



Department of Conservation

STATEMENT OF INTENT 2014–2018

*Presented to the House of Representatives pursuant to section 39
of the Public Finance Act 1989*



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Foreword

Minister of Conservation

New Zealand's natural environment is fundamental to the future and prosperity of our country, underpinning our economy, lives and lifestyles, health and wellbeing. We live in a country with some of the best natural and cultural features and ecosystems found anywhere on earth. Coupled with this is an increasing public awareness of how much of New Zealand's biodiversity is at risk from introduced pests, weeds, biosecurity incursions and potential impacts from climate change.

We treasure our iconic native plants and animals and our places. We have a responsibility to protect these for future generations but we must recognise that nature has an economic value in New Zealand.

Already most New Zealanders understand the importance and necessity of conservation – now we want to get others even more actively involved. That means building partnerships at many levels – with community groups, iwi, big business and others.



Hon Dr Nick Smith

Minister of Conservation

This new direction for the Department is a big advance in conservation thinking and will help make it more efficient and effective, provide greater customer-focus, and consistency around the country.

Conservation is everyone's business and reflects who we are as a nation. All New Zealanders have a stake in protecting our environment. Over the next few years, DOC will lead the charge and play a vital role in helping manage New Zealand's environment.

Ministerial statement of responsibility

I am satisfied that the information on strategic intentions prepared by the Department of Conservation in this Statement of Intent is consistent with the policies and performance expectations of the Government.

Introduction

Director-General

The Department of Conservation has a key role to protect our natural environment and is at a critical stage of transforming itself as a department in response to the way New Zealanders regard and value conservation. The intention is to embed conservation as a core part of this country's national identity.

Our vision 'New Zealand is the greatest living space on Earth', is much bigger than DOC. It's a 100-year vision for the country's future, and it encompasses all of New Zealand – our land, water, plants and animals – and all New Zealanders.

Our focus on biodiversity is at the core of work contributing to the New Zealand Brand. The environment is very much at the heart of our primary industries as well as tourism, and listed as the main reason international visitors come here.

The state of our native species and the health of our lands and waters is core work for DOC but we want to be at a point where we are not just preserving, but also growing conservation.

DOC's partnership model and Growth Framework engage new people in new ways, as seen in our partnerships with for example, Fonterra, Outward Bound, Air New Zealand and EnviroSchools. Our external funding programme also comes from philanthropic interests such as Janszoon, and the NEXT and Aotearoa Foundations. The external funding will help to increase the scale of our restoration

of natural heritage. Through a range of partnerships we aim to engage all New Zealanders in managing nature sustainably, with conservation as an investment rather than a cost.

To meet the challenge and make progress in these medium-term priorities, DOC intends to continue to:

- Embed the new structure and strategy within DOC
- Increase external funding from more business and other partnerships
- Grow conservation by working in partnership with others
- Work with iwi and community groups to protect, restore and manage our natural places and native species
- Ensure that caring for nature is seen by New Zealanders as an investment, not a cost.

Director-General's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information on the strategic intentions of the Department of Conservation. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Lou Sanson
Director-General



countersigned by
Christeen Mackenzie
Chief Financial Officer

Strategic intentions of the Department

This Statement of Intent is produced by the Department of Conservation to set out the strategic objectives that DOC intends to achieve or contribute to into the future. The commitments are for the next four years, but within a much longer timeframe relevant to the longevity of many native species, the time required for nature to respond to conservation support, the functional time-span of visitor facilities, and the aspirations we have for future generations to share our natural and historic heritage. In this document you will find information about the main strategic initiatives of the Department to enable all New Zealanders to contribute to conservation, to become

more capable in the necessary conservation tasks, as well as detail about the five main programmes to deliver on priorities for DOC, as described in the Outcomes Model.

Detailed measures and targets for our performance are included in the Information supporting the Estimates. These include impact level measures and targets that would have previously been in DOC's Statement of Intent. In the Annual Report we will report against these specific measures and targets, and supplement this information, where available, with information from evaluations and case studies.

Key performance indicators

Measure	Current status	Four-year target
Trends in the benefits that New Zealanders seek and receive from the natural, historic and cultural heritage managed by DOC	➡ Performance maintained	➡ Performance maintained
The relative value of conservation to New Zealanders as an indicator of support for conservation	➡ Performance maintained	⬆ Performance improving

Nature and scope of functions

The Department of Conservation manages natural and historic resources for their intrinsic values, for the services that ecosystems provide us with today, to safeguard options for future generations and for recreational use and enjoyment by the public. The state

of native species and the health of New Zealand's public conservation lands and waters is core work for the Department. This work is increasingly seen within the broader economic and environmental context.

The Department's main functions are:

Managing land, fresh and coastal waters, and historic sites that have been protected for conservation purposes—about 8.5 million hectares of land, 38 marine reserves (covering a total of 1.72 million hectares), and 6 marine mammal sanctuaries (covering approximately 2.4 million hectares). DOC's work is focused on areas of land or water where conservation values are high, whether that is for natural or historic heritage or in support of visitor experiences or community engagement.



Advocating generally for the conservation of natural and historic resources, providing conservation information, and supporting international agreements designed to improve environmental management in New Zealand and internationally.



Encouraging recreation on these public conservation lands and waters by providing visitor facilities, including tracks for walking, biking and four-wheel driving, as well as huts, campsites, visitor centres and access to historic sites.



Supporting the Minister of Conservation in exercising responsibilities under other legislation, for example, the Resource Management Act 1991 for the coastal and marine environment, including in relation to councils' policies and plans, and consent applications regarding the coastal and marine environment.



Authorising tourism operations and other third-party activities such as grazing, electricity generation and transmission, mining, and the use of sites for telecommunication purposes on public conservation lands and waters.



Providing policy and legal advice to the Minister of Conservation, contributing to whole-of-government policy processes, and servicing ministerial advisory committees, the New Zealand Conservation Authority and Conservation Boards.



Protecting marine mammals, preserving native freshwater fisheries, and protecting recreational freshwater fisheries and freshwater fish habitats, and conserving protected native wildlife.

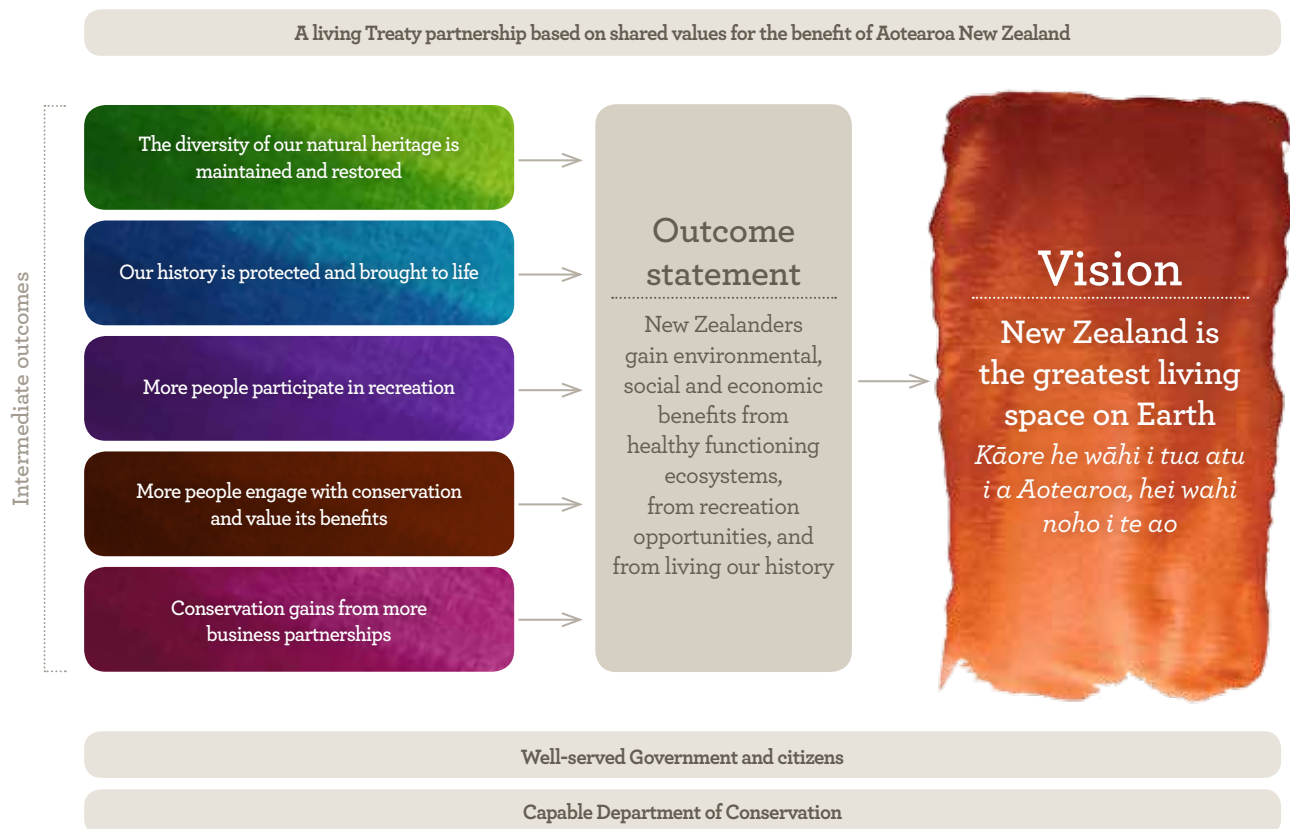


Department of Conservation outcomes model

The outcomes model has one overall outcome, with five intermediate outcomes that contribute to it. These are more specific about where DOC will focus its work to achieve the big outcome, and through this, its aspirational vision – *New Zealand is the greatest living space on Earth.*

DOC has developed its outcomes model to help demonstrate how we manage for outcomes, and to inform planning and engagement.

The DOC outcomes model provides a picture of the high-level results DOC wants to see for New Zealanders and the main steps we believe are needed in order to achieve those high level results.



Department of Conservation operational structure

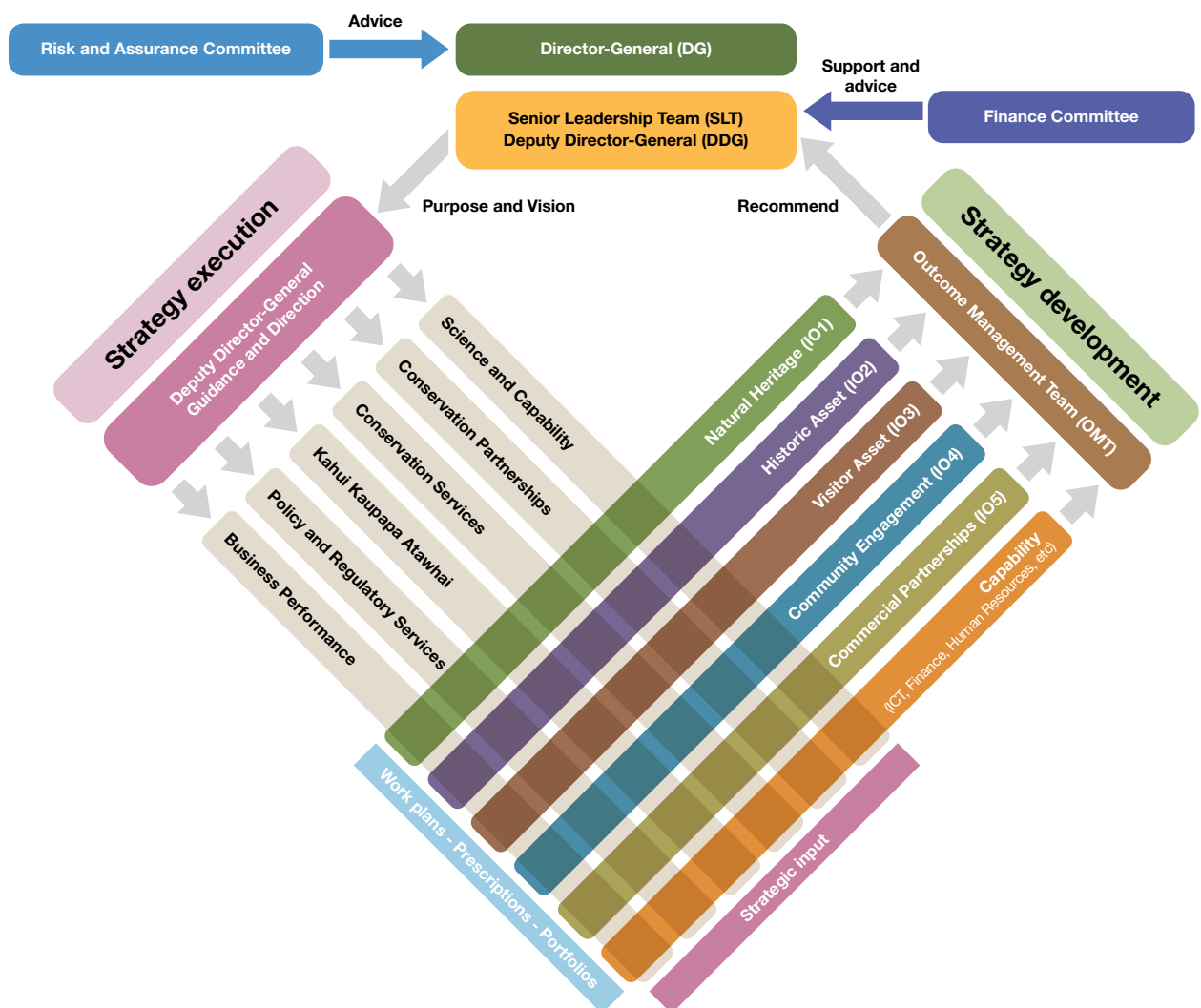
The Department of Conservation operating and governance model is shown below. This reflects the ongoing cycle of planning, delivery and review that sustains and improves organisational performance.

The Senior Leadership Team (SLT) authorises an enterprise-wide strategy and the portfolios that deliver on DOC's outcomes and enhance the growth of conservation.

The investment approach is developed and prioritised by the intermediate outcome stream leads in collaboration

with the wider business (hence the matrix). The stream leads also promote best practice, and the delivery of the right things at the right time. The Outcomes Management Team then consolidates and further prioritises the production of the outputs that enable the strategy.

Implementing the work portfolios is the responsibility of the groups led by the Deputy Director-Generals. Reporting reveals DOC's performance against targets, and priorities are then adjusted accordingly.

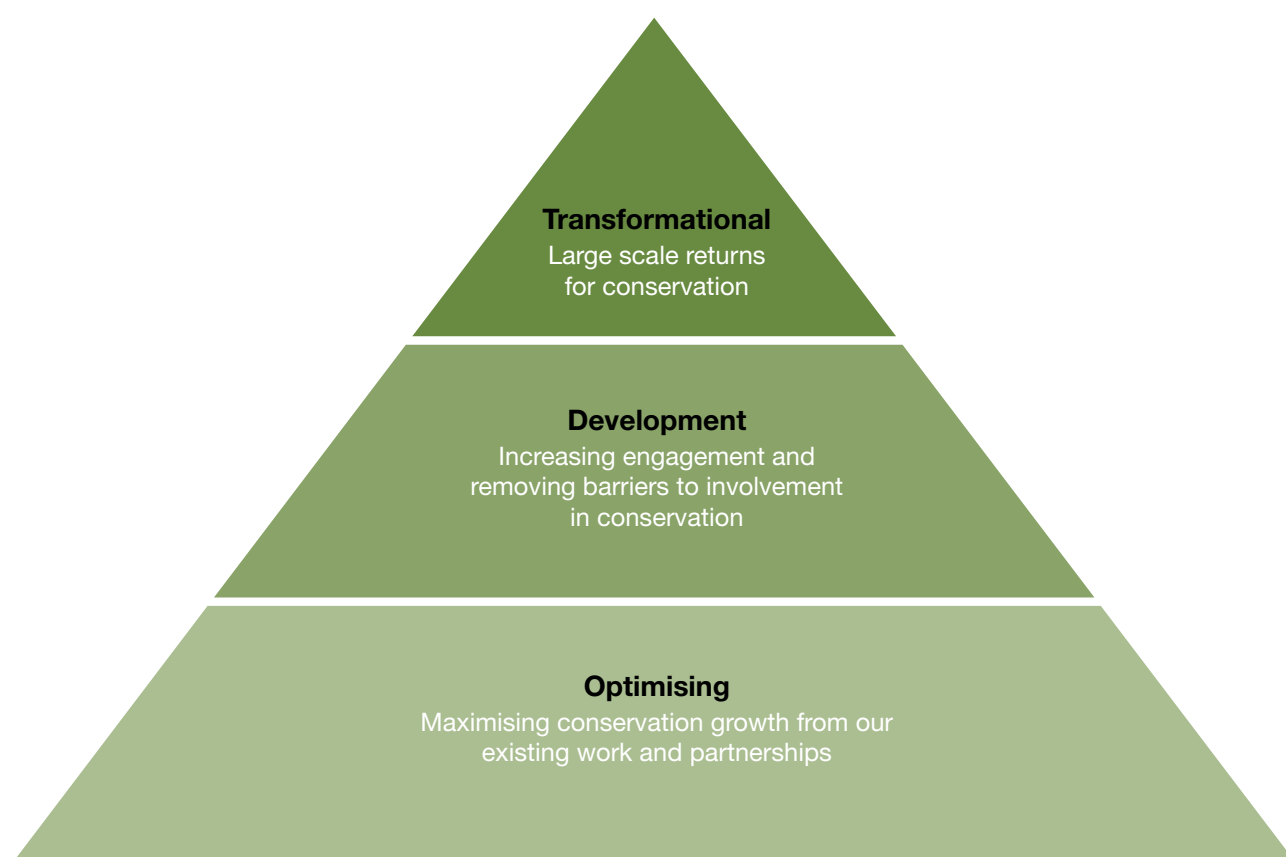


Growing conservation is our organisational mission

DOC's Growth Framework will help managers and staff to decide where to invest their efforts in responding to the organisational goal of growing conservation. It takes into

account our capacity to support conservation growth as well as our wider strategic context (for example, Statement of Intent, Outcomes Model, Four-year Plan, etc.).

Department of Conservation growth framework



DOC's Growth Framework is:

- **Transformational** – accelerating growth by generating conservation outcomes at a large scale or by significantly changing the way work is done.
- **Developmental** – building new partnerships and removing the barriers that are preventing New Zealanders from becoming involved in conservation.
- **Optimising** – fostering today's relationships, streamlining our work and delivering great customer experiences.

Following this framework means our work will:

- Provide the best gains for conservation.
- Strongly influence others to contribute to conservation.
- Deliver sustainable conservation benefits that will grow over time.
- Align with the Outcomes Model.

Government and ministerial priorities

The Minister and Department have agreed to progress a number of priority areas in the next 4 years.

Natural heritage:

- Protection of New Zealanders' special species and places through effective use of resources, smart use of technologies and effective engagement with communities, including successful implementation of the 5-year Battle for Our Birds programme.
- Advancing improvements in marine conservation, through both progressing new reserves and in re-writing the now outdated Marine Reserves Act 1971.

Recreation and historic heritage:

- Maximising and promoting the opportunities for New Zealanders and visitors to get out and safely enjoy the great outdoors (including new modes of recreation like mountain biking) and enhancing New Zealand's sense of identity and international brand from our natural environment. A particular priority is advancing the Top 25 Iconic Sites plan.

Gaining benefits from conservation:

- Improving conservation's contribution to the Government's economic growth agenda by streamlining RMA and concessions processes, partnering with business, developing the net conservation benefit approach and supporting a more collaborative approach to resolving conflicts between the economy and conservation.

Better Public Services

The Department is contributing to Government's Better Public Service results by:

- Working with businesses to achieve conservation gains in ways that deliver environmental, social and economic benefits to New Zealanders.
- Making changes to where the Department works and what it focuses on to improve both efficiency and effectiveness of its work programmes.
- Putting more emphasis on partnerships, relationship building, sharing skills and knowledge, and involving others.
- Working with all Natural Resources Sector agencies to implement medium term priorities agreed by Government for the sector and described in the Building Growth from Natural Resources Progress Report.

Gaining benefits from nature

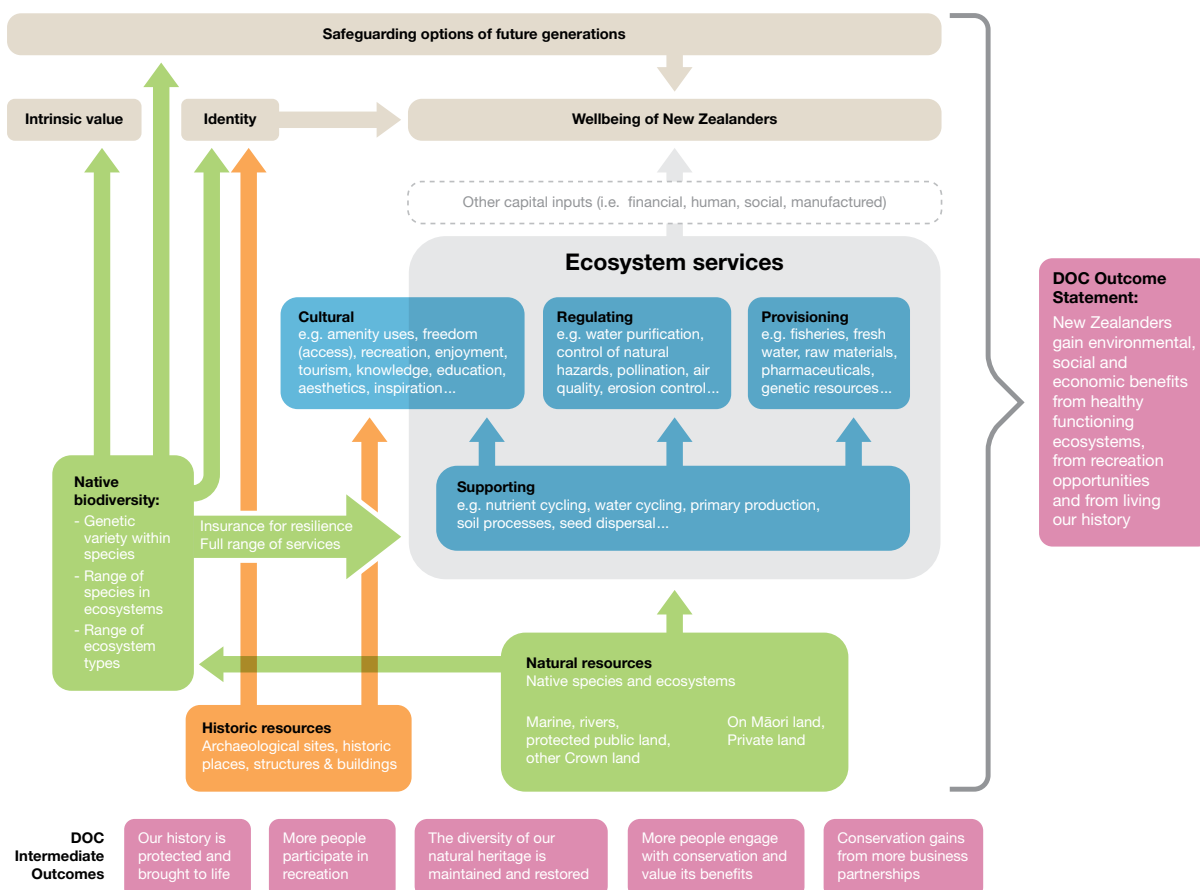
New Zealanders rely on ecosystems to provide for their wellbeing and prosperity through the provisioning of ecosystem services (see diagram below). The natural and historic heritage resources managed by the Department make a considerable contribution to these ecosystem services. The species and genetic diversity of ecosystems is essential to establish resilience within the system, allowing it to more readily adapt to stressors such as climate change, diseases, land use change and so on. Ecosystem resilience increases the likelihood that the full range of ecosystem services will continue to be provided even when faced with stressors.

Put simply, the quality and extent of ecosystems and their services is critical to our country's ability to prosper. This message underpins the DOC Outcome Statement *New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities and from living our history.*

The historic resources managed by the Department also provide services which contribute to the wellbeing of New Zealanders. The following diagram illustrates these concepts.

Further work in this area:

- Including in the refresh of the New Zealand Biodiversity Strategy the role that the Department and other government agencies play in managing ecosystem services within New Zealand.
- Contributing to and facilitating the development of the National Natural Capital Assessment by the Natural Resource Sector.
- Providing scientific evidence of the linkages between native biodiversity, ecosystem services and human wellbeing.
- Incorporating Māori perspectives on the Natural Capital concept.



Department of Conservation

intermediate outcomes

The following pages describe the activities DOC will pursue in order to deliver the five intermediate outcome objectives, which include objectives, scope of operations, key performance indicators and the model for each intermediate outcome. The explanation about each outcome, its objectives, scope of operations and key performance indicators are provided on the left side of each two-page spread. These components map onto the outcomes model, located on the right side of each spread, but the mapping is not shown here, in order to simplify the presentation.

Each outcomes model expands a core element of the DOC outcomes model. Each model is a series of statements signalling the logical pathway towards the longer term objective. Typically this pathway, reading from left to right, starts with a clear understanding of what the parties involved expect. It identifies and addresses capability growth, developing tools and building information sets, completing delivery of outputs, and from this, achieving results and outcomes.

Individual components of each model represent particular points of focus for the short- to-medium term, where the most significant weaknesses or risks lie, or where the greatest gains can be made. The connections between different components and between intermediate outcomes can be complex.

The activities, objectives and key performance indicators reflect the priority areas of focus chosen to progress towards the stated intermediate outcome, given the logic of each model, and knowing progress to date. These priorities will inform capability development, the focus for further research, and points of common interest for cross-sector collaboration.

The key performance indicators represent important measures of success or in some cases milestones that signal progress towards the intermediate outcome. The work areas chosen to focus on, objectives and key performance indicators may change periodically, as might the intermediate outcomes models, as we learn more, as new risks and pressures arise, and as milestones are reached.

Natural heritage

Outcome 1: The diversity of our natural heritage is maintained and restored

A better view across the country of the health of our ecosystems is continued through:

- progressive implementation of the national monitoring and reporting system
- further development of the national monitoring and reporting programme to include marine and freshwater ecosystems
- an assessment of estuarine protection.

There is yet to be a full suite of New Zealand's representative ecosystems conserved. To address this, more ecosystems will be managed under prescriptions to improve their health.

Species decline continues and the focus for management will be increased protection through integrating work at priority sites.

Objectives

- 1 A full range of New Zealand's ecosystems is conserved to a healthy functioning state.
- 2 Nationally threatened species are conserved to ensure persistence.
- 3 Public conservation lands, waters and species are held for now and future generations.

Scope of operations

- Deliver operational programmes: Use prescribed methods to achieve biodiversity outcomes, as described in business plans, and monitor their effectiveness.
- Provide support: Provide advice and maintain tools that support operational programmes.
- Develop tools: Develop and improve technology, techniques/methods and processes (including legislation and policies) to improve operational programmes.
- Undertake research/evaluation: Develop and support targeted operational and strategic research and evaluation to improve natural heritage management.

Key performance indicators

Measure	Current status	Four-year target
Indigenous dominance – ecological processes are natural	➡ Performance maintained	➡ Performance maintained
Species occupancy – the species present are the ones you would expect naturally	➡ Performance maintained	➡ Performance maintained
Ecosystem representation – the full range of ecosystems is protected somewhere	⬇ Performance declining	➡ Performance maintained

Natural heritage outcomes model



DOC and others measure, evaluate and report on the impact of natural heritage interventions



Historic heritage

Outcome 2: Our history is protected and brought to life

Decisions made now on protecting and promoting our historic heritage ensure that most of New Zealand's heritage fabric continues to inform and enhance our identity as a nation.

Objectives

- 1 Historic heritage is protected and conserved for future generations.
- 2 More New Zealanders and tourists engage in our heritage and value the benefits of interacting with it.

Scope of operations

- Protecting heritage sites from avoidable harm.
- Undertaking heritage conservation work on key sites to stabilise the condition of heritage fabric so that it survives intact.
- Enhancing heritage sites to create more appealing experiences.
- Engaging New Zealanders in preserving history and bringing it to life.









Three key areas of work

Historic Icons: The 20+ best places to tell great stories about the Kiwi identity are also destinations that can grow tourism and generate economic benefit. These are a key focus for bringing our history to life by creating engaging heritage experiences.

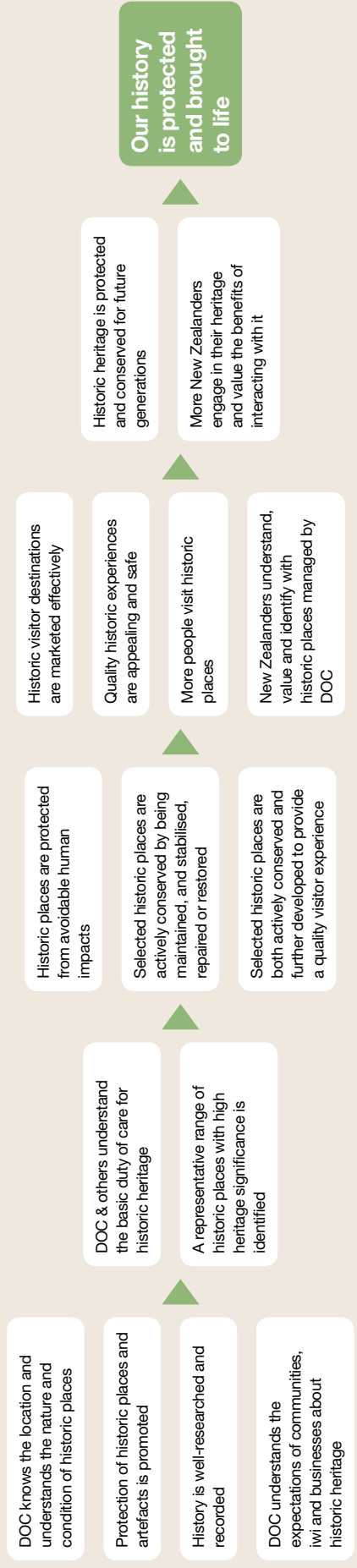
Actively conserved historic places: A representative sample of our heritage will be conserved for present and future generations. Priorities will be those places most under threat. Places most likely to attract people will be managed to provide an appealing visitor experience.

Protected historic places: Many more historic places need protection from threats such as development or the effects of nature. We will continue to assess, advise and, if required, revise proposals that might adversely impact on this heritage.

Key performance indicators

Measure	Current status	Four-year target
The condition of actively conserved historic places (607) (seeking a stable and not deteriorating condition)	 Performance declining	 Performance maintained
The trend in New Zealanders' awareness of the Department as a manager of historic places	 Performance improving	 Performance improving
The trend in visitor numbers at Historic Icon sites	 Performance maintained	 Performance improving
The trend in visitor satisfaction with the quality of the experience provided at historic places	 Performance maintained	 Performance maintained

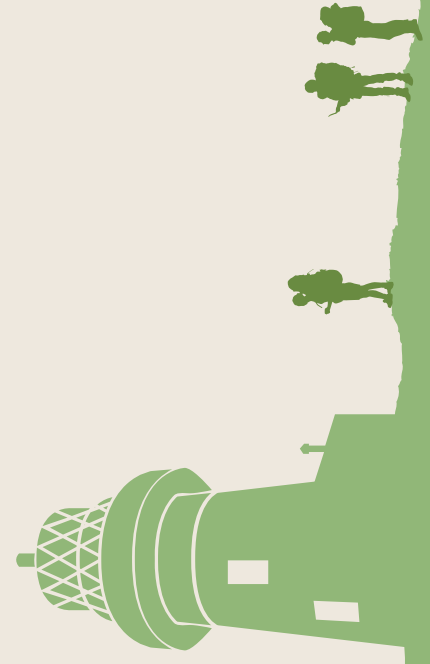
Historic heritage outcomes model



More conservation is achieved by others

Conservation gains from more business partnerships

Fulfilling responsibilities under Section 4 of the Conservation Act 1987 and obligations arising from Treaty of Waitangi Settlements



Recreation

Outcome 3: More people participate in recreation

New Zealand society is changing, and how we connect with nature is changing too. DOC is changing how it provides access to the lands and waters in its care to ensure current and future generations continue to enjoy New Zealand's outdoors to the fullest. The resource commitments of maintaining a 'demand-driven' network of opportunities is being confirmed, and informed by growing knowledge about people's recreation preferences.

Objectives

- 1 Icon sites are New Zealand's national outdoor treasures, developed to support the growth of domestic and international tourism.
- 2 Gateway destinations are developed to introduce new participants and to grow recreation in the outdoors.
- 3 Locally treasured destinations are managed to grow community connection with, and use of, their locally important places.
- 4 The backcountry network is enhanced to attract a wider range of visitors and increased use of these special places.

Scope of operations

- Managing facilities at destinations that support visitor opportunities: These include roads, car parks, amenity areas, campsites, tracks, toilets and huts.

- Providing information for visitors to make informed choices: This includes visitor centres, on-site signage, interpretation and publications.
- Providing specific services: These include roles as hut wardens, campsite hosts, search and rescue as well as summer interpretation programmes, an electronic booking system.
- Researching: Gaps in knowledge about potential visitors and their preferences.

Infrastructure status and focus:

Icon destinations: These are generally 'fit-for purpose'. Maintain current infrastructure within a long-term upgrade programme. Four Icon priorities ahead are: a world-class experience at Waipoua forest; improving infrastructure at the popular Tongariro Alpine Crossing; re-designing Cathedral Cove visitor access; and re-opening access to Milford Sound's tallest permanent waterfall (Bowen Falls).

Gateway destinations: Some upgrades are needed, and a focus will be on places close to urban populations, to encourage family and school use.

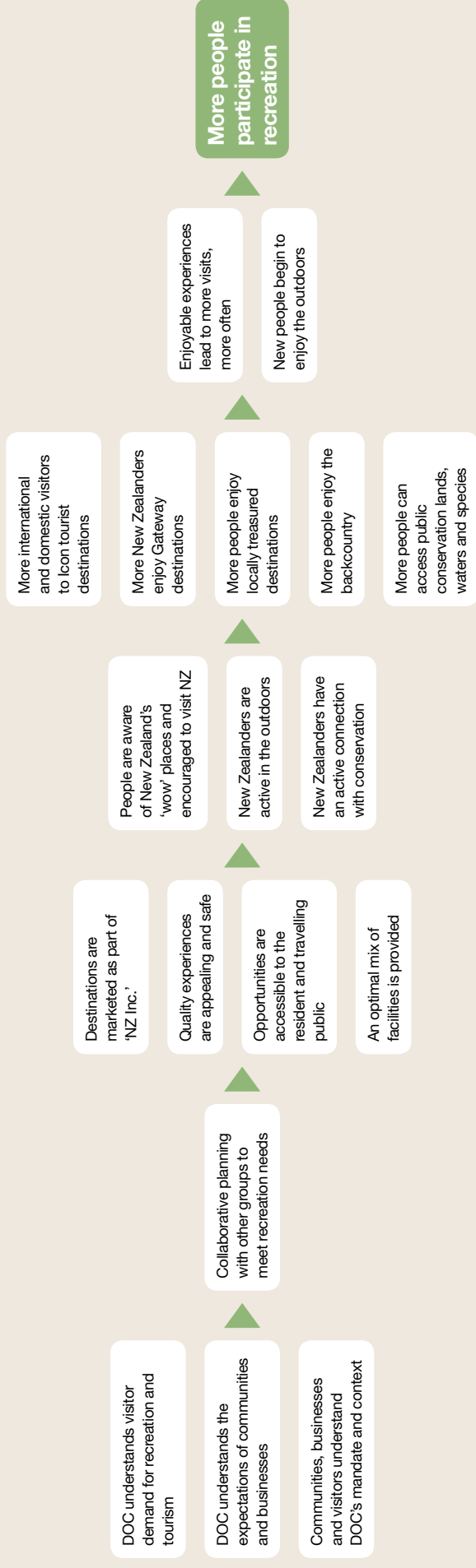
Local Treasured destinations and backcountry: Local communities and users will be empowered to own and engage in conservation at these places. We will explore ways to grow the attraction for a more diverse group of people.

Other priority areas: Minimise the spread of kauri dieback through suitable track management; and support visitor safety through the provision of information and facilities to the appropriate standard.

Key performance indicators

Measure	Current status	Four-year target
The trend in New Zealanders' awareness of the Department as a recreation provider	➡ Performance maintained	⬆ Performance improving
The trend in participation in recreation on public conservation lands and waters	➡ Performance maintained	⬆ Performance improving
The trend in visitor satisfaction with the quality of the experience and opportunities provided	➡ Performance maintained	➡ Performance maintained

Recreation outcomes model



More conservation is achieved by others

Conservation gains from more business partnerships

Fulfilling responsibilities under Section 4 of the Conservation Act 1987 and obligations arising from Treaty of Waitangi Settlements



Engagement

Outcome 4: More people engage with conservation and value its benefits

DOC works with others to grow conservation.

The value of conservation is shown as a smart investment in a healthy and prosperous New Zealand.







Objectives

- 1 Conservation is core to New Zealanders' identity, values and thinking.
- 2 More conservation activity is achieved by others.
- 3 Conservation is seen as an essential investment in New Zealand's prosperity and brand.

Scope of operations

- Scoping, planning and implementing initiatives with new and existing community partners, including whānau, hapū and iwi, and central and local government, to grow conservation.
- Supporting community-led conservation projects through strategic and collaborative partnerships (including funding) that demonstrate measurable conservation outcomes.
- Developing engagement strategies to provide guidance and direction so DOC's objectives are achieved in a nationally consistent way.
- Designing tools and systems, including a monitoring and reporting framework, to support partnerships and engagement as mechanisms for conservation growth and to report on progress.

Key performance indicators

Measure	Current status	Four-year target
Change in the importance of conservation to New Zealanders	 Performance maintained	 Performance improving
Change in the quality of the Department's engagement with key stakeholders	 Performance maintained	 Performance improving
Change in the satisfaction of tangata whenua with the Department's activities to help them maintain their cultural relationships with taonga	 No current benchmark	 Performance improving

Engagement outcomes model



Whānau, hapū and iwi exercise their mana whenua through effective partnerships with DOC (and others) in conservation



Business partnerships

Outcome 5: Conservation gains from more business partnerships

Existing conservation partnerships with business are strengthened and new partnerships created, founded on mutually beneficial outcomes.

Opportunities for more people to positively experience our environment are developed, supported and promoted.

Objectives

- 1 Conservation outcomes are maximised from business partnerships.
- 2 Businesses are more motivated and capable to undertake conservation independently of DOC.
- 3 DOC's own products, services and brand maximise conservation and business outcomes.

Scope of operations:

- Engaging with tangata whenua as the Department's primary partner.

- Designing tools, systems and guidance to help maximise conservation opportunities with new and existing businesses.
- Actively seeking to engage with businesses and sectors that share our passion and concern for the environment: kaitiakitanga.
- Investing in campaigns, new product development, distribution and Visitor Centres to help grow the number of people having great experiences in our natural places.
- Fostering businesses on public conservation land that are of high quality, are safe and aligned with conservation.

The Department is increasingly working in a collaborative way and both conservation and the commercial sector are benefiting from this deliberate, planned approach. The decision to focus on growing conservation through partnering and helping others to be successful is changing people's perception about the Department and opening doors for further partnership arrangement with business.

Key performance indicators

Measure	Current status	Four-year target
Increase in engagement of the commercial sector in conservation partnerships	↑ Performance improving	↑ Performance improving
Change in the level of investment in conservation from the commercial sector	↑ Performance improving	↑ Performance improving
Improvement in the level of return on investment for key Department products and services	↑ Performance improving	↑ Performance improving

Business partnerships outcomes model



DOC capability overview

The Department's People Strategy 2020 articulates the emerging context DOC is working in and guides the development of our capability as well as our organisational culture. In addition, it provides an overview of capability-building initiatives and projects over the coming years that will help achieve the Department's outcomes.

Areas of focus include:

- *Establishing a connection culture*
- *Developing leaders and their capability*
- *Developing core capabilities across the Department*
- *Improving the effectiveness of organisational systems*

Establishing a connection culture

The Department has a long history of working on ways to connect across the organisation and survey results have highlighted collaboration as a particular strength.

Following on from organisation-wide workshops held over the past 2 years (led by senior managers and focussed on organisational change), a number of initiatives are underway to address longer term issues, including fostering a connection culture across and beyond the Department.

DOC is committed to building tangata whenua-DOC working relationships, to support the growing number of Treaty Settlements. This includes increasing understanding of Māori culture and competence with protocols.

Te Pukenga Atawhai programme, delivered by the Kahui Kaupapa Atawhai group, will be refreshed and delivered more widely, including to other agencies.

DOC's contribution as part of the wider Natural Resources Sector will continue to be a key focus as the Department provides policy advice and practical and scientific expertise to whole-of-government policy processes for natural resources. Points of focus will be fresh water, climate change, bioprospecting, biodiversity, minerals and petroleum, biosecurity and aquaculture.

Safety and wellbeing

The Department is re-invigorating its approach to sound health and safety and wellbeing management.

- Putting greater focus on the wellbeing of our staff
- Providing our leaders with the tools and skills to drive an 'injury-free and safe home every day' culture
- Implementing a new workplace alcohol and drug policy
- Significantly changing safety planning and investigations processes.



Developing leaders and their capability

DOC recognises that effective leadership is a key lever to lift organisational performance and effectiveness. A significant challenge and opportunity for the Department in the coming years is to support and enable our leaders to drive the achievement of results through others. A primary focus will be to reinforce the expectations the Department has of leaders in driving the changes in behaviour and performance needed for success within teams and across the organisation.

With the new operating model and structure in place, the more immediate priorities are to:

- Sharpen our definition and communication of DOC's leadership success factors; the leadership accountabilities, behaviours and capabilities identified as critical to DOC's success.
- Build our understanding of DOC's current and potential leadership capability as it relates to our future needs.
- Integrate our staff attraction, selection, development and retention practices to ensure these are aligned to our leadership success factors.

We will continue to design and deliver leadership development programmes in collaboration with the wider Natural Resources Sector, to ensure all leaders are exposed to critical tools, models and resources to support them to be most effective. We will also seek to identify and build on the strengths and development needs of individual leaders, and help them to focus on the areas that will make the most significant difference to their effectiveness.



Developing the capability of people across and outside the Department

The Department has a new structure and focus, and continues its strategic approach to grow and harness the value New Zealanders see in conservation. We intend to look for new ways of engaging and working with others in achieving conservation outcomes that have more impact, as well as improving New Zealanders' health, wellbeing and prosperity.

We plan to:

- Use the social sciences of human behaviour and psychology to gain and share a wider understanding of:
 - the ways the people identify with nature
 - how decisions and behaviour are influenced by our relationship with nature.
- Interpret natural capital concepts to reveal the compelling reasons for embracing conservation, showing how our prosperity depends on and can benefit from nature.
- Grow the capabilities needed to drive efficiency and effectiveness in conservation delivery by:
 - increasing understanding of the core concepts of the DOC strategy and how this will be applied through the new operating model
 - deepening and extending people's participation in, contribution to and influence on conservation outcomes.
- Grow capabilities in others engaging in conservation through:
 - modular training courses with options to be tailored to specific community groups, catalogued for ease of selection
 - blended learning resources – online courses and YouTube videos.



Improving the effectiveness of organisational systems, and information and communication technologies (ICT)



Technological services provided to the public and employees are aligned to support the delivery of the Department's outcomes. Many of our processes need to be aligned with our new operating model and this will be a key priority for us. Putting the customer's expectations and their safety at the centre of the design thinking is an underlying principle that will inform our system design decisions over the coming months and years.

Improvement tasks include:

- Evaluating systems and processes needed for effective and safe role delivery by employees
- Improving concessions and permit processing and administration
- Developing better communications technology for staff and partners, such as:
 - a 'mobile ranger' application providing access to information for staff working in remote locations
 - enhanced video-conferencing and Skype facilities.
- Further implementing the learning management system (DOCLearn), which enhances reporting on current employee capability.

This allows:

- analysis of overall skill needs and gaps, and planning and learning for individual and team development.

It provides:

- more agility in deploying skills across the organisation, and improved future capability planning.

The Department is expanding its open collaboration with other governmental agencies, private enterprise and the public, including shifting existing internal-facing information systems to more open, external-facing systems, with transparent access to the Department's information. Further initiatives will be pursued to enable New Zealanders to interact with DOC and its partners online.

DOC's audience is world-wide – people have an expectation that they will be easily able to engage with us about conservation activity and issues. DOC is increasing its use of digital channels to improve the ease with which visitors and citizens access products and services, either online via our website, through third parties, or through mobile applications. DOC must also increase the mobility and ease of use of its IT systems for staff, many of whom work in isolated geographic locations that are poorly served by data networks. Another important goal is to lower the total cost of ownership of IT systems.

This means working closely with other agencies and all-of-government providers to capitalise on work undertaken by others, standardise business processes, evolve the IT infrastructure to support increased mobility, and consolidate legacy applications. A particular focus will be to integrate mobile and desk technology and enhance Wi-Fi connectivity.

