



23 May 2025

Tēnā koe

Official Information Act request

Thank you for your email of 14 April 2025, requesting information about Needs Assessment and Service Coordination services (NASC's), Service Providers and Portfolio Managers.

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on your request set out below.

Disability Support Services (DSS) contracts Service Providers to deliver DSS-funded support services.

DSS contracts NASCs to carry out Facilitated Needs Assessments and Service Coordination for people who are eligible to receive DSS-funded support services. NASCs manage allocation of supports and referrals to DSS-funded Service Providers for eligible disabled people.

DSS Portfolio Managers are responsible for managing contracts and relationships with NASCs and service providers. This includes ensuring that NASCs and Service Providers deliver in line with contractual requirements, and DSS policy and guidance.

Service delivery requirements for NASCs and Service Providers are set out in the relevant Service Specifications. These are available on the DSS website:

- <https://www.disabilitysupport.govt.nz/assets/Needs-Assessment-and-Service-Co-ordination1.pdf>
- www.disabilitysupport.govt.nz/providers/contracts-and-service-specifications/national-contracts-and-service-specifications
- www.disabilitysupport.govt.nz/providers/contracts-and-service-specifications/streamlined-contract-framework-and-outcome-agreement

Please see attached the job description for Portfolio Managers and Senior Portfolio Managers, which details the role and responsibilities of Portfolio Managers.

If you are looking for more specific information, please get in contact with us to make a new request.

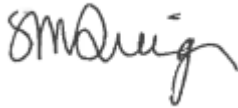
To find out more information about what support is available for your family, we recommend you reach out to your family's NASC, Kaikaranga (formerly Taikura Trust). They are best placed to respond to your queries.

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request regarding NASC's, Service Providers and Portfolio Managers, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

pp. 

Anna Graham

General Manager
Ministerial and Executive Services



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Portfolio Manager

Disability Support Services

Our purpose

Manaaki tangata, Manaaki whānau

We help New Zealanders to be safe, strong and independent

Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

Our strategic direction

Mana manaaki

A positive experience
every time



Kotahitanga

Partnering for greater impact



Kia takatū tātou

Supporting long-term social
and economic development



Our Values

Manaaki

We care about the
wellbeing of people

Whānau

We are inclusive
and build belonging

Mahi tahi

We work together,
making a difference
for communities

Tika me te pono

We do the right
thing, with integrity

Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou haporī, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

The outcomes we want to achieve

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
 - Community partnerships, programmes and campaigns
 - Advocacy for seniors, disabled people and youth
 - Public Housing assistance and emergency housing
 - Resolving claims of abuse and neglect in state care
 - Student allowances and loans
-

He whakataukī*

Unuhia te rito o te harakeke

Kei hea te kōmako e kō?

Whakatairangitia, rere ki uta, rere ki tai;

Ui mai ki ahau,

He aha te mea nui o te ao?

Māku e kī atu,

He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush

Where will the bellbird find rest?

Will it fly inland, fly out to sea, or fly aimlessly;

If you were to ask me,

What is the most important thing in the world?

I will tell you,

It is people, it is people, it is people

* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

Position detail

Overview of position

The Portfolio Manager leads the negotiation and management of contracts within commissioning frameworks for services delivering disability support. The position is responsible for supporting and guiding the sector to promote high quality people-focused services through expert contract management and effective stakeholder relationship management; including with disabled people and their families, providers of disability services, other organisations, and government agencies in the disability sector. The Portfolio Manager oversees contracts of a combined value of several million dollars and shares expert knowledge across the business unit and wider programme of work within Whaikaha.

The Portfolio Manager works with the **System Design** team to lead and produce developmental work to improve services in partnership with the disability community and providers.

Location

Various

Reports to

The Portfolio Manager reports to the Manager in the respective North, Auckland, South or Central team. The team sits in the Disability Support Services Business Group.

The purpose of the Disability Support Services Business (DSS) Group is to transform how supports are provided to disabled people and their whānau who need support to live the lives they choose.

Key responsibilities

Contract Management / Provider Accountability

- Lead and manage government contracting and procurement processes as required within the Ministry commissioning.
- Create and implement Outcome Agreement Management Plans (OAMP's) to manage relationships and contract expectations, including monitoring charges, costs, and service quality against deliverables.
- Regularly review contracts to ensure they meet quality, cost, and performance standards. Manage contract variations and escalate cost and payment issues as needed.
- Oversee the performance of service providers through regular communication as agreed in OAMP's and review of performance reports, manage under-performance, and ensure the implementation of quality audit recommendations. Handle the winding up, termination, and transition of contracts smoothly.
- Lead the management and investigation of critical incidents, service complaints, and deaths within the DSS quality framework, ensuring effective resolution and response.
- Develop and maintain strong relationships with all stakeholders, including government and non-government agencies, and facilitate cross-agency discussions on disability-related issues.

- Identify opportunities for improving service delivery and effectiveness, and influence decision-making on legislative changes, workforce issues, and cross-agency projects.
- Identify, manage, and escalate portfolio risks and issues, ensuring all information is securely stored and managed within the organization's systems.
- Ensure service delivery is achieved within approved business plans and financial budgets.
- Work in partnership with other government (MOH, HNZ, MBIE, HDC, Office for Seniors, ACC, Ministry of Education) and non-government agencies on cross agency projects.
- Lead and influence decision making for legislative changes, workforce issues, and cross agency projects
- Work in collaboration with regulatory bodies, boards, local and international manufacturers.
- Contribute to weekly reports and written briefing papers to Ministers; Cabinet Papers and input into correspondence to the public, Waitangi Tribunal, OIA requests and parliamentary questions, produced to a high quality and in a timely manner.
- Provide free and frank, high quality and timely advice for Ministers' meetings and aides mémoire.

Service Development

- Lead the planning, delivery, and financial management of disability services, collaborating with the disability community and providers. Ensure alignment with DSS commissioning and procurement policies.
- Identify service delivery needs, operational risks, and priority gaps in current and future services. Record and manage risks in the risk register.
- Lead and implement service development and change management projects in collaboration with the system design team.
- Contribute to operational policy and strategy development, providing expert advice and support.
- Incorporate population demographics, evidence, and policy environment into service planning and advancements.
- Ensure service development aligns with the Ministry's vision, including principles such as Enabling Good Lives, Te Tiriti o Waitangi, and the UNCRPD.
- Work closely with disabled individuals, providers, manufacturers, and regulatory bodies to identify service needs and gaps, proposing and leading necessary changes.
- Effectively communicate progress and developments within the service portfolio using appropriate methods.

Relationship Management

- Build and maintain open, trust-based relationships with suppliers, ensuring effective communication, mutual understanding, and a collaborative approach to managing delivery and resolving issues.
- Work with suppliers to resolve disputes, identify solutions, create remedy plans, and escalate issues when necessary, in line with commissioning frameworks.
- Maintain thorough records of communications, meetings, and decisions to manage risk and provide auditable evidence.
- Establish and nurture strong working relationships with key stakeholders, including government departments, non-government organizations, and interest groups, with a focus on delivering benefits for disabled people and tāngata whaikaha Māori.

- Provide input and support to relevant governance, advisory, and work groups, and assist with ministerial inquiries and OIA requests as needed.
- Ensure that decisions are communicated impartially and clearly to all stakeholders.

Contribute to our team – DSS team player

- Champion and contribute to a safe, respectful, and accessible workplace culture. Embrace your role as a good DSS team player by showing genuine care for each other, our mahi and the disabled community we serve.
- Take personal responsibility for the wellbeing, health and safety of yourself and others. Follow safe working practices, report all incidents, hazards, and near misses, and familiarise yourself with how to respond in case of an emergency.
- Remain familiar with the relevant provisions of the Emergency Management and Business Continuity Plans that impact your business group/team.
- Establish and maintain relationships with partner Emergency Management agencies and organisations within assigned region(s)
- Understand and implement your Health, Safety and Security accountabilities as outlined in the Health, Safety and Security Accountability Framework.
- Familiarise yourself and comply with all DSS policies, procedures, and guidelines.
- Perform other duties as may be reasonably required from time to time.

Embedding accessibility

- Embed a culture of genuine accessibility within teams where people work actively to identify and remove barriers and recognise individual strengths and needs.

Embedding te ao Māori

- Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD.
- Building more experience, knowledge, skills, and capabilities to confidently engage with whānau, hapū and iwi.

Health, safety and security

- Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework.
- Ensure you understand, follow, and implement all Health, Safety and Security and wellbeing policies and procedures.

Emergency management and business continuity

- Remain familiar with the relevant provisions of the Emergency Management and Business Continuity Plans that impact your business group/team.
- Participate in periodic training, reviews and tests of the established Business Continuity Plans and operating procedures.

Know-how

- Tertiary qualification in a disability, health, or relevant field and / or equivalent experience.
- Advanced experience managing stakeholder relationships
- Significant understanding of contract management within the public sector and ability to manage performance.
- Thorough knowledge of the disability sector.
- Significant experience negotiating and managing complex agreements and discussions.
- Ability to communicate effectively with a wide range of stakeholders
- Robust decision maker and problem solver in ambiguous and complex situations.
- Ability to effectively prioritise workload to ensure positive outcomes for disabled people.
- Experience working in a multi-workstream environment, working collaboratively, and maintaining relationships.
- Understanding of Te Tiriti o Waitangi for purposeful implementation and developing an equitable system that achieves positive outcomes for all.

Attributes

- Strong influencing skills.
- Strong relationship and engagement skills.
- Excellent skills in critical thinking and problem-solving skills.
- High level of organisational and environmental awareness.
- Strong mathematical and statistical analysis skills with a focus on quality and accuracy
- Strong problem solving and decision-making skills.
- Exercises sound judgement and political sensitivity.
- Excellent research, numerical, planning, and organisational skills
- Organisational and environmental awareness
- Ability to think strategically with a view of future requirement
- Highly effective communication skills.
- Flexible, adaptable, and pragmatic
- Strong client focus
- Establishes a high-performing culture
- Welcomes and values diversity, and contributes to an inclusive working environment where differences are acknowledged and respected.

Key relationships

Internal

- Group Managers, Directors, and Regional Managers along with other members of the Disability Support Services group.
- DSS Kaimahi.

External

- Suppliers of disability support services.

- Local disability community partnership groups and networks, including disabled people and their families, and tāngata whaikaha Māori me o rātou whānau.
- Local disability sector groups.
- Health NZ, Ministry of Health, ACC, Ministry of Education, Ministry of Business Innovation and Employment, and Ministry of Social Development managers and staff.
- Local government officials with responsibilities for emergency management.
- Clinicians, Allied Health professionals and directors
- Staff of government agencies and crown entities engaged in supporting disabled people and their families.
- Relevant researchers and academics.

Other

Delegations

- Financial – No
- Human Resources – No

Direct reports: No

Security clearance: No

Children's worker: No

Limited ad hoc travel may be required.

Position Description Updated: January 2025



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Senior Portfolio Manager Disability Support Services

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Position detail

Overview of position

The Senior Portfolio Manager will provide expert practice leadership to Portfolio Managers across South, North, and Central teams and will promote the development of high quality, consumer-focussed services through establishing highly effective provider and sector relationships which reflect the principles of Enabling Good Lives.

The Portfolio Managers oversee contracts with a combined value of several million dollars and the Senior Portfolio Manager is required to share expert knowledge with the Portfolio managers nationally, across the business unit, and through the wider programme of work within DSS.

Location

Various

Reports to

The Senior Portfolio Manager position reports to the Manager (South North or Central). The team sits in the Disability Support Services Business Group.

The purpose of the Disability Support Services Business Group is to transform how supports are provided to disabled people and their whānau who need support to live the lives they choose.

Key responsibilities

Practice Leadership

- Provide expert practice leadership to all Portfolio Managers, supporting planning, service development, relationship management, and consistent delivery of highly effective processes across South, North, and Central teams.
- Work alongside Managers to plan and implement work plans and support the day-to-day operations.
- Lead and drive effective service delivery and practice in line with operational policies and Enabling Good Live principles.
- Encourage and support the Portfolio managers in the development and maintenance of highly effective performance and practices across the team.
- Lead the Portfolio Manager teams in contributing to strategy, policy and organisational improvement initiatives of DSS as required.
- Provide expert leadership on operational policy, practice guidance and decision making in complex environments.
- Lead out on operational work plans, resource plans and ensuring budgets for the team are monitored to meet strategic priorities, managing risk and supporting resolution or escalation issues.
- Report regularly on progress and results against plans, including advising on remedial activities where needed.

- Support and provide guidance to Portfolio Managers in responding to complex incidents, complaints and quality issues where required.
- Develop and maintain clear and consistent documented guidance for Portfolio Manager practice across all lead areas of responsibility.
- Continue to lead the development and delivery of effective and consistent induction processes and provide or collaborate on effective ongoing training across all regional teams to promote consistent and effective practice delivery.
- Act as an escalation point for complex queries and projects, providing a sounding board for Portfolio managers, offering options and expert guidance on next steps
- The Senior Portfolio Manager will also hold a portfolio of large and/or complex contracts, proactively providing strong and effective contract and relationship management and also actively responding to issues and changes as they occur .
- Contribute to and support other Portfolio Manager to develop weekly reports and written briefing papers to Ministers; Cabinet Papers and input into correspondence to the public, Waitangi Tribunal, OIA requests and parliamentary questions, produced to a high quality and in a timely manner.
- Provide and support others to offer free and frank, high quality and timely advise for Ministers' meetings and aides mémoire.
- Effectively and proactively communicate progress across team workplans, initiatives and developments using appropriate methods
- Provide support and guidance to others in the development business plans, written information, planning and guidance documentation, ensuring high quality written information is accurate, clear, appropriate and meets all Ministry standards.
- Lead by example, guide and support others in following appropriate filing and information storage systems ensuring effective and timely retrieval as required.

Relationship Management

- Promote and lead highly effective quality constructive working relationships with provider organisations, other government agencies, across Ministry teams and with Disability sector groups.
- Lead and manage effective and robust collaboration strategised with providers, both those you are managing as well as those held by other Portfolio Managers as needed, particularly with the management of the national and more complex contracts.
- Ensure all Portfolio Managers' work reflects our responsibilities to prioritising equity and meeting Te Tiriti obligations.
- Provide leadership, advice, and guidance to ensure that relationships with national and regional providers are effectively managed in a timely and responsive way.
- Advance the work of DSS with providers to resolve disputes, creating remedy plans, developing options for change, and escalating as necessary according to commissioning frameworks.
- Lead out on Portfolio Managers working collaboratively with other DSS regional and EGL teams to ensure optimal outcomes for tāngata whaikaha Māori, disabled people and their families / whānau.

Risk Management

- Provide direction for Portfolio Manager teams to identify any organisational risks and take action to minimise their impact.
- Support all Portfolio Manager teams to identify any financial risks and ensure sound processes and systems are in place to mitigate those risks.
- Develop and maintain appropriate risk management and monitoring strategies across the Portfolio Manager teams.

Contribute to the teams – Senior Portfolio Manager

- Champion, promote, demonstrate and foster a safe, respectful and accessible workplace culture. Embrace your role as a DSS Senior Portfolio Manager by inspiring and demonstrating genuine care for others in the teams, our mahi and the disabled community we serve. Understand and adapt to our diverse team, enabling, supporting and welcoming contributions from all.
- Lead by example, taking personal responsibility for the wellbeing, health and safety of yourself and our people. Understand and fulfil your responsibilities as a leader for the wellbeing, health and safety of our people. Encourage and support others to follow safe working practices, report all incidents, hazards, and near misses, and familiarise yourself and others with how to respond in case of an emergency.
- Take responsibility for understanding and implementing emergency management and business continuity plans relevant to your business unit and team. Ensure all Portfolio Managers understand these plans well.
- Familiarise yourself and support, encourage and guide all Portfolio Manager teams to comply with all DSS policies, procedures, and guidelines.

Perform other duties as may be reasonably required from time to time.

Embedding accessibility

- Lead, support and embed a culture of genuine accessibility within teams and work to actively identify and remove barriers to people fully participating in the workplace and recognise individual strengths and needs.
- Work with our people to ensure that reasonable accommodations needs are identified early, facilitated, and regularly reviewed to allow our people to work to their full ability and capacity.
- Ensure work outputs and deliverables have accessibility at the heart and are available in alternate formats as much as possible.
- Embed a culture of genuine accessibility within teams where people work actively to identify and remove barriers and recognise individual strengths and needs.

Embedding te ao Māori

- Advocate for, lead all Portfolio Manager teams by example, and continue to develop your own understanding of our commitment to the application of the articles of Te Tiriti o Waitangi across all roles and activities, encouraging others to do the same.
- Lead all Portfolio Manager teams by example to ensure Te Tiriti o Waitangi is considered and included in appropriate ways across the course of your work activities and those of your team.

- Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD.
- Building more experience, knowledge, skills, and capabilities to confidently engage with whānau, hapū and iwi.

Health, safety and security

- Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework.
- Ensure you understand, follow, and implement all Health, Safety and Security and wellbeing policies and procedures.

Emergency management and business continuity

- Take responsibility for emergency management and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
- Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed, and implemented by employees. Remain familiar with the relevant provisions of the Emergency Management and Business Continuity Plans that impact your business group/team.
- Participate in periodic training, reviews and tests of the established Business Continuity Plans and operating procedures.

Know-how

- Relevant tertiary qualification in a health or relevant field and / or equivalent experience.
- Thorough knowledge of the Public Sector, Machinery of Government and strong understanding of the disability sector.
- Significant experience as a Portfolio Manager within the Disability Directorate and understanding of contract management within the public sector alongside a strong ability to manage performance.
- Strong experience of coaching mentoring and supporting teams.
- Successful experience and knowledge of planning and organising work and resources across portfolios to provide positive outcomes.
- Highly experienced in identifying and implementing process improvement strategies.
- Deep understanding of the disability sector, including relevant legislation, policies and best practices
- Strong and robust leadership skills with confidence to operate in a highly complex and ambiguous environment taking ownership to deliver results in a timely and effective manner.
- Highly developed communication skills and significant understanding of contract management within the public sector.
- Highly skilled writer and communicator, able to develop clear written high-level documentation in a timely and effective manner, meeting all Ministry standards.

- Excellent interpersonal and relationship management skills in a variety of settings, including cross-cultural, employee and customer relationships.
- Significant experience negotiating and managing complex agreements and discussions and the ability to effectively prioritise workload to ensure positive outcomes for disabled people.
- Experienced decision maker and problem solver in ambiguous and complex situations with advanced experience managing relationships at different levels.
- Ability to confidently lead all Portfolio Manager teams to continue developing their understanding of our commitment to the application of the articles of Te Tiriti o Waitangi across all roles and activities.

Attributes

- Strong influencing skills.
- Strong relationship and engagement skills.
- Excellent skills in critical thinking and problem-solving skills.
- High level of organisational and environmental awareness.
- Strong mathematical and statistical analysis skills with a focus on quality and accuracy
- Strong problem solving and decision-making skills.
- Exercises sound judgement and political sensitivity.
- Excellent research, numerical, planning and organisational skills
- Organisational and environmental awareness
- Ability to think strategically with a view of future requirement
- Highly effective communication skills.
- Flexible, adaptable and pragmatic
- Strong client focus
- Establishes a high-performing culture
- Welcomes and values diversity, and contributes to an inclusive working environment where differences are acknowledged and respected

Key relationships

Internal

- Regional Managers
- Portfolio Managers
- Other members of the Disability Support Services group
- DSS, MSD kaimahi

External

- Providers of disability support services
- Local disability community partnership groups and networks, including disabled people and their families, and tāngata whaikaha Māori me o rātou whānau
- Local disability sector groups
- Te Whatu Ora, Manatū Hauora, Te Aka Whai Ora and Ministry of Social Development managers and staff

- Staff of government agencies and crown entities engaged in supporting disabled people and their families
- Relevant researchers and academics

Other

Delegations

- Financial – N/A
- Human Resources – N/A

Direct reports: No

Security clearance: No

Children's worker: No

Limited ad hoc travel may be required.

Position Description Updated: January 2025

RELEASED UNDER THE
OFFICIAL INFORMATION ACT