

Forum	Purpose	Participants
Annual Plan Shareholders Meeting	Sign off strategic direction and annual plan/budget based on mandate from DHB Boards.	All 20 DHB Chairs and Chief Executives
Extra-Ordinary Shareholders Meeting	Approvals outside Annual Plan and decisions on releasing DHB /s from participation or major transactions.	All 20 DHB Chairs and Chief Executives
NZ Health Partnerships Board	Responsible for delivery of portfolio of initiatives in Annual Plan, core budget and performance within parameters of Annual Plan. If decision exceeds this mandate then an extra-ordinary shareholders hui needs to be convened. All escalations from within the portfolio to be resolved by the Board.	Four Regional DHB Chairs and three Independent Directors
NZ Health Partnerships Chief Executive	Responsible for delivering and managing portfolio operationally, including achievement of time / budget constraints for programmes and target service levels for operational services. Carries out appointment of programme and services resources, manages vendor contracts and facilitates DHB co-creation and engagement. NZ Health Partnerships CE is the Senior Responsible Officer (SRO) for all initiatives in the NZ Health Partnerships portfolio and may delegate operational leadership to members of the management team.	NZ Health Partnerships Chief Executive is appointed by the NZ Health Partnerships Boards.
Chief Executive Sponsors Group	Provides a sounding board for CEO sponsors to ensure that initiative level decisions are relevant and aligned. Also provides support to NZ Health Partnerships CE in delivering the portfolio. Not a decision-making body but collectively is concerned about protecting the collective DHBs' investment in the portfolio and realising benefits.	All DHB CEs sponsoring an opportunity, programme or service category within the NZ Health Partnerships portfolio. Chaired by NZ Health Partnerships CEs.
Chief Executives Forum	Responsible for building collective agreement and alignment across the sector and engaging with individual DHBs to keep	All Chief Executives (including NZ Health Partnerships CE).

	<p>them informed and able to make required decisions / endorsements. Key decisions should be reviewed by the forum prior to formal NZ Health Partnerships Board approval.</p>	
DHB Executive	<p>Oversees the nomination process for CEO sponsors and ensures regional mix and widespread acceptability of members of governance groups chaired by CEO sponsors.</p>	<p>As per DHB Shared Services terms of references.</p>
Senior Responsible Officer (SRO)	<p>Responsible for sponsoring major programmes on behalf of the Sector's chief executives within scope approved by the NZ Health Partnerships Board. Provides strategic direction for programme removes roadblocks and leads change into DHBs. Responsible for monitoring that DHB investment in the programme delivers target benefits. Liaises with NZ Health Partnerships CE to keep programme on track. Jointly escalates risks and issues to NZHP Board. Accountable to CE Forum on funding and Sector alignment matters.</p>	<p>SROs are nominated by CE Forum (against clear role profile). Chairs the relevant Programme Steering Committee. Programme Managers have dotted reporting lines to CEO sponsors.</p>
Programme Board	<p>Drive programme delivery to achieve budget, time frame and expected outcomes. Approve appropriate programme structure, oversee requirements for design, build, implementation and transition phases.</p>	<p>Level of participation depends on scope and impact of programme. Board Members are nominated by CEO sponsor and NZ Health Partnerships CE, endorsed by NZ Health Partnerships Board.</p>
CEO Service Sponsors	<p>Sponsorship of an operational service category across the Sector. Responsible for monitoring that DHB investment in the service category delivers target benefits and removal of roadblocks. Liaise with NZ Health Partnerships CE to keep service on track. Jointly escalate risks and issues to NZHP Board. Accountable to CE Forum on funding and Sector alignment matters.</p>	<p>CEO sponsor is nominated by CE Forum (against clear role profile). Chairs the relevant Service Performance Review Boards.</p>
Service Performance Review Boards	<p>Service level monitoring and performance improvement for each live service.</p>	<p>Review membership on annual basis. CE level representation is</p>

required until service is  
operationally stable.