



TE RARAWA

JOB DESCRIPTION

JOB TITLE:	TWPP General Manager
REPORTS TO:	Board of Te Waka Pupuri Pūtea (Strategic and operational) Chief Executive Officer, Te Rūnanga o Te Rarawa (Strategic alignment and operational support)
GROUP ROLE:	Te Waka Pupuri Pūtea (Te Waka) is an asset holding group wholly owned by Te Rūnanga o Te Rarawa. It is made up of a charitable trust and a company with Māori authority status. Governed by five trustees/directors plus ex-officio representatives, the group has a goal to build a sustainable economic base that will support Te Rarawa and its vision for the future. It has the goal of growing the Te Rarawa economic base and its people alongside it. Te Rarawa settled its historical Treaty claims in 2015. Te Waka is responsible to protect, manage and grow Te Rarawa commercial assets taking an inter-generational approach with an emphasis on economic, social, environmental and cultural outcomes, the four pou, to support the long-term development of Te Rarawa whānau, hapū and Iwi. Te Waka is in the process of implementing the Te Rarawa historical Treaty settlement. It currently oversees a portfolio made up predominantly of fishing, dairy, forestry, property, and fibre interests alongside a financial asset's portfolio.
KAUPAPA	Four development pou have been developed by Te Rarawa to underpin and influence all of its activities. These are the cultural, economic, environmental, and social pou. These four pou are interconnected and each cannot be viewed in isolation from the others. They form the foundations from which Te Waka Pupuri Pūtea Group strive to fulfil its objectives. Along with the four pou, Te Waka Pupuri Pūtea will also be guided in its decision making by the Iwi Strategic Plan, Iwi Investment and Contribution Plan, Te Rarawa Investment Policy, and He Rarangi Tohutohu (guiding principles).
ASSET BASE:	\$92.5M
PURPOSE OF POSITION:	The purpose of this position is to manage Te Waka Pupuri Pūtea Group to meet its objectives of asset protection and growth and to contribute to whānau, hapū and Iwi development. The General

Manager's role is to provide strategic direction, innovation, and commercial acumen to enhance the financial sustainability of Te Waka and to grow additional revenue streams and build Te Rarawa's economic base.

LOCATION: Te Rūnanga o Te Rarawa offices, Kaitiāia
Matthews Ave, Kaitiāia

KEY ACCOUNTABILITIES: **Strategic leadership**
Operational management
Business development
Driving organizational performance
Stakeholder relationships
Compliance

Key Result Area	Expected Outcomes/Performance Indicators
<p>Strategic Leadership</p>	<p>A robust long term lwi investment strategy is developed that clearly articulates the future state of Te Waka and provides clear prioritization.</p> <p>Measurable steps are developed to achieve the agreed long-term vision.</p> <p>Strategic alliances are built to enable the transparent development and execution of Te Waka strategy.</p> <p>Te Waka Board is involved in the development of strategy and is informed and consulted on key issues and progress towards strategic priorities.</p> <p>Te Waka's plans are aligned with those of other parts of the Rūnanga and that these plans and the consequent actions remain relevant in the face of ambiguity and sector change.</p> <p>Te Waka's reputation is enhanced in the business and lwi community.</p>
<p>Operational Management</p>	<p>Annual Statements of Intent and budgets are developed with input from the Board for approval by the Rūnanga.</p> <p>Operational priorities and budgets outlined in the statement of intent are met.</p> <p>Operational risks are identified and mitigated appropriately.</p> <p>Statement of Investment Policies and Objectives is monitored.</p> <p>Work with financial investment portfolio advisors to build a portfolio of financial assets within agreed delegations.</p> <p>Reports and papers to the Board, and Rūnanga are presented in a timely manner, with robust analysis, accuracy, financial prudence, and a clear strategic intent.</p> <p>Timely and accurate reports are provided on financial performance against budget.</p>

Key Result Area	Expected Outcomes/Performance Indicators
	<p>Provide operational oversight and responsibility for the finance function within Te Rūnanga o Te Rarawa group ensuring that financial reporting and planning is completed as per the requirements of group</p>
<p>Business development</p>	<p>Existing investments are regularly scrutinized to ensure they are sustainable and contributing to long term objectives.</p> <p>New business sector opportunities are identified and investigated using criteria that align with four pou expectations.</p> <p>Opportunities for mutually beneficial joint ventures and collaboration are actively pursued.</p> <p>Greater levels of business sustainability and agility are developed in response to the various sector changes that impact on Te Waka.</p> <p>Innovation and new business opportunities are developed and implemented within commercial subsidiaries to diversify revenue sources and deliver commercial returns.</p> <p>Access government and philanthropic funding sources to progress projects and strategic initiatives.</p>
<p>Driving Organizational Performance</p>	<p>The organizational culture is consistent with the values. The organization is flexible and fosters accountability and empowerment.</p> <p>Staff are recruited, developed and retained with a focus on high performing professionals who are highly engaged and will continue to drive Te Waka success.</p> <p>Internal communication channels ensure open, full and timely communication.</p> <p>Good employer and good faith principles, including equal opportunities, underlie all employment policies.</p>
<p>Stakeholder relationships</p>	<p>Te Waka makes a strong contribution to the Rūnanga Management Team.</p> <p>Strong relationships are built with support personnel from Te Rūnanga including financial, administration, planning and management.</p> <p>Te Waka is actively involved with Te Rarawa marae and hapū to support their economic aspirations.</p> <p>The role of Te Waka is enhanced through strong communications, collaboration with other iwi and stakeholder engagement including the key influencers in the Far North.</p> <p>Te Waka has broad networks across Aotearoa.</p> <p>A culture of collegiality and cooperation is developed in delivering economic development.</p>
<p>Compliance</p>	<p>Te Waka is compliant with all relevant legislation, accounting standards, good commercial practice, and health and safety requirements.</p>

KEY RELATIONSHIPS:

Chair, Te Waka Group
Board Members, Te Waka Group
CEO, Te Rūnanga o Te Rarawa
Chair, Te Rūnanga o Te Rarawa
Chair, Te Rarawa Anga Mua
Rūnanga staff
Rūnanga delegates
Te Rarawa Marae
Te Kupenga o Te Hiku o Te Ika
Joint venture partners
Te Hiku, Tai Tokerau and other Iwi collectives

STAFF:

Currently a team of four staff.

SALARY LEVEL:

Negotiable depending on skills, experience and qualifications.
May include an at-risk performance component.

KEY COMPETENCIES:**Strategic orientation**

Develops business and governance strategy, leading and influencing all stakeholders to view the broader perspective and act in line with future priorities and plans. Drives the organization to achieve key strategic objectives and future needs.

Culturally competent

Comfortable working in a Māori environment at all levels. Experience with kaupapa Māori and knowledge of Iwi, hapū, marae and whānau structures that will assist with the building of synergies. Passionate about Iwi development with an understanding of te reo me ōna tikanga, or a willingness to upskill.

Commercial savvy

In tune with key commercial, business and industry and sector drivers, spotting areas for competitive advantage, growth and cost reduction ahead of the competition. Develops strategies to maximize potential advantage.

Leading others

Is a natural and inspirational leader, who inspires dedication, commitment and enthusiasm in others. Is skilled in utilizing different leadership styles, but always leads by example and operates with integrity.

Persuading/Influencing

Uses effective influencing strategies at the highest level, both internal and external and ensures objections are neutralized and acceptance and buy-in is gained to way of thinking or course of action.

Change management

Develops high level change strategies across the business and provides leadership through change. Facilitates change and ownership in own areas and across stakeholders.

Relationship building and management

Creates mutually beneficial partnerships and productive working relationships with external and internal stakeholders and interacts confidently at the highest levels employing astute interpersonal skills and building trust and respect.

Dealing with Uncertainty

Excels in an environment where there is a lack of certainty and high levels of change or ambiguity. Thrives in role of change agent and reacts positively to changing priorities and needs.

Politically Astute

Diplomatic, politically savvy, uses internal and external resources to facilitate the attainment of objectives. Able to work in Māori and non-Māori political environments.

Teamwork

Works as a team player and takes advantage of existing practices, values and beliefs to build a culture of trust and openness amongst team members and encourages all to participate and share. Motivates team towards goals and enhances team effectiveness by taking responsibility to resolve team issues and promote harmony.