



Job Title:	General Manager – Transformation and Digital
Function:	Transformation and Digital
Reports to:	Chief Executive
Last review date:	April 2026

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

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

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

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

Our Whānau Āwhina Plunket Goals are:

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

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

Whānau Āwhina Plunket Values

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

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

Overview of the Transformation and Digital Function

The Transformation and Digital function is accountable for the effective and efficient functioning and development of organisational capabilities and leadership across:

- Transformation
- Service Design and Integration
- Digital and Improvements
- ICT
- Data and insights

Purpose of the Position

The General Manager – Transformation and Digital (GM TD) provides enterprise leadership for organisational transformation as well as our digital, ICT, data and insights and service design functions within a nationally significant, approximately \$100m health and social services organisation.

The GM TD partners closely with the Chief Executive and Executive Leadership Team to translate organisational strategy into a clear, sequenced transformation and investment roadmap that brings the strategy to life.

The role holds organisational accountability for ensuring the end-to-end whānau journey is intentionally designed and continuously improved across people, process, and systems — balancing innovation with stability, ambition with delivery discipline, and transformation with care. This includes leading responsible adoption of AI and automation, ensuring cultural and clinical safety, privacy and equity are protected as we modernise and innovate.

Key Dimensions of the Position

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

Direct Reports: Head of Improvement and Digital; Head of ICT Operations; Head of Data and Insights; Head of Service Integration and Whānau Experience

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

Internal:

- Executive Leadership Team
- Wider Leadership Team
- Service Delivery teams
- Whānau Āwhina Plunket Board & RAAC

External:

- Sector partners
- Technology providers
- Health NZ
- Digital, technology and transformation teams in wider health sector

Key accountabilities

Strategic Leadership and Transformation

- Translate Board and ELT endorsed organisational strategy into a clear, sequenced and deliverable transformation roadmap and implementation plans, including the key choices, dependencies, and change impacts required to bring the strategy to life. Provide advice on implementation implications, risks, and trade-offs to support effective strategic decision-making.
- Provide thoughtful, evidence-based advice to the Chief Executive, ELT and Board on transformation sequencing, digital investment, risk and enterprise change. Produce clear, decision-ready papers and reporting that articulate options, trade-offs, and implications.
- Work with GM Corporate Services to ensure outcomes framework and measures of success are clearly articulated and monitored across all programmes
- Build strong collaborative relationships across the business ensuring all activities are business led, whānau centred and technology enabled.

Service Design and Integration

- Working closely with Service Delivery, Clinical and Equity teams, lead the design and integration of end-to-end whānau (and kaimahi) journeys, ensuring services are coordinated, future ready and centred on whānau needs
- Oversee service design capability, embedding a consistent, evidence-informed approach that draws on data, insights, and user experience to deliver high-quality, equitable outcomes.
- Lead cross-functional redesign to ensure workforce capability, operational processes and digital systems align to deliver a seamless, equitable and sustainable whānau experience. Ensure frontline practice is supported (not complicated) by enabling systems, and that improvements reduce friction for whānau and kaimahi.
- Source funding for piloting new services or programmes where appropriate and in conjunction with the GM Corporate Services
- Work in partnership with Service Delivery and clinical to trial/pilot new services/programmes. Ensure Service Delivery are well supported, and are engaged in the development process and supportive of any new work programmes

Digital and Technology Leadership

- Develop and deliver a multi-year digital and technology roadmap that strengthens service delivery, improves workforce productivity and maintains operational continuity.
- Lead core platform modernisation, integration, and vendor governance, ensuring technology is reliable, secure, and fit for purpose.
- Monitor the Service Level Agreement for the provision of IT services.
- Ensure the effective delivery of IT infrastructure and operations and business application development.

- Embed equity analysis and Te Tiriti o Waitangi obligations into transformation planning, digital design, data systems and investment decisions. Ensure whānau voice inform service design and modernisation choices.

AI Strategy and Responsible Adoption

- Lead the development and delivery of Whānau Āwhina Plunket's AI strategy and roadmap, ensuring safe, ethical and culturally responsive adoption that improves whānau experience, supports clinical practice, strengthens equity, and increases operational efficiency.
- Establish and maintain AI governance, assurance, and workforce capability to enable scaled adoption across the organisation.

Data and Insight Capability

- Lead the development and execution of the organisation's data and insights strategy, ensuring alignment with organisational priorities, and enabling consistent, high-quality use of data across the organisation.
- Build and maintain strong organisational data governance and performance reporting capability to support informed, equity-focused decision-making. Establish data readiness and governance to enable safe AI use (data quality, lineage, access controls, consent, retention, and Māori data considerations where relevant).
- Oversee the development and optimisation of data, reporting, and analytics capability, including systems, tools, and processes that enable effective analysis, forecasting, and performance monitoring against key priorities and equity outcomes.
- Ensure that data is used ethically and in alignment with Te Tiriti o Waitangi and equity principles, particularly in the way data is collected, interpreted, and applied to decision-making.

Digital Risk and Assurance

- Maintain strong oversight of cyber security, technology risk and organisational resilience. Ensure information security situations are assessed and effective security and privacy plans and processes are in place
- Provide oversight of AI-related risk (privacy, data sovereignty, bias/fairness, explainability, model drift, vendor assurance, and safe-use controls for staff) and ensure AI-enabled changes meet cultural and clinical safety expectations.

People and Leadership

- Lead and develop a high-performing, multi-disciplinary team across digital, data, and transformation functions
- Work closely with ELT colleagues to support organisation-wide leadership, collective ownership and alignment
- Provide strategic leadership by coaching, mentoring, and collaborating with senior leaders to cultivate a high-performing, accountable, and continuously improving leadership team.
- Foster a culture of trust, learning, and shared responsibility across the organisation.

- Drive aspirational and enabling leadership that encourages open dialogue, constructive debate, and innovation.
- Support leaders and teams to take initiative, make confident decisions, and deliver results aligned with organisational goals.

Health & Safety

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

Position Description and Scope of Duties

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

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

Person Specification

Qualifications and Background

- Bachelor's degree (or equivalent leadership experience) in a relevant field
- Postgraduate qualifications (preferred) - Master of Business Administration (MBA) or Master's in Information Systems, Health Informatics, Digital Transformation or equivalent
- Formal change and delivery qualifications desirable (e.g., Prosci/Change Management, Agile delivery, PRINCE2/MSP, or equivalent).
- Governance and risk credentials desirable (e.g., cyber/security, privacy, risk management).

Experience

- Proven experience leading organisational transformation in a service-oriented organisation, including leading large-scale programmes and building organisational capability in delivery, continuous improvement, and modern ways of working.
- Extensive senior leadership experience in digital, technology, and technology-enabled change.
- Extensive leadership experience in organisations of comparable scale and complexity (~\$80m–\$200m).
- Proven experience developing and implementing digital and emerging technology strategies, including AI, with a focus on safe, ethical, and culturally responsive adoption.
- Demonstrated success leading cross-functional, organisation wide initiatives, ensuring all investments deliver measurable organisational value and impact.
- Experience operating in complex environments, ideally within health, social services, or NGO sectors, with an understanding of service delivery to diverse communities.

Skills

- Organisational/systems level transformation and digital leadership, with the ability to translate organisational strategy into integrated roadmaps, workplans and outcomes.
- Whānau and frontline focus, ensuring solutions enable end-to-end whānau and kaimahi experience, support frontline practice, and are culturally and clinically safe.
- Practical experience in AI/automation leadership, responsible AI governance, privacy/security controls, vendor due diligence, workflow integration, and measurement of benefits.
- Capacity to identify and mitigate bias/fairness risks and ensure initiatives improve equity of access and outcomes.
- Highly developed stakeholder engagement and influencing skills, including the ability to work effectively across ELT, Boards, and diverse stakeholder groups.
- Ability to evaluate digital investments, total cost of ownership, long-term sustainability, and provide trade-off advice.
- Strong capability in advising Boards and ELT on transformation sequencing, risk, and major investment decisions.
- Commitment to Te Tiriti o Waitangi and equity outcomes, with the ability to embed these principles into digital strategy, design, and delivery.

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

General Manager – Transformation and Digital

Date

Chief Executive

Date