

# **Performance Improvement Framework**

## **Formal Review of the Department of Conservation (DOC)**

### **ACTION PLAN**

**Sept 2010**

**Performance Improvement Framework  
Formal Review: Department of Conservation  
ACTION PLAN**

**Department of Conservation  
Wellington, New Zealand**

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## **DEPARTMENT OF CONSERVATION: PERFORMANCE IMPROVEMENT FRAMEWORK ACTION PLAN**

The Department of Conservation strongly supports the Performance Improvement Framework initiative to help develop a world leading public service for New Zealanders. The department welcomed the opportunity to be among the first state sector organisations to benefit from the process.

We are encouraged by the reviewers' findings that the department's core conservation work is of a high standard, and the support and service required to achieve that work is strongly managed. It is also gratifying that the report notes that staff engagement is high and the department is responsive to the drive for increased effectiveness in the public sector. This confirms we have a solid performance base to build on.

As the report notes, the department is undergoing transformational change. Our extensive programme includes internationally ground-breaking work in the monitoring and assessment of the health of New Zealand's unique plants and wildlife. It also includes projects to refocus the department in a strategic and organisational sense.

The reviewers rightly point out that this significant programme of change will test the department's leadership and resolve. They raise issues about how well the department can hold the change programme together, and deliver the clarity of vision, values and strategy needed to underpin it.

At the time of the assessment work was already underway to address these issues, but it is helpful to focus our attention on them. The priority actions identified by the reviewers show how the issues raised are being addressed, and sets out where those actions are either completed or close to completion.

The reviewers were particularly critical of the department's approach to the Treaty settlement process and raised issues requiring attention. These points were flagged during the review, and the department has responded with the targeted steps outlined in the priority action plan.

DOC has welcomed a "fresh pair of eyes" looking at how we work and our sense of direction. It has been a valuable exercise in clarifying where our performance is strong and, importantly, where things can be improved. The transformational change we have underway is challenging, and the PIF process has strengthened our ability to achieve the improved conservation outcomes we are seeking.

## Summary of Priority Areas for Action

	Recommendation	Why?	What will we do?	Who?	When?	Update
<b>Note: The Director-General accepts overall ownership and accountability for the improvement actions. The “Who” column identifies the lead GM</b>						
1	Proactive leadership and clarity of vision, values and strategy and getting in front of organisational design, and prioritisation consequences	<ol style="list-style-type: none"> <li>To maintain momentum toward a clearly articulated future state.</li> <li>To create a more efficient and effective organisation fit to deliver value to its stakeholders, in as streamlined a way as possible.</li> <li>To maximise the potential of people to make effective business decisions and deliver high quality service during change processes.</li> <li>To minimise the negative impact of change processes on people internally and externally.</li> </ol>	<ol style="list-style-type: none"> <li>Complete the Positioning Plan to articulate and connect up the vision, values and strategy.</li> <li>Complete the DOC Outcomes framework.</li> <li>Complete the Planning System project to streamline and align the organisations planning processes.</li> <li>Approve and implement the CMS strategic approach in consultation with NZCA</li> </ol>	<p>GM CEG</p> <p>GM P&amp;OD</p> <p>GMs P&amp;OD and CSG</p> <p>GM Policy &amp; Treaty Settlement (design) GMs Ops Nth &amp; Sth (implement)</p>	<p>June 2010</p> <p>Oct 2010</p> <p>For 2011/12 planning round Sept 2010</p> <p>Ongoing</p>	<p>To be Completed in August</p> <p>On track</p> <p>Underway. Terms of Reference and Draft Project plan completed.</p> <p>Northern team &amp; schedule being organised, in preparation for an operational start in Sept 2010.</p>

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			<p>5. Develop and implement a 3 year integrated Change Management Programme that aligns all major programmes of work to achieve the transformation required of the Department.</p> <p>6. Realise the benefits of implementing Prioritising for the Future programme</p>	<p>GM P&amp;OD</p> <p>GM CSG</p>	<p>Design by end July 2010. Programme completion – end 2012.</p> <p>By December 2011</p>	<p>Draft plan developed. Detailed design and processes must wait until programme designs (e.g. PFTF, NHMS blueprint etc. are further progressed).</p>
2	Strategy for dealing with Maori-including Treaty Settlements	<p>1. To provide advice and engagement as a party to the Crown’s negotiating team to achieve durable settlements.</p> <p>2. To build confidence amongst all parties to treaty negotiations in DoC’s approach to the settlement process and engagement in it.</p> <p>3. To realise opportunities through the settlement process to protect and enhance conservation values and engagement.</p>	<p>1. Agree a set of guiding principles for treaty negotiations that sit within the broader context of constructive engagement in the Crown's approach to settle Treaty claims by 2014.</p> <p>2. Implement a systemic approach to collecting and analysing intelligence from operational staff prior to negotiations starting to enable a strategic approach towards each claim.</p> <p>3. Develop processes designed to engage operational staff in negotiations; these processes to include the option of seconding operational staff in to specific negotiating teams.</p>	<p>GM Policy and Treaty Settlements</p> <p>GM KKT</p> <p>GM Ops Nth</p>	<p>May 2010</p> <p>May 2010</p> <p>July 2010</p>	<p>Completed</p> <p>Completed and being implemented</p> <p>A process has been agreed to integrate operational staff with the Dept’s Treaty Settlement Unit. Operational staff (usually the Area Manager and Pou Kura Taiao) will be included in negotiation mtgs</p>

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		4. To better engage the Department's operational staff in the settlement process.	4. Appoint a Principal Advisor, Treaty, able to represent the Director-General and/or GM Policy where required and engage at a high level where and when necessary.	DG & GM Policy and Treaty Settlements (in consultation with ministers and OTS)	July/August 2010	where Iwi reps are present Underway
		5. To develop a sense of the post-settlement state, the implications and opportunities, and what is required to account for and realise them for sustainable, Crown-Iwi relationships that benefit NZ over the long term.	5. Establish a project designed to enable the Department to respond to the diverse models and needs of Maori post settlement. This will include scoping how the organisation needs to change to respond to a post treaty environment.	GM Ops Nth	ELT sign-off June 2010 Draft paper to ELT July/August 2010	The Project has commenced with a Conservator seconded to lead it. Meetings are being scheduled with most of the Dept's senior management teams and other agencies (DPMC, Treasury, SCC, TPK, OTS) to develop a view on the future state.
			6. Review the approach in six months to determine its effectiveness and any further change or development that is required.	DG	Nov 2010	Scheduled

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3	Strategic stakeholder relationship management including prioritisation, consistency, transparency and sophistication.	<ol style="list-style-type: none"> <li>To manage risk and realise opportunities.</li> <li>To further build public support in line with the Department’s strategic direction.</li> <li>To build the Department’s engagement in a whole of government approach</li> <li>To better deliver conservation outcomes</li> </ol>	<ol style="list-style-type: none"> <li>See response to priority area 2 (Treaty Settlements).</li> <li>Appoint a permanent Commercial Business Unit Director.</li> <li>Complete the Positioning Plan</li> <li>Apply the Positioning Plan to a review of the 2008 GMs stakeholder plans, identifying any changes to strategic sectors and relationship management plans.</li> </ol>	<p>As for priority area 2</p> <p>DG/GM CSG</p> <p>GM CEG</p> <p>GM CEG</p>	<p>Plan to be complete 30 June 2010</p> <p>July 2010</p> <p>June 2010</p> <p>From July 2010</p>	<p>Completed Business Advisor to DG and Director CBU both appointed.</p> <p>To be completed in August</p> <p>Await Positioning Plan</p>
4	Effective evaluation, review, prioritisation and follow through action, to ensure that the long list of change programmes and projects are delivering	<ol style="list-style-type: none"> <li>The department has a significant number of strategic and operational programmes, projects and work streams in place as part of the transition. The department needs a system to prioritise across the portfolio, evaluate and agree on those that should proceed, those that should stop or not</li> </ol>	<ol style="list-style-type: none"> <li>Establish an Enterprise Portfolio Management Office and bring all transformation related projects under an Enterprise Programme Management approach.</li> </ol>	GM CSG	July 2010	<p>EPMO established from 5 July</p> <p>Transformational programmes and projects are now all in the EPMO. It will be a few more months before the information will be sufficient to make better decisions around doing the right things in the right time for the right reason.</p>

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	against the desired strategies and outcomes.	<p>start, allocate resources and measure the benefits being realised.</p> <p>2. There needs to be an enterprise wide approach to the prioritising and governance of these programmes with robust information available to ELT and managers.</p>	<p>2. Work within the Natural Resources Sector at all levels to influence and implement the work programme.</p> <p>3. As part of the realignment of planning mechanisms and construction of the Outcomes Framework, implement a whole of organisation approach to evaluation and monitoring building from the philosophy that underpins the Natural Heritage Management System (NHMS).</p>	<p>DG &amp; GMs</p> <p>GM P&amp;OD</p>	<p>Ongoing</p> <p>Planning Project Phase 2 initiated in June 2010 and completed by December 2010.</p>	<p>Initial thinking commenced. Further work will be progressed alongside Outcomes and Planning projects.</p>
5	Kiwis Count Proactive engagement with the Kiwis Count Survey results and a plan for investigating and further understanding the results with the aim of adjusting service delivery based on	The findings from the Kiwis Count do not provide enough direction for the Department to determine what, if any, service improvements or adjustments should be made to ensure NZers perceive greater value and satisfaction with their interactions with the Department when visiting national parks.	<p>1. Continue annual national population monitoring undertaken by Mobius Research and Strategy and review the indicators currently being measured.</p> <p>2. Continue the six monthly UMR poll which measures a range of indicators including some related to visitation to National Parks.</p> <p>3. Incorporate maps and locational</p>	<p>GM R&amp;D (Social Science Advisor),</p> <p>GM CEG,</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	

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	fuller research findings.		<p>questions in the UMR poll to try to identify any regional/locational variations in levels of service.</p> <p>4. Work through the Priorities for the Future Programme to further ascertain any differences in satisfaction with visiting National Parks based on different access channels.</p> <p>5. Design and implement a national visitor monitoring programme coordinated through National Office which will start collecting comparable and time series based data on visitors’ experiences visiting DOC managed lands.</p> <p>6. Work with SSC to determine the exact nature of the questions asked in Kiwis Count and to determine what further research will help to refine the questions asked.</p>	GM P&OD and Social Science Advisor	<p>July – Sep 2010</p> <p>July – Dec 2010</p> <p>July – Dec 2010</p>	Underway

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			<p>7. Undertake further analysis of the SSC research data to determine whether there are any particular socio-demographic or personal characteristics such as nature of employment, hobbies etc that may be influencing the results.</p> <p>8. Work with Chief Information Officer on data collection, data storage (data warehousing) and data management options.</p> <p>9. Linkage of research findings with key customer focused initiatives including the Commercial Business Unit, the Destination Management Framework, Visitor Centre and Channel Strategy.</p>	<p>Social Science Advisor</p> <p>GM P&amp;OD Chief Information Officer</p>	<p>July – Dec 2010</p>	<p>Underway. Additional research questions designed for use in UMR research</p> <p>Not yet begun</p> <p>Underway.</p>