Delivery Project Change Proposal

Proposed New Structure for Staff Consultation

25 March 2013
Table of Contents

1. Introduction.................................................................................................................................................................3
2. Overview of the change proposal..........................................................................................................................4
   Reasons for change.......................................................................................................................................................4
   The change agenda.......................................................................................................................................................5
   The design process.......................................................................................................................................................5
   Our proposed design................................................................................................................................................... 7
   Overall staffing impact.............................................................................................................................................11
3. The new proposed Conservation Services Group.........................................................................................13
   Overview of the Group...............................................................................................................................................13
   Conservation Services Group – Regional Services Units..................................................................................15
   Conservation Services Group - Planning Unit...................................................................................................18
   Proposed FTE numbers for the Conservation Services Group........................................................................22
4. The new proposed Conservation Partnerships Group............................................................................. 23
   Overview of the Conservation Partnerships Group ...........................................................................................23
   Conservation Partnerships Group – Regional Partnerships Units....................................................................25
   Conservation Partnerships Group - Commercial Business Unit..................................................................27
   Conservation Partnerships Group - Community Partnership and Engagement Unit...................................30
   Conservation Partnerships Group – National Integration Unit......................................................................32
   FTE Numbers for the Conservation Partnership Group................................................................................24
5. The new proposed Kahui Kaupapa Atawhai Group............................................................................. 35
   Overview of Group.................................................................................................................................................35
   Kahui Kaupapa Atawhai - Kaihautu - Te Pūtahitanga .........................................................................................37
   Kahui Kaupapa Atawhai - Kaihautu - Te Tohu Huarahi.......................................................................................37
   Kahui Kaupapa Atawhai - Kaihautu - Te Kōtahitanga.........................................................................................37
6. Administration function across the Groups................................................................................................. 39
7. Ensuring Integration between Groups.............................................................................................................41
8. What happens from here............................................................................................................................... ... 43
   Providing feedback on the change proposal........................................................................................................43
   Instructions for submitting feedback...................................................................................................................43
   Decision making...................................................................................................................................................44
   Forward Timeline..................................................................................................................................................45
   Implementation......................................................................................................................................................45
   Employee Assistance Programme......................................................................................................................45
1. Introduction

The Department initiated the Delivery Project in early 2012 in response to a requirement to develop a new business model for Operations that would:
- Support the achievement of DOC’s vision and outcomes
- Help DOC achieve more conservation through working with others
- Ensure we have a consistent operating model based on best practice
- Save $8.7 million from DOC’s baseline budget

The new operating model for growing conservation was agreed in December 2012. This consultation pack describes a proposed new structure that is aligned to the new operating model and to achieve more conservation in partnership with others.

There are two parts to the consultation pack:

1. This Change Proposal document, which introduces the proposed structure, describes how it will operate, and outlines how to provide feedback;

2. A separate Change Proposal Resource Document (docDM-1174941), which includes the organisation charts, maps, work location descriptions for Conservation Service teams and summary role profiles relating to the change proposal.

You may like to refer to the Resource Document as you read through this document. The purpose of this combined consultation pack is to seek feedback from staff on the proposed new structure.

The consultation period runs from Tuesday 26 March until 5.00pm Friday 12 April 2013.
2. Overview of the change proposal

Reasons for change

The proposal for change contained in this document represents the final part of a two year change programme designed to prepare DOC for the future.

This change begins the third major phase in DOC’s 25-year journey. The first phase began with DOC’s establishment in 1987; the second phase followed the post Cave Creek restructuring in 1996-97; and we are now entering our third phase.

And it is important we do change.

The changes proposed are a vital response to the many challenges we are facing, such as:

- Evidence that, despite working effectively, we are failing to stop the decline in ecosystem health and species;
- Evidence that our visitor and historic assets reflect an earlier era – and don’t meet the needs of current or future customers;
- Growing public concern over the state of the environment resulting in consumers putting pressure on business to act responsibly;
- A growing realisation that valuing nature for its own sake doesn’t appeal to everyone – yet investing in natural resources as a way of securing the future supply of clean water and fertile soils makes sense to most;
- The need to do more to convince decision makers that conservation is a necessary investment in real economic growth and prosperity for New Zealand;
- The fact that we are losing ground with what, at times, comes across as our ‘we-know-best’ approach to conservation, frustrating others who want to contribute and hindering progress;
- The inconsistencies in our practices and services in different parts of the country, which cause frustration and confusion for visitors, customers and concessionaires;
- The need to be more open to creative solutions for the governance and management of conservation lands and waters, particularly in relation to Treaty settlement processes;
- The global financial crisis that has led to tighter budgets for Government departments, including DOC;
- The Better Public Services programme, which is requiring public sector agencies to work together to achieve better results for New Zealanders;
- A realisation that the cost of turning the tide on biodiversity and ecosystems decline is well beyond any reasonable call on government funding.
There is compelling evidence that we need to change how we work to stay relevant and to achieve more conservation. Our strategic direction and purpose are what drive us, and we know where we need to focus – achieving more conservation through partnerships.

The alternative is not to change and, instead, to simply shrink the size and capability of DOC to cope within a declining budget. This would gradually lead to a less effective DOC and less work being done. That is contrary to the strategic direction and conservation aims we are all committed to.

**The change agenda**

We have spent the last two years looking at how we might go about achieving more with others. We already do some of our work in partnership with others, but we are not as well set up as we could be to achieve our aims.

Some parts of how we are organised are getting in the way of achieving our aims, and some of the things we are doing needs to change:

- We are heavily focused on the work we do in our own patch - this means we tend to stay focused on doing what is important to us and working on local issues, rather than thinking about the bigger picture;
- We aren’t set up to easily look beyond our patch, to see opportunities and issues on a bigger scale and to work on what would really make the biggest difference to conservation;
- We are drawn to focus on what we can achieve with our own resources and budget, rather than thinking about what we can achieve if we increase the engagement of others and grow the overall resources flowing into conservation;
- We are too heavily focused on work on public conservation land rather than working for conservation in larger landscapes, all across New Zealand;
- Our work as a department is not well integrated or well prioritised, which creates issues and inefficiencies, and stops us from being truly effective;
- Despite a desire to operate as one organisation, our current model, structure and accountabilities keep us focussed on our own patch and our own jobs, causing continued frustrations, inconsistencies, duplication and issues for many people, across many fronts.

**The design process**

Having completed the support and service review in mid 2012, our focus for the last nine months has been on Operations, and how we might go about growing conservation through partnerships.

More than 100 people from across DOC have been directly involved in the development of this proposal. The views, issues and ideas of leaders and staff have been sought throughout its development. Importantly, three senior teams have tracked progress and
had input throughout: the Operations Leadership Team (OLT), the Delivery Project Steering Group, and the Executive Leadership Team (ELT).

The process started with the exploration of future scenarios that we might face as a business – to help us understand the challenges ahead, as well as the ones we face today.

Then we analysed a wide range of different business models that might help us achieve more conservation with others. We chose an operating model focused on value exchange – and set about describing how we would operate as an organisation when we were working under a value exchange model.

Our focus then moved to structure. The first step was to develop a high level structure that would set us up to operate effectively within the value exchange model and achieve more conservation.

A number of different high level structure designs were developed, tested and then refined from feedback. A preferred design was selected and endorsed by the Operations Leadership Team and Delivery Project Steering Group, and agreed to by the Executive Leadership Team.

The scope of the project was widened to allow a whole of department solution to be developed.

Over the last three weeks that design has been developed into a fully fleshed-out structure proposal, with business groups, teams, roles, reporting lines, resource numbers and locations.

This document and the supporting resource document are the collective result of all that work. The design isn’t perfect. There are parts that we remain a little unsure of. This consultation process will enable us to test and refine the structure. Your input is needed to make it as good as it can be – we look forward to your feedback!
Of course, in the end, structure will only take us so far – we must look at what other changes we need to make to work effectively under the new operating model. What will matter most will be the ability, attitude and determination of everyone in DOC to make the new model and structure work.

**Our proposed design**

Creating two new business groups

The new structure proposal mirrors the new operating model. It creates two new Business Groups, each with a primary focus: growing conservation partnerships, or managing conservation assets.

Creating distinct groups with clear aims will place emphasis on ‘delivering the business’ as well as ‘growing the business’. It enables us to place just as much emphasis on working in partnership with Iwi, communities and business as we do on delivering conservation on the ground.

Each Group has a singular purpose with all staff in the group working towards the same goals, from the ranger on the ground right through to the Deputy Director-General. Having a singular purpose makes it easier to see how each and every role contributes to achieving our strategy and goals. It will help make sure there is consistency in approach nationwide, with national, regional and local plans and activities all serving a common purpose.

*Figure 1: High level view of the proposed structure.*

*Change Proposal Resource Document – Chart 1 – shows an overview of the proposed new structure as a whole*

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The new Conservation Partnerships and Kahui Kaupapa Atawhai Groups are responsible for driving the growth strategy externally – achieving more conservation through partnerships.

Their goal is to secure beneficial value exchanges with partners like Iwi, business, local authority.

This means focusing effort into four main areas:

- Developing and maintaining strong working relationships with external parties
- Securing new value exchanges with partners to benefit conservation
- Project managing new value exchanges to ensure they are delivered successfully on the ground (locally, regionally and nationally)
- Being the local DOC representative and advocate for conservation locally, regionally and nationally

The new Conservation Services Group is responsible for doing great conservation work - to specifications, on and off public conservation land, independently and in partnership.

Their goal is to do high quality conservation work, to plan, as cost effectively as possible.

This means focusing effort into four main areas:

- Delivering on conservation work plans
- Ensuring value exchanges are implemented successfully (locally, regionally and nationally)
- Continuously improving the effectiveness and efficiency of conservation work methods
- Being the primary point of contact for technical work planning in the local and regional landscape
This new approach enables us to expand our vital work on partnerships. It recognises that this is a highly skilled and specialised area, requiring dedicated resourcing across the country to do it well. Working well in partnerships is critical to our strategic direction, the successful growth of conservation and the Government’s objective of delivering better services within tight financial constraints. The proposed new structure will help us develop a more deliberate and professional approach to growing conservation through partnerships.

The key challenge of the proposed new structure is to make sure groups and teams do not operate totally independently of each other. The aim is to set up each group to be dependant on the others; to ensure no team can work without the support and engagement of colleagues in other teams.

The proposed new structure must deliver a seamless, customer focused experience. We must continue to provide the same dedicated focus and high standard of service to the communities we work in and alongside. In practice, everyone in DOC is responsible for making it easy to do business with us.

Rangers in the field will remain an important contact point with the public and will continue to have contact with neighbours and communities in the areas that they work. They will still need to engage with the local people in the course of their work and identify new opportunities for conservation through their involvement with the community. What will be different is that they will have the advantage of knowing there are colleagues working out of the same office, or in the same region, who are dedicated to helping bring some of those community ideas and opportunities to life.

New regional boundaries

The creating of who distinct business groups has major implications for how we are organised across the country. In this proposal dedicated teams with dedicated managers for both groups are established in every region.

This proposal removes current Conservancy boundaries and replaces them with larger Regions. The new Conservation Services Group is spread across six new Regions, while the Conservation Partnerships Group is spread across five new Regions.

Map 1 in the Change Proposal Resource Document shows the new Regions. It is important to note that despite this change the proposed structure does not require us to close any of our 115 local offices.

Under this proposal the physical location of staffing resources has been determined based on ‘best fit’ to the work of each Group. This means there is a difference in how they are spread across the country.

Four of the Regions established are the same for both Conservation Services and Conservation Partnerships, enabling easy collaboration between the two Groups. In the deep south there are two Conservation Services regions, where Conservation
Partnerships has only one. Each Group has a senior (T3) manager in each of its regions. Together these senior roles will be responsible for ensuring the activities and initiatives of their teams fit the needs of the Region, while following best practice and supporting the goals of their separate Business Groups.

A flatter management structure

Finally, this proposal changes the way we manage the work we do. Creating distinct (and smaller) Business Groups has enabled us to take away a layer of management. The result is a lot less managers, each with a clearer and smaller range of activities to manage, but with a larger number of people reporting to them.

This has been the primary vehicle for making savings and enabling us to meet our reduced budget. However it will have significant impacts on a large number of staff.

Summary of main changes

The resulting change proposal has a significant impact on roles and staffing across the country. The key changes are summarised below.

Establishing a new Conservation Services Business Group

- The role of this group is to carry out conservation work to set work plans, on and off public conservation areas, independently and in partnership with others;
- Its goal is to carry out high quality conservation work, safely and to plan, as cost effectively as possible;
- Current delivery functions in Biodiversity, Recreation, and Historic Heritage move into the new Conservation Services Group along with Visitor Centres;
- The group is focused on four main areas:
  - Delivering on conservation work plans
  - Ensuring partner value exchanges are implemented successfully on the ground (locally, regionally and nationally)
  - Continuously improving the effectiveness and efficiency of conservation work methods
  - Being the primary point of contact for technical work planning locally and regionally;
- The group is organised into teams made up of Rangers with a mix of different skills and specialisations. These teams are located as close as practical to where the priority conservation work is. The mix of Ranger skills within each team will reflect the mix of work done at place;
• To support these Ranger teams, teams of shared planning and delivery support have been set up regionally. These support teams are responsible for carrying out biodiversity, recreation and historic work planning;

• Some specialist activity such as law enforcement and compliance, fire management and tenure review are led regionally.

Establishing a new Partnerships Business Group

• The role of this group is to drive the growth strategy externally – achieving more conservation through partnerships;

• Its goal is to secure beneficial value exchanges with current and potential partners including businesses, local authorities, communities and landowners

• This means focusing effort into four main areas:
  o Developing and maintaining strong working relationships with external parties – in effect, operating as the key contact at place
  o Securing new value exchanges with partners to benefit conservation
  o Project managing new value exchanges to ensure they are delivered successfully on the ground (locally, regionally and nationally)
  o Being the advocate for collaborative conservation locally, regionally and nationally;

• To achieve these aims, we have placed Partnerships Rangers in most locations across the country, grouped into five Regions. The aim of this approach is to ensure coverage of all communities as well as additional resourcing in locations with strong growth potential;

• These Partnerships Rangers are the key contact at place, gathering intelligence on local issues and opportunities, resolving local conflicts and concerns, and managing relationships on the ground. They are responsible for scoping, planning and managing new project initiatives in their District/Region arising from new value exchanges;

• This Group also includes two dedicated national teams focused on commercial partnerships and community engagement. Their role is to take the lead in finding, developing and managing large national accounts, setting national strategy and direction, and providing specialist support to partnership teams on the ground.

Expanding and aligning the work of the Kahui Kaupapa Atawhai Group (KKA)

• The new revised role of this group is to help drive the growth strategy by achieving more conservation through Iwi partnerships;

• Similarly to the Partnerships Group, KKA has a national focus on Iwi, supported by Pou Tairangahau and Kaituitui roles working with Iwi at a regional level from strategic locations;

• The role of these teams is to take the lead in strategy, manage large and complex Iwi relationships and provide specialist support to partnership and services teams working with Iwi on the ground;
• Critical to the success of this group will be strong working relationships with Partnerships teams across the country. The aim is not for KKA to become the only group doing business with Iwi. Success means everyone working effectively with Iwi to grow conservation. KKA is tasked with providing a strong framework that enables Partnerships Rangers to successfully grow Iwi partnerships across the country.

Ensuring integration between the Groups

• The proposal creates overlapping Regions to assist integration. All management roles will be held accountable for successful collaboration and integration across teams and Groups;

• In addition, the proposal establishes a number of dedicated integration roles at senior levels (Tier 3 and 4) to help monitor and facilitate integration within and across the Groups;

• Finally, the new structure will be underpinned by a range of supporting systems and processes to ensure integration – including a strong project management approach to ensure new initiatives are properly planned and resourced between the Business Groups.

Establishing a completely new management structure

• The proposed new structure creates two new Tier 2 Deputy Director-General roles to lead the two new Groups and reflect the two sides of value exchange;

• It also sets up a new flatter management structure, which reduces the number of management roles across the country;

• New dedicated management positions are created at all levels, each with a more narrow functional scope (simplifying the work of the manager), but typically with larger spans of control (numbers of staff reporting to one manager) and very different geographic coverage.

Overall staffing impact

The added challenge to the structure design process has been having to meet savings targets and operate within a reduced budget. The reduced budget has not driven the shape of the model or the design of the proposed structure. However, it is the reason why we have reduced the total number of positions in the structure.

The proposed new structure has 140 less Full Time Equivalents staff (FTEs) than our current structure. That is a 10% decrease in the overall resourcing levels currently budgeted for across the business areas in scope for this review. This saving provides the $6.7m needed to achieve the baseline reduction.
Most of the reduction in FTEs comes from removal of management roles. The balance comes from the establishment of a new lean, regionally driven administration structure and new regionally based shared delivery services.

It is important to note that we are currently carrying approximately 166 vacancies across the Operations Group. These are vacancies usually filled by permanent staff. One way of looking at this is that if the proposal is adopted, there will be more positions available in the new structure than affected staff.

In parallel with this change, there are some additional roles being added to the Planning and Permissions Shared Service teams to meet increasing demands. These positions will also be made available to affected staff.

Despite this, we think some redundancies are likely, as some of the roles in the new structure differ significantly from today. We do not know yet how many redundancies are likely. We will not know that until the end of the Management of Change and selection process. We will do all that we can to help staff find suitable roles in the new structure.
3. The new proposed Conservation Services Group

Overview of the Group

The new Conservation Services Group is responsible for doing great conservation work - to specifications, on and off public conservation land, independently and in partnership.

Their goal is to do high quality conservation work, to plan, as cost effectively as possible.

This means focusing effort into four main areas:

- Delivering on conservation work plans
- Ensuring value exchanges are implemented successfully (locally, regionally and nationally)
- Continuously improving the effectiveness and efficiency of conservation work methods
- Being the primary point of contact for

The primary purpose of the Conservation Services Group is to deliver high quality conservation work in the field by:

- Translating national work programmes into practical work plans for local delivery;
- Managing visitor and historic assets according to plan;
- Carrying out ecosystems and species work programmes to plan;
- Supporting the development of partnership initiatives and managing them on the ground;
- Meeting required standards in safety, quality and cost effectiveness.

Figure 2: High level view of the Conservation Services Group.
For more detailed structure charts see Change Proposal Resource Document Charts 2, 3, 4 and 5.

Charts 2, 3 and 4 show the proposed structures for the Regional Services Units.
Chart 5 shows the proposed structure for the Planning Unit.
The Conservation Services Group is made up of two primary work units
1. Regional Services Units (there are six, each led by a Chief Ranger)
2. The Planning Unit (one unit working in 10 shared delivery teams across the country)

Regional Services Units
The Regional Services Units are made up of mixed teams of specialist and generalist Rangers. These teams are located around the country as close as possible to the work that needs to be done on the ground and with the mix of skills needed for work in their geography.

These teams are the primary workforce for carrying out planned conservation work, on or off public conservation land, and with or without partners. Their driving focus is doing great conservation work as cost effectively as possible, making best use of each dollar of funding (regardless of who the funder is).

By improving the effectiveness and efficiency of conservation work done, they are growing conservation. The work they do on the ground helps create the conservation assets and ecosystem services partners value, which in turn generates more investment in conservation. And, importantly, as experts and teachers in the field, they are vital to growing the capability of others to carry out conservation work successfully and sustainably.

Conservation Services Planning Unit
The Conservation Services Planning Unit is responsible for detailed work planning and the management of capital work programmes. It’s set up as a shared delivery support function with Planners co-located with Chief Rangers. This has the advantage of providing these senior leaders with planning support for their specific region, as well as making sure plans meet national objectives.

Specialist delivery teams
The Conservation Services Group also contains three specialist shared delivery teams that operate nationally in the areas of Compliance, Fire and Tenure Review.

These teams each report into a different Chief Ranger, but they work nationally (much as they do today). They have a ‘whole of Conservation Services Group’ focus, providing specialist capability across all regions. By continuing to lead these functions centrally we are able to maximise knowledge and skill sets as well as improve efficiency of this work.

Success of the Conservation Services Group is measured by:
• Delivery of planned conservation work on time, to standard, and at the lowest possible cost;
• Successful deployment of partnership projects and initiatives, with satisfied partners;
• Growth in the amount of conservation done across the country.
Maps and locations
The Change Proposal Resource Document (Maps 2) shows the locations for the Conservation Services Group.

Map 2 shows:
• Different coloured shading on the maps indicating proposed Regions;
• Reporting lines between Senior Rangers and Rangers (i.e. Tier 4 and 5) who are not at the same location.

Conservation Services Group – Regional Services Units

The purpose of the Regional Services Units is to:
• Carry out all planned work across biodiversity, recreation and historic heritage, with or without partners, on or off public conservation areas, to standard and as cost effectively as possible;
• Effectively and efficiently carry out Compliance, Fire, and Tenure Review services across the country.

Within the Regional Services Units, teams of generalist and specialist rangers are positioned in locations to suit the work demand on the ground. The balance of skill sets held by the team is also expected to match work demand – drawing from the highly skilled pool of biodiversity, recreation and historic rangers we have in place today.

Using mixed teams (rather than a team specialising in one function) has the considerable advantages of:
• Being able to use the team’s resources to best effect for the range of work done
• being more able to tackle diverse tasks together at a given location/place
• maximising flexibility in work team deployment (as they have the skills to do most things)
• Where it is more suitable teams are focused on a singular function.(2 at Tongariro and 2 at Twizel)

It is important to recognise that these teams are not fixed to single geographies. They are intended to operate more like a mobile workforce, having a home base for work, but not being locked into that location. Rangers will work as required across wider areas to deliver conservation where it’s needed most. The “home base” for each team is described in the “Change Proposal Resource Document”

Each Conservation Services team is headed by a Senior Ranger. The Senior Ranger receives clear work programmes and plans developed nationally and then tailored to local circumstances by the Services Planning Unit. They are responsible for deploying the resources of their team to effectively and efficiently deliver these work plans. This creates a clear purpose to the team’s work: getting the planned conservation work done safely and to quality requirements, in the most cost effective manner possible.
These geographically based teams are also responsible for delivering on partnership projects. This means supporting the Conservation Partnerships teams to scope and plan projects so they will work on the ground. Ranger teams will then take responsibility for successfully delivering on the projects – whether that is supporting others to do the work, or doing it themselves. In this capacity they work closely with regional and local leads from the Partnerships Group, to ensure suitable delivery capabilities (and capacity) are made available to implement new projects and that projects run as intended.

Everyone in the Conservation Services Group retains the responsibility for day-to-day interactions with the public, with neighbours and landowners, and for enhancing the service experience people get from the Department. Conservation Services teams are encouraged to continue to look for and initiate opportunities to grow conservation all around the country.

Highly specialised skill-sets are assigned to Regional Service teams as needed by the geographical area, but they are expected to be shared across teams and Regions as required (e.g. volcano and avalanche expertise, diving specialists)

Key changes proposed:
• Six new Conservation Services Regions each managed by a Chief Ranger;
• Each Chief Ranger manages 6-11 Services Teams, led by a Senior Ranger;
• Some of the Chief Rangers are also allocated a national team – e.g. Compliance, Fire and Tenure Review - based on total span of control considerations;
• Establishment of shared delivery teams that provide specialist planning, asset management and monitoring functions

Regional Services Unit: Services Teams

The purpose of the Services Teams is to
• Carry out all planned work across biodiversity, recreation and historic heritage, with or without partners, on or off public conservation areas, to standard and as cost effectively as possible

Key changes proposed
• Teams are located around the country according to the demands of the conservation work programme, within a geography, but not bound to it.
• Each team contains a suitable mix of skills sets or portfolios (e.g. biodiversity, recreation and historic) for the work programme, including some generalists.
• Each Conservation Services Team is headed by a Senior Ranger responsible for organising the team and their resources to successfully delivery on the plan on the ground.
• Rangers and teams can be mobilised to work in other locations in response to acute skills shortages or incidents (e.g. fire, whale strandings)
• When work has been completed and it is required to be confirmed that it has met quality standards, the Senior Rangers may be supported by a specialist Ranger in the team who has been assigned the responsibility for signing off on that activity

Regional Services Unit: Compliance Team

The purpose of the Compliance Team is to
• Make sure all relevant legislation is complied with;
• Be the Department’s primary representative with relevant agencies to enable Whole-of-Government operational compliance coordination.

Key changes proposed:
• The Compliance Team brings together the Principle Compliance Officer, the Convention on International Trade in Endangered Species (CITES) staff, and the Wildlife Enforcement Group (WEG) staff. They move into one national shared delivery team. This will enhance efficiency and coordination;
• The Senior Ranger Compliance will report to the Chief Ranger – Lower North Island and will be located in Wellington;
• The remainder of the Compliance Team remains distributed across New Zealand.

Regional Services Unit: Fire Team

The purpose of the Fire Team is to:
• Coordinate and support the management of fire reduction, readiness response and recovery functions across Conservation Services;
• Make sure our fire-related systems, processes and personnel reflect best practice and meet all the requirements of DOC as a fire authority.

Key changes proposed:
• The Fire Team includes the existing roles of National Fire Coordinator, Fire Technical Support Officer and Fire Depot staff. It does not include the Rangers who undertake fire control around the country;
• The Technical Fire Officers, Fire Depot and ire staff are set up as a national shared delivery function reporting through to a Senior Ranger, Fire;
• The Senior Ranger Fire reports to the Chief Ranger – Lower North Island and is located in Wellington;
• The remainder of the Fire team remains distributed across New Zealand;
• Over the coming three years, it is expected that the Fire function will be partly transferred to Enlarged Rural Fire Districts (ERFDs).

Regional Services Unit: Tenure Review Team

The purpose of the Tenure Review Team is to:
• Manage Tenure Review on behalf of the Department with the aim of protecting natural ecosystems and conservation values on pastoral lands;
• Make sure there is appropriate participation in the Crown Pastoral Lease Act Tenure Review process and manage complex high country issues.

Key changes proposed:
• The Tenure Review function is set up as a national shared delivery function;
• The Senior Ranger Tenure Review and administration staff are located in Dunedin, and the rest of the team is located in Alexandra and Christchurch.

Conservation Services Group - Planning Unit

The purpose of the Planning Unit is to:
• Translate national work programmes and partnership initiatives into practical, high quality and cost effective work plans for local delivery;
• Ensure that collectively, conservation services work plans deliver to national priorities (including partnership objectives), meet prescribed targets and achieve the required conservation outputs;
• Professionally manage the Department’s assets, including visitor and historic asset inspection and capital works contract management.

The Planning Unit is responsible for detailed work planning and effective management of capital work programmes. It is set up as shared delivery support function with Planners co-located with Chief Rangers. This has the advantage of providing these senior leaders with planning support for their specific region as well as making sure plans are integrated from a national perspective.

The Planning Unit is led nationally by a Planning Director. It contains Recreation and Historic Planning Teams, Biodiversity Planning Teams, and one Biodiversity Monitoring Team – each headed by a Senior Ranger. The Planning Unit also contains two Integration Leads who provide support to the Planning Director in the coordination of work across regions, across national portfolios and across Business Groups.

The seven Recreation and Historic Planning Teams are made up of Recreation and Historic Planners, Asset Planners, and Works Officers (this role includes asset inspection). This enables an integrated approach to be taken to asset planning and management.
The Senior Rangers heading these teams are distributed across New Zealand and co-located with the Chief Rangers. In addition, one of the teams is located in Nelson.

Two Senior Rangers for Biodiversity Planning manage teams of Biodiversity Planning Rangers spread across the regions.

The Biodiversity Monitoring Team remains centralised and located out of Hokitika for 2013/14. It is expected that in future years more positions will be established in other locations as the team expands.

All planning teams will work closely with the Shared Services Science and Technical advisors at their locations and with the wider Shared Services teams when creating plans.

Setting up dedicated teams to do this work regionally has enabled us to capture budget savings through fewer FTEs working in these functions. Today this work is replicated across many sites with many people doing functions as an add-on to their normal work. This new proposed method for organising work is a far more efficient approach to providing these services.

Key changes proposed:

• We establish a nationally-led Planning Unit managed by a Planning Director;
• Senior Rangers lead teams of shared delivery planning staff spread around the Regions;
• The Planning Unit covers Recreation and Historic Planning, Asset Planning and Management, Biodiversity Planning, and Biodiversity Monitoring;
• The Planning Unit also manages the planning activities that are currently the responsibility of Area Managers and Programme Managers;
• Having a central Planning Unit connects DOC’s work nationally and across regions – they act as a connector between National Office teams and the teams that do the work.
• The Planning Unit will adopt the national system of planning and prioritisation as its primary work driver. In the future this will be driven through the Integrated Planning System (IPS) which is being developed.
• The Planning Unit will also be expected to support and enable national procurement practices.
Planning Unit: Recreation and Historic Planning Team

The purpose of the Recreation and Historic Planning Team is to:

- Translate Recreation and Historic Heritage national work programmes and partnership initiatives into practical, high quality and cost effective work plans for local delivery;
- Ensure that, collectively, Recreation and Historic Heritage work plans deliver to national priorities (including partnership objectives), meet prescribed targets and achieve the required conservation outputs;
- Plan and coordinate DOC’s capital assets programme across the country;
- Provide data for effective and timely management of DOC’s capital assets and for national planning processes - in particular, for the preparation of priority work programmes;
- Provide construction contract management services and inspections of visitor and historic assets.

Key changes proposed:

- The proposed Recreation and Historic Planning Team combines Recreation and Historic Planners, Asset Planners, and Works Officers. This allows for an integrated approach to asset planning and management and improved efficiency;
- The Recreation and Historic Planning Teams are co-located with the Chief Rangers to ensure direct planning support of the work in the Regions.

Planning Unit: Biodiversity Planning Team

The purpose of the Biodiversity Planning Team is to:

- Translate Natural Heritage national work programmes and partnership initiatives into practical, high quality and cost effective work plans for local delivery;
- Ensure that, collectively, Natural Heritage based work plans deliver to national priorities (including partnership objectives), meet prescribed targets and achieve the required conservation outputs;
- Provide valuable data to input into national planning processes - in particular, into the preparation of prescriptions;
- Take responsibility for preparing the statutory requirements for all aerial toxin operations.
Key changes proposed:
- Two new Biodiversity Planning Teams are created – one in the South Island and one in the North Island;
- Rangers – Biodiversity Planning are distributed across New Zealand and are generally co-located with the Chief Rangers to provide direct planning support for the work in the region;
- The team includes two specialist toxin planning roles.

Planning Unit: Biodiversity Monitoring Team

The purpose of the Biodiversity Monitoring Team is to:
- Plan and manage all prescribed monitoring of ecosystem and species status and trends in conjunction with Conservation Service teams across the country;
- Provide centralised coordination and support for the effective delivery of biodiversity monitoring programmes across New Zealand.

Key changes proposed:
- We establish a team that’s dedicated to leading and coordinating biodiversity monitoring, managed by a responsible Senior Ranger;
- Greater resourcing for Biodiversity Monitoring, which will help set us up for planned growth in this work area.

Planning Unit: Integration Leads

The purpose of the Integration Leads is to:
- Provide support to the Planning Director and DD-G Conservation Services on the management of national opportunities and issues;
- Support the Planning Director in the coordination of work across regions, national portfolios and Business Groups;
- Enable coordinated and integrated decision making across the Department;
- Provide analysis of critical issues and risks and preparation of national reports.

Key changes proposed:
- New roles are created to support the Planning Unit and DD-G Conservation Services;
- The main functions of the current National Operations Coordinator are replaced by the work of these Integration Leads;
• The Planning Director and the Integration Leads have a close working relationship with the National Integration Coordinator – Conservation Partnerships Group, as well as with Outcome Portfolio Leads and Workflow Coordinators across DOC.

Proposed FTE numbers for the Conservation Services Group

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Note: the FTE figure refers to FTE not actual staff numbers

A breakdown of teams, their work and the nature of positions in each team can be found in Change Proposal Resource Document -
4. The new proposed Conservation Partnerships Group

Overview of the Conservation Partnerships Group

The new Conservation Partnerships Group is responsible for driving the growth strategy externally – achieving more conservation through partnerships.

Their goal is to secure beneficial “value exchanges” with partners like iwi, business, local authority, private landowners and communities.

This means focusing effort into four main areas:

- Developing and maintaining strong working relationships with external parties
- Securing new value exchanges with partners to benefit conservation
- Project managing new value exchanges to ensure they are delivered successfully on the ground (locally, regionally and nationally)

The purpose of the Conservation Partnerships Group is to grow conservation through partnerships. They do this by:

- Building great relationships with local communities all over New Zealand;
- Being the key point of contact locally for all things conservation – enquires, issues and opportunities;
- Dedicating time and energy to understanding target partners, what motivates them and what they value;
- Finding, securing and managing new projects and initiatives that deliver value to partners and grow conservation.

Figure 3: Conservation Partnership Group
For more detailed structure charts see Change Proposal Resource Document
Charts 6 & 7 Regional Partnerships Business Units
Chart 8 Commercial Business Unit
Chart 9 Community Partnerships and Engagement Business Unit

The Conservation Partnerships Group is made up of:
• Five regionally based Conservation Partnerships Units, each led by a Regional Partnerships Director;
• Twenty-seven local Conservation Partnerships teams, led by District Partnerships Managers located around the country (reporting into the Partnerships Directors)

Two specialised customer facing Units: Commercial Business, and Community Partnerships and Engagement. These provide national leadership and support for working with target partners.

A National Integration function providing high level support to the DD-G Conservation Partnerships.

The critical role of this group is to drive the growth strategy externally – enabling DOC to achieve more conservation through partnerships. The role of this Group will be to secure beneficial ‘value exchanges’ with current and potential partners including business, local authorities, communities and landowners.

Dedicated teams across the country will have a primary focus on growing conservation partnerships. The aim of separating the Partnerships Group from field delivery is to provide clear emphasis on engagement and partnerships. Engaging with others and working in partnership will be just as important as delivering conservation on the ground.

In the proposed structure, there will be teams of Partnerships Rangers spread across the country, with those teams grouped into five Regions. The aim of this approach is to ensure coverage of all communities as well as additional resourcing in locations with strong growth potential.

These partnership Rangers are the key contact at place, gathering intelligence on local issues and opportunities, resolving local conflicts and concerns, and managing relationships on the ground. They are also responsible for scoping, planning and managing new project initiatives in their District arising from new value exchanges.

The two dedicated national teams – one focused on commercial partnerships and the other on community engagement – are tasked with providing national guidance and support for working with these target partners. They will build national strategies for growth, manage large national accounts and provide specialist support to Partnerships teams on the ground.

The Conservation Partnerships Group will secure new partners and establish new partnership work programmes with the support of the Conservation Services Group. This will be achieved through shared planning and project management, and the flexible allocation of funding for partnership work across Regions.
The success of the Conservation Partnerships Group is measured by:

- Increased partnership engagement and involvement in conservation;
- Significant growth in the amount of conservation work done with the funding and support of external parties;
- Increased conservation outcomes, across New Zealand.

**Maps and Locations**

The Conservation Partnerships Group is geographically divided into five regions. Four of the Regions are the same as for the Conservation Services Group. In the South Island, one Conservation Partnerships region covers two Conservation Services regions.

Roles are deployed across the county to ensure coverage of communities with additional investment in locations that have best growth potential.

**Conservation Partnerships Group – Regional Partnerships Units**

The purpose of the Regional Partnerships Units is to:

- Be the primary contact at place, identifying and resolving local issues, and managing relationships on the ground;
- Find and secure new value exchange opportunities at a local and regional level – in line with national strategies and target markets;
- Work closely with the conservation services team to plan and manage new project initiatives at local and regional levels.

The Regional Partnerships Units are responsible for building and maintaining strong working relationships with local and regional partners, gathering intelligence on local issues and opportunities, resolving local conflicts and concerns, and managing day-to-day relationships on the ground.

The nature of the work each Partnerships Ranger does will depend on the nature of their District and community they work in. Their relationship management skills will need to be well-matched to their local community. In offices where there is more than one Partnerships Ranger there is the opportunity for each Ranger to take up specific portfolios in line with the needs of the District. The aim will always be to maximise local opportunities by using the best combination of skills available.

Partnerships teams are responsible for generating new interest in conservation from within their District, finding and securing new value exchange opportunities at a local and regional level, in line with national strategies and target markets. The value exchanges they create are not restricted to conservation work in their location.
All Partnerships Rangers will look to find the greatest value contribution from local partners, whether those partnerships benefit conservation in their local District, Region or other parts of New Zealand.

Partnership teams will work closely with the national Commercial and Community teams to ensure work aligns with national plans and priorities and to get access to these team’s specialist expertise.

At a regional and local level they scope, plan and manage the delivery of new projects within and beyond their location. They work in partnership with regional and local colleagues in the Conservation Services Group, to make sure projects are properly resourced and work effectively on the ground.

As the key contact locally, they are responsible for making sure partner needs are met on an ongoing basis. This includes - developing new ideas and services that result in successful value exchanges.

The success of these teams is measured by increased investment in conservation regionally, partner satisfaction of the value received from their involvement and positive engagement and feedback from local communities.

Key changes proposed:

- Responsibility for managing relationships at a local and regional level is separated from conservation delivery work;
- Partnerships Rangers are located close to communities and partners; and where there is the highest opportunity for growth;
- Five new partnership regions are created, each lead by a Partnerships Director and containing 27 Partnerships teams and District Partnerships Managers spread across the country;
- Conservation Board relationship management will be led by Partnership rangers;
- Most of the current Community Relations roles in Operations are incorporated under the Conservation Partnerships Group.

Note: Visitor Centres are under the Conservation Services group
Conservation Partnerships Group - Commercial Business Unit

The purpose of the Commercial Business Unit is:

- Provide national leadership for partnering with commercial business, and for operating commercially in our work with external customers;
- Using specialist capabilities in marketing, channel management, prospecting and account management to increase engagement and partnership opportunities nationwide.

The primary purpose of the Commercial Business Unit is finding and realising new value exchange opportunities with commercial businesses.

They do this by developing new products and programmes from a national perspective, managing key national partnerships, providing advice to Partnerships Rangers on commercial opportunities and business partnerships, and coordinating commercial programmes across the country.

The Commercial Business Unit is made up of four distinct functional teams. These teams are resourced with dedicated specialist staff:

- A Commercial Partnerships team which acts as the ‘hunters’ of new commercial partnerships. This team will be the primary source of new large partnership arrangements and will hold and maintain relationship accounts of significant value.
- A Commercial Management (Public Conservation Land) team working to maintain and expand partnerships with businesses operating on public conservation land. They seek to increase the value of existing concessions through new value exchanges and by ensuring fee structures are appropriate. This team will also look to grow new concessionaire partnerships.
- A Marketing Team responsible for carrying out marketing activities for the whole of DOC including ensuring DOC products are ‘easy to think of’, ‘easy to find’ ‘easy to buy’ and ‘easy to share’.
- A Commercial Channels Team responsible for management of DOC’s sales channels, third party distribution of DOC products, and developing DOC’s retail capability through a co-ordinated Visitor Centre Network.

Key changes proposed:

- The new Commercial Business Unit incorporates the current Commercial Business Unit functions and is expanded to better provide national direction, specialist advice, and coordination;
- Some roles remain distributed regionally to ensure there is a specialist presence across the country and ensure this team works closely with local Partnerships teams;
- Having commercial teams in the same business group as Partnerships teams enables national consistency and end-to-end integration of commercial business opportunities across the country.
Commercial Business Unit – Commercial Partnerships Team

The purpose of the Commercial Partnerships Team is to:

- Provide strategic direction and leadership across DOC in prospecting, developing and enhancing new and existing business partnerships;
- Manage key national accounts to meet contract responsibilities, deliver conservation outcomes and deliver mutual value to business partners.

Key changes proposed

- Establishment of Business Development Executive roles focused on key national and regional accounts and providing specialist advice on business partnership development to Partnerships Rangers in the Regions;
- Establishment of Business Account Executive roles to manage across the range of existing relationships with business partners and oversee joint projects.

Commercial Business Unit – Commercial Management PCL (Public Conservation Land) Team

The purpose of the Commercial Management PCL Team is to:

- Provide strategic direction and leadership for sector based commercial opportunities on public conservation land;
- Ensure we are gaining maximum benefits for conservation from our work with partners who operate or wish to operate on public conservation land.

Key changes proposed:

- The new role of Commercial Development Executive will develop new commercial opportunities with existing and new partners on public conservation land;
- The new role of Commercial Account Executive will look for new concession opportunities within specific sectors as well as exploring new commercial opportunities with existing concessionaires;
- The new role of Commercial Fee Advisor will ensure that our concessions fees and trading terms are consistent and optimise the return to conservation.
Commercial Business Unit – Marketing Team

The purpose of the Marketing Team is to:

• Lead the marketing efforts that make DOC’s conservation engagement and recreation opportunities ‘easy to think of’, ‘easy to find’, ‘easy to buy’ and ‘easy to share’;

• Lead the development and promotion of the Department’s brand, and promote its products and services to grow support for conservation.

Key changes proposed:

• The new role of Brand and Campaign Advisor will be focused on enhancing the DOC brand through integrated marketing and communications campaigns;

• The new role of Digital Marketing Advisor will build loyalty with partners, business and consumers through integrated digital marketing strategies (online and mobile);

• The new role of Product Developer will aim to increase participation in conservation activities through effective product management (e.g. Great Walks);

• The new role of Market Insight Advisor will help us better understand consumer demand for our products and the potential requirements of our partners.

Commercial Business Unit – Commercial Channels Team

The purpose of the Commercial Channels Team is to:

• Develop and enhance commercial channels to increase participation in conservation and recreation, and grow sales of DOC, concessionaire and other related conservation product;

• Oversee distribution of DOC’s products in New Zealand and internationally through DOC’s own sales channels and through third party distributors;

• Develop DOC’s retail capability, through a nationally coordinated Visitor Centre Network, to enhance visitor experiences and deliver on value exchanges with partners.

Key changes proposed:

• The new role of National Retail Buyer develops retail opportunities and merchandising throughout the Visitor Centre Network, online and through third party distributors;

• The new role of Retail Network Coordinator will focus on growing retail and tourism product sales and enhancing the visitor experience aligned to DOC’s brand;

• The new role of Product Distribution Coordinator develops and packages product offerings;

• The new role of Wholesale Sales and Distribution Coordinator aims to promote DOC’s conservation engagement and recreation products to customers through a
wide range of third party wholesale and retail sales channels - both domestically and internationally;

- The new role of Commercial Channels Helpdesk provides the day-to-day helpdesk function and support for the Visitor Centres and National Visitor Booking Centre users (continuation of an existing function).

**Conservation Partnerships Group - Community Partnership and Engagement Unit**

The purpose of the Community Partnerships and Engagement Unit is to:

- Provide national leadership to increase conservation awareness, build conservation knowledge, and grow the contribution to conservation by others including government agencies, interest groups, education providers, community organisations, volunteers and other potential stakeholders;
- Provide national direction for community partnerships and engagement work and co-ordinate the development and implementation of national programmes of work.

The overall aim of the Community Partnerships and Engagement Unit is to maximise awareness and engagement, which will in turn help realise new ‘value exchange’ opportunities with targeted partners.

The unit is made up of three distinct functional teams:

- A Community Awareness Team develops social research projects and strategies to support the development of the national awareness programme; writes business cases for awareness programmes and projects; and coordinates the detailed planning, implementation and monitoring of awareness projects;
- An Education and Volunteer Team develops the national programme and system for effective management of volunteers; develops partnerships with education providers; and develops and runs national programmes of education and volunteer activities;
- A Community Partnerships Team develops community partnership programmes and strategy; and coordinates national initiatives and programmes.

The Unit’s focus is on understanding in detail the target community markets and securing new opportunities for growth within these markets. The team’s focus is national and segment specific.

As a group of specialists they provide national direction and valuable advice and guidance to the Regional Partnerships Teams exploring growth opportunities with communities.

To assist and support, a number of roles remain regionally based and focused on providing practical support to communities on the ground.

**Key changes proposed:**
• The Community Partnerships and Engagement Unit incorporates the functions of the current External Engagement Team (currently within the Capability and Engagement Group) and is expanded to better provide national direction, specialist advice, and coordination.

• The Unit also incorporates regional support roles previously provided to Conservancies by the Communications and Engagement Advisors and Community Outreach Advisors.

Community Partnerships and Engagement Unit: Conservation Awareness Team

The purpose of the Conservation Awareness Team is to:
• Deliver strategic thinking, processes and advice to enable effective planning, evaluation and capability development for community awareness work across DOC;
• Provide national direction and leadership for DOC’s work in informing people about conservation challenges and opportunities; and motivating them to participate.

Key changes proposed:
• The new role of National Product Developer focuses on the development of products, processes and programmes to raise awareness of conservation, e.g. awareness campaigns;
• The new role of Conservation Awareness Advisors is regionally based and focuses on informing and activating people through communication and awareness activities. The Lower North Island will be covered by the Conservation Awareness Manager who will be located in Wellington;
• The new role of Awareness Programme Coordinator maintains national oversight and monitoring of DOC’s awareness activities and coordination where needed.

Community Partnerships & Engagement Unit: Education & Volunteer Team

The purpose of the Education & Volunteer Team is to:
• Deliver strategic thinking, processes, tools and advice to effectively plan, evaluate and develop capability across the organisation for education and volunteer engagement work with individuals and groups;
• Develop partnerships with education providers that help promote conservation and expand conservation knowledge and skills;
• Provide national direction, leadership and advice to Partnerships Rangers to facilitate increased volunteer engagement in DOC-led initiatives.

Key changes proposed:
• The new role of National Product Developer focuses on the development of products, processes and programmes for conservation education and volunteer engagement;

• The new role of Education and Volunteer Developers is regionally based and focuses on partnerships with education providers, as well as promoting and supporting volunteer engagement. The Lower North Island region will be covered by the Education and Volunteer Manager who will be located in Wellington.

• The new role of National Programme Coordinator maintains national oversight and monitoring of DOC’s education and volunteer activities and provides coordination where needed.

Community Partnership & Engagement Unit: Community Partnerships Team

The purpose of the Community Partnerships Team is to:

• Lead the identification, planning, monitoring and evaluation of large scale, multi-region community partnerships and relationships (e.g. with NGOs)

• Provide national direction, leadership and advice to Partnerships Rangers who manage local community partnerships;

• Build capability in the way we manage community partnerships across DOC.

Key changes proposed:

• The new role of National Product Developer is focused on the development of products, processes and programmes for community partnership development;

• The new role of National Partnerships Developer focuses on developing and managing large scale, multi-region partnerships and relationships of national importance;

• The new role of National Programme Coordinator maintains national oversight and monitoring of DOC’s community partnership activities across the country and provides coordination where needed.

Conservation Partnerships Group – National Integration Unit

The purpose of the National Integration Unit is to:

• Provide support to the DD-G Conservation Partnerships on the management of national opportunities and issues;

• Ensure the coordination of work across regions, national portfolios and with other Business Groups;
- Enable coordinated and integrated decision making across the Department;
- Provide analysis of critical issues and risks and preparation of national reports.

The National Integration Coordinator provides high level advice and support to the DD-G Conservation Partnerships and the Partnerships Leadership Team to enable effective decision making and the achievement of the Group’s priorities.

This position, supported by the Integration Leads, manages national issues on behalf of the DD-G, working in partnership with the Partnerships Directors to ensure critical risks, issues and opportunities are appropriately managed at a national level.

The Integration Leads support the Coordinator in these activities and in the analysis of trends, opportunities, risks and issues, and preparing national reports. This includes identifying and acting on opportunities for improvement, identifying best practice solutions and capitalising on opportunities to lift the performance of the Group. They will also help assess risks and provide risk management advice to the DD-G and Directors.

An important area of focus will be the integration of activities between the Conservation Partnerships Group, Kahui Kaupapa Atawhai and the Conservation Services Group. This involves close collaboration with colleagues to deliver integrated, workable solutions that recognise and resolve interdependencies across the Department.

**Key changes proposed:**
- New roles are created to support the Conservation Partnerships Group;
- These absorb many of the main functions of the current National Operations Coordinator and National Operations team.
- The Integration Coordinator is expected to build a close working relationship with the Planning/Integration Director – Conservation Services as well as with Outcome Portfolio Leads and Workflow Coordinators across the Department.
## FTE Numbers for the Conservation Partnership Group

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5. The new proposed Kahui Kaupapa Atawhai Group

Overview of Group

The purpose of the Kahui Kaupapa Atawhai Group remains to:

- Develop a cultural platform that connects people with the natural world and integrates Kaupapa Māori with conservation management;
- Build cultural awareness and develop organisational capability for working in a Māori dimension while developing the foundation for Iwi conservation leadership;

The proposed new structure expands this Group’s responsibility for growing ‘value exchanges’ with Iwi, increasing conservation outcomes through partnerships.

The reformed Kahui Kaupapa Atawhai Group is responsible for driving the growth strategy externally – achieving more conservation through partnerships with Iwi.

Their goal is to secure beneficial “value exchanges” with Iwi.

This means focusing effort into four main areas:

- Developing and maintaining strong working relationships with Iwi, Whanau and Hapu
- Securing new value exchanges with Iwi partners to benefit conservation
- Project managing new value exchanges to ensure they are delivered successfully on the ground (locally, regionally and nationally)

Figure 4: Kahui Kaupapa Atawhai
For a more detailed structure chart see Change Proposal Resource Document
Charts 10 Kahui Kaupapa Atawhai
Similarly to the Partnerships Group, the expanded Kahui Kaupapa Atawhai (KKA) Group has a strong national focus on Iwi. The roles of Pou Tairangahau and Kaituitui Kaupapa will be brought into this Group, working out of existing regional sites.

The primary role of the expanded KKA team in this regard, is to take the lead in strategy, manage large and complex Iwi relationships (nationally and regionally), and provide specialist support to Partnerships and Services teams working with Iwi on the ground.

The Pou and Kaituitui roles which currently report through to Conservators, will now report through to the KKA group, creating one nationally-led Business Group. This will allow the DD-G KKA to more effectively direct the group in the strategic direction required, and ensure greater consistency of approach nationwide.

While the reporting lines for the Pou Tairangahau and Kaituitui Kaupapa roles will change, the current location of these roles remains the same – with new roles created where they can add the greatest value.

The KKA Group also retains its existing Tier 3 management roles, with each of these senior managers now managing a team of regionally based Pou. The allocation proposed is illustrative only – the final allocation will be determined by the DD-G KKA following consultation.

Critical to the success of this group will be strong working relationships with regional Partnerships teams across the country. The aim is not for KKA to become the only group doing business with Iwi – far from it. Success is everyone working effectively with Iwi to grow conservation.

The newly formed teams within KKA are responsible for providing a strong working framework to enable Partnerships Rangers to successfully grow Iwi partnerships across the country.

Regular engagement and active collaboration with Partnerships Directors and Managers at both the regional and district levels is vital to success. This will be a primary role for the Pou and Kaituitui roles.

**Key changes proposed:**

- Pou Tairangahau and Kaituitui Kaupapa now report through to KKA Tier 3 managers;

- KKA take responsibility for establishing a smart framework for working with Iwi and for leading development of Iwi partnerships within and across the regions, working in close collaboration with Partnerships teams.
**Kahui Kaupapa Atawhai - Kaihautu - Te Pūtahitanga**

The purpose of the Kaihautu – Te Putahitanga remains to:

- Provide strategic leadership to the Pou Tairangahau network which connects the Department with whanau, hapu and Iwi;
- Support Treaty settlement and negotiations and provide understanding of the cultural and contextual landscape;
- Ensure effective Iwi partnership development and management.

**Key changes proposed:**

- Development and management of Iwi partnerships across a regional landscape now sits within this group, along with line management responsibility for a number of Pou Tairangahau.

**Kahui Kaupapa Atawhai - Kaihautu - Te Tohu Huarahi**

The purpose of Kaihautu - Te Tohu Huarahi remains to:

- Lead the Department’s strategic direction and policy development to enable the integration of Kaupapa Maori as essential to conservation management to ensure the Business Management team (BMT) and decision making is closely linked to the KKA Group;
- Oversee the roles involved in the management of tagged Nature Heritage and Biodiversity Funds, Pou-Putea Urutapu;
- Ensure effective Iwi partnership development and management.

**Key changes proposed:**

- Development and management of Iwi partnerships across a regional landscape now sits within this group, along with line management responsibility for a number of Pou Tairangahau.

**Kahui Kaupapa Atawhai - Kaihautu - Te Kōtahitanga**

The purpose of Kaihautu - Te Kōtahitanga role remains to:

- Build the Department’s cultural awareness and cultural capability in order to enable the department to work effectively in a Maori dimension.
- Provide leadership in the integration of appropriate Kaupapa Maori beliefs with DOC’s operational policies and practices.
- Ensure effective Iwi partnership development and management.
Key changes proposed:

- Development and management of Iwi partnerships across a regional landscape now sits within this group, along with line management responsibility for a number of Pou Tairangahau.

FTE Numbers

<table>
<thead>
<tr>
<th>Role</th>
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<tr>
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<tr>
<td>Kaihautu Te Putahitanga</td>
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<td>Kaihautu Te Tohu Huarahi</td>
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<td><strong>Tier 5</strong></td>
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<td>Kaituitui Kaupapa</td>
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6. Administration function across the Groups

Please refer to Change Proposal Resource document – chart 10

The purpose of the Administration function is to provide high quality, effective administrative services to internal work teams and to support external partners as and when required.

Administrative roles in the new proposed structure are mainly generalist in nature, providing the range of services needed to enable teams to focus on their core work. Admin teams are vital to the management of internal systems and for ensuring DOC’s policies, processes and practices are consistently applied.

The proposed structure distributes administration roles widely, to effectively support the work of the Conservation Partnerships and Services staff around the country.

Leadership for administration is from dedicated Administration Managers, who lead broad teams and manage worksite issues across multiple locations within a Region.

Groups of administrative staff will be based in offices with larger numbers of staff. Work sites with fewer than 11 staff will not have dedicated administrative support; however they will receive some administrative services from admin staff based in other offices.

The proposed structure reflects a very different way of operating from today, resulting in significantly different administration challenges and work profiles. Delivery teams are spread across geographies in different patterns, meaning the patterns for admin support must also change.

Overall we expect our need for administration services to be less than today.

Some existing administration functions are expected to become more centralised (e.g. through shared delivery teams carrying out support activities like business planning, and shifts toward more centralised procurement and services management), while others are likely to reduce in volume (e.g. we will have fewer offices requiring front desk / reception roles - these will only be required for offices where Partnerships teams are based).

What we do know is a change in administrative boundaries is proposed with the new regional structure, with a probable flow on impact on Conservation Boards. Consolidation of Boards could provide potential efficiencies for administration; however there remains uncertainty with this change.

It is difficult at this early stage to be specific about the level of work that will reduce, shift or change for administration – and we acknowledge more analysis is needed to be confident the proposed structure is workable.
The final administrative set up will be influenced both by changes to the wider structure as a result of consultation and by feedback on what is the right level of administrative investment for the new business.

**Key changes proposed:**
- Administrative leadership is located regionally rather than locally with dedicated Administration Managers reporting through to regionally based Directors;
- Administration Managers will lead distributed teams of Administration Officers and manage a range of worksite functions across the region;
- PA’s will be expected to provide administration support to others at their site in addition to service to a direct manager;
- Other administrative solutions (e.g. IT tools or support from Administration Officers based elsewhere) may be required for sites with no dedicated administrative roles.

**FTE Numbers**

<table>
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<td><strong>Tier 5</strong></td>
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7. Ensuring Integration between Groups

Effective interaction between the Conservation Partnerships, Conservation Services and KKA Groups is essential for the new structure to succeed. (Note that KKA is not included in the diagram below but is part of the same mechanism)

New commercial and partnership opportunities will be continuously developed and set up by the Partnerships Group and KKA. These opportunities will only progress with support from the Conservation Services Group who have the operational capacity and are responsible for delivery on the ground.

To facilitate the integration between the groups, a strong project management function will be established. As significant new value exchange opportunities are identified, they will be defined as a working project. These projects become a joint initiative between the Groups, regardless of where they come from.

New conservation projects are scoped using expertise from within the Conservation Partnerships, KKA and Conservation Services Groups. Where the projects are of a suitable size, they will be assigned to a project manager from an available pool.
The pool of Project Managers will typically be made up of selected Partnerships and Services Rangers who have training and experience in project management. The Project Manager will be responsible for:

- Initiating and developing the project (in conjunction with all participating groups);
- Making sure the project is strategically evaluated in line with DOC priorities through the Business Management Team (BMT).

For approved projects, ownership may reside with either of the business groups, depending on available capacity and skills. New projects will be differentiated from business as usual (BAU), by having set timeframes for completion and running in a project lifecycle. Following completion, some projects may move into BAU.

It is important to understand that under this approach, no one from Conservation Partnerships, KKA or Conservation Services can initiate projects independently. They must have input and, ideally, representation from the other Groups to proceed. This dependency is to make sure that the resources and availability are assessed and that projects cannot be undertaken in isolation or in an environment that will create unproductive competition for resources.

Teams in Conservation Services will therefore need to be directly involved in project planning and managing the operations components of new project initiatives in Districts or Region. In this capacity, they will work closely together with regional and local leads from the Conservation Partnerships team, to ensure suitable delivery capacity and capability is made available to successfully implement new projects.

In carrying out their work, and as a visible DOC workforce, the Services Rangers create positive relationships and direct potential partners to the right Partnerships Rangers in their Region.
8. What happens from here

Providing feedback on the change proposal

Feedback on the proposal is a very important step in shaping the final structure. It is your formal opportunity to have your say.

Feedback helps us understand where we need to make improvements - including where there are gaps or things we haven’t identified, or where you feel something isn’t going to work from a practical perspective.

We are expecting that changes will be made to the proposed structure based on the feedback we receive from staff.

We need your feedback by 5.00pm on Friday, 12 April.

All DOC staff can provide feedback on the change proposal including those not in scope. Feedback can be submitted by individuals, groups and/or teams.

If you have questions about the change proposal you should first discuss them with your colleagues or ask your manager for clarification. If your manager is not able to answer your questions send them to the Delivery Project deliveryproject@doc.govt.nz Team. A member of the project team will respond to you.

Answers to questions about consultation will also be published on the intranet. Common questions will be captured and we will update this page each day.

Instructions for submitting feedback

How to provide feedback

There are two ways you can submit feedback:

1. Through an online form – a link to the form is on the Delivery Project Intranet pages
2. By completing one or more of the feedback forms
   - docDM-1174938 : Feedback on Conservation Services
   - docDM-1174939 : Feedback on Conservation Partnerships
   - docDM-1174940 : Feedback on Kahui Kaupapa Atawhai

The forms can be:
- Emailed to the Delivery Project mailbox deliveryproject@doc.govt.nz
- Sent via the internal post to the Delivery Project Team, attention Structure Design Team
Please make sure you use the form provided – it has been designed to help us collate all the feedback that comes in from across the country.

You do not have to complete the whole form just the sections you have feedback on.

If you want to submit feedback as a team, talk to your Manager who can help. You will still need to use the feedback form or online form to put forward team feedback.

What to include in your submission

Each submission needs to include the name and role of the person providing the feedback. If it is a group submission, a representative for the group needs to be identified. This is so the Structure Design Team can follow up if they have any questions or need more information.

You can provide feedback on any aspect of the proposal. For example, you may wish to give feedback on things like the purpose and aim of business groups and new roles, functions you think are missing, reporting structure, proposed work portfolios, where delegations are held, how integration could occur, etc.

What not to include

The purpose of a submission is to provide feedback on the proposed changes.

Feedback is not required on the:

- Process used to design the structure or the people involved in the design process
- Comments on the suitability of any individual for a role

If you have concerns or questions about the feedback process you should talk to your manager in the first instance, or send an email to the Delivery Project Team deliveryproject@doc.govt.nz

Decision making

Once we have received and reviewed all the feedback, changes will be made and a final structure proposal presented to the Director-General for decision making.

In his deliberations he can be expected to take into account the views of the Executive Leadership Team (ELT), the Operations Leadership Team and the Project Steering Group.
Forward Timeline

Consultation begins 26 March 2013
Consultation ends 12 April 2013, 5pm
Revised structure signed off by the Director General 22-24 April 2013
Announcement of final structure 24-26 April 2013
Management of Change begins 24-26 April 2013

When the Director-General’s decision is released we will provide a timetable of next steps plus a detailed Management of Change booklet. We expect this to be in the last week of April.

The Management of Change process will begin after the Director-General has approved the new structure.

Implementation

There is a lot of work to do to implement any new structure and the systems and processes needed to make it work.

A detailed plan for implementation is still being developed. At this stage we are not ready to communicate when and how the new structure or any supporting systems might be implemented.

By the end of the consultation process we expect to have a plan in place. You can rest assured that at least until July 2013, we will continue to work under the current structure, using existing systems and processes for all our work.

We will keep you informed of progress with implementation planning as it unfolds.

Employee Assistance Programme

Please make use of the resources available to help you work through this unsettling period. You can access our independent employee assistance programme support organisation – EAP Services. This service is staffed by experienced professionals and offers support to employees who may have work-related or personal challenges that may be disrupting their life at work or at home. The service is available 24 hours a day, to staff and their families. It offers professional and confidential counselling.

EAP Services has a national network of qualified, registered and supervised counsellors. Employees and their families are able to contact EAP Services direct and do not have to seek the approval of their manager. EAP Services does not release any client information or records to anyone without the client’s written authorisation.

Staff or family members of staff wishing to use this service may access EAP Services on their free phone number: 0800 327 669.