

Te Whatu Ora
Health New Zealand

Office of Chief Executive Consultation Document

13 April 2023

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SECTION 1: Executive Summary & Foreword



Peter Alsop
Chief of Staff, Office of
the Chief Executive

Thank you for engaging with this important kaupapa. Proposed change brings uncertainty – I really understand that. Overwhelmingly though, I see opportunity for us ahead. We are a new group, still forming, learning together, and building our understanding of our common DNA. I'm also still relatively new; my thanks for your welcome and support. Through this process, with your help, we'll learn more

and adopt the best of all structures to underpin our future success. Please take the chance to get involved. Before some specifics, some thoughts about the Office of the Chief Executive (OCE). Our work is broad but has some common aims: *We help Te Whatu Ora to fly in formation, act with integrity and build public confidence.* Specific words aside (we'll work more on them together), it's clear we do important, high-stakes work, with a premium on supporting others, great communication, and acting ethically and with decency. In such a context, there is huge scope for each of us to make a real difference to both the performance and reputation of Te Whatu Ora.

Turning to a quick overview of our proposed team structure (with reference to the functions proposed to report to me, in no particular order):

Governance & Executive Services – My proposal is to combine the separate Board and Executive Leadership Team (ELT) support functions. I believe we need an integrated view of our organisational workflow through ELT to Board. Improved workflow, with the right papers and topics with the right decision groups at the right time, should enhance both speed and quality of decision-making.

- **Disability** – Te Whatu Ora needs to do more work on which roles, in which areas, will best support the needs of the disability community. I'm pleased we can play a key role in this with a new Chief Advisor position reporting to me.
- **Government Services** – I believe this function should now report directly to me. It is a big body of work (OIAs, briefings management, supporting parliamentary processes and more), with high significance at times for my own focus, stakeholder management and risk management.
- **Sustainability** – Expectations related to sustainability are rightly increasing, with the environment also an important determinant of population health. As well as championing sustainability, this group will coordinate a cross-organisation workplan to connect the important activities and contributions of others.
- **Legal** – Our key focus here needs to be on designing a structure fit for one organisation, while continuing high-quality support at district level in key locations. My proposal seeks to balance the desirability of specialist functions at a national level, with continued wide-ranging advisory services regionally and locally. There are also capacity challenges for this function, so there is an opportunity through this process to consider our right size ahead.
- **Privacy** – With thousands of our people handling sensitive information every day, we need a single, coherent approach to how we manage such information and more visibility and ability to influence across Te Whatu Ora. It's proposed that the privacy function report to me.
- **Strategy, Planning and Performance** - This function is proposed to shift into OCE. The work has significant connections with accountability processes we are already closely involved in. Plans and performance measurement are also central to our core DNA, such as coordinating cross-organisation work and supporting both ELT and the Board.
- **Strategic Issues & Coordination** – We often get called on to develop whole-of-organisation positions and/or to front for Te Whatu Ora in commenting on and influencing work of other government agencies, particularly Manatū Hauora. We also need capacity to work on issues of significance (both now and to be able to develop think-pieces on future issues).

More detail follows on each function. Please stress test the proposals to help us make the best possible decisions. I want to emphasise a couple of other points:

- I want your help to think about the right size of functions ahead; we are working this out as we go, including in some cases to learn more about roles (or part roles) that already exist that may not be accurately reflected in the proposals.
- At this time, my main focus has been on roles at Tiers 3, 4 and 5 (and in some cases just 3 and 4). When future leadership roles are in place, some further refinement will be important (left to leaders with more intimate knowledge of specialist work than me).
- Wherever we land, structure is important but will only partially determine our performance ahead. We have work to do on other critical ingredients like priority setting and shared behaviours and processes to integrate our work and build alignment.

In closing, and recognising our direct support of the Chief Executive, I'm pleased to convey Margie's support for the proposals I've made. Margie has a huge stake in our performance as a group – we are her office. I will share with her the feedback I receive and involve her closely in my final decisions.

Please take the chance to get involved and provide feedback; I want to hear your views. Drawing on collective wisdom, we'll make the best decisions for our future.

My favourite whakataukī to close: Mahia i runga i te rangimārie me te ngākau māhaki | With a peaceful mind and respectful heart, we will always get the best results.

Ngā mihi
Pete

Peter Alsop,
Chief of Staff, Office of the Chief Executive

SECTION 2: Our Proposal

Simplify to Unify

Our next phase of change aims to **achieve nationally planned and co-ordinated consistency, to empower regional implementation and integration, and to enable locally tailored delivery of care**. We are working towards flat structures over time, with minimal layers. In this next phase we aim to:



Achieve nationally planned and co-ordinated consistency

by reducing duplication, establishing centres of expertise and co-ordinating national networks to enable consistency.



Empower regional implementation and integration

through Regional Integration Teams and Networks to enable service planning at a regional level and contribute towards equitable access and coverage.



Enable locally tailored delivery of care

through Localities establishment, hospital networks and partnerships with local communities.

The changes we are proposing across our enabling and delivery teams aim to achieve:

Enabling services: Reduced duplication through nationally co-ordinated and regionally integrated business support, streamline to reduce frontline time spent on non-clinical activity.

Delivery services: Clear accountability for delivery of patient facing care, organised to identify and reduce inequity of access across regions and population groups, networked to support clinical leadership and patient/whānau voice in decision making.

Below we outline more detail about the proposed functions within the Office of the Chief Executive

Government Services

Government Services manages the timely delivery of Official Information Act requests, Ministerial correspondence, briefings and weekly reports, parliamentary questions, and select committee hearings. The team ensures that quality standards and legislative requirements are met and builds the capability of the function across the organisation.

We need a nationally consistent approach to this work, including a single process for authorised release and publication, and quality assurance. It is important that we communicate like one organisation.

Four management roles are proposed, specialising in different products and managing the national office staff:

- OIA: This role will need knowledge of the Official Information Act, grounds for withholding information and grounds to be able to challenge.
- Correspondence: Manages ministerial correspondence, answering on behalf, plus direct responses on behalf of the organisation (high volumes). The role will need specialised skills to proofread and understand lexicon.
- Questions/Select Committee: Responsible for Parliamentary Questions (PQ) and Select Committee - annual report. PQs require urgent turn around and WPQs require turnaround in 2-3 working days. The role also provides a point of contact for the Minister's office.
- Reporting: A dedicated role which oversees the weekly report, any Board reporting related to the area and oversight of consistency.

It is proposed that another management role manages the district staff with a focus on continuous learning or being a Centre of Excellence, proactive release, supporting locality business partners, training, stakeholder engagement, process improvement and so on. Locality business partners would report here.

There are many people involved with collating information for OIAs, Parliamentary questions etc. and providing advice and guidance in the districts. However, many do this as *part* of their job and this component may not be included in their title. Having people distributed around Aotearoa gives us important local connections and knowledge and can alert us to emerging issues.

It is important that all the resource that is currently dedicated to this work is captured in our new structure. If this activity is part of your role, please let us know by providing feedback through 'WhatSayYou'. Let us know the percentage of time you spend doing this each month. We will be in touch to follow up.

Privacy

This function has oversight of the appropriate use of personal and health information which is core to ensuring trust in our health services. We must ensure that Te Whatu Ora treats this information as taonga so that people feel safe providing information to their healthcare providers.

Being open and transparent with people about how we use their information and who we share it with will create trust and understanding.

A nationally driven structure supports a single coherent approach to privacy management in our organisation. It will set policy and expectations, coordinate our engagement with the Privacy Commissioner, and ensure consistency across Te Whatu Ora. Regional representation can maximise the impact in each locality with the benefit of local presence and institutional knowledge.

Some of you may provide guidance to people who have received a request for information or education and training in your district. Unless you interact with the national team or have the term privacy in your title, we will not know who you are. Apologies for that omission; it reflects the fact that our data is incomplete. If this activity is part of your role, please let us know by providing feedback through 'WhatSayYou'. Let us know the percentage of time you spend doing this each month. We will be in touch to follow up.

Governance and Executive Services

This function blends coordination, logistics, administrative support and advisory services. It supports the drive towards effective governance and compliance with policy and legal expectations.

Functional responsibilities go beyond organising meetings, collating agendas, and taking and distributing minutes. Rather, the focus is on pulling agenda items together at the right time, connecting with priorities and strategy documents, planning and performance, and helping to ensure that the right things are with the right decision-making body at the right time, and pushed through to the organisation for action.

This is a new blended function. There may be further changes once the team comes together.

Legal

This function combines national subject matter expertise in areas of commercial and property law, public law, and Te Tiriti, with operational clinical law which is practiced across the country by teams in districts. In addition, there are two Special counsel (HIRA and Projects). Having a mix of specialised and operational legal functions in the team supports building a community of expertise.

A national function provides the opportunity to specialise and work across the motu to support the organisation with capacity issues, while enabling connections to be retained within regions and districts. Consistent processes and advice are another benefit of having a national approach.

We acknowledge the expertise and skill of the current legal teams in Te Whatu Ora, and their workload, and are considering a number of additional positions to build capacity.

The structure is virtually flat. This is because of the seniority of the people working in this service and to support the community of expertise approach.

Strategic Issues and Coordination

This group provides resource to build whole-of-organisation approaches to initiatives of high or future significance, and oversees relationships with Ministers. The team works across all groups and levels, including engaging with Ministers' offices, the Chief Executive, and governance committees. This group provides a conduit to Ministers through the private secretaries and acts as trusted advisors to the Chief Executive. They facilitate development of future orientated "think pieces" and forge Te Whatu Ora positions on significant matters. They are close to Manatū Hauora priorities, engaging with the Ministry and influencing outcomes, and engage with other government agencies.

Chief Disability Advisor

This position reports to the Chief of Staff and is responsible for advising Te Whatu Ora about strategy and policy to support people with disabilities at all levels of the organisation and across all functions. It has close ties with the Service Improvement and Innovation team. This title is consistent with the nomenclature used in other government agencies

Strategy, Planning and Performance

The Strategy, Planning and Performance (SP&P) function is a new team formed on 1 November 2022 as the result of the consultation around the OCE and to meet the requirements of Pae Ora and Cabinet. It will facilitate a strategic planning process across the organisation to develop Te Pae Tata 2.0, ensure business plans are aligned with implementation of that strategic direction, and monitor our delivery against it.

The new SP&P team reflects the Te Whatu Ora approach of nationally planned and coordinated, regionally implemented and integrated, and locally tailored delivery. It will work in partnership with Te Aka Whai Ora counterparts and is focused on long-term regional and operational planning.

The teams within the SP&P function are:

- *Accountability Reporting and Publications:* Manages preparation of key accountability documents and regular and ad hoc reporting against these to Executive, Board, monitors and Ministers.
- *Performance Monitoring and Insights:* Provides advice to ELT and Board on the performance of Te Whatu Ora through value-add insights and liaison with key stakeholders. It includes KPI reporting for ELT and leads the performance measurement framework.
- *Planning:* In partnership with Te Aka Whai Ora, leads development of operational, long-term investment and regional health service plans.
- *Te Pae Tata | New Zealand Health Plan Programme:* In partnership with Te Aka Whai Ora, leads the development of the next iteration of the Te Pae Tata | NZ Health Plan and monitors progress against the current plan.

Staff within the above teams will report to a Director but will also provide support for the other teams within SP&P, reflecting Te Whatu Ora's teams of teams framework.

Sustainability

The work of this team will enable broader opportunities to embrace ka ora te taiao, ka ora te tāngata, the connection between a healthy and well planet and healthy and well people.

It leads the creation and embedding of Te Whatu Ora's Environmental Sustainability and Climate Resilience Framework and subsequent Action Plan(s), and ensures Te Whatu Ora is able to meet its obligations under government programmes such as the Carbon Neutral Government Programme.

The Sustainability team is designed to work in partnership with Te Aka Whai Ora and clinical staff to enable Te Whatu Ora to quickly become an environmentally sustainable and climate resilient organisation.

Guiding Principles

The below principles have been core to the development of the proposed OCE structure:

- Building a national community of expertise to support capability development and a consistent approach.
- Having a single national approach where it makes sense.
- Symbolising importance / significance at T3 where it makes sense, given opportunities or risks associated with the work.
- Creating national teams to support resource management, capacity, and supply.
- Flattening structures to support information flows while having visibility of workloads and people.
- Retaining regional knowledge by locating and bringing people into OCE who do the work in districts.
- Leveraging local connections and knowledge for the good of the whole organisation.
- Using structure to create teams that can reduce the risks of relying on a single role to perform key functions.
- Creating career paths within units either through use of portfolios, ability to specialise, or through expanding knowledge and expertise (via rotations).
- Recognising that high level expertise already exists across districts and in the national office and we are confident that all individuals are diligent, trusted high performers.
- Strengthening connections across our own work

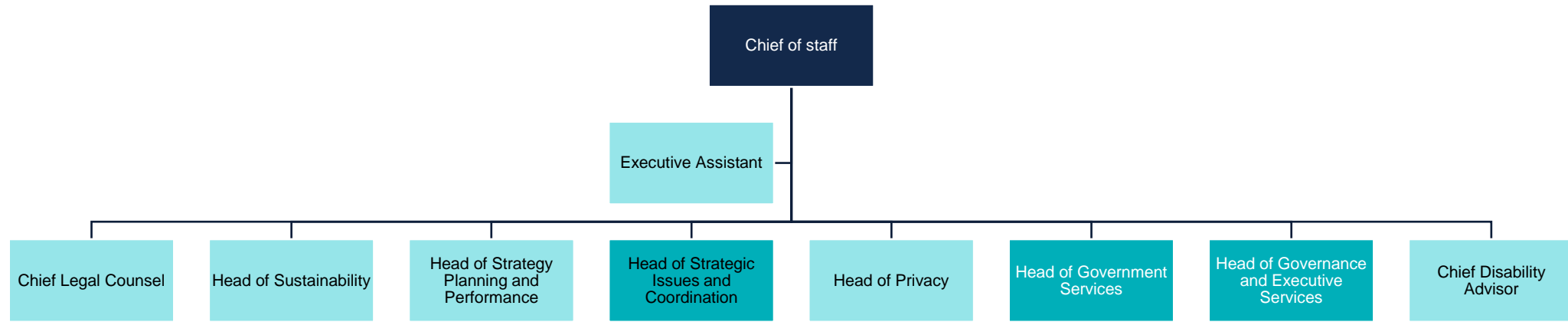
Current leads in Te Whatu Ora national office have had significant input into proposed structures. For some, proposed numbers have come from work done last year on operating models.






Before describing the proposed future state, it is worthwhile clarifying leadership levels within the organisation and appropriate terminology.

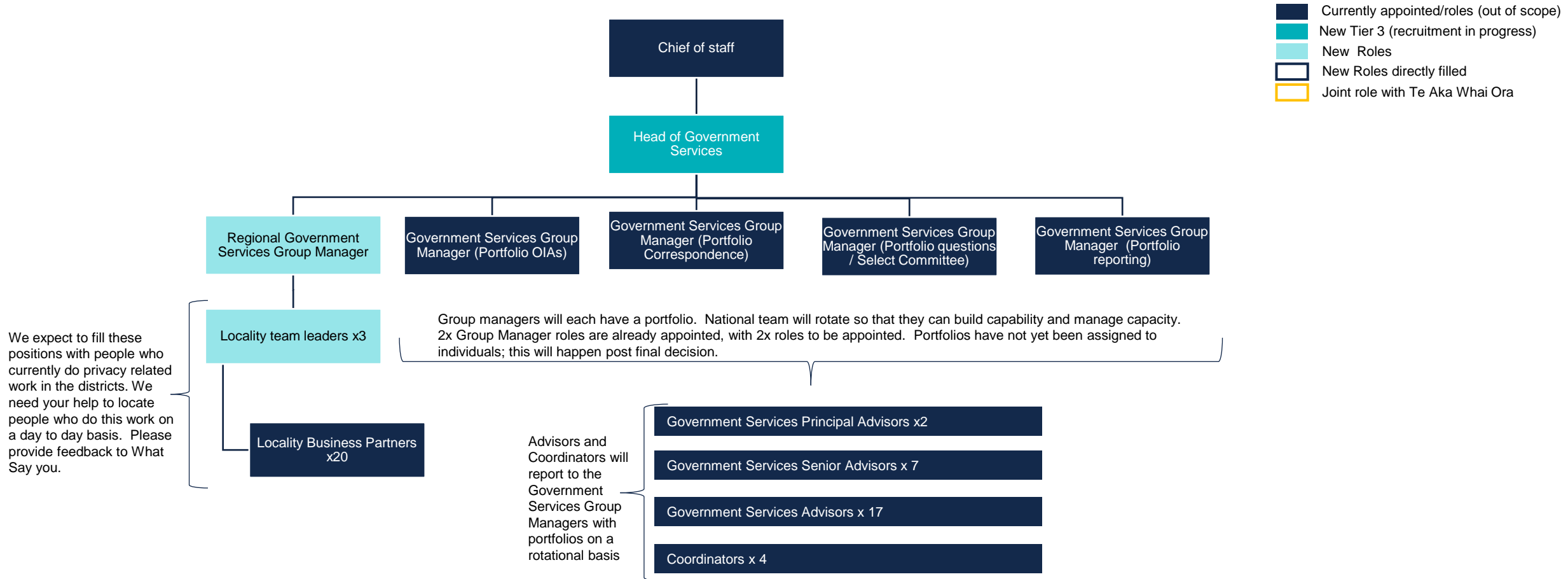
Term	Definition
Tier 1	Chief Executive of Te Whatu Ora
Tier 2	Direct reports to Chief Executive – National Directors/Chiefs
Tier 3	Direct reports to Executives – Regional Directors and functional Directors
Tier 4	Direct reports to regional Directors and functional Directors – Group Managers
Tier 5	Direct reports to Group Managers

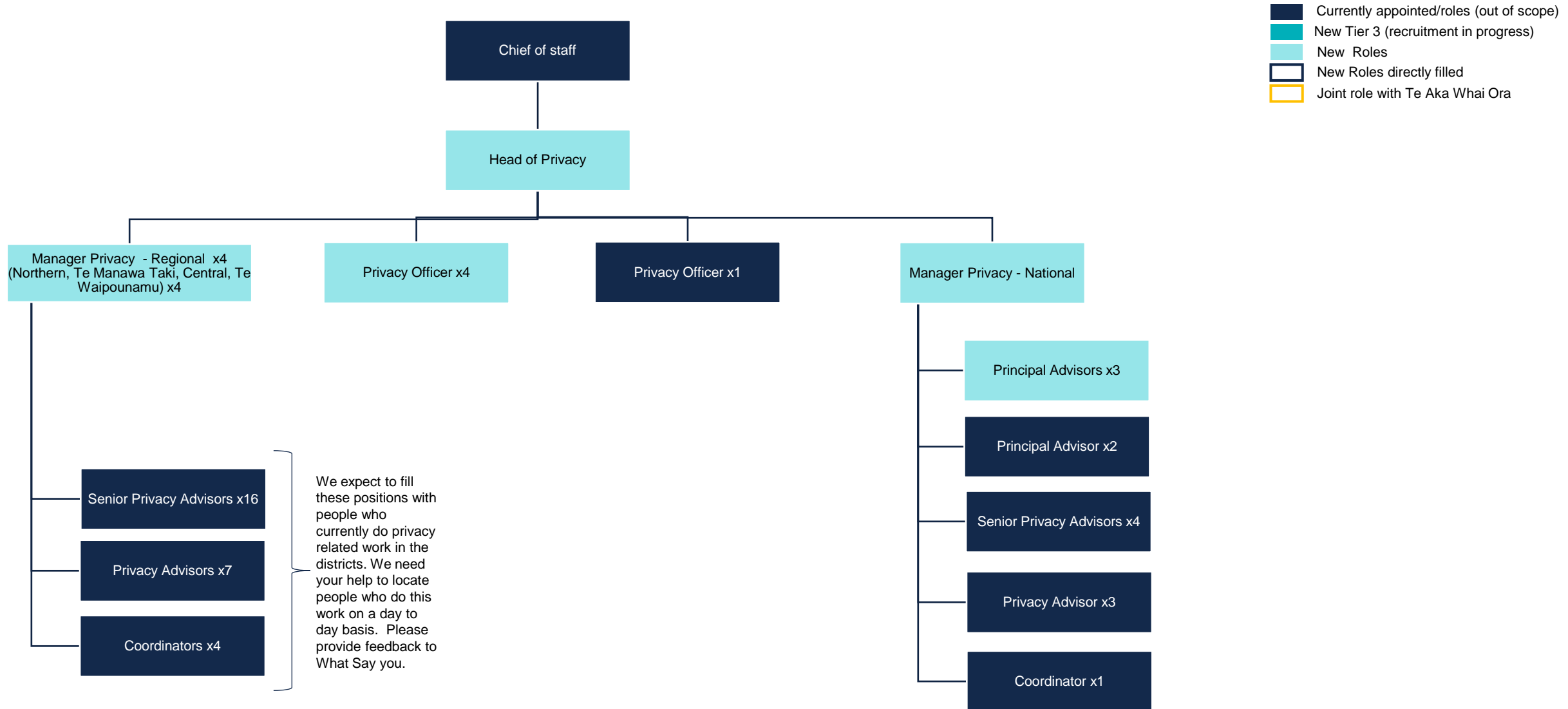
Please note these are not related to financial delegation levels.

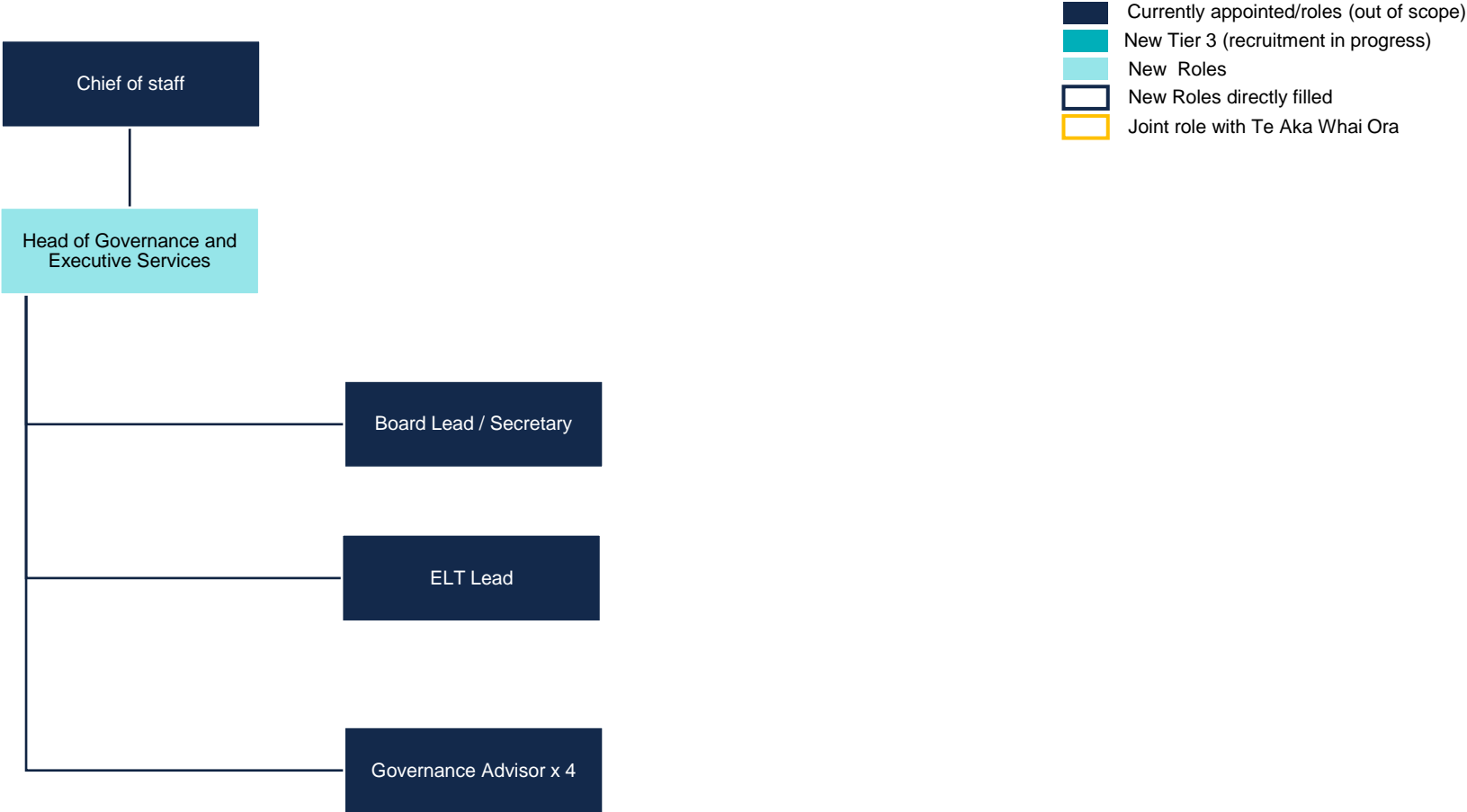
Office of Chief Executive Organisational Structure (Proposed)

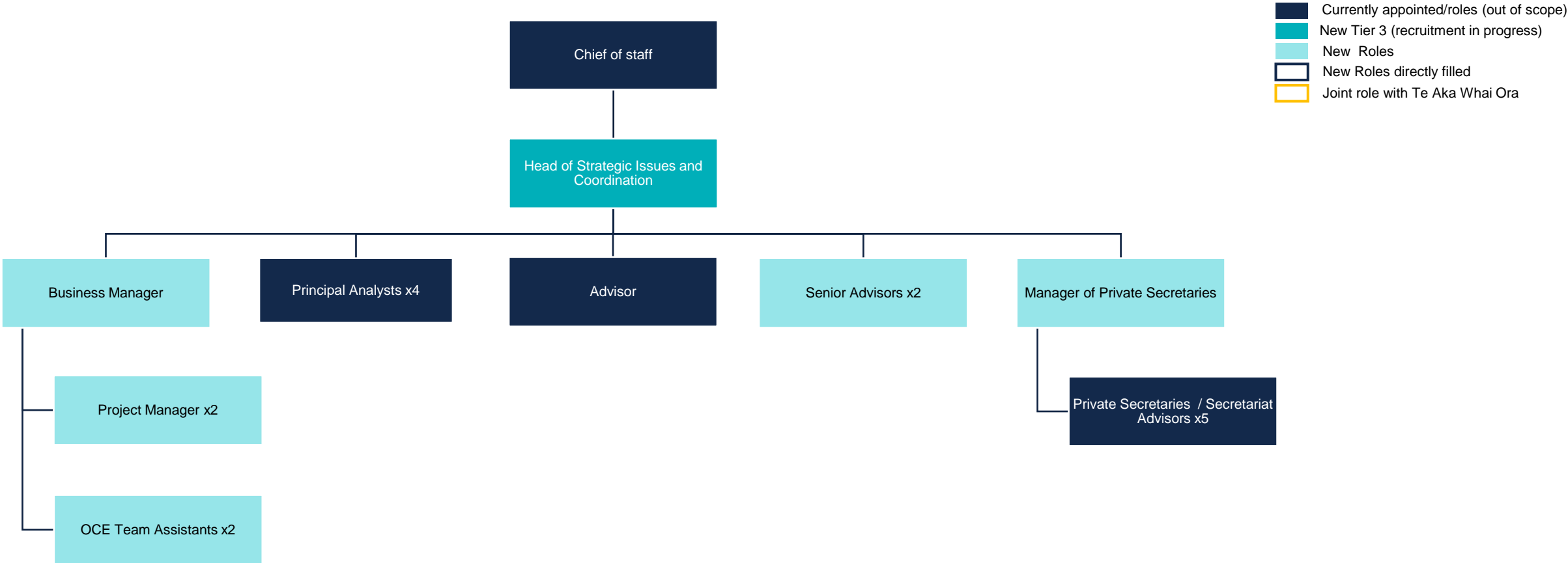


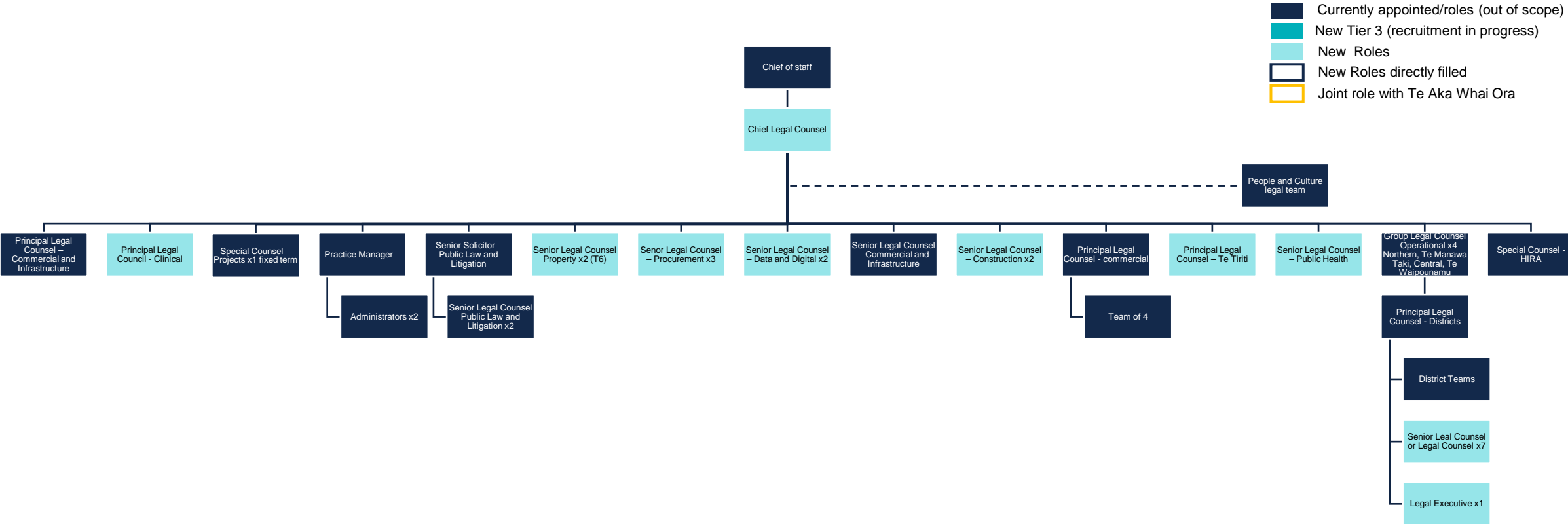
-  Currently appointed/roles (out of scope)
-  New Tier 3 (recruitment in progress)
-  New Roles
-  New Roles directly filled
-  Joint role with Te Aka Whai Ora

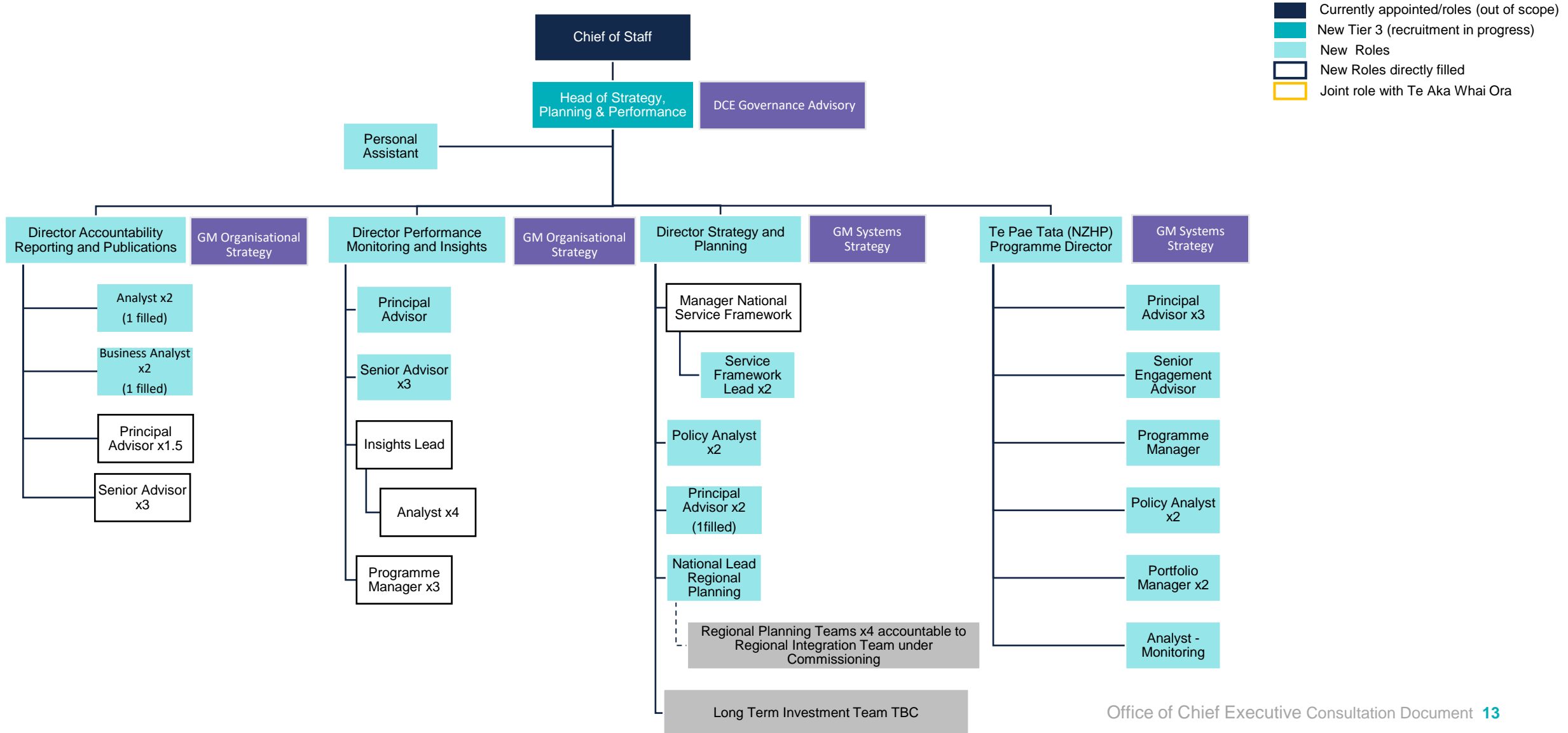


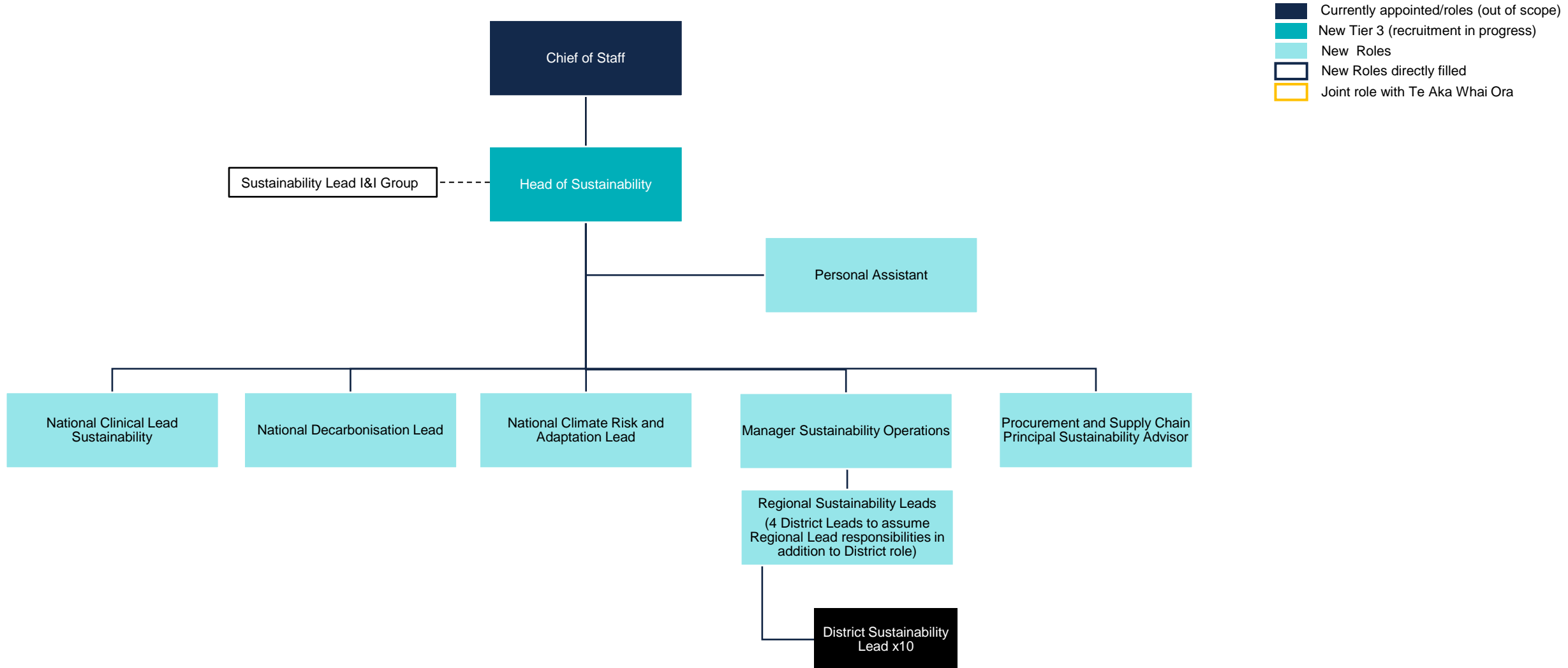












SECTION 3: Proposed new positions

To support this proposal, consideration has been given to the responsibilities for proposed new positions.

Outline position descriptors for the proposed new positions have been developed and can be found at Appendix 1 of this document. These are not fully formed position descriptions; they are intended to serve as a role descriptor of leadership responsibilities and position scope.

Post consultation and consideration of feedback, full position descriptions will be prepared and sized for remuneration purposes prior to being confirmed in any final decision document.

These new positions are opportunities for individuals who are significantly affected by the proposals and we welcome any feedback on what is being proposed. Our key intention is to retain the skills, expertise and knowledge from across the organisation.



SECTION 4: Impact of Proposal – existing positions

In creating the new roles detailed in Appendix 1, we are proposing to disestablish a number of positions from within the existing districts and ex shared services teams. A list of these positions is provided in Appendix 2. We would like to reinforce that these are proposals and that no final decisions have been made. We will continue to work with each significantly affected individual to ensure that they have the necessary support during the change process.

A list of roles for those whose reporting line would remain within the Office of the Chief Executive, but would change, can be found in Appendix 2.

Given the nature of this change and the bringing together of all the districts and ex-shared service agencies into Te Whatu Ora, there will be a potential impact to a number of current positions. Given the complexity of the systems, how positions are grouped together in districts and the quality of the data across the multiple payroll systems, it has been challenging to identify all of the roles and the impact on them. There may be inaccuracies in terms of position titles, people being missed etc. We apologise in advance for any inaccuracies in the data and ask that if you identify inaccuracies that you raise them as soon as possible through the consultation process.

The following definitions are used in Appendix 2 to describe the different scale of impacts:

Impact	Explanation
No impact	The position would remain unchanged.
Impacted	<p>A position would be impacted where there would be some changes to the current position if the proposal was confirmed. However, the changes would not be significant, and the position would remain substantially the same. The terms and conditions of employment would be no less favourable and the salary for the position would be the same.</p> <p>Examples of these types of changes could include a change in position title, reporting lines or mapping to new positions. Individuals in these impacted positions would be reconfirmed into the position, with any relevant changes.</p>
Significantly Affected - disestablished	A position would be significantly affected where the current position would incur significant change to its scope, location, terms and conditions or will not exist in the new structure if the proposal was confirmed. A position would also be significantly affected if there would be fewer of the same or substantially the same positions in the new structure if the proposal was confirmed.

When reviewing and undertaking an impact assessment we have considered the level of change to existing roles, their scope, function and deliverables, complexity, number of direct reports, budget etc.

SECTION 5: Proposed disestablishment, recruitment and selection processes

The proposals contained in this document include potential disestablishment of a number of positions, and the creation of new roles. This section outlines our proposed approach to career transition support, the disestablishment process, recruitment and selection into new roles and other related matters.

Career Transition Service

Career advisory support will be available from the beginning of the consultation process to all employees whose roles are proposed to be disestablished. Although no final decisions have been made about the disestablishment of any positions, we want to ensure that those who are significantly affected by these proposals have as much time as possible to consider all of their options and seek support.

The Career Transition team will:

- Provide support and advice to significantly affected employees;
- Link employees to external support including career coaches, training, and other external support such as CV writing, interview skills support, etc; and
- Link employees to well-being supports including EAP.

Disestablishment process

Once we reach the final decision stage, new structures will be confirmed. We will follow the below process with those employees whose roles are confirmed to be disestablished:

- Employees will be given 1 month's notice of the intention to disestablish the position, followed by their contractual notice period;
- Pay in lieu of notice may be given on a case-by-case basis; and
- Employees who are made redundant are able to return to Te Whatu Ora in the future.

Retraining

- Reasonable support will be provided to employees whose roles are disestablished and who wish to retrain; and
- If employees wish to retrain into clinical frontline roles, we will consider increased training support. If you would like to consider this, please contact the Career Transition Support Centre.

Recruitment and selection processes

Once we reach the final decision stage, final structures will also be confirmed along with any new roles. The process we propose for recruitment and selection into these roles is:

- Position descriptions will be available at final decision stage and will be sized to determine their salary level. Prior to this, during consultation stage, brief descriptors will be available which give a high-level view of the role and responsibilities;
- Employees whose position is disestablished will be considered for new roles in the new structures in the first instance with recruitment and selection processes to be undertaken within the first four to six weeks after the final decision document is issued;
- During this period, we will run an expression of interest process for new roles for employees whose roles have been disestablished;
- Disestablished employees will be able to apply for any suitable roles and will undergo only 1 interview where possible - we will endeavour to ensure that all relevant hiring managers are present for this interview, and that it is structured to ensure that both the interviewee and interviewer are able to make a comprehensive assessment of suitability for the role(s);
- During the consultation process, the recruitment team will also make an assessment of other current vacancies and consider whether any of those should be 'paused' to allow for employees whose roles have been disestablished to be considered for them. This assessment will be made on the basis of similarity of the vacancy to disestablished roles. Where there is a business critical need for the position to be filled immediately, and the vacancy may be suitable for employees whose roles have been disestablished, interim appointments will be made to the position;

- Following the above EOI process, any roles which have not been filled will be advertised through our normal channels. At this stage, other internal candidates will also be able to apply for those new roles; and
- Reasonable time off (on pay) will be provided to significantly affected staff to attend career support sessions, retraining or interviews (including with external organisations), throughout the consultation process, during feedback review and after the final decision has been issued.

Terms and conditions of redeployment into new IEA roles

For employees whose roles are disestablished through this process and who are redeployed to a new role with Te Whatu Ora in a position covered by an Individual Employment Agreement (i.e. a role not covered by a MECA), the following would apply:

- Appointments to new positions not covered by a MECA will be based on the current Te Whatu Ora IEA; and
- No terms and conditions of the employee's previous employment agreement will be grand-parented; and
- Salary equalisation will only be offered where it is a term of the individual's previous employment agreement.

Please note that as the employment relationship will be continuing, any accrued leave will be carried over to the new position.

SECTION 6: Getting involved – using the ‘What Say You’ tool to provide feedback

Your feedback is invited and forms a vital part of our consultation process. We want to hear from you.

Please consider:

- Not just ‘what’ but also ‘how’ we get to the next stage of where we’re trying to go.
- What opportunities do you see that we may have missed?
- What are the risks that you see that we need to consider?
- Are there other alternative ways we should be considering? If yes, please let us know along with the benefits of an alternative approach.
- Have we organised the teams in the OCE in the most effective configuration?
- Have we given sufficient prominence to functions? What do you suggest?
- Are there functions missing from OCE – what are they?
- Do you think that the positions in each function make sense? What would you suggest we change?
- What other positions should be included and why?
- What positions should not be included and why?
- Do you think that this structure will meet the objectives for our rationale for change? What should we change so that it does?
- What do you see as risks if the proposal is implemented?

Individuals who are directly and significantly affected by the proposal will be advised individually (where possible) or in regional group meetings. Where applicable unions will also be invited to attend these meetings. Significantly affected individuals will also receive an individual letter.

Individuals who are more broadly impacted (e.g. a proposed change of line manager) will receive a letter only. At that point the consultation document will be shared more widely across the all of the various Business Units of Te Whatu Ora.

All significantly affected and impacted individuals will also be pre-registered with ‘What Say You’ to enable them to feedback on the proposed changes.

Consultation is your opportunity as part of this formal process to provide your feedback on the proposal. The level of detail in this consultation document is provided so that you have access to all relevant information about the proposed changes and how the proposal could potentially affect you. Your feedback will be used to ensure we have considered all available options in determining the best way to move forward and structure ourselves to meet the healthcare needs of our communities.

For your feedback to be most effective, we suggest the emphasis is on suggesting alternatives and outlining the benefits those alternatives would bring. When providing feedback, we ask that you be constructive in your comments, suggestions and alternatives. While there is no way to guarantee that we will make a final decision which everyone agrees with, all matters you raise will be carefully considered.

The consultation commences with the release of this consultation document. Please provide feedback using our online portal ‘What Say You’ by close of business Friday 12 May 2023.

SECTION 6: Getting involved – using the ‘What Say You’ tool to provide feedback (continued)

Those not significantly affected or impacted and wanting to provide feedback can register and provide feedback through ‘What Say You’ via our Consultation Hub (<https://tewhatauora.wsy.nz/>). This site provides more information on ‘What Say You’: a participant guide, how to register and FAQs. If you have questions or require help, please contact enablingconsultation@health.govt.nz.

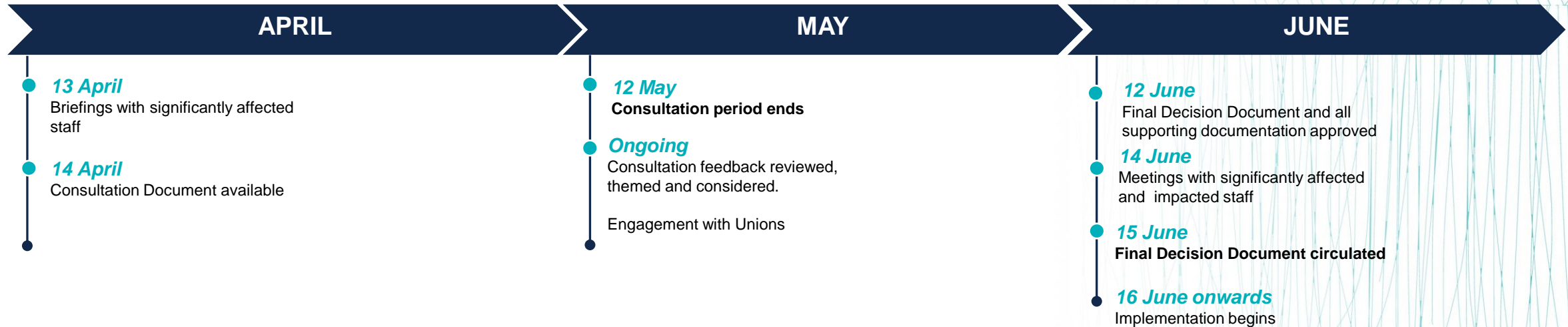
During the consultation period further webinars and Q&A sessions will be run so that individuals can be provided with more information, ask questions and raise issues and concerns around the content of the Consultation Document.

Should individuals have questions around their specific situation then they should reach out to their local People & Culture lead, their P&C Business partner or Advisor, their manager or their union representative. Once we have considered all the feedback, we will begin to confirm the outcome of this consultation process.

We are aiming to make final decisions on this proposal, and the flow-on implications by 15 June 2023.

Thank you for taking the time to look through this proposal. We look forward to hearing your thoughts.

SECTION 7: Indicative Timeframe



SECTION 8: Support and well-being

As outlined in earlier sections, our environment has evolved, and as such we need to adapt to ensure our health care services are meeting our community and patients' needs now and into the future.

It is important to seek support and reach out if/when you need to. Make time to read the proposal and the supporting information. Please ask for support anytime you need it and encourage your colleagues to do the same. Talk about how you are feeling. Talk to your manager, colleagues, your union representative or friends and family.

Sometimes a colleague may be more vulnerable to the impacts of change because of other things happening in their lives. If you have concerns about anyone's well-being, contact P&C for advice. If you are a manager or team leader and are concerned about one of your team members, please talk to them or seek advice from your People & Culture team.

Additionally, Employee Assistance Programme (EAP) confidential counselling services are also available to you for personal support in every district. Please reach out to your current provider to access this free service as they will be able to provide practical strategies and assistance in support of personal and workplace issues, workplace changes, life transition and career planning, budgeting and financial assistance, and personal legal advice.

Well-being check-ins with all significantly affected staff (those that are proposed to be disestablished) will be available following the notification meeting. This will give staff a forum to discuss any individualised support that they need.

Career Transition Service

For those significantly affected i.e. their position is proposed to be disestablished, we will offer wraparound support including career advisory support to assist in identifying all possible options for these individuals.

The Te Whatu Ora Career Transition Centre services provide proactive practical help, advice and support to employees who are going through proposed changes in their roles due to change management processes.

Going through change can be daunting, and the prospect of finding another position can feel overwhelming, especially if the job change was unexpected. With emotions high, career transition services provide a professional, independent, and impartial sounding board for employees to consider their career options moving forward.

The Career Transition Service will work in partnership with specific groups of employees to provide confidential, holistic, and tailored 1:1 career coaching, facilitated workshops, tools and resources to support employees at every stage as they go through this process.

The team of career transition coaches will work with employees to make well thought out career decisions based on their key strengths, interests, values and needs, attributes, and career opportunities that are available to them. The goal is to empower our employees to successfully move onto the next stage of their careers.

The Career Transition Coach will work with a group of employees in many ways including on how to:

- deal effectively with personal change;
- identify core values, capabilities, skills and experience;
- prepare and plan for the next chapter of their careers;
- explore preferred career options and evaluate alternative career options;
- develop personal marketing tools such as LinkedIn, CVs and covering letters;
- prepare for an effective job search campaign;
- network strategically;
- consider and evaluate new career opportunities and support them to complete their applications successfully; and
- understand the dynamics of the interview process and negotiating their salary package.

The Career Transition Service will provide group workshops on a range of career related topics, 1:1 tailored coaching and resources and tools to help significantly affected employees to define their key strengths, understand their passions and key values and drivers for the future, and help them to secure a new job opportunity as soon as possible.

To support this proposal, consideration has been given to the responsibilities for proposed new positions. The below outlines the proposed new positions, core purpose and some examples of deliverables.

Legal

Tier	Position	Responsibilities
T3	Chief Legal Counsel	<ul style="list-style-type: none"> Lead and develop the legal function nationally, including the consistent provision of high-quality legal services across all Regions and management of external legal advice. Support the Board and organisation to meet its governance and operational objectives, perform its functions and comply with its legal obligations, including building towards Pae Ora for all New Zealanders.
T4	Practice Manager	<ul style="list-style-type: none"> Provide legal operations/administrational support to the Chief Legal Counsel, develop knowledge management products and services in conjunction with the national legal team including templates, FAQs and internal training.
T4	Group Legal Counsel – Operational x 4 (Northern, Te Manawa Taki, Central, Te Waipounamu)	<ul style="list-style-type: none"> Lead the provision of high quality operational inhouse legal advice and management of external legal advice for all districts across the region. Support the organisation to meet its Pae Ora objectives. <p><i>Please note that all District legal teams are very busy and either running at capacity or have vacancies that are unsustainable. Staff that currently report to Chief Legal Advisers in the Districts carry out a mix of legal work, from commercial to medico-legal, and will transfer into the regional teams. Some are specialised in what they do, others are generalist. There are a variety of staff at junior and senior solicitor level, as well as privacy specialists, legal executive, and a coroner and police liaison and a special legal counsel for mental health at CCHV.</i></p> <p><i>While a great deal of our work is medico-legal, it is envisaged that this BAU expertise will sit within the Clinical and Operations teams and be shared across the motu, supported by the Principal Solicitor – Clinical.</i></p>
	Principal Legal Counsel - Employment (note – currently this team sits in P&C not Legal Services)	<ul style="list-style-type: none"> Lead the provision of high quality inhouse employment relations advice and management of external employment law advice. Support the organisation to meet its Pae Ora objectives.

Appendix 1: OCE Role Profiles (continued)

Legal (continued)

Tier	Position	Responsibilities
T5	Principal Legal Counsel – District	<ul style="list-style-type: none"> All existing legal leads of District teams (Chief Legal Advisers) will transfer across to the national legal function in these roles. Their current teams follow them and continue to report to them.
	Principal Legal Counsel – Clinical	<ul style="list-style-type: none"> Manage medico-legal matters briefed out to external lawyers, work with operational and clinical lawyers, and manage oversight of clinico-legal litigation and inquests (including interface with insurers).
	Principal Legal Counsel – Commercial (Chief Legal Advisor, NZHP)	<ul style="list-style-type: none"> Manage provision of legal advice in relation to non-Infrastructure procurement and ICT.
	Principal Legal Counsel – Public Law and Litigation	<ul style="list-style-type: none"> Manage provision of legal advice in relation to public law and litigation.
	Principal Legal Counsel – Commercial and Infrastructure	<ul style="list-style-type: none"> Manage provision of legal advice in relation to commercial, infrastructure and property requirements.
	Special Counsel – Projects (2 year fixed term)	<ul style="list-style-type: none"> Manage transitional risk including process improvements.
	Principal Legal Counsel – Te Tiriti	<ul style="list-style-type: none"> Manage provision of legal advice in relation to Te Tiriti and health sector principles.
	Special Counsel – HIRA Project	<i>This is a new role, just appointed, that reports to Chief Legal Counsel but sits within Data and Digital.</i>

Appendix 1: OCE Role Profiles (continued)

Governance and Executive Services

Tier	Position	Responsibilities
T3	Head of Governance and Executive Services	<p>The Head of Governance and Executive Services is responsible for:</p> <ul style="list-style-type: none"> • Being a trusted advisor to the Chief of Staff, Chair and Chief Executive. • Managing the Board secretariat function including organisation of board and committee meetings, agendas, minutes, and board packs. • Managing the flow of information between the organisation and Board • Following up actions between the Board and organisation. • Organising Executive Leadership Meetings, agendas, minutes, and packs. • Proactively reviewing alignment of previous material and decisions with proposals and submissions, and raising inconsistencies. • Managing the executive and governance events calendar. • Ensuring a supportive, collaborative team culture focussed on high performance and influential work. • Managing the team's overall work programme, ensuring timely and effective delivery. • Helping set direction for Te Whatu Ora. • Building the team's profile and capability. • Driving towards governance effectiveness and support compliance with policy and legal expectations.
T4	Board Lead / Secretary	<ul style="list-style-type: none"> • Constitutional and governance subject matter expertise and advisory. • Oversight of Board services quality control. • Oversight of Board events calendar and cadence of workload. • Undertakes complex governance related work. • Supports proactive agenda setting.
T4	ELT Lead	<ul style="list-style-type: none"> • Oversight of ELT services quality control. • Provide ELT with secretarial support. • Oversight of ELT events calendar and cadence of workload. • Supports proactive agenda setting.
T5	Governance Advisors x3	<ul style="list-style-type: none"> • Provide Board chair secretarial support. • Collates agenda material, attends meetings, takes and distributes minutes. • Advises individuals about actions arising. • Follows up progress and reports. • Organises travel and accommodation for Board members. • Identifies and proactively advises of duplication and misalignment of material and decisions.

Strategic Issues and Coordination

Tier	Position	Responsibilities
T4	Business Manager	<p>Support the Strategic Issues and Coordination Group and wider directorate in planning, reporting and project delivery including:</p> <ul style="list-style-type: none"> • Manage the work of the project coordinators; • Lead business planning for the Business Unit; • Lead reporting requirements for the Directorate and supporting CE reporting; and • Responsible for risk reporting and business continuity for the Business Unit.
T4	Manager of Private Secretaries	<ul style="list-style-type: none"> • Takes the lead with Ministerial relationships and resourcing of the Private Secretary team. • Deals with highly complex matters. • Provides absence cover for the team.
T5	Project Managers	<p>Support the Business Manager. Lead the coordination of priorities for the Group and wider Business Unit including:</p> <ul style="list-style-type: none"> • Project coordination of strategic cross cutting priorities such as Budget 24. Including stakeholder engagement, provision of project management support and advice, reporting and monitoring, completion of assigned tasks and other deliverables.
T5	OCE Team Assistants	<ul style="list-style-type: none"> • Coordination of key projects and supporting the Business Manager including secretariat support for Business Unit activities, organising workshops, support for reporting. • Providing business coordination support for the OCE Business Unit.
T5	Senior Advisors	<p>Senior Advisors will work with the wider team to support completion of key projects and programmes of work. The role requires good subject matter expertise, writing and relationship management skills.</p>

Appendix 1: OCE Role Profiles (continued)

Privacy

Tier	Position	Responsibilities
T3	Head of Privacy	<ul style="list-style-type: none"> Ensure quality standards and legislative requirements are met by Te Whatu Ora.
T4	Manager Privacy – Regional x 4	<ul style="list-style-type: none"> Drive operational privacy culture. Develop and maintain relationships and networks across localities. Cover historic legacy systems specific to the locality and assist with any national system transition. Support projects and changes including privacy impact assessments. Manage locality / operational breaches and complaints. Deliver training and education. Ensure equity privacy resourcing across localities. Support and advise managers / services which are the focus of requests and complaints to deliver quality and timely responses.
T4	Manager Privacy - National	<ul style="list-style-type: none"> Sets national strategy and work programme. Provides policy and guidance including training and education resources. Analyses breach themes. Leads internal communications including Privacy Week and mass education and messaging. Engages and partners with national projects / teams (e.g. AIR, HIRA) including privacy by design, advice and privacy impact assessments. Delivers education and training to national functions. Manages complaints and breaches related to national functions. Coordinates multi-locality or national personal information requests. Addresses the significantly expanded digital holdings at a national level and assists with privacy risk management into the future with the continued changes.
T4	Privacy Officer (this is a statutory role)	<ul style="list-style-type: none"> Ensure Te Whatu Ora complies with the Act. Deal with requests made to Te Whatu Ora for access to, and correction of, personal information (may deal with complex requests and implements systems and processes). Point of escalation for requests / breaches under the Privacy Commissioner. Works with the Privacy Commissioner during the investigation of complaints. Quality reviews of Privacy Impact Assessments.
T5	Privacy Advisors in districts	<ul style="list-style-type: none"> Support delivery of privacy functions in districts. Contribute to the development of the privacy function and organisational capability.

Appendix 1: OCE Role Profiles (continued)

Government Services

Tier	Position	Responsibilities
T3	Head of Government Services	<ul style="list-style-type: none"> • Manage timely delivery of Official Information Act requests, ministerial correspondence, briefings and weekly reports, parliamentary questions, select committee hearings. • Ensure quality standards and legislative requirements are met. • Setting priorities. • Build the capability of the function.
T4	Government Services Group Manager – Regional.	<ul style="list-style-type: none"> • Focus on continuous learning and creating a centre of excellence including proactive release, locality business partners, training stakeholder engagement process improvement. • Manage the regional teams.
T4	Government Services Group Manager – National.	<p>There will be four positions each with a portfolio:</p> <ul style="list-style-type: none"> • Manage the Locality Business Partners. • Provide subject matter expertise and guidance. • Has oversight of regional relationships. • Ensure business partner resourcing. <p>Staff in the function will be able to rotate through each portfolio area as a way to build capability and manage capacity.</p>
T5	Advisors (national roles)	<ul style="list-style-type: none"> • Undertake governance services work depending on capability level and portfolio.
T5	Locality team leaders	<p>These roles are to provide line management for the business partners. They would also undertake the same functions as locality business partners.</p> <ul style="list-style-type: none"> • Works across assigned localities. • Develop and maintain networks and relationships to support timely delivery of requests. • Support and produce government services outputs - advise managers / services about what information is required, the quality of what is required, when it is required, and how it is to be presented. • Provide proactive education, training and support.
T5	Locality Business Partners	<ul style="list-style-type: none"> • Source and provide information required for all ministerial products from their district within the specified timeframe. • To be across key issues in their district and raise these to their reporting Government Services Manager. • Connect with key groups in their district i.e. media, medical, data, legal. • Ensure that the information provided has been approved by the relevant lead. • Provide a risk assessment/context to support information provided. • Be the key conduit between districts, national office and localities. • Take part in any triage groups/training across the country <p>Note: All <u>drafting</u> and overall management of any ministerial products will be moved to National office (currently OIAs relating to a specific district are being managed by that district creating risk)</p>

Strategy, Planning and Performance

Tier	Position Title	Core Purpose	Responsibilities
T3	Head of Strategy, Planning and Performance	Accountable for developing and implementing Te Whatu Ora's overall planning framework and ensuring Te Whatu Ora's overall activities are meeting expectations for performance and delivery, including progress against Te Pae Tata.	<ul style="list-style-type: none"> Sponsor for Te Whatu Ora's planning framework including leading the development of Te Pae Tata, long term investment plans and annual operational plans. Lead the development and implementation of Te Whatu Ora's performance monitoring and accountability framework which includes an objective assessment of the performance of national Business Units against agreed objectives and measures.

Strategy & Planning

Tier	Position Title	Core Purpose	Responsibilities
T4	Director Planning	To lead the development of Te Whatu Ora's strategy and annual and long-term planning.	<ul style="list-style-type: none"> Develop and implement a framework and engagement process for developing the organisation's strategy with input from external partners. Manage the internal planning framework and annual planning process as part of the budget and business planning cycle. Provide national leadership to regional planning processes. Lead the enterprise's long-term system investment planning processes in partnership with national executive leads. Collaboration with Te Aka Whai Ora and Manatū Hauora. Ensure vertical and horizontal alignment of operational plans with agreed organisational strategies, Ministerial, Government and Board expectations Framework and process, integrated with budget development, to enable national business units to complete operational plans and work plans to be consolidated into a national view. Support the provision of data, information and insight for regional planning efforts in partnership with SI&I.

Strategy & Planning (continued)

Tier	Position Title	Core Purpose	Responsibilities
T5	Principal Advisor Planning	To implement the national planning framework and facilitate the internal planning processes including operational planning and long-term investment planning.	<ul style="list-style-type: none"> • Ensure long-term plans support health gain and system sustainability. • Coordinate the timely development of operational business plans with each directorate to contribute to budgeting processes. • Key liaison for business unit for internal planning and strategy development. • Enabling integration of plans so they are mutually reinforcing.
T5	Policy Analyst Planning	To provide high quality objective analysis and advice on policy issues as they relate to planning and strategy development.	<ul style="list-style-type: none"> • Analyse and review all available information and recommend options for the implementation of new policies and procedures. • Advise management on the implications of policies, trends, risks, and developments. • Monitor and analyse strategy and planning frameworks in light of government priorities.
T5	Manager National Service Framework	To oversee and enhance the current national service framework to better enable equity-focused service delivery models.	<ul style="list-style-type: none"> • Coordinate the NSF transfer from the MoH and respond to queries. • Reframe the NSF to ensure fit for purpose with new operating environment. • Ensure key stakeholders are included in the development of national strategies that target key areas that will make the biggest difference to patient and whānau health outcomes.
T5	National Lead Regional Planning	To facilitate the development of regional plans through a standardised national approach and framework.	<ul style="list-style-type: none"> • Develop and implement regional planning systems and processes. • Engage regional planning leads and regional integration teams to develop timely short and long-term plans. • Successful integration of the outcomes of regional planning processes with national planning products, consistent with the objectives of the Pae Ora legislation.
T6	Service Framework Lead	To maintain a nationally consistent coding system and support counting standards that provide consistency and transparency.	<ul style="list-style-type: none"> • Maintain the twice-yearly update of the Purchase Unit Data Definitions and changes sheets, action changes and updates as needed and advised by expert technical groups following processes. • Maintain the Common Counting Standards and other supporting documents with technical groups. • Maintain data and information quality. • Undertake ongoing improvement to the content and usefulness of the PUDD working with technical advisory groups and coordinating informed agreement and decision making for implementation with technical groups.

Accountability Reporting and Publications

Tier	Position Title	Core Purpose	Responsibilities
T4	Director Accountability Reporting and Publications	To lead the design and timely preparation of Te Whatu Ora's key accountability documents and reports for the Executive, Board and Ministers.	<ul style="list-style-type: none"> • Manage implementation and monitoring of systems to support compliance with accountability obligations, other policies and processes and best practice requirements. • Develop and provide performance reports and accountability documents and advice that meet and anticipate Board, Executive and key stakeholder requirements. • Identify delivery risks and implement appropriate mitigations.
T5	Principal Advisor	To provide leadership, oversight and direction on key pieces of work and to ensure the delivery of quality accountability and reporting advice across the team.	<ul style="list-style-type: none"> • Provide authoritative advice on best practice around accountability reporting. • Engage with internal and external key stakeholders to better enable the delivery of timely, relevant and meaningful reports and accountability documents. • Contribute to the development and continuous improvement of processes, tools and frameworks within the team.
T5	Senior Advisor	To ensure accountability documents and executive level reports enable improved care through meaningful commentary and advice.	<ul style="list-style-type: none"> • Contribute to performance work that is being led by others (including colleagues from other agencies), by providing accurate, objective analysis and advice within specified timeframes. • Work across Te Whatu Ora to support the development of joined-up organisational performance reporting. • Contribute to performance work that is being led by others (including colleagues from other agencies), by providing accurate, objective analysis and advice within specified timeframes. • Contribute to delivering the priorities of the team, directorate, and organisation as a whole, including representing the Planning & Performance functions in meetings and working groups.
T5	Analyst	To compile, organise and analyse healthcare data to develop meaningful regular reports.	<ul style="list-style-type: none"> • To liaise with reporting leads in the national business functions to source, collate and develop reports. • To transcribe qualitative and quantitative data to information and.
T5	Business Analyst	Quality improvement of business processes and procedures.	<ul style="list-style-type: none"> • Continuous improvement of reporting and document development processes including the development of dashboards and contemporary reporting approaches

Performance Monitoring and Insights

Tier	Position Title	Core Purpose	Responsibilities
T4	Director Performance Monitoring and Insights	To lead a performance analytics team monitoring and providing insights into the organisation's performance against key accountability documents and Te Pae Tata.	<ul style="list-style-type: none"> • Develop performance measurement framework. • Manage allocated resources to deliver planning & performance analytics to facilitate effective national performance assessment on priority areas for review. • Provide insights development and support for all planning and performance functions to support effective decision making.
T5	Insights Lead	To provide quantitative insights to support effective decision making.	<ul style="list-style-type: none"> • The development of bespoke analysis and advice to inform objective performance assessments. • Liaison with subject matter experts to ensure bespoke performance assessments are informed by appropriate advice. • Leadership of analytical team.
T6	Analyst	To compile, organise and analyse healthcare data to develop meaningful ad hoc analysis on themed topics.	<ul style="list-style-type: none"> • Liaise with reporting leads in the national business functions to source, collate and develop reports. • To transcribe qualitative and quantitative data to information and insight.
T5	Principal Advisor	To provide leadership, oversight and direction on key pieces of work and to ensure insights are appropriately targeted.	<ul style="list-style-type: none"> • Provide authoritative advice on best practice around performance measurement. • Engage with internal and external key stakeholders to better enable the delivery of timely, relevant and meaningful adhoc analysis and advice. • Contribute to the development and continuous improvement of processes, tools and frameworks within the team.
T5	Senior Advisor	To develop a more streamlined set of system performance measures and indicators, to replace the multiplicity of individual targets across various accountability frameworks and documents.	<ul style="list-style-type: none"> • Contribute to performance work that is being led by others (including colleagues from other agencies), by providing accurate, objective analysis and advice within specified timeframes. • Work across Te Whatu Ora to support the development of joined-up organisational performance reporting. • Contribute to performance work that is being led by others (including colleagues from other agencies), by providing accurate, objective analysis and advice within specified timeframes. • Contribute to delivering the priorities of the team, Business Unit, and organisation as a whole, including representing the Planning & Performance functions in meetings and working groups.
T5	Programme Manager	To develop new measures on equity of outcomes, service access and service variation.	<p>For select population groups liaise with key subject matter experts to design a set of outcome measures that includes developing a suite of material such as:</p> <ul style="list-style-type: none"> - The performance measures framework - Definitions and measurement priorities - An assessment of technical and clinical feasibility - An assessment of resourcing and timing implications

Appendix 1: OCE Role Profiles (continued)

Te Pae Tata (NZ Health Plan)

Tier	Position Title	Core Purpose	Responsibilities
T4	Te Pae Tata (NZHP) Programme Director	To oversee the development of and monitor progress against a rolling integrated programme of work aimed at achieving Pae Ora for all.	<ul style="list-style-type: none"> In partnership with Te Aka Whai Ora, develop rolling national health plans in response to government strategies and priorities. Monitor Business Unit's progress against their respective Te Pae Tata actions, identifying risks, issues and mitigations to achieve the desired outcomes.
T5	Policy Analyst	To provide high quality objective analysis and advice on health policy and planning concerns.	<ul style="list-style-type: none"> Monitor and analyse national health plan objectives in light of government priorities. Advise management on the implications of policies, trends, risks, and developments. Prepare plan content in partnership with principal advisors.
T5	Senior Engagement Advisor	To oversee and manage key engagement processes associated with Te Pae Tata development.	<ul style="list-style-type: none"> In consultation with Te Aka Whai Ora, develop and implement an engagement strategy to understand the priorities of Ministers, IMPBs and other health agencies. Provide engagement advice and support to Te Pae Tata programme workstreams. Liaise with communication and engagement teams across the various agencies.
T5	Programme manager	To develop and monitor a program of work to enable the development of Te Pae Tata in line with key delivery milestones.	<ul style="list-style-type: none"> Identify and manage interdependencies and risks between programmes. Undertake programme management activities associated with the Te Pae Tata work programme. Undertake critical path analysis to determine potential risk to program delivery. Ensure effective supporting governance processes including benefit and risk assessments.
T5	Principal Advisor	To provide leadership, oversight and direction on key pieces of work and to ensure the plan adequately reflects stakeholder intentions.	<ul style="list-style-type: none"> Engage with internal and external key stakeholders to better enable the delivery of timely, relevant and meaningful plan content. Facilitate working and advisory group discussions acting as ex-officio for select groups. Ensure the plan content meets stakeholder expectations.
T5	Analyst – Monitoring	To compile, organise and analyse monitoring reports and advice to provide meaningful insight.	<ul style="list-style-type: none"> Monitor Business Unit's progress against their respective actions. Provide objective advice to the team and internal stakeholders on progress against the plan. Support the team with ad hoc analysis and advice as requested.
T5	Senior Advisor	Provide preparation and development support for Te Pae Tata plan creation and implementation.	<ul style="list-style-type: none"> Engage with internal and external key stakeholders to better enable the delivery of timely, relevant and meaningful plan content. Support the principal advisor to facilitate working and advisory group discussions acting as ex-officio for select groups. Ensure the plan content meets stakeholder expectations.

Appendix 1: OCE Role Profiles (continued)

Sustainability

Tier	Position Title	Core Purpose	Responsibilities
T3	Head of Sustainability	To create and embed Te Whatu Ora's environmental sustainability and climate resilience framework and subsequent action plans.	<ul style="list-style-type: none"> Ensure Te Whatu Ora is able to meet its obligations under various government programmes, such as the Carbon Neutral Government Programme. In partnership with Te Aka Whai Ora, enable broader opportunities which embrace ka ora te taiao, ka ora te tāngata – the connection between a healthy and well planet and healthy and well people. Leadership of the sustainability profession across Te Whatu Ora.
T4	National Clinical Lead Sustainability	To identify opportunities to reduce the impact of clinical activities on the environment.	<ul style="list-style-type: none"> Ensure clinicians are more aware of the impact of their practices on the environment. Contribute to efforts to significantly reduce environmental footprint. Engage with internal and external clinical stakeholders to influence service delivery change. <p>Note: The 1 FTE is an allocation for clinical input – it is likely this will be spread across multiple programs of work. The National clinical lead is 0.2FTE</p>
T4	National Decarbonisation Lead	To develop and oversee implementation of operational decarbonisation initiatives across Te Whatu Ora.	<ul style="list-style-type: none"> Develop and implement a comprehensive operational decarbonisation strategy focused on reducing category 1 and 2 emissions. Work with key stakeholders on setting emission reduction targets in line with Science-Based Targets and the Carbon Neutral Government Programme to limit warming to 1.5 degrees. Develop and implement a comprehensive emissions reporting framework to track and report on progress against Te Whatu Ora decarbonisation targets. Internal and external collaboration to identify best practices and innovative solutions for reducing category 1 and 2 emissions. Provide advice to other parts of the organisation, working closely with the infrastructure and procurement sustainability roles.
T4	National Climate Risk and Adaptation Lead	To ensure Te Whatu Ora is meeting directions set out in the National Adaptation Plan and, subsequently, the Health National Adaptation Plan (yet to be released) and supports Manatū Hauora to develop and maintain the Health National Adaptation Plan.	<ul style="list-style-type: none"> Develop and implement a comprehensive climate risk and adaptation strategy for Te Whatu Ora, aligned with the National Adaptation Plan and the Health National Adaptation Plan (yet to be released). Engage with internal stakeholders, including senior leaders, to build support for and drive progress on climate risk and adaptation initiatives. Work closely with the Infrastructure Advisor to ensure investments are aligned with climate risk and adaptation plans, and with national clinical leads to quantify and plan for climate risk and adaptation related to health demand and delivery. Manage relationships with the Ministry for the Environment in relation to National Adaption Plan.
T4	Manager Sustainability Operations	To oversee and support the implementation of grassroots sustainability initiatives.	<ul style="list-style-type: none"> Manage emission measurement and reporting processes. Manage sustainability audits and develop reduction plans. Identify and prioritise opportunities for improving sustainability across all operational areas, including energy consumption, transportation, waste management, and procurement with a considered focus on scope 3 emissions. Work with cross-functional regional and local teams to design, implement and monitor sustainability initiatives aimed at reducing the environmental impact of operations. Engage with internal stakeholders, including senior leaders, to build support and drive progress towards sustainability goals. Oversee Regional teams reporting to this role.

Sustainability (continued)

Tier	Position Title	Core Purpose	Responsibilities
T4	Procurement and Supply Chain Principal Sustainability Advisor	To provide specialist input and advice on Sustainability to the Procurement and Supply Chain function.	<ul style="list-style-type: none"> • Work with project and workstream leads to ensure overall system alignment and management of system risks and issues. • Address areas of identified deficiency within the Procurement and Supply Chain system. • Detailed analysis, options develop, implementation planning and reporting.

It is considered these existing positions would be impacted as follows should this proposal be implemented after this consultation process.

Given the nature of this change and the bringing together of all the districts and ex shared service agencies into Te Whatu Ora, there will be an impact to a number of current positions. Given the complexity of the system, how positions are grouped together in districts and the quality of the data across the multiple payroll systems, it has been challenging to identify all of the roles and the impact on them. We anticipate that in some cases, this data may be inaccurate in terms of position titles, people in positions etc. which will have led to potential inaccuracies in the impact tables. There may also be some individuals and teams who we have missed as part of this change process.

We apologise in advance for any inaccuracies in the data and if this is the situation then please tell us so we can update the proposal and our systems accordingly. You can do this by posting the details as a question on the 'What Say You' portal page. Note that you can tick "Don't publish this question". This means that your post will NOT be shown to other participants.

It is proposed the following existing positions will be significantly impacted and due to the level of change, it is proposed these positions are disestablished.

Appendix 2: Positions proposed to be significantly affected - disestablished

It is proposed the following existing positions will be significantly affected and due to the level of change, it is proposed these positions are **disestablished**.

District	FTE	Position Title	Reports To	Proposed Impact
Counties Manukau District Health Board	1	Senior Advisor	Chief Of Staff	Disestablished
Te Whatu Ora	0.7	Co-Ordinator	Manager Strategy And Planning	Disestablished
Te Whatu Ora	1	Lead Accountability & Performance	Interim Chief Strategy, Planning And Performance	Disestablished
Te Whatu Ora	1	Manager Performance Reporting	Lead Accountability&Performance	Disestablished
Te Whatu Ora	1	General Manager, Corporate Services	Interim Lead Corporate Services	Disestablished

Appendix 2: Positions proposed to be impacted

It is proposed the following positions that are currently related to the Office of Chief Executive function will be impacted e.g. change of reporting line, change to position title (responsibilities remain unchanged) or aligned to a proposed new position description that is substantially similar to the existing position. Although this reflects some change, it is not proposed these changes are significant and positions remain required and in the proposed future structure.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Auckland	1	Corp Info, Privacy & Oia Coordinator	Business Manager	Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month.
Auckland	1	Official Information Manager	Business Manager	Reporting line change. This position could report to the Locality Government Services Team Leader.
Capital and Coast	0.88	Clinico Legal Coordinator	Executive Director - Mhaidis (Clinical)	Reporting line change. This position could report to Chief Legal Officer.
Capital and Coast	0.4	Legal Counsel		Reporting line change and Job Title change. The reporting line of this position could change to report to the Group Legal Counsel - Districts and the job title could change to Principal Legal Counsel - districts.
Capital and Coast	0.5	Privacy Officer		Reporting line change. This position could report to the Manager Privacy.
Capital and Coast	1	Senior Advisor-Official Info & Corres	Director Comms & Engagement 2Dhb	Reporting line change. This position could report to the Locality Government Services Team Leader.
Counties Manukau District Health Board	0.8	Oia Specialist	GM Communications & Engagement	Reporting line change. This position could report to the Government Services Team Leader.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Counties Manukau District Health Board	0.8	Risk & Privacy Manager	Chief Legal Advisor	Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month.
Hauora a Toi Bay of Plenty	1	Administration Support	Senior Advisor, Governance Quality And Legal	Reporting line change. This position could report to the Locality Government Services Team Leader.
Hauora a Toi Bay of Plenty	1	Manager	Senior Advisor, Governance Quality And Legal	Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month.
Hawke's Bay	0.875	Communications Advisor	Executive Director, Communications	Reporting line change. This position could report to the Locality Government Services Team Leader.
Hawke's Bay	1	Education & Development Manager	Remuneration Manager Acting	Reporting line change and Job Title change. This position could report to the Head of Privacy. The title would change to Privacy Officer.

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
HealthAlliance	1	Privacy Officer	General Manager. Corporate Services	Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month. This position is vacant. CS 11 April 2023
Hutt Valley	0.8	Senior OIA & Correspondence		Reporting line change. This position could report to the Locality Government Services Team Leader.
Lakes	1	Communications Advisor	Communications Manager	Reporting line change. This position could report to the Locality Government Services Team Leader.
Midcentral	1	Quality Coordinator	Quality Assurance Lead	Reporting line change. This position could report to the Locality Government Services Team Leader.
Nelson Marlborough	0.6	Official Information Act Coordinator	Clin Gov Support Mgr & Privacy Officer	Reporting line change. This position could report to the Government Services Team Leader.
Northern Regional Alliance	1	Portfolio Manager, Regional Decision Support Team	Manager Strategy And Planning	Reporting line change. This position could report to the Locality Government Services Team Leader.
Northland	1	Director Board Governance And Compliance	Interim District Lead Northland	Reporting line change. This position could report to the Locality Government Services Team Leader.
South Canterbury	0.5	Administrator - Slt Support	Support Services Manager	Reporting line change. This position could report to the Locality Government Services Team Leader.
South Canterbury	1	Administrator - Slt Support	Support Services Manager	Reporting line change. This position could report to the Manager Privacy - Regional.
South Canterbury	1	Corporate Records & Privacy Officer	Support Services Manager	Reporting line change. This position could report to the Locality Government Services Team Leader.
Southern	0.6	OIA Advisor	Corporate Solicitor	Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Southern	0.5	Senior Privacy Officer	Corporate Solicitor	Reporting line change. This position could report to the Locality Government Services Team Leader.
Tairāwhiti	1.6	Advisor	Interim Lead Hospital And Specialist Services	Reporting line change. This position could report to the Locality Government Services Team Leader.
Tairāwhiti	1	Manager		Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month.
Tairāwhiti	1	Quality And Risk Manager	Interim Lead Hospital And Specialist Services	Reporting line change. This position could report to the Locality Government Services Team Leader.
Taranaki	1	Board Exec Officer	Chief Operating Officer	Reporting line change and Job Title change. This position could report to the Group Legal Counsel - Operational and the title would change to Principal Legal Counsel.
Te Whatu Ora	1	Acting General Counsel	Interim Chief Legal Counsel	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	5.004	Advisor - Ministerial Services	Interim Lead Ministerial Servicing	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	2.002	Advisor - Ministerial Services	Interim Lead Ministerial Servicing	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1.001	Advisor - Ministerial Services	Interim Lead Ministerial Servicing	Reporting line change. This position could report to the Government Services Group Manager.

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Te Whatu Ora	1.001	Advisor - Ministerial Services	Interim Lead Ministerial Servicing	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	3.002	Advisor - Ministerial Services	Interim Lead Oia	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	2	Advisor - Ministerial Services	Interim Lead Oia	Reporting line change. This position could report to the Head of Governance and Executive Services.
Te Whatu Ora	1.001	Board Secretariat Coordinator	Board Secretary	Reporting line change, Job Title change and Change in direct reports. This position could report to the Head of Governance and Executive Services. The title could change to Board Lead/ Secretary.
Te Whatu Ora	1	Board Secretary	Chief Of Staff	Reporting line change and Job Title change. This position could report to the Group Legal Counsel - Operational and the title would change to Principal Legal Advisor.
Te Whatu Ora	1	Chief Legal Advisor	Interim Chief Legal Counsel	Reporting line change and Job Title change. This position could report to the Goup Legal Counsel - Operational and the job title would change to Principal Legal Counsel - Districts.
Te Whatu Ora	1	Chief Legal Officer	Interim Chief Legal Counsel	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1.001	Coordinator	Interim Lead Oia	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1.001	Coordinator Governance Partnership Risk	Interim Lead Ministerial Servicing	Reporting line change and Job Title change. This position could report to the Group Legal Counsel - Operational and the title would change to Principal Legal Counsel - Districts.
Te Whatu Ora	0.8	General Counsel		Reporting line change and Job Title change. This position could report to the Group Legal Counsel - Operational and the title would change to Principal Legal Counsel.
Te Whatu Ora	1	General Counsel	Interim Chief Legal Counsel	Reporting line change. This position could report to the Head of Governance and Executive Services.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Te Whatu Ora	1.001	Governance Advisor	Board Secretary	Reporting line change and Job Title change. This position could report to the Chief Legal Counsel and the job title would change to Principal Legal Counsel - Commercial.
Te Whatu Ora	1	Head Of Legal Services	Interim Chief Legal Counsel	Reporting line change and Job Title change. This position could report to the Head of Government Services. The title of this position could be Government Services Group Manager.
Te Whatu Ora	1	Interim Lead Oia	Chief Advisor	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1.001	Ministerial Coordinator	Interim Lead Oia	Reporting line change. This position could report to the Head of Strategic Issues and Coordination.
Te Whatu Ora	1	Policy Analyst	Chief Advisor	Reporting line change. This seconded position could report to the Manager of Private Secretaries.
Te Whatu Ora	1	Principal Advisor	Manager Government And Partnerships	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1	Principal Advisor - Ministerial Services	Chief Advisor	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1	Principal Advisor - Ministerial Services	Interim Lead Oia	Reporting line change. The reporting line for this position could be Head of Strategic Issues and Coordination.
Te Whatu Ora	1	Principal Policy Analyst	Chief Advisor	Reporting line change. This position could report to the Head of Strategic Issues and Coordination.

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Te Whatu Ora	1.8	Principal Policy Analyst	Chief Advisor	Reporting line change. The reporting line for this position could be to the Head of Strategic Issues and Coordination.
Te Whatu Ora	1	Principal Policy Analyst	Chief Advisor	Reporting line change. This position could report to the Manager Privacy - National.
Te Whatu Ora	0.8	Principal Privacy Advisor	Chief Advisor	Reporting line change and Job Title change. This position could report to the Chief Legal Counsel and the title would change to Principal Legal Counsel - Public Law and Litigation.
Te Whatu Ora	0.8	Principal Solicitor	Interim Chief Legal Counsel	Reporting line change and Job Title change. This position could report to the Chief Legal Counsel and the title would change to Special Counsel - HIRA.
Te Whatu Ora	1	Principle Legal Advisor Privacy	Interim Chief Legal Counsel	Reporting line change and Job Title change. This position could report directly to the Chief Legal Counsel and the job title would change to Principal Legal Counsel.
Te Whatu Ora	0.8	Principle Solicitor	Interim Chief Legal Counsel	Reporting line change. This position could report to the Manager Privacy - National.
Te Whatu Ora	2.002	Privacy Advisor	Principal Privacy Advisor	Reporting line change. This position could report to the Manager Privacy - Regional. Please provide an estimation about the percentage of time you spend doing privacy related work each month.
Te Whatu Ora	0	Privacy Advisor	Programme Manager	Reporting line change. This seconded position could report to the Manager of Private Secretaries.
Te Whatu Ora	1	Private Secretary	Manager Government And Partnerships	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1	Senior Advisor	Interim Lead OIA	Reporting line change. The reporting line for the seconded position could change to the Manager of Private Secretaries.
Te Whatu Ora	1.001	Senior Advisor	Manager Government And Partnerships	Reporting line change. This position could report to the Government Services Group Manager.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Te Whatu Ora	1.001	Senior Advisor - Ministerial Services	Interim Lead Ministerial Servicing	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	2.002	Senior Advisor - Ministerial Services	Interim Lead Ministerial Servicing	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1.001	Senior Advisor - Ministerial Services	Interim Lead OIA	Reporting line change. This position could report to the Government Services Group Manager.
Te Whatu Ora	1	Senior Advisor - Ministerial Services	Interim Lead OIA	Reporting line change. This position could report to the Locality Government Services Team Leader.
Te Whatu Ora	0.8	Senior Advisor, Governance Quality And Legal	Interim Lead Corporate Services	Reporting line change and Job Title change. This position could report to the Group Legal Counsel - Operational and the title would change to Principal Legal Counsel.
Te Whatu Ora	1	Senior Corporate Counsel	Interim Chief Legal Counsel	Reporting line change. Has left
Te Whatu Ora	0.5	Senior Privacy Advisor	Principal Privacy Advisor	Reporting line change. This position could report to the Manager Privacy - National.
Te Whatu Ora	1.001	Senior Privacy Advisor	Principal Privacy Advisor	Reporting line change and Job Title change. This position could report to the Manager Privacy - National. The title would change to Principal Advisor.
Te Whatu Ora	1	Advisor	Manager Performance Reporting	Reporting line change and Job Title change. This position could report to the Head of Governance and Executive Services. Your title would change to ELT Lead.

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Te Whatu Ora	1	Business Analyst	Manager Performance Reporting	Reporting line change and Job Title change. The position could report to the ELT Lead. The title of this position would be Governance Advisor.
Te Whatu Ora	1	Manager	Interim Chief Strategy, Planning And Performance	Reporting line change. This position could report to the Locality Government Services Team Leader.
Te Whatu Ora	0.8	Manager Nationwide Service Framework	Interim Chief Strategy, Planning And Performance	Reporting line change. This position could report to the Locality Government Services Team Leader.
Te Whatu Ora	1	Principal Adv - Performance Reporting	Manager Performance Reporting	Reporting line change. This position could report to the Locality Government Services Team Leader.
Te Whatu Ora	1	Principal Sustainability Advisor 2Dhb	Interim Chief Strategy, Planning And Performance	Reporting line change. This position could report to the Manager Privacy.
Te Whatu Ora	0.5	Princpal Advisor	Manager Performance Reporting	Reporting line change. This position could report to the Manager Privacy - Regional.
Te Whatu Ora	1	Programme Manager - Health System	General Manager	Reporting line change and Job Title change. This position's title could change to Analyst and could report to Director Accountability Reporting and Publications
Te Whatu Ora	1	Programme Manager - Health System	General Manager	Reporting line change. This position could report to Director Accountability Reporting and Publications
Te Whatu Ora	1	Programme Manager - Health System	General Manager	Job Title change and Reporting line change. This position's title could change to District Sustainability Lead
Te Whatu Ora	3	Senior Advisor	Manager Performance Reporting	Reporting line change and Job Title change. This position's title could change to Manager National Service Framework would report to Director Planning
Te Whatu Ora	1	Sustainability Development Manager	Interim Chief Strategy, Planning And Performance	Reporting line change and Job Title change. This position's title could change to Insights Lead and report to Director Performance Monitoring and Insights

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Te Whatu Ora	1	Sustainability Lead	Interim Chief Strategy, Planning And Performance	Reporting line change. This position's title could change to Principal Advisor and could report to Director Accountability Reporting and Publications
Te Whatu Ora	2.8	Sustainability Lead	Interim Chief Strategy, Planning And Performance	Reporting line change and Job Title change. This position's title could change to District Sustainability Lead
Te Whatu Ora	1	Sustainability Lead	Interim Chief Strategy, Planning And Performance	Reporting line change. This position could report to Director Accountability Reporting and Publications
Te Whatu Ora	1	Sustainability Lead Counties Manukau	Interim Chief Strategy, Planning And Performance	Reporting line change. This position's title could change to Programme Manager and could report to Director Performance Monitoring and Insights
Te Whatu Ora	1	Sustainability Lead Nelson Marlborough	Interim Chief Strategy, Planning And Performance	Reporting line change. This position's title could change to Programme Manager and could report to Director Performance Monitoring and Insights
TAS	0.75	Director Information Security And Privacy		Reporting line change. This position's title could change to Programme Manager and could report to Director Performance Monitoring and Insights
TAS	1	Manager, National Executive Groups	Chief Of Staff	Reporting line change. This position would report to Director Accountability Reporting and Publications
TAS	1	Practice Lead	Manager, National Executive Groups	Reporting line change, Tier level change and Job Title change. This position's title could change to District Sustainability Lead
Wairarapa	1	Quality & Data Coordinator	General Mgr Quality Improvement & Risk	Reporting line change and Job Title change. This position's title would change to District Sustainability Lead

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waitaha Canterbury	1	Official Information Act Coordinator	Manager	Reporting line change and Job Title change. This position's title could change to District Sustainability Lead
Waitemata District Health Board	0.8	Communications Advisor	Director	Reporting line change and Job Title change. This position's title could change to District Sustainability Lead
Waitemata District Health Board	0.5	Privacy Administrator	Acting General Counsel	Reporting line change and Job Title change. This position's title could change to District Sustainability Lead
Whanganui	0.75	Clinical Q & Risk Advisor	Clinical Mngr/Cns Infrection Prev	Reporting line change and Job Title change. This position's title could change to District Sustainability Lead

#	Question	Answer
1	What's the rationale for the proposed changes to the Office of the Chief Executive?	<p>In this next phase of organisational change, we want to bring together centres of expertise as single national teams to simplify how we work, reduce duplication, enable consistency, and save time.</p> <p>The Office of the Chief Executive is critical in supporting the governance and management of the organisation to achieve its priorities. We support Te Whatu Ora to fly in formation, act with integrity and build public confidence.</p> <p>We are a relatively new group, and we perform a broad range of support functions for the organisation. The proposals set out in the Consultation document will help us work more coherently and effectively and to take a more strategic, cross-organisation perspective of issues such as sustainability, and to manage risk.</p>
2	What's proposed?	<p>The Consultation document sets out the proposed structure and functions of the OCE in more detail, but effectively we are planning to establish a 'team of teams', covering eight specialist functions. The consultation focuses on roles at Tiers 3, 4 and 5 (and in some cases just 3 and 4). When future leadership roles are in place, some further refinement will be important.</p> <p>The proposed functions are explained in more detail in the Consultation document, but comprise:</p> <p>Governance & Executive Services – Combines the separate Board and Executive Leadership Team (ELT) support functions to enhance the flow of decision making.</p> <p>Disability – Te Whatu Ora needs to do more work on which roles, in which areas, will best support the needs of the disability community. The new Chief Advisor position reports to the Chief of Staff.</p> <p>Government Services – Proposed to report to the Chief of Staff, given the significance of this work for stakeholder management and risk management.</p> <p>Sustainability –As well as championing sustainability, this group will coordinate a cross-organisation workplan to connect the important activities and contributions of others.</p> <p>Legal –The proposal seeks to balance the desirability of specialist functions at national level, with continued wide-ranging advisory services regionally and locally. There are also capacity challenges and we need to consider our right size ahead.</p> <p>Privacy – With thousands of our people handling sensitive information every day, we need a single, coherent approach to how we manage such information and more visibility and ability to influence across Te Whatu Ora. It's proposed that the privacy function reports to the Chief of Staff.</p> <p>Strategy, Planning and Performance - Proposed to shift into OCE. The work has significant connections with accountability processes we are involved in, while planning and performance measurement are core to OCE.</p> <p>Strategic Issues and Coordination – Responsible for developing whole-of-organisation positions and representing Te Whatu Ora in influencing the work of other government agencies, particularly Manatū Hauora. We also need capacity to work on issues of significance.</p>

#	Question	Answer
3	What is happening with staff in districts with privacy and OIA work as part of their roles?	<p>We can achieve greater efficiency by bringing together similar functions, reducing unnecessary duplication, and integrating where it makes sense to do so. The proposed new OCE model has been designed to:</p> <ul style="list-style-type: none"> • Build a national community of expertise to support capability development and a consistent approach. • Have a single national approach where it makes sense. • Strengthen connections across our own work. • Symbolise importance / significance at T3 where it makes sense, given opportunities or risks associated with work. • Create national teams to support resource management, capacity, and supply. • Flatten structures to support information flows while having visibility of workloads and people. • Retain regional knowledge by locating and bringing people into OCE who do the work in districts. • Leverage local connections and knowledge for the good of the whole organisation. • Use structure to create teams that can reduce the risks of relying on a single role to perform key functions. • Create career paths within units either through use of portfolios, ability to specialise, or through expanding knowledge and expertise (via rotations). • Recognise that high level expertise already exists across districts and in national office and we are confident that all individuals are diligent, trusted high performers.
4	How was the proposed structure designed?	The new structure was designed with the help of current staff from the OCE and with input from other functions and the Chief Executive.
5	I can't see my role reflected in the proposed teams...	This next phase of organisation development is being supported by People and Culture teams across the motu. This is because we do not yet have a consolidated people information system. It's likely we haven't got a complete picture of those roles in districts which provide substantial support to executive functions, such as managing privacy issues and answering OIAs. If you can't see your position reflected in the proposed new structure, please let us know via 'WhatSayYou'.
6	Will roles be disestablished in the proposed OCE structure?	<p>This next phase of change aims to centralise and consolidate the key functions of the OCE. New teams and roles are being created and many roles have new reporting lines. Where roles are proposed for disestablishment, it is due to substantial change to the function of the role or the position is not in the proposed structure.</p> <p>We will work with each significantly affected employee to explore the options for recruitment and redeployment to new positions, and consider other current vacancies, practical retraining, relocation, and so on before we give notice of termination due to redundancy.</p>

#	Question	Answer
7	What is happening with staff in districts with privacy and OIA work as part of their roles?	We have roles in the OCE for people in districts who undertake these vital and valued corporate functions. We need assistance from individuals to identify if they are doing this work because often the job title doesn't relate to these functions. As part of consultation we are asking anyone who does these functions on a day to day basis to tell us about the percentage of time that they spend on them. This will enable us to better identify who may transfer into the unit if the proposal goes ahead.
8	Is the Chief Executive across these proposals?	Chief Executive Fepulea'i Margie Apa is heavily invested in our performance as a group. She supports the proposals and will be kept informed of feedback themes. She will be involved in making final decisions.
9	How long until there is a decision on the final structure?	We hope to have the final decision in late June. Exact timing will depend on the amount and complexity of feedback, and the analysis required to support any changes to the proposal.
10	How can we give feedback?	We need your help to think about the right size of functions ahead. In some cases there will be roles (or part roles) that already exist that may not be accurately reflected in the proposals. Please take the opportunity to read through the document and to share your views and ideas about how we can structure the Office to be more effective. All the proposals for consultation, including the OCE consultation, are available on the change hubs on local and national intranets. We are using the 'What Say You' online tool to gather comments and feedback. We will also provide full briefings after consultation has launched and you will be able to ask questions during online drop-in sessions with the Chief of Staff. More information will be available on times and locations on the Change Hubs.
11	Can all Te Whatu Ora staff provide feedback on the OCE Consultation document?	Yes. We welcome feedback from all staff in Te Whatu Ora. If we receive feedback which relates to other business areas, we will pass that on to the people leading the change for those teams for them to consider.

Appendix 4: Engagement Plan

Engagement Activity	Location	Venue	Date	Time	Presenters
OCE staff Webinar	Wellington/online	Via Teams	Friday 14 April	10 am	Peter Alsop, Ruth Ross and Dianne Dinsmore
OCE staff Webinar	Wellington/online	Via Teams	Thursday 27 April	1 pm	Peter Alsop, Ruth Ross and Dianne Dinsmore
Drop In Sessions (30 mins)	Wellington/online	Individual sessions for those wishing to ask questions about the proposal or their situation.	4.30pm Monday to Thursday until May 11	Email OCEHRchange@health.govt.nz for a meeting time	Peter Alsop, Ruth Ross and/or Dianne Dinsmore