





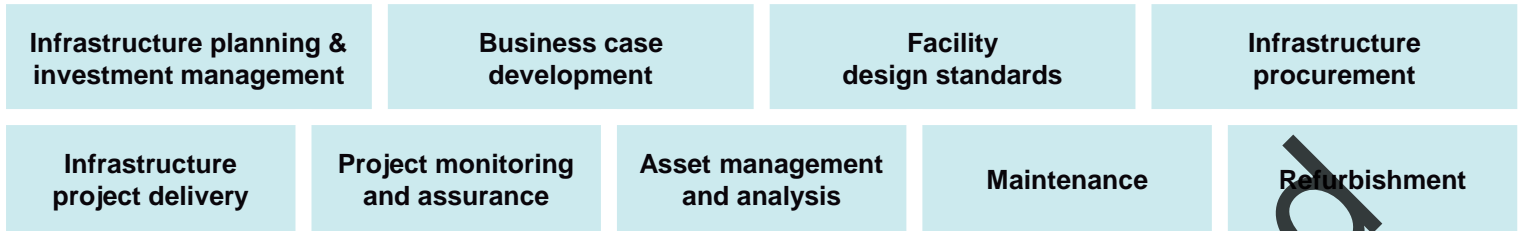






# 1.0 Executive summary

The infrastructure functions will be delivered with a nationally-led view while allowing for an appropriate level of input at the regional and local level based on the scale of a particular investment. The infrastructure functions include:



## 1.7 Next steps

This report captures the work completed to date to develop the recommended Infrastructure Operating Model and will be reviewed and approved by the Chief Executives of Te Whatu Ora and Te Aka Whai Ora and their respective Boards.

The Working Group recognises that the recommended Infrastructure Operating Model is subject to several dependencies across the system. To fully realise the benefits of the recommended model, it relies on a well developed National Health Service Plan; changes to funding, policy and capital settings to allow flexible decision making; close integration with other enabling functions; and clear governance processes that allow faster decision making within Te Whatu Ora.

To build momentum in the infrastructure pipeline, the Working Group has identified a clear transition plan for establishing the recommended Infrastructure Operating Model. This transition plan includes a series of next steps and actions that Te Whatu Ora can take now to begin making immediate improvements to its infrastructure function, recognising that the recommended Infrastructure Operating Model will require a significant investment in Te Whatu Ora people and processes to achieve the desired outcomes.

These next steps include:

- 1** Te Whatu Ora works with Te Aka Whai Ora to identify the most appropriate means of engaging and partnering with Iwi-Māori with respect to implementing the recommended Infrastructure Operating Model. This will be followed by a comprehensive process of engagement with Iwi-Māori such that implementation of the Infrastructure Operating Model is guided by the principles of Te Tiriti and aims to promote equity of access, outcomes and experience for Māori.
- 2** Te Whatu Ora undertakes a detailed assessment of its infrastructure capability to:
  - Identify the current state of infrastructure-related capability at a national/regional/local level
  - Identify priority areas for capability investment (e.g. construction procurement, asset management, commercial/legal, design standards and design management, project/programme directors and managers, broader outcomes, etc.)
  - Develop an initial organisation design and resourcing of the infrastructure function as it is positioned nationally/regionally/locally
- 3** Te Whatu Ora proceeds with detailed operating model design at an organisational level and across other enabling functions such that the infrastructure function is properly integrated across the system. This will require a structured, well-resourced multi-year implementation plan with clear milestones and a high degree of oversight to deliver the required changes to capability, personnel, systems and processes within the infrastructure function for Te Whatu Ora.