



Job Title:	General Manager Māori & Health Equity
Function:	Māori & Health Equity
Reports to:	Chief Executive
Last review date:	April 2026

He huanui oranga mo ngā mokopuna whakatipuranga roto i ngā hapori heke iho, heke iho - ***Setting the path of wellness in our communities for the early years, for generations to come.***

Whānau Āwhina Plunket – who we are and what we are about

Whānau Āwhina Plunket is a charitable organisation and the largest service supporting the health and wellbeing of tamariki under-five and their whānau in Aotearoa. We're proud to visit over 80% of all newborn babies in Aotearoa and to support pēpi, tamariki and their whānau.

We aim to be a cohesive and effective national organisation grounded in evidence and best practice, with the needs of New Zealand whānau and families at the centre of everything we do.

Our Whānau Āwhina Plunket Goals are:

- **Pae Ora:** Healthy Futures:
- **Mauri Ora:** Healthy babies and children
- **Whānau Ora:** Healthy confident families
- **Wai Ora:** Healthy environments and connected communities

We are on a pro-equity journey where we strive to give life to Te Tiriti o Waitangi principles of Tino Rangatiratanga, partnership, active protection, equity and options in our mahi/work to ensure healthy tamariki, confident whānau and connected communities.

Whānau Āwhina Plunket Values

In this role you will be expected to operate in a way that embodies and demonstrates Whānau Āwhina Plunket values as follows:

- **Māia** – to be courageous and lean into discomfort and challenge as we walk the path of pro-equity
- **Tūhono** – to connect and stand in relationship in calm and safe spaces (āhuru Mōwai)
- **Manaaki** – to care, love, nurture, support and mana enhancing. Respects mana atua, mana tīpuna, mana whenua, mana tangata
- **Māhaki** – to be humble as we share our knowledge experience to understand and learn from each other and foster trust.

Overview of the Māori & Health Equity Function

The Māori & Health Equity function is accountable for the effective and efficient functioning and development of organisational capabilities and leadership across:

- Strategic relationships
- Cultural leadership, tikanga guidance, capability development and support
- Priority populations expertise and guidance
- Health equity
- Advocacy

Purpose of the Position

The General Manager – Māori & Health Equity provides strategic and cultural leadership to ensure Te Tiriti o Waitangi and equity are embedded across all aspects of the organisation's work.

This role is responsible for leading and enabling the delivery of equitable health outcomes for Māori and priority populations, through the implementation of Te Rautaki Māori and the organisation's equity strategy.

This position plays a key influencing and strategic role in building effective relationships and partnerships with tāngata whenua and mana whenua across Aotearoa. Alongside building relationships and working with all priority population organisations who share our interest in improved health outcomes and promoting and developing the Plunket brand and partnerships within these communities.

The role is also responsible for leading our system level advocacy and influence to improve population health outcomes for tamariki (0–5) and whānau and the implementation of our Advocacy plan.

The role provides executive leadership, accountability, and influence across the organisation, ensuring that equity is central to decision-making, strategy, and service delivery.

Key Dimensions of the Position

Delegations: The position's full delegations are set out in the Schedule of Delegations and may be amended from time to time.

Direct Reports: Head of Advocacy & Health Equity, Kaiarataki Māori (Ngā Pou Hihiri), Kaihapai Māori

Functional relationships: *To follow are the main positions that this role will coordinate with; they are not meant or intended to be exhaustive, exclusive or limiting:*

Internal:

- Executive Leadership Team
- Clinical and Operational Leaders
- Board

External:

- Iwi,
- Hapū
- Māori providers, Pacific providers and wider priority population providers and stakeholders
- Community partners
- Government agencies
- Ministers

- Sector groups

Key accountabilities

Strategic Leadership and Te Tiriti Partnership

- Provide executive leadership to embed Te Tiriti o Waitangi across strategy, policy, and service delivery
- Ensure equity and Te Tiriti obligations are visible, measurable, and integrated into organisational priorities and decision-making
- Partner with the Chief Executive and ELT to influence organisation wide strategies, direction, and outcomes
- Ensure that tikanga Māori principles are applied to strategic thinking, relationships, and operational delivery to support a demonstrable focus on health equity and quality improvement for Hauora Māori
- Advance critical thinking on mātauranga Māori

Health Equity and Outcomes

- Lead the development and delivery of the organisational equity plan
- Lead initiatives that improve equitable access, experience, and outcomes for all our priority populations alongside a population health perspective
- Ensure a strong focus on whānau centred approaches across service design and delivery
- Support the development and implementation of monitoring and accountability mechanisms for robust measures of health outcomes for all our priority populations to ensure informed decision making and innovation across the organisation.
- Support the organisation to address systemic barriers and inequities

Te Rautaki Māori

- Provide leadership, coaching, mentoring, and specialist advice, including guidance and support for staff to assist all areas of Whānau Āwhina Plunket to be responsive to Māori
- Lead the development and delivery of Te Rautaki Māori and haerenga, engaging across the organisation, Board, and our communities.
- Provide timely, well-researched and specialist advice to the Chief Executive and ELT on matters relating to achievement of delivering on priority health outcomes for Māori.
- Use Whānau Āwhina Plunket's own, and other sources of data, research, and evidence to inform strategic direction
- Provide cultural supervision to Ngā Pou Hihiri and provide input into cultural capability initiatives to deliver Rautaki Māori
- Guide the integration of te ao Māori perspectives, tikanga, and mātauranga Māori into our organisation and engagement externally.

Cultural Leadership and Capability

- Provide visible cultural leadership across the organisation
- Build and strengthen cultural capability and confidence of leaders and kaimahi
- Support culturally safe and responsive environments for kaimahi and whānau

Advocacy and System Influence

- Lead the development and implementation of our advocacy plan to influence system change to benefit whānau, pēpi and tamariki, from a population health lens.
- In conjunction with the CEO develop and execute engagement plans across key agencies, ministries, government, sector partners, and influencers to enhance the role and reputation of Whānau Āwhina Plunket and influence system change.
- Represent Plunket in sector and community forums, strengthening Plunket's position as a credible, whanau focused, solutions-oriented voice for early years wellbeing.
- Influence system-level change to improve population health outcomes

Governance, Risk and Accountability

- Ensure appropriate governance, monitoring, and reporting of Māori and health equity outcomes
- Provide advice and assurance to the Board and ELT on Te Tiriti and health equity performance
- Identify and manage risks related to equity, access, and cultural safety

People and Leadership

- Lead and develop high-performing teams, fostering a culture of manaakitanga, collaboration, and accountability
- Work closely with ELT colleagues to support organisation-wide leadership and alignment
- Provide strategic leadership by coaching, mentoring, and collaborating with senior leaders to cultivate a high-performing, accountable, and continuously improving leadership team.
- Foster a culture of trust, learning, and shared responsibility across the organisation.
- Drive aspirational and enabling leadership that encourages open dialogue, constructive debate, and innovation.
- Support leaders and teams to take initiative, make confident decisions, and deliver results aligned with organisational goals.
- Support leadership capability across the organisation in equity and cultural competence
- Contribute to a strong, cohesive Executive Leadership Team

Stakeholder Engagement and Partnerships

- Build and maintain trusted relationships with iwi, hapū, Māori, Pacific and other priority population providers, stakeholders, and community partners
- Strengthen partnerships that support co-design and shared decision-making with whānau

- Ensure the organisation is seen as a credible and committed partner in advancing Māori health and priority population health equity

Health & Safety

- Manage own personal health and safety, and take appropriate action to deal with workplace hazards, accidents, and incidents
- Ensure own and others' safety at all times and observe health and safety practices in all workplace activities
- Understand the responsibility individuals and their manager play in health and safety
- Team training is up-to-date and all team members can demonstrate actions in an emergency that are specific to the workplace and are designed to keep individuals safe
- Comply with relevant safety legislation, policies, procedures, safe systems of work and event reporting
- Identify and report all incidents, accidents, and near misses in accordance with policy

Position Description and Scope of Duties

The job holder is expected to perform such other duties as can reasonably be regarded as incidental to the position description, and such other duties reasonably within their experience and capabilities as may be from time to time assigned following consultation.

Once appointed a programme of work will be developed with the appointee that will set out the specific tasks and time frames to achieve the key deliverables for this position. Progress will be monitored through Plunket's Performance and development programmes.

Person Specification

Qualifications and Background

The role will ideally possess the following technical skills/knowledge and personal attributes:

- Relevant tertiary qualification in a related field.
- Postgraduate qualification (preferred), such as a Master's in Public Health, Māori Development, Health Leadership, or similar.
- Demonstrated deep knowledge of Te Tiriti o Waitangi, tikanga Māori, and mātauranga Māori (formal qualification and/or equivalent lived and professional experience).
- Relevant leadership or governance training/experience (desirable).

Experience

- Extensive senior leadership experience (10+ years) in Māori health, equity, public health, or social services.
- Proven experience leading Te Tiriti-based strategy, organisational transformation, and equity initiatives at an executive level.

- Demonstrated experience influencing organisation-wide strategy, policy, and service delivery to improve outcomes for Māori and priority populations.
- Strong track record of working in partnership with iwi, hapū, priority population providers, and communities.
- Experience providing strategic advice to Chief Executives, Boards, and Executive Leadership Teams on Māori health and equity.
- Proven experience leading advocacy and system-level influence, including engagement with government, sector, and community stakeholders.
- Experience developing and implementing equity measurement, monitoring, and reporting frameworks.
- Experience operating in complex environments, ideally within health or NGO sectors

Skills

- Credibility and capability to foster, create and maintain relationships with Iwi/Māori across the motu
- Strong understanding of Te Tiriti o Waitangi and its application in organisational and service contexts
- A high degree of competence in te Reo me ona tikanga, equivalent to at least proficiency 4 in the Te Taura Whiri framework
- Strategic and cultural leadership, with the ability to embed equity into organisational practice
- Strong stakeholder engagement, partnership, and influencing capability
- Ability to integrate data, evidence, and mātauranga Māori into decision-making
- Proven people leadership and capability-building experience

I have read and understood the above position description and accept all the above responsibilities incorporated herein.

GM Māori & Health Equity

Date

Chief Executive

Date