

# Ngā Hapū o Ngāti Ranginui Settlement Trust

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## Operations Manager Position Specifications

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<b>Title</b>	Operations Manager.
<b>Reports to</b>	Chairman, Ngā Hapū o Ngāti Ranginui Settlement Trust (NHoNRST).
<b>Location</b>	Tauranga, New Zealand.
<b>Authority</b>	As per the authority delegated by Ngā Hapū o Ngāti Ranginui Settlement Trust's Finance, Risk & Audit (FRA) Committee from time to time.
<b>Remuneration</b>	Negotiable, dependant on successful applicant's skills and experience

### **Background Information**

As set out in Clause 2.4 of the Trust Deed the *“purposes for which the Trust is established are to receive, manage, distribute, administer and apply the Trust's Assets on behalf of and for the benefit of the present and future Members of Ngā Hapū o Ngāti Ranginui in accordance with this Trust Deed, without limitation:...”*

More specifically the Trust is charged with completing the following Tasks:

1. Progress the Ngā Hapū o Ngāti Ranginui Deed of Settlement (DoS) and Tauranga Moana Iwi Collective (TMIC) DoS through legislation.
2. Work with the Finance, Risk & Audit Committee to establish the relevant Entities (e.g. JV companies with other Iwi) and Relationships (e.g. with various Government agencies, local councils and Private Sector companies) to be on-transferred to respective Hapū post-Settlement Entities.
3. On-transfer the respective Hapū Settlement Packages (including established relationships) in accordance with pages 14 to 25 of the Ratification Booklet.

### **Purpose of the Position**

As Operations Manager the incumbent will lead the Ngā Hapū o Ngāti Ranginui Settlement Trust to achieve:

- (a) Its agreed goals through application of the Trust's businesses and resources in keeping with the Trust's Objects and Purposes; and
- (b) The Tasks identified above.

To enable us to realise our mission we will always need to behave with integrity, be Iwi & Hapū centric focussed, innovative, loyal (to achieve a positive image for our members) and respect others.

In assisting the Trustees achieve the objects, purposes and tasks identified above the Operations Manager will be required to represent Ngā Hapū o Ngāti Ranginui Settlement Trust and liaise with key stakeholders on key strategic matters that may be delegated by Ngā Hapū o Ngāti Ranginui Settlement Trust from time to time.

### **Key Relationships**

The Operations Manager will develop and maintain relationships with:

- Ngāti Ranginui Hapū post-Settlement entities
- Other Ngāti Ranginui Iwi and Hapū entities
- Appropriate Government Departments and Industry Bodies, e.g.
  - Te Arawhiti (previously known as the Office of Treaty Settlements)
  - Local and Regional Councils
  - BoP Polytechnic
  - Port of Tauranga
  - TrustPower
- Other Tauranga Moana Iwi Collective (TMIC) partners
- Other Iwi & Hapū
- Preferred Service Providers, e.g.
  - Accounting and Auditing Firms
  - Banks
  - Caterers, Venue and Equipment providers
  - Legal Firms

- Specialised Legal, Financial, Property and Commercial Advisors
- Travel Consultants
- Website and Facebook service provider.

**Pre-requisites**

Knowledge & Experience:

- Industry experience with specific focus on negotiation and post-treaty settlement developments
- Minimum 4 – 5 years of general management or industry experience
- Business management qualifications and experience that will meet the “Fit & Proper” requirements
- Knowledge of and experience in Microsoft software applications (i.e. Excel, Outlook, Powerpoint, Word) essential
- Knowledge of and experience in Xero financial system is highly desirable
- Legal and/or Marketing qualifications and social media platforms (website, FB) management are highly regarded
- Superior communication ability
- Proven ability to negotiate at the most senior level of business
- Proven ability to develop business growth through creativity and innovation
- A proven reputation for integrity and leadership
- A decision maker with sound financial management skills.

Attributes:

Consistently demonstrating the values of:

- > **Integrity:** being honest and professional – we always do what we say, and we will do without exception
- > **Iwi & Hapū focussed:** work with Hapū & Iwi mandated roopu in an open and honest way using the strength of these roopu to achieve a common goal for our members
- > **Innovation:** being creative and open to new ideas and having the ability to recognise the need for change
- > **Loyalty:** two-way relationship involving commitment, understanding and trust between the Board and employees to achieve a positive image for our members
- > **Respect:** treat others as you would like to be treated. Accept individual differences.

**Responsibilities & Performance Measures**

Responsibilities	Performance Measures
<p><b>1. Planning &amp; Implementation</b></p> <p>(a) Maintain and monitor NHoNRST’s Vision &amp; Strategy.</p> <p>(b) Maintain and monitor the annual Operating Plan (including action and financial plans) that will ensure NHoNRST’s strategies are realised.</p> <p>(c) Identify and agree with the Board the critical performance factors and regularly report on the performance to the FRA Committee. These will include, but not be limited to:</p> <ul style="list-style-type: none"> <li>- Development of annual financial Budget</li> <li>- Financial performance to (or under) budget</li> <li>- Progress of Ngā Hapū o Ngāti Ranginui DoS through legislation</li> <li>- Progress of the TMIC DoS through legislation</li> <li>- Establishment of relevant Entities (e.g. JV companies with other Iwi) and Relationships (e.g. with various Government agencies, local councils and private sector companies)</li> </ul>	<ul style="list-style-type: none"> <li>• NHoNRST’s Strategy is monitored and action tasks implemented in a timely manner.</li> <li>• Annual Operating Plan (including action and financial plans) and AGM presentation (i.e. Scorecard) are developed and presented for the Board’s endorsement at least two (2) months prior to the Trust’s end of financial year.</li> <li>• All Plans are implemented in a timely and cost effective manner.</li> <li>• NHoNRST’s strategies are achieved.</li> <li>• Critical performance factors are identified, endorsed by the Board and performance reported to the FRA Committee on a regular basis, i.e. <ul style="list-style-type: none"> <li>- Financial performance is to budget or profit</li> <li>- Progress towards Ngā Hapū o Ngāti Ranginui and TMIC DoS legislation</li> <li>- Relevant Entities and Relationships are developed and operating effectively</li> </ul> </li> </ul>

Responsibilities	Performance Measures
<ul style="list-style-type: none"> <li>- On-transfer of the respective Hapū Settlement packages (including established relationships)</li> <li>- Management of any identified high-risk issues</li> <li>- Other material matters (including legal action for or against NHoNRST) in relation to any negotiations with the Crown or other iwi.</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards the on-transfer of Hapū Settlement packages, in accordance with Pages 14 to 25 of the Ratification Booklet</li> <li>- High risk issues and other material matters are managed effectively and efficiently.</li> </ul>
<p><b>2. Relationships</b></p> <p>(a) Coordinate and manage key stakeholder relationships (i.e. Ngāti Ranginui affiliates and Hapū post-Settlement entities).</p> <p>(b) Coordinate, manage and oversee all Service Provider relationships.</p> <p>(c) Develop, coordinate, and manage other strategic relationships (e.g. Government departments, local councils, private sector companies, other iwi and hapū).</p>	<ul style="list-style-type: none"> <li>▪ NHoNRST’s brand (public image) is enhanced and perceived to be a sound, professional and efficient member orientated Trust.</li> <li>▪ Key strategic relationships are developed and maintained and provide benefits and/or opportunities for NHoNRST, hapū PSGEs and members.</li> </ul>
<p><b>3. Communication</b></p> <p>(a) Develop and distribute professional, high-quality written communications.</p> <p>(b) Ensure all communications (written and oral) are conducted in a professional and respectful manner.</p> <p>(c) Coordination of, including preparation of presentation slides, key meetings (e.g. AGM, Hui-A-Iwi, stakeholder meetings).</p> <p>(d) Development of the Annual Report.</p> <p>(e) Develop and maintain a Communication Plan (and strategy) with regular communication to members.</p> <p>(f) Manage NHoNRST’s Members Register.</p> <p>(g) Manage NHoNRST’s social media platforms (website, FB), ensuring information is current and relevant.</p> <p>(h) Manage Trustees nomination/election processes.</p>	<ul style="list-style-type: none"> <li>▪ All communications (written and oral) are communicated in a professional, timely manner and with respect of the recipient.</li> <li>▪ NHoNRST’s brand (public image) is maintained and enhanced.</li> <li>▪ Annual Report is developed and made available (hard and electronic copies) in a timely manner.</li> <li>▪ Communication Plan (and strategy) is developed, implemented and reviewed annually.</li> <li>▪ NHoNRST’s Members Register is accurate, up to date and maintained with the utmost confidentiality, including: <ul style="list-style-type: none"> <li>- Processing new applications or amendments in a timely manner</li> <li>- Implementing strategies to encourage new applications.</li> </ul> </li> <li>▪ Information/communication published via the Trust’s social media platforms (website, FB) is: <ul style="list-style-type: none"> <li>- Relevant and regularly refreshed</li> <li>- Increase members’ engagement</li> <li>- Managed in-house.</li> </ul> </li> <li>▪ Trustee nomination/election processes are carried out in a cost effective and efficient manner.</li> </ul>
<p><b>4. Board Support</b></p> <p>(a) In conjunction with the Chair set the Agenda for Board and Committee meetings.</p> <p>(b) Facilitate meetings of the Board and Committees in such a manner that will stimulate debate on the issues before the Board/Committee and encourage the most effective contribution from each member.</p> <p>(c) Development of Board and Committees Meeting packs, Minutes and Reports.</p> <p>(d) Provide support and advice to the Board and Committees when/as required.</p> <p>(e) Work with the Board’s Committees to enable these Committees to achieve their objectives.</p> <p>(f) Identify and recommend an electronic document/record-based system to implement.</p>	<ul style="list-style-type: none"> <li>▪ All relevant items are listed to be dealt with in the most effective order.</li> <li>▪ All necessary background papers are provided to Trustees at least seven (7) days prior to the scheduled meeting.</li> <li>▪ Any investigations and preliminary discussions are held, in sufficient time to enable the papers to be adequately considered before the meeting.</li> <li>▪ Discussions are guided so that they are courteous and harmonious but always pertinent and effective while at the same time ensuring that genuine disagreements are aired and resolved.</li> <li>▪ Minutes of Board/Committee meetings, presented for confirmation, accurately reflect the Board’s/Committee’s deliberations and matters</li> </ul>

Responsibilities	Performance Measures
<p>(g) Coordinate Trustee and Board evaluations.</p> <p>(h) Arrange for new Trustees to be inducted.</p> <p>(i) In conjunction with the Board initiate the formulation of a 5-year Strategic Plan and annual operating Plans &amp; Budgets.</p>	<p>arising from the Minutes on which further action is required are addressed.</p> <ul style="list-style-type: none"> <li>▪ Performance evaluations of individual Trustees and the Board are carried out periodically.</li> <li>▪ Results of Trustees and Board performance evaluations are included in annual reports to NHoNRST's registered members.</li> <li>▪ New Trustees are properly inducted and able to participate in and contribute to the effective governance of the Trust.</li> <li>▪ The development and monitoring of the Strategic and Annual Operating plans align with the requirements set out in the Trust Deed and regular reporting presented for the Board's endorsement.</li> <li>▪ Annual Plans &amp; Budgets, setting out the goals the Trust wishes to achieve and how this will be carried out, are developed and monitored and presented for the Board's endorsement at least two (2) months prior to the Trust's end of financial year.</li> <li>▪ Terms of Reference are developed for any/all Committee or Project Team of the Board and reviewed (amended if/where required) at least annually.</li> <li>▪ All Committee or Project Team members are aware of and have the necessary skills/knowledge that will contribute to the objectives of the Committee being achieved.</li> <li>▪ Committees operate in line with the responsibilities and authorities delegated by NHoNRST from time to time.</li> <li>▪ Assistance is provided to the Board/Committees to enable the Board/Committee to carry out its duties and achieve its objectives in a timely manner.</li> </ul>
<p><b>5. Reporting</b></p> <p>(a) Develop and present professional and factual reports on the performance of NHoNRST and any of its subsidiaries (including Committees) or JV entities to the Board and key stakeholders on a regular basis.</p> <p>(b) Ensure compliance reports (e.g. annual Companies Office returns, etc) are submitted to the relevant agency in a timely manner.</p>	<ul style="list-style-type: none"> <li>▪ Performance reports are regularly presented and matters of significance and/or high risk are reported to the Board in a timely manner.</li> <li>▪ Annual Performance and Financial Audited reports are prepared, distributed, and presented to NHoNRST's members in a timely manner.</li> <li>▪ Opportunities are provided to key stakeholders (i.e. Ngāti Ranginui affiliates, members and Hapū post-Settlement entities) to receive regular (e.g. quarterly) reports on the performance of NHoNRST.</li> <li>▪ Compliance reporting is developed in line with Trust Deed requirements and where required, filed with relevant agencies in a timely manner.</li> </ul>
<p><b>6. Project Management</b></p> <p>(a) Development of proposals for special or one-off projects.</p> <p>(b) Implementation of strategies to achieve the special or one-off project's objectives in a timely manner.</p>	<ul style="list-style-type: none"> <li>▪ Proposals, for special or one-off projects (e.g. CMT &amp; PCR application) are submitted to and agreed with the relevant agency.</li> <li>▪ Special or one-off projects provide benefits and/or opportunities for NHoNRST and its members.</li> </ul>

Responsibilities	Performance Measures
<p><b>7. Review</b></p> <p>(a) Conduct annual reviews of all Service Providers performance to ensure NHoNRST is receiving a high-quality, cost-effective service.</p> <p>(b) Coordinate the review of NHoNRST's policies and procedures at least annually.</p> <p>(c) Coordinate, with the FRA Committee, financial audits, and any external reviews of NHoNRST's performance.</p>	<ul style="list-style-type: none"> <li>▪ Service Providers performance is assessed at least annually.</li> <li>▪ NHoNRST's policies and procedures are reviewed, amended if/where required and endorsed by the Board at least annually.</li> <li>▪ Financial audits and external reviews are conducted in a timely manner.</li> </ul>