



MAI Building Level 1  
170A Waghorne Street,  
Ahuriri  
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## POSITION DESCRIPTION

**Position Title:** General Manager (GM), Ngati Pahauwera Commercial Development Limited

**Employer:** Ngāti Pāhauwera Commercial Development Ltd (NPCDL)

**Date:** January 2024

**Nature & Term:** Full Time.

**Location:** 170 a Waghorne Steet Napier or other locations within Ngati Pahauwera rohe.

**Purpose:** Position Description, duties and responsibilities.

### 1. POSITION OBJECTIVE

NPCDL is the commercial arm of Ngati Pahauwera Development Trust (NPDT), a settlement entity charged with maximising the return on the settlement assets. NPCDL manage the commercial assets according to the Statement of Investment Policies (SIPO) and the Management Agreement between NPDT and NPCDL.

Those assets currently include:

- Forestry – Mohaka Forest, Tui Farm, Chimney Creek, Omahara and Pihanui.
- Farms – Rawhiti and Kakariki.
- Orchards – Pakuratahi and Mau Taua.
- Shares – Portfolio of equities currently managed by Forsyth Barr but includes shares in private companies.
- Tourism – Mohaka Rafting

The General Manager will be expected to:

- ensure NPCDL operational culture reflects those of NPDT and tikanga Maori is prevalent in all aspects of operations as appropriate.
- be responsible for the effective management and oversight of all NPCDL commercial assets both current and future.
- ensure regulatory and policy compliance for NPCDL and ensure planning reflects the aspirations of the Directors and Trustees of NPDT.
- Fiscally manage all commercial operations to ensure optimum performance of assets.
- Manage the leadership team to ensure a positive and high performing culture including the Manager Horticulture and the Farm Manager.
- Develop new business opportunities.

Experience and background requirements include:

- high interpersonal and communication skills,
- commercial acumen with a proven track record of business development success, and
- value alignment to Ngati Pahauwera Development Trust and those other activities of NPCDL.

## 2. ORGANISATIONAL MANAGEMENT STRUCTURE: Vision and goals.

### ORGANISATIONAL RELATIONSHIPS

- a) Chair and Board of Directors for NPCDL.
- b) **General Manager**
- c) CEO and Trustees NPDT.

**Reports to:** Chairman of NPCDL Board and Directors.

**Direct Reports:** Orchard Manager & Farm Manager.

### ORGANISATIONAL AUTHORITY

Financial decisions made in the position: To be advised/agreed but commensurate with the operating turnover of NPCDL.

### ORGANISATION VISION.

#### **Te Ara Kitenga – Vision**

Te Oranganui o Ngāti Pāhauwera

A supportive, healthy, vibrant, prosperous and united Ngāti Pāhauwera.

#### **Te Paerangi Kei Mua – Mission**

To protect and enhance the resources of Ngāti Pāhauwera for the welfare of the people and to maintain the Treaty claim settlement in a sustainable manner for future generations.

#### **Nga Tikanga – Guiding Principles**

Ko te Amorangi ki mua ko te hapai ki muri - Wairuatanga  
*Let lo be the spearhead and achievement will follow.*

Mahia nga mahi o Kahukura - Rangatiratanga  
*Imagine and create a better future.*

Kia u ki te pa harakeke - Whanaungatanga  
*Cherish your whanau, hapu, iwi.*

Ko taku rekereke ko taku turangawaewae - Pahauweratanga  
*Wherever I live, I stand as Ngāti Pāhauwera.*

Pakato te ata, Pakato I te ahiahi, Maure mahi Mauri ora - Manaakitanga.  
*Planning and preparation are critical to health and prosperity.*

Mohaka harara taupuna opunga - Kotahitanga.  
*United in our diversity.*

Ko au te awa, ko te awa ko au - Kaitiakitanga.  
*I am the river and the river is me. The river is integral to my identity.*

### 3. MANAGERIAL COMPETENCIES REQUIRED – MANAGEMENT GENERAL

The following competencies are required for the General Manager NPCDL:

<b>Rangatiratanga - Leadership</b>	The General Manager will provide the organisational leadership to NPCDL and give confidence that the operations are grounded in the values of NPDT.
<b>Tikanga and Te Reo Maori – traditions and language.</b>	The General Manager will have an understanding and competency in aspects of Te Ao Maori as it applies to his/ her role within NPCDL.
<b>Financial and Asset Management</b>	The General Manager will manage the budgeting, cashflow and monthly financial planning and reporting for NPCDL and shall work with the CEO NPDT to determine the overall group financial position each financial year. Assist the CEO NPDT to ensure property and associated assets are optimised, secure and maintained within operating budgets and plans.
<b>Effective Communication</b>	Balancing listening and talking, speaking and writing clearly and accurately, influencing others to communicate openly and honestly, and keeping others informed.
<b>Team Work &amp; Coach ability</b>	Ability to lead, coach and work as a member of the NPCDL governance and leadership team; and to be receptive to feedback; willing to learn new things and share knowledge and skills; embracing continuous improvement. Assist the CEO NPDT where necessary to be part of and contribute to the wider NPCDL/ NPDT aspirations of an effective organisation. Supervise, lead, motivate and inspire staff to ensure a cohesive, safe and harmonious work environment.
<b>Problem Solving &amp; Innovation</b>	Problem solve and find the best solution to a given problem or situation; collaborate with others to seek input and alternative ideas; think first before acting. Take ownership of your work and think of new ways to do things better, and be willing to share your ideas with others.
<b>Self-Management</b>	Be self-managing; focus on effective planning and time management as well as prioritization of tasks; be reliable and maintain work / life balance.
<b>Technical &amp; Practical Skills</b>	Be able to understand and measure, monitor and adapt; seek training opportunities for further development; improve performance in daily tasks of the role; use technology to improve productivity; be receptive and willing to learn and embrace technology as required of the position and job duties.
<b>People Management</b>	Lead by example; manage NPCDL staff to ensure role clarity and expectations are achieved, be consistent and fair; provide feedback and guidance where possible. Act and communicate in accordance with company/ NPDT policies and regulations.
<b>Administration &amp; Quality Compliance</b>	Ensure regulatory and policy compliance. Keep up to date with administrative and reporting responsibilities required of the position and job duties; always comply with company policies and auditing requirements.

#### 4. PERSON SPECIFICATION – QUALIFICATIONS/ KNOWLEDGE/ EXPERIENCE

##### **Person specification**

The role would suit a passionate and motivated individual who is comfortable working within a particular cultural setting requiring good understanding and good managerial ethic.

To be effective in achieving the expectations described above, you will need to have and demonstrate the following knowledge, skills, and experience:

- Have formal Financial/ Managerial/ Technical educational qualifications.
- Have experience in managing any one of the asset fields identified above.
- Knowledge of and/or experience in Maori business.
- Strong people management experience and skills.
- Strong interpersonal and communication skills.
- Problem solving skills and the ability to react quickly to changing circumstances.
- Willingness to work flexible hours when required.
- Full NZ Drivers' license .
- Outcome focused.

#### 5. QUALITY AND SAFETY

The General Manager will ensure all regulatory, staff Health and Safety standards and organisational plans/ policies are being complied within NPCDL.

#### 6. GENERAL DUTIES & RESPONSIBILITIES

##### **Key Responsibilities.**

##### **NPCDL values, plans, policies and practices:**

- Actively demonstrate NPCDL/ NPDT cultural values – rangatiratanga, whanaungatanga, manaakitanga, tiakitanga and wairuatanga.
- Develop, integrate and implement NPCDL strategies and plans with those of NPDT.
- Ensure compliance with all NPCDL/ NPDT policies and practices.

##### **Corporate Management**

- Financial and operational management of all NPCDL activities including compliance with the Statement of Investment Policies (SIPO) and Management Agreement.
- Ensure all regulatory requirements are being met including Human Resources.
- In conjunction with the Chairman of NPCDL manage all formal external communication from NPCDL.
- Prepare and implement all strategic and business plans.

##### **Horticultural and Farming Management**

- Ensure operational management of Horticultural activities.
- Ensure operational management of Farming activities.
- Ensure all development / management plans are in place and implemented.

##### **People capability and culture:**

- Work closely with the NPCDL staff to recruit, train, and mentor staff to create energised and engaged teams.

- Create a culture of health and safety where everyone returning home from work healthy and safely is the first and foremost priority.
- Develop and implement Health and Safety processes and procedures and ensure they are followed.

#### **Relationships and Developments.**

- Develop relationships with key organisations including other Iwi Maori/ Post Settlement Entities to identify synergies.
- Develop and maintain relationships with other sector GM/ CEO's to maintain a positive organisational image.
- Undertake due diligence of new ventures including tourism, honey production, farming intensification and other opportunities for investment.
- Ensure any subsequent plans are implemented and monitored.
- Build and maintain effective relationships with contractors, suppliers and exporters.
- Identify and integrate new technologies where appropriate.

### **7. ACKNOWLEDGEMENT**

This position description has been designed to indicate the general nature and level of work performed by the General Manager. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities and qualifications required of employees assigned to the role as other duties may be delegated from time to time by the Chairman/ Directors of NPCDL.