that the 15-year Foundation North Strategy, related strategies and any new projects successfully align to agreed priorities.

The Chief Executive is responsible for providing sound strategic leadership to Foundation North's grant making processes. And to manage the Foundation's investment activities in order to protect and grow the real value of the Foundation's capital to enable it to support community organisations in the Auckland and Northland regions.

The Chief Executive will work with the Leadership Group and staff members to manage the Foundation's investment activities and the equitable distribution of funds.

Key Result Areas

1. Strategic leadership

- Work together with the Trustees in the implementation of the 15-year strategy, and related strategies providing operational and strategic perspective and input.
- Lead the Foundation staff to understand the fifteen-year (15-year) strategy and related Māori, Pacific and Ethnic Diversity strategies; building internal capability and helping people find new and innovative ways of thinking about solutions.
- Lead strategic discussions with stakeholders
- Maintain a focus on, and participation in innovative and leading-edge initiatives such as "impact investment" and "social enterprise".

2. Governance

Provide support to the Chair and Trustees in their role as governors of Foundation North, through the-

- provision of timely and accurate reports on the operation of the Foundation,
- oversight of the investment portfolio, ensuring that the Foundation's policies, including ESG policies, are not breached, ensuring protection of and growth of the investment portfolio
- ensuring that health and safety is adequately addressed and that organisational risks are identified and managed
- provision of strategic advice and support to Trustees as appropriate
- ensuring that all policies are regularly reviewed and that Board policies are adhered to
- support the Board to develop best practice governance structures and processes
- ensuring that Trustees are made aware of any significant issues that may arise in our communities that could impact on the Foundation's funding programmes and be prepared to alert Trustees to new possible areas of focus
- Subsidiary company oversight.

3. Operations

Ensure that Foundation North is managed efficiently and effectively in order to deliver the Foundation's strategy

Ensure that the core business centre activity costs are within the agreed financial budget-refining budgets & policies, where necessary, to meet any adjustment to the spending policy, as agreed by the Board. Ensuring all new projects are managed within budget.

Ensure that the Foundation is well managed and prepared for the future by maintaining a strong and cohesive, appropriately skilled and experienced, Leadership Group

Staff are being well guided and coached with a programme of individual staff member training planned ensuring not only that competencies are met but that staff to relate well to Trustees, staff and community members.

Develop and maintain a key employee replacement plan and assist the Board, if required with the recruitment of either the CEO or CFO.

4. Funding Programme

PD version as at 4 December 2018

Ensure grants policies are aligned with Foundation's strategies and agreed outcomes and priorities

Ensure that grants budget is expended in line with Foundation's strategies and agreed outcomes and priorities

Ensure that each of the Foundation's three funding programmes: Quick Response Grants, Community Grants and Partnerships Programme are adequately resourced and are responsive to community needs.

Ensure appropriate performance monitoring and evaluation systems and processes are in place

5. Partnerships

Build and maintain networks and relationships with key stakeholders and participate in initiatives that support the voluntary and philanthropic sectors

Report on prior year investments/grants which have resulted in significant investment in grantee organisations by government or other funders

6. Communications

Uphold the mana and reputation of Foundation North

Ensure the brand of Foundation North is protected and enhanced

Ensure that groups that may not have received funding from the Foundation, are aware of our strategy and where possible remove any perceived barriers to application

Key Internal and External Relationships

Internal

Chairperson, Deputy Chairperson, Trustees, Staff

External

Community and sector representatives; key sector participants and influencers; sector organisations; central and local government agencies with sector accountabilities or interests; researchers, scientists, and academics at research institutions and universities.

Desirable Person Attributes

Experience

- Previous CEO experience guiding supporting and enabling a Board
- Understanding of wholesale investment/financial markets
- Experience of community involvement
- Experience working with a Board
- Understanding of philanthropy and the not-for-profit sector
- Managing dynamics with a board, government and local government, key stakeholders

PD version as at 4 December 2018

Business Acumen

- Demonstrated ability to deliver strategy
- Understanding of institutional investment
- Understanding of risk and risk management strategies and activities
- Commercial intelligence
- Awareness of legal obligations and compliance
- Open minded to lifelong learning
- Strong strategic and conceptual ability
- Innovative/dynamic/agile and strategic influencer
- Excellent analytical skills
- Financial literacy and management skills
- Politically aware at national, regional and organisational level

Leadership

- Visionary leadership, thinking about and planning the future with imagination and wisdom.
- Alignment with organisation's vision and values
- Articulates and drives the vision and values
- Ability to lead and drive performance from a diverse team
- Excellent relationship management skills
- Leads through empowerment/coaching/development of others
- Acts with integrity
- Plans and supports the development of individuals' skills and abilities to fulfill current and future roles

Communication

- Clearly communicate information in a manner that engages
- Excellent public speaker
- Proven facilitation, negotiation and conflict resolution capability
- Influential and persuasive
- Ability to hold courageous conversations

Cultural and Community Competencies

- Builds and maintains positive and constructive relationships and networks
- Empathy with a wide variety of communities
- Confident working with Māori, Pacific and ethnically diverse groups and organisations

Personal Qualities

- High self-awareness
- High integrity and beyond reproach
- Level headed and stable
- Committed to results and motivated
- Develops new ideas and initiatives
- Empathy with stakeholder and community groups
- Active listener