



Te Roopu Whakaruruhau

Job Description

Position:	<i>Kaiwhakahaere - Manager</i>
Location:	<i>Palmerston North</i>
Manager:	<i>The Board via the Board Chair</i>
Direct Reports:	<i>Practice Lead, Kaimahi, Social Workers, Finance Administrator, Volunteers and others</i>
Date:	<i>September 2025</i>

Why the role exists

Reporting to the Board, the Kaiwhakahaere – Manager is accountable for the strategic and operational leadership and management of Te Roopu Whakaruruhau o Ngā Wāhine Māori, including the effective use of people and resources to achieve identified Refuge outcomes. These outcomes include ensuring that all Wāhine and Tamariki are provided with the support and encouragement required to live with dignity, independence, and free from domestic and family violence

To support staff effectively, the manager must have a deep understanding of the dynamics faced by whānau transitioning away from violence. It is also essential to understand both the short and long-term effects of violence and abuse on clients, as well as on their immediate and extended whānau.

Our Values - Ngā Tikanga o Te Roopu Whakaruruhau o Ngā Wāhine Māori

Te Roopu Whakaruruhau is a values-based organisation and the Kaiwhakahaere leads the organisation in line with the values:

- **Whakapapa:** Understanding the depth of our kaupapa, who we are and where we stand.
- **Tikanga:** Doing things according to our organisational values and cultural customs, principles and values.
- **Wairua:** Understanding and contributing to the essence of how we work, through respecting each other and our environment.
- **Tapu:** The practice of individual and collective protection.
- **Mauri:** Encompassing the evolving life force across all things.
- **Mana:** Upholding empowerment and growth of our people, individually and collectively

Professional Relationships

Establish and maintain positive working relationships by ensuring mutual trust, privacy and confidentiality. Maintain professional relationships with all Independent and Affiliated Refuges, advocates, kaimahi, organisations, agencies and service providers.

Confidentiality

As this position involves access to sensitive and confidential information, strict confidentiality must be maintained at all times. Integrity, honesty, reliability, and accountability are essential to ensure conduct and performance align with the responsibilities of the role. Any breach of confidentiality will be treated as serious misconduct and may result in immediate suspension, investigation, and/or termination.

What you do

Key Responsibilities	Performance Indicator/Expected Outcome
1. Operational Management	
Oversee the delivery of quality services across the team	• Maintain effective systems for day-to-day service delivery • Prioritise resourcing for high-risk wāhine and tamariki, and coordinate government and agencies to assist with timely support • Manage risk through quality assurance and internal controls, escalating issues to the Board when required • Lead and monitor implementation of initiatives and policies that meet National Collective of Independent Women's Refuges (NCIWR) and Te Kāhui Kahu (TKK) auditors standards • Manage financial audits, annual Quality Service Support (QSS), and biennial TKK L2 accreditation, keeping the Board informed • Provide regular operational and outcome reporting to the Board
2. Service Delivery	
Ensure service delivery meets specified quality standards across and within teams	Working with the Practice Lead to: • Ensure operational practices (including supervision) and records comply with procedures, legislation, and are culturally responsive – keeping wāhine and tamariki safe • Monitor service quality, address shortfalls, and report to the Board • Analyse performance and implement service improvements • Act on incident reports with timely follow-up and review. • Act as an advocate for whanau should the need arise • Ensure staff are trained with the right skills to support wāhine and tamariki – upskilling regularly
3. Strategy and Business Planning	
Work with the Board to develop, deliver and monitor the Te Roopu Whakaruruhau	• Enable staff input into planning and service development. • Drive innovation in service delivery and management. • Identify strategic opportunities that respect the legacy and

strategy and annual plan	secure long-term sustainability. • Data gathering for reporting against the plan • Provide advice to the Team on technical matters relating to practice issues in consultation with the Practice Lead • Implement agreed initiatives according to the goals, objectives and standards in the strategic business plan • Lead and support new and innovative approaches to service delivery, practice and management including monitoring and reporting on the implementation of new policy initiatives and providing the Board with feedback as appropriate
4. Leadership	
4.1 Kaitiaki of Te Roopu Whakaruruhau – uphold the values and beliefs of Te Roopu Whakaruruhau	• Wairuatanga – ‘Spirituality’ - honour diversity and advocate for equal rights and opportunities for Whanau. Ensure the promotion and development within our refuge of an environment that nourishes and nurtures Wairua. • Tapu or te Tangata - ‘Wellbeing’ - promote self-understanding and development in a safe working environment. • Whakamana – ‘Strength’ – encourage and seek out inspirational leadership amongst our Wāhine Māori • Mauri – ‘Life Force’ – Strive to maintain individual identities and values within our organisation while promoting the restoration and protection of Mauri • Te Reo me ona Tikanga – ‘Protocol’ - practices are undertaken ethically and with integrity, and encourage services which foster consultation and partnership amongst Whānau, Hapū and Iwi • Whanaungatanga – ‘Relationships’ - Te Roopu Whakaruruhau strives to promote positive relationship through shared experiences and working together to provide Whānau Whānui and Hāpori with a sense of belonging • Te Tiriti o Waitangi – Te Roopu Whakaruruhau is committed to Te Tiriti o Waitangi guiding our obligations to Wāhine Māori and Tamariki as tangata whenua
4.2 Ambassadorship and networking	• Be an ambassador for Te Roopu Whakaruruhau at all times • Establish and maintain networks for Te Roopu Whakaruruhau • Participate in educating the surrounding rohe about prevention and elimination of violence and abuse • All public speaking and media releases are pre-approved by the board • Be active in the regional and national forums as per membership obligations (NCIWR)
4.2 Provide effective leadership and management to staff	• Foster and promote continuous improvement and knowledge sharing. Ensuring expertise is fully utilised • Conduct regular performance reviews and development planning. Ensure records are kept in line with funding legal

	requirements • Ensure annual Police Vetting checks for all staff and management • Remove barriers to team effectiveness • Celebrate and reward excellence • Address poor performance and behaviours promptly • Lead by example through change • Ensure volunteers and student placement programs are appropriate, with all vetting and reference checks completed
4.3 Manage the financial and physical resources of Te Roopu Whakaruruhau within guidelines to achieve the agreed level of operational and financial performance	• Manage allocation and use of Te Roopu Whakaruruhau assets and resources within guidelines • Participate in annual budget setting with the Board. Report expenditure to the Board on time and within budget. Ensure tax obligations are fulfilled • Advise the Board on contractor and provider selection in line with procurement policy. Oversee service provider contracts. • Maintain buildings, vehicles, plant, and equipment • Protect information in line with legislation and record-keeping policy
6. Relationships / Networks	
Develop and maintain effective local, regional, national relationships and communication channels both within and outside Te Roopu Whakaruruhau	• Build and maintain strong relationships with local Iwi, hapū whānau, Marae and key cultural and community groups • Foster effective relationships with government agencies • Keep the Board informed of issues of public or ministerial interest • Proactively manage the organisation's public profile.
6. Health and Safety	
Protect and enhance health and safety in the workplace by:	• Ensure compliance with the Health and Safety at Work Act 2015 • Ensure regular inspections to identify hazards • Ensure all incidents and near misses are report and investigated • Manage injury rehabilitation and support staff returning to work • Ensuring staff and clients receive health and safety training, information, and supervision as required • All building compliance issues are identified and immediately corrected if necessary • All vehicles are maintained, registered and have a current warrant of fitness

Delegations

The Governance delegates responsibility for managing the operations of the Refuge to the manager. This includes the responsibilities listed below.

The scope and terms of this and other delegations will be periodically reviewed to ensure they are fit for purpose.

Delegated Authority

Management's responsibilities and powers include, but are not limited to the following:

Power to further delegate	The manager may delegate responsibilities to kaimahi for operational purposes.
Human resource management	The manager is responsible for staff and volunteer management and is authorised to: • recruit, appoint, suspend and terminate kaimahi in accordance with organisational policies and law. • Administer and maintain a fair internal grievance process, sign employment agreements including collective agreements. • Institute systems and processes to protect personal information held at the Refuge about staff, volunteers and others in accordance with law and our organisational policies. • Accept resignations by kaimahi. • Carry out performance management and appraisal processes. • Ensure that complaints against kaimahi are investigated fairly in accordance with our complaints and grievances processes and applicable employment agreement provisions. • Act as the Health and Safety officer for the Refuge or delegated as required
Financial management	The manager must protect the financial viability of the Refuge at all times and subject to their financial delegation, may: • Sign agreements and other documents which require the signature of a manager or chief executive • Ensure the effective operation of payroll • Authorise financial transactions for budgeted expenditure in addition to other delegates appointed by the Governance • Prepare the budget and submit it for the board's approval and adoption spend within budget and the strategic goals of the Refuge • Decide how operating capital should be invested and held.
Assets & property management	Assets must be protected, adequately maintained and not put at unnecessary risk. The manager is authorised to: • Arrange and purchase adequate insurance as agreed with the Governance • Take reasonable steps to protect intellectual property and information held by the Refuge and prevent unauthorised access, use and duplication of information replace and buy assets as necessary up to a value pre-approved by the board.

Communications	The manager is delegated responsibility for ensuring external communications are handled professionally and in the interests of whānau and the Refuge
Review of delegation	• The scope and terms of this delegation will be periodically reviewed to ensure it is fit for purpose. • Performance of delegated responsibilities will be reviewed and assessed through an annual appraisal process
Compliance	• Social Sector Accreditation Standards- Level 2, Governance and Management structure and systems 2.0, 5.0 • NCIWR Standards of Practice, Our Organisation Key Expectation 3.2

How you do your work

- **Passion and a “Can Do” attitude** – demonstrates a genuine passion for the organisation, its Kaupapa, values, people and service. Has drive for the success of the organisation and service and acts in alignment with the values of the organisation furthering your own and other’s journey with te ao Māori and te reo Māori. Willing to help where required to get the job done.
- **Strategic and ahead of the game** – Has a vision for the organisation’s future and constantly thinks and plans ahead, keeping people in the loop. Avoids unnecessary surprises.
- **Communication** - Encourages open communication and builds consensus. Uses tact and discretion in dealing with sensitive situations, and keeps others informed of decisions and directives. Inspires others at all levels through your communication.
- **Leading others** – Understands and manages yourself to enable you to lead with empathy and build strong relationships with your team and others. Creates inclusive and collaborative environment where people are valued, respected and empowered/developed to do great mahi. Communicates a shared view and generates motivation, enthusiasm and commitment. Coaches and provides feedback to help kaimahi grow.
- **Operational management** – understands the resources, structures, processes and checks that need to be in place to run an efficient and successful organization and service. Fosters an environment of continuous improvement empowering all involved to suggest and harness improvements.

What you bring to the role

- In-depth knowledge of operational management practices, rules and protocols (e.g. assessment, planning and case management) and risks (operational, financial, human, political, and reputational).
- Ability to gather, absorb and assess data, exercise judgement on relevance and materiality, and feed into the management decision-making processes.
- Experience in the implementation and maintenance of processes to ensure compliance with legislation, policy, and procedures.
- Demonstrated resilience to external and internal influences and pressures.
- Understanding of the factors impacting client group and reintegration, coupled with an excellent working knowledge of key agencies, both governmental and non-governmental, in the social/justice sectors.
- Familiarity with Te Tiriti of Waitangi and its application to the work of government agencies.

- Your grasp of te reo Māori, or your willingness to embark on a reo Māori learning journey.
- Demonstrated experience in developing staff to improve performance, contribute to culture change, and build management capability.
- Proven ability to set and enforce clear standards and expectations with direct reports and manage individual performance.
- Ability to develop and maintain strong working relations with external agencies and stakeholder groups, taking account of their strategic goals, pressures and priorities.
- Ability to understand and articulate the issues and concerns of stakeholders, and anticipate future ones.
- A full clean current driver's license and the availability to travel.

Qualifications

A relevant tertiary qualification or equivalent work experience is required

Te Roopu Whakaruruhau requires employees to never conduct themselves, either within their role or personal lives in a manner that is abusive or is detrimental to the reputation of Te Roopu Whakaruruhau or values of the refuge. Any such behaviour may be grounds for dismissal.

Te Roopu Whakaruruhau requires its employees to seek written permission from management or governance to hold a paid or voluntary position within like-minded organisation's or with like-minded individuals, or to form relationships which may place them in conflict with the mission and values of the refuge.

Please sign below then at the bottom right corner, initial and date each page there-after to show, you have read understood and accept this Job Description.

Position Holder's Name:

Position Holder's Signature:

Date:

Te Roopu Whakaruruhau Board Chair or Delegate

Name:

Signature:

Date:
