



TE RARAWA

Pou Whakahaere: Te Rarawa Anga Mua (TRAM) Hauora, Social Services and Development

Position title	General Manager, TRAM Hauora, Social Services and Development
Reports to	Chair: Te Rarawa Anga Mua Board
Direct reports	Service Managers, Team Leaders and any other roles formally assigned through the approved TRAM organisational structure.
Location	Kaitia
Employment status	Permanent, full-time
Delegated authority	As set out in TRAM and Te Rarawa delegations, including approved financial, employment, procurement and contracting authority.
Date reviewed	October 2026.

1. Te Rarawa - Hauora, Social Services and Development Context

Te Rarawa Anga Mua (TRAM) is the Te Rarawa social development entity mandated to support the intergenerational development and wellbeing of Te Rarawa whānau, hapū, marae and iwi, wherever members reside. Through Hauora, Social Services and Development, TRAM gives effect to this mandate by leading and delivering integrated, whānau-centred, mana-enhancing services and development initiatives that improve social, cultural, environmental and economic wellbeing, strengthen mana motuhake and enable whānau to thrive. TRAM is a separate legal and operational entity from Te Rūnanga o Te Rarawa, with its own Board duties, decisions and accountabilities, while remaining closely connected within the wider Te Rarawa structure through whakapapa, kaupapa, shared aspirations and agreed relationships. It aligns and collaborates with Te Rūnanga o Te Rarawa, whānau, hapū, marae and other Te Rarawa entities where this advances collective aspirations, while maintaining clear governance, delegations, reporting lines and organisational boundaries. Its priority outcomes are safe, healthy and connected whānau with timely access to support; earlier intervention, prevention and intergenerational wellbeing; strengthened Te Rarawatanga through reo, tikanga,



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whakapapa and belonging; an integrated Te Rarawa and Muriwhenua social development network; a thriving kaupapa Māori workforce and organisational culture; evidence-informed quality, digital capability and continuous learning; and sustainable funding, innovation and organisational resilience. The General Manager provides strategic and operational leadership for this portfolio and is accountable to the TRAM Board for translating these priorities into measurable plans, high-quality services, sound stewardship and transparent assurance, consistent with Te Rarawa tikanga, values and Te Tiriti o Waitangi commitments.

2. Role Purpose

The General Manager leads the strategic direction, performance, quality and sustainability of TRAM's Hauora, Social Services and Development. The General Manager is employed by Te Rarawa Anga Mua and is accountable to the TRAM Board through the Board Chair. The Chair provides governance oversight and acts as the primary point of contact on behalf of the Board but does not replace the collective authority of the Board or exercise day-to-day management functions unless expressly delegated. The role is accountable for translating strategy into measurable annual plans; ensuring every contract is understood, resourced, delivered, evidenced, reported and renewed effectively; building capable leaders and teams; maintaining sound financial and risk management; and providing clear assurance to the TRAM Chair and governance. Working through Service Managers and professional leads wherever possible, the General Manager protects the balance between strategic leadership and effective operational oversight while keeping whānau outcomes at the centre of decision-making.

3. Key Relationships

- **Internal:** Te Rarawa leadership and governance; Chief Executive; Service Managers; professional and cultural leads; corporate support functions; kaimahi across the Hauora, Social Services and Development and wider organisation.
- **Te Rarawa:** whānau, hapū, kaumātua and other mandated Te Rarawa representatives and entities.
- **External:** funders, commissioning agencies, government departments, Māori providers, community organisations, schools, health and social-service partners, auditors and other assurance bodies.



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4. Key Accountabilities and Success Measures

Accountability	Key responsibilities	Indicative success measures
Strategic leadership and execution	Translate approved strategy into prioritised, resourced annual plans; set clear outcomes and performance expectations; monitor progress; lead agreed service redesign, organisational development and digital enablement; take timely corrective action.	Plans are approved and delivered; priorities remain aligned with Te Rarawa aspirations; material variances are addressed promptly; agreed change produces measurable improvement.
Kaupapa and cultural leadership	Ensure decisions, workforce practice, partnerships and services reflect Te Rarawa tikanga, values and Te Tiriti commitments; sustain meaningful accountability and engagement with Te Rarawa, whānau and hapū; promote culturally safe leadership and practice.	Cultural expectations are visible in plans, practice and reporting; relationships are trusted and purposeful; whānau feedback informs improvement; cultural risks are identified and addressed.
Service performance and quality	Maintain oversight of safe, accessible, effective and whānau-centred services; establish clear operating standards and escalation pathways; monitor outcomes, demand, quality, complaints, incidents and continuous improvement; ensure day-to-day practice management sits with the appropriate leaders.	Services meet specifications and quality standards; whānau outcomes and experience improve; incidents and complaints are managed appropriately; audits and file reviews demonstrate sound practice.
Contract stewardship, data and reporting	Hold end-to-end accountability for the Hauora, Social Services and Development contracts portfolio from mobilisation through delivery, monitoring, reporting, variation and renewal; maintain a complete view of obligations, deliverables, budgets, evidence, reporting cycles, risks and renewal dates; sustain funder relationships and audit readiness.	Deliverables and reports are complete, accurate and on time; evidence is accessible; expenditure aligns with contract terms; variations and renewals are managed proactively; emerging risks are escalated early.



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People and organisational capability	Lead through managers and professional leads; set clear expectations; ensure effective recruitment, induction, supervision, performance management and conduct processes; build leadership depth, succession pathways and workforce capability; support a safe, engaged and accountable culture.	Roles and decision rights are clear; leaders meet their accountabilities; supervision and development requirements are met; workforce risks are managed; capability, retention and succession improve.
Financial sustainability and resources	Develop and manage budgets, forecasts and resource plans within delegation; monitor revenue, expenditure and productivity; address variances early; ensure value for money; assess funding and growth opportunities against strategy, capacity and risk.	Budgets and forecasts are reliable; financial performance remains within agreed tolerances or recovery plans; resources align with priorities; new opportunities are viable and mission aligned.
Risk, compliance and assurance	Maintain an integrated view of organisational, operational, practice, safeguarding, health and safety, privacy, contractual and reputational risk; ensure compliance with legislation, policy and professional standards; oversee incident response and corrective action; provide clear assurance to the TRAM Chair and governance.	Material risks are recorded, mitigated and escalated; compliance obligations are met; corrective actions close on time; leadership and governance receive timely, decision-useful assurance.
Relationships and sector leadership	Build trusted relationships with Te Rarawa leadership, whānau, hapū, funders, government agencies, providers and community partners; represent TRAM credibly; identify opportunities for coordination, influence, investment and service development.	Priority relationships have clear outcomes; stakeholder confidence is maintained; partnerships improve access, coordination or resources; TRAM's perspective is represented effectively.
Contribution to Te Rarawa	Contribute to TRAM-wide strategy, leadership and collective priorities; collaborate with relevant service and corporate-support	The Social Service contributes demonstrably to Te Rarawa outcomes; cross-organisational commitments



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	leaders; implement authorised decisions; and provide transparent advice on Hauora, Social Services and Development performance, opportunities and material issues.	are delivered; advice is timely and evidence-based; reserved matters are escalated appropriately.
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5. Decision Rights and Role Boundaries

- Exercise financial, employment, procurement and contracting authority only within approved delegations.
- Escalate reserved matters, material risks, significant incidents, major contract failures, unbudgeted commitments and reputational issues to the TRAM Chair or TRAM governance as required.
- Remain accountable for systems, standards, contract delivery and results while delegating day-to-day practice and team management to Service Managers and professional leads where appropriate.
- Work with corporate functions on finance, people and culture, information systems, privacy, health and safety, legal and assurance matters rather than duplicating specialist responsibilities.
- Hold direct clinical, statutory or professional accountability only where this is formally assigned and the required registration or practising authority is held.

6. Person Specification

Essential

- Relevant tertiary qualification or equivalent senior leadership experience.
- Substantial experience leading social services, community services or a comparable complex, whānau-centred portfolio through other leaders.
- Demonstrated success translating purpose and strategy into operational plans, contracted deliverables and measurable outcomes for whānau.
- Strong end-to-end contract-management capability, including obligations, budgets, evidence, reporting, audit readiness, variations, renewals and funder relationships.
- Strong financial, workforce, risk, quality and performance-management capability.
- Proven ability to build trusted relationships with iwi leadership, Māori communities, funders, agencies and sector partners.



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- Demonstrated commitment to Te Tiriti o Waitangi, kaupapa Māori practice and culturally safe leadership, with the ability to uphold Te Rarawa aspirations.
- High-level written, verbal, analytical and influencing skills, including reporting to senior leadership and governance.
- Experience leading change, continuous improvement and workforce capability development.
- Demonstrated whakapapa connection or meaningful affiliation to Te Rarawa whānau, hapū or marae, together with the credibility and commitment required to uphold Te Rarawa aspirations.

Desirable or Role-Dependent

- Experience in TRAM's principal service or sector areas.
- Competence in te reo Māori and demonstrated confidence operating in tikanga Māori settings.
- Relevant professional registration and a current practising certificate where direct clinical or statutory accountability applies.
- Experience with commissioning, service development, investment cases, digital systems or new funding models.
- Full New Zealand driver licence and ability to travel where required.

Behavioural Capabilities

- **Kaupapa-centred leadership** leads with integrity, humility and accountability to Te Rarawa and whānau.
- **Strategic judgement:** connects long-term direction with practical priorities, capacity and risk.
- **Delivery discipline:** establishes clear ownership, monitors evidence and follows through on commitments.
- **People leadership:** develops leaders, addresses performance issues fairly and creates conditions for teams to succeed.
- **Commercial and financial acumen** understands funding, contracts, resource trade-offs and sustainability.
- **Partnership and influence** builds trust across diverse groups and navigates complex stakeholder environments.
- **Communication:** communicates clearly, respectfully and effectively with whānau, kaimahi, governance, funders and partners, adapting messages to the audience and context.
- **Teamwork:** works collaboratively, supports collective accountability, values diverse contributions and helps teams achieve shared outcomes.



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- **Continuous improvement:** uses data, whānau feedback and learning to strengthen systems and services.

7. General Obligations

- Act consistently with Te Rarawa tikanga, values, policies and Te Tiriti o Waitangi commitments.
- Meet all obligations relating to health and safety, privacy, safeguarding, information security, professional conduct and applicable legislation.
- Protect confidential and culturally sensitive information and ensure appropriate records are maintained.
- Participate in performance planning, professional development and organisational assurance activities.
- Undertake other reasonable duties consistent with the scope and seniority of the role following appropriate consultation.

8. Acknowledgement

Employee name	_____	Date	_____
Employee signature	_____	Date	_____
Manager name	_____	Date	_____
Manager signature	_____	Review date	_____

This Job Description will be reviewed periodically. Any material change to the scope, accountabilities, reporting line or delegations will be discussed with the employee before implementation.