Department of Conservation
Te Papa Atawhai

OIA 19-E-0696

4 November 2019

s9(2)(a)

Dear s9(2)

Thank you for your Official Information Act request to the Department of Conservation, dated 4 October 2019. You requested the following:

How many reviews/investigations involving external bodies (ie. law firms, Government appointees outside DOC) have occurred within the Information Systems and Services Group (ISS) since January 1 2015. Please state what prompted these reviews/investigations, the external members appointed to consider the complaints, how long they took to be completed, and whether any disciplinary action resulted. Please provide the total cost for these reviews/investigations.
Over the same period, please detail how many personal grievance claims have been made from ISS staff/former staff, and total payments made as a result of those.
For each financial year, starting from 2014/15, please provide the annual budget of the ISS group.
PWC is auditing the department's ICT function. Please provide its terms of reference.
s9(2)(a)
there was a recent review which examined where the GIS team best fits within corporate services. Please provide all notes/submissions/advice to the committee considering the GIS move, plus the decision-maker's written decision/explanation.

Your questions and our responses are listed below:

1. *How many reviews/investigations involving external bodies (ie. law firms, Government appointees outside DOC) have occurred within the Information Systems and Services Group (ISS) since January 1 2015.*

   From 1 January 2015 to date, there has been one investigation involving an external body.

2. *Please state what prompted these reviews/investigations, the external members appointed to consider the complaints, how long they took to be completed, and whether any disciplinary action resulted.*

The investigation was prompted by an allegation of workplace bullying and harassment.

An investigation team (Greg Cain, a Partner of Kensington Swan and Joanne Harrison, then the General Manager, Organisational Development and Shared Services at the Ministry of Transport) was appointed to consider the allegations.

The investigation took approximately eight months to be completed and at its conclusion, the report found that the allegations were not substantiated.

3. *Please provide the total cost for these reviews/investigations.*

The total costs associated with this investigation managed by Kensington Swan is commercially sensitive information, under section 9(2)(b)(ii) and is withheld.

4. *Over the same period, please detail how many personal grievance claims have been made from ISS staff/former staff, and total payments made as a result of those.*

From 1 January 2015 to date, there have been a total of four personal grievance claims from staff in the Information Systems and Services (ISS) Unit, all of which were settled. The total costs of these settlements was $157,447.

5. *For each financial year, starting from 2014/15, please provide the annual budget of the ISS group.*

2013-14 - $15,733,543
2014-15 - $16,605,071
2015-16 - $18,054,507
2016-17 - $20,186,025
2017-18 - $24,043,102
2018-19 - $27,433,715
2019-20 - $25,780,895*

* As at 30 June 2019 the staffing structure in ISS was 101 positions. The shift of the Geospatial Unit has reduced this to 69 positions in the 2019/20 year.

6. *PWC is auditing the department's ICT function. Please provide its terms of reference.*

PWC is not auditing the Department's ICT function. PWC has been engaged to assist the Department to refresh the Information Systems Strategic Plan 2016-2019 which is nearing its expiry date.

7. s9(2)(a)

there was a recent review which examined where the GIS team best fits within corporate services. Please provide all notes/submissions/advice to the committee considering the GIS move, plus the decision-makers written decision/explanation.

A recent task assignment issued by the then DDG of Corporate Services Rose Anne McLeod asked the CIO/Director ISS to determine "...where GIS best fits within Corporate Services Group to provide synergistic returns to DOC...".

The following documents fall within the scope of your request and are attached:

Item	Date	Document description	Decision
1.	7 June 2019	Mahi Kotahi Task Assignment – Geospatial Services Team	Released in full
2.	17 June 2019	GIS Task Assignment - Feedback	Partial release
3.	19 June 2019	Mahi Kotahi for GIS - Feedback	Partial release
4.	26 June 2019	BfoB Feedback	Partial release
5.	19 June 2019	Report to GIS Managers – Analysts' Thinking on CSG Change Proposal	Partial release
6.	26 June 2019	Options for Geospatial Team fit within CSG	Partial release
7.	6 September 2019	Geospatial Services Structural Lift and Shift to Outcomes Management Office	Released in full
8.	29 August 2019	GIS Realignment to Outcomes Management Office	Released in full

Documents marked "Partial release" have had the names and/or titles of Departmental staff and any other information that could lead to the identification of people redacted - these have been withheld pursuant to section 9(2)(a) of the Act which protects the privacy of natural persons.

In making the decision to withhold information, I have considered the public interest considerations in section 9(1) of the Official Information Act.

You are entitled to seek a review of my decision by writing to an Ombudsman as provided by section 28(3) of the Official Information Act.

Yours sincerely

Neal Gordon
Director
Outcomes Management
Corporate Services Group

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Te Papa Atawhai

File Reference: TA59 (prev 61)

To: CIO, Mike Edginton

From: DDG CSG, Rose Anne MacLeod

Date: 7 June 2019

Subject: Mahi Kotahi Task Assignment – Geospatial Services Team

Context:

The CSG Leadership Team has developed an understanding of the programmes of work that will become the core focus of Corporate Services. These collective programmes of work are referred to as Mahi Kotahi. This requires CSG to:

1. Develop strategic finance systems, policies and processes.
2. provide professional services throughout the Department (Legal and Administration)
3. Understand and improve risk and assurance (and DPMO)
4. Develop and improve business shared services
5. Develop future focused IT tools
6. Support and manage the strategic framework, planning and reporting system

Mahi Kotahi is designed to strengthen CSG. Internal and external reviews have shown that improvements need to be made to our systems and processes to enable an effective and efficient business. This Task Assignment forms part of a new strategic vision to better service and support the business.

The 2016 Performance Improvement Report raised the issue as to whether the Geospatial services were best located with the Planning and Outcomes Office. Importantly they stated that "Visualisation of the facts underpinning the DOC story" and "During the remaining period of this four year excellence horizon a priority should be for geospatial information to make a comprehensive contribution to planning, prioritising and sharing DOC activities and success".

Some Government departments locate these services with Business Shared Services to strengthen the connection to the business and not be recognised predominantly as IT, but be recognised first as a business service unit (that uses IT) with capability to provide a wide service offering.

This task assignment raises the issues of both symbolism and fit, asking the GIS team under the leadership of the CIO to determine where they believe they can add the best value, both in terms of how they are perceived by the organisation (that is a centre of excellence in geospatial services to enable DOC to efficiently and effectively meet its stretch goals), and where GIS perceive that they can achieve synergistic returns for DOC.

I am widening this task assignment to consideration of the Planning and Outcomes Unit in addition to that of Business Shared Services as an option where synergistic returns could be gained. The GIS team can also remain part of the ISS team if they consider that this is the best option. The key requirement is to meet the aim of Mahi Kotahi – that is for Corporate Services to work in an

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integrated way with the rest of DOC and to be enablers – support other groups and units to achieve their goals.

Purpose

To determine where GIS bests fits within CSG to provide synergistic returns to DOC.

Quantity

The output of this Task Assignment will be:

- To run a team process, that includes the Business Services Director and the Planning and Outcomes Director and other key stakeholders from the business to identify the fit within CSG for the Geospatial Services Team, to provide synergistic return   28 June 2019
- Recommend option to DDG CSG for approval together with costs (if any)   28 June 2019
- Produce a plan 12 July 2019
- Identify SPA for all described work items 12 July 2019
- Provide regular updates on the resulting plan to the Deputy Director-General Corporate Services during your monthly operating review.

Quality

The resulting plan will clearly identify expected timeframes, dependencies, critical issues, mitigation, accountability and key success measures.

Resources

n/a

Timing

Team process and analysis by 28 June 2019

Recommendation/ Proposal to SPA Rose Anne MacLeod by 12 July 2019

DOCCM-5963186

s9(2)(a) — Interview for GIS TA background on 17/6/2019

Dave's take home messages –

- The Geospatial team are the "golden eyes" of the BFOB planning and operations, but under resourced.
- Frustration at not being allowed resources to update the Pesticide and Weeds apps. Shows lack of value and disrespect for SMEs and discourages staff from using these tools.
- "If GIS in DOC is not strongly supported and cherished it will wither and die. This will place the organisation at serious risk to legal, operational, environmental, financial, iwi and social threats"

What works well?

1. **GIS staff are competent and turn their hands to all sorts of problem solving**. They way they think is different to others in DOC.
2. **Give great advice and have huge knowledge of suite of tools** and how these can be applied.
3. **Produced great mapping and analysis processes** for Operation Safeguard, built a 14 step process to turn risk manager into a mapping tool and a dashboard which was intellectually elegant for the purpose
4. **Provide good support for fire management and incident response**
5. **Dave calls the GIS folks the "golden eyes" that sit on top of BFOB ops.** Not only do they contribute to priority setting and provide support and teaching for the staff and contractor operations but they also provide very sound debriefs of the operations. GIS has been the only consistent factor between BFOB operations.
6. **Great development of Pesticides and Weeds apps.** There was a high legislative requirement for a compliant app for pesticides or DOC would lose its 1080 license.
7. **Great GIS Intern scheme** – did great slope modelling and priority setting for BFOB (where DOC is going to spread a million hectares of bait in 2020, 28 million dollar project and 2 day meeting, couldn't do it without GIS input).
8. **The team has highly skilled and trained staff who provide a best practice model for the department** (even although they are under resourced)

What's not working well

1. **Geospatial team are under resourced.** This week there are 5 BFOB operations but GIS team are under resourced to enable the staff on site to run mapping and also provide advise if things go wrong. DOC's GIS team don't have the time to ensure the contractors GIS staff are effective, i.e. training and follow up
2. **Frustration at not being able to update Pesticides tool** which would have increased the tool's functionality and made it more user friendly. A band-aid has been applied, but it's not waterproof and stick proof and will not last 5 years. Not providing resource and allowing to update the apps shows disrespect and lack of value in business SMEs when they give their expert advice and it also dissuades staff from using the tool, which results in staff resorting to building their own tools.
3. **Not having the GIS tools available to show senior management elegant ways to display spatial / aspatial data**

4. Look after the GIS team or you'll lose them, they will wither and die

s9(2)(g)(i)

From: s9(2)(a)
Sent: Wednesday, 19 June 2019 5:01 p.m.
To: s9(2)(a) Growing Dialogue
Subject: FW: Mahi Kotahi for GIS

FYI all – good stuff!

From: s9(2)(a)
Sent: Wednesday, 19 June 2019 5:00 p.m.
To: s9(2)(a)
Cc: s9(2)(a)
Subject: FW: Mahi Kotahi for GIS

Hi s9(2) – a record of our conversation just now if you need to refer back.

Interview Questions – s9(2)(a)

1. What works well and what are the most useful things you get out of GIS?

Current Focus– Landscape readiness tool – vital for project communication/success

- Uses team to draw out ideas and work towards outcomes – GIS provide fundamental support – and that shapes the end product. Spatial fundamental to the planning and visualisation of work
- Dion – really helpful and can-do attitude. Became virtual team member guiding spatial needs. Follow-up support great for ongoing work.
- Pivotal to success of programmes e.g. GWB – outstanding.
- Acting as an interface between the tech and the business – understanding the client needs and how they can be best met.

2. What's not working, what are you frustrated about and what potentially is being missed?

- Connecting metrics into landscape tool. Not seamless – ISS structure totally opaque. Frustrating – could have planned better if he'd known the steps.
- Engagement process– who to talk to and when has been unclear. What door should be knocked on for spatial help?
- Engaging externals – really hard e.g. project Janszoon
- Needs external groups to be able to contribute to data.

3. Anything else you want to add?
    - Pf2050 ltd. – partners   like this shouldn't be creating own tools, should be using existing platforms.
    - Pf NZ trust – community focused trust.
    - Spatial one of three core pillars – others: legal and technical bio

Needs an architecture lead with appropriate authority to act – and direct each partner organisation.

Community conservation trusts – combine to hubs.

Thanks,

s9(2)

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Hi Martin,

You have been identified as a **key person** to contribute to a Task Assignment https://doccm.doc.govt.nz/wcc/faces/wccdoc?dDocName=DOC-5970175 given to the Geospatial team by Rose Anne MacLeod as part of Mahi Kotahi to decide where the Geospatial Team should sit within the Corporate Services Group to provide the best value to DOC .

You have been identified as a key person to be involved in a Team process which will be run in Wellington on Thursday 20th June (short timescales are driven by the TA).

I see you're already in Wellington Monday, Tuesday, Wednesday? If you can't attend team process on 20th, could we meet on Wednesday s9(2) and I will be in Wellington too) and ask you some questions about your thoughts on the current set up and how the Geospatial team is currently performing (see below).

Interview Questions
4. What works well and what are the most useful things you get out of GIS?
5. What's not working, what are you frustrated about and what potentially is being missed?
6. Anything else you want to add?

We could then feed your input into the team process.

Happy to discuss prior if you need any more information.

Thanks in advance for your time.

s9(2)(a)
████████████████████ – Information Systems and Services (ISS)
Department of Conservation—Te Papa Atawhai
Mobile: s9(2)(a) ████████
████████████████████████████████
Conservation for prosperity *Tiakina te taiao, kia puawai*
www.doc.govt.nz

4.

Feedback from s9(2)(a)

1. What works well and what are the most useful things you get out of GIS?

- Technical support for planning and delivering DOC's predator control programme, particularly aerial 1080 operations.

DOCCM-5963186

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- Improvements to geospatial systems and tools used by Operations.
- Training/ upskilling, both of DOC staff and contractors.
- Clear team structure within GIS; main point of contact provides good teamwork and efficiency.
- Effective improvement process. We are identifying and following through on improvements every year.

There is an ongoing need for this improvement and support.
We're happy customers and would like to see this support for Operations maintained.

2. What's not working, what are you frustrated about and what potentially is being missed?

- Transmission of information out to the public domain and to partners.
- Barriers to working with externals (tangata whenua, local authorities, community groups, OSPRI, research agencies). We need shared tools and the ability to more easily share data.
- Staffing pressures within GIS. These are handled well, but results in work being handed around or dealt with in an ad hoc manner.
- Bait tracking system – ISS not looking at us as a customer. Not timely or useful solutions. Didn't feel like our needs were being heard.

3. Anything else you want to add?

The geospatial support we are receiving is working well. There is effective teamwork between operations and GIS. GIS are providing a high quality service.

The need for this support is ongoing for the Tiakina Nga Manu programme and expected to grow for PF 2050.

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REPORT TO GIS MANAGERS: ANALYSTS' THINKING ON CSG CHANGE PROPOSAL

KEY THEMES

- What is the problem we are trying to solve?
- Is moving our location by itself going to solve that problem? What if it is a cultural problem, one of how we work with others, linkages, interrelationships, awareness, support?
- Desire to continue to meet the full range of business needs.
- Desire for safety.
- Uncertainty. There are many pertinent questions.
- Need to not break what is working well.
- Need for understanding, advocacy, enablement & support.
- Role clarity.
- Meeting today's but also future needs.
- Realising our potential.
- Many options could work, the devil is in the detail.

INTRODUCTION

The CSG change proposal was discussed by each hub. Each hub's feedback was compiled (refer Appendix) and the proposal discussed nationally. s9(2)(a) attended and offered helpful context.

This report aims to concisely summarise Analysts' thoughts so GIS managers can see similarities and differences with their own thinking, and can go into the Team Process ahead "To determine where GIS best fits within CSG to provide synergistic returns to DOC" more informed, and better able to add value whilst also representing Analysts, who are key stakeholders and affected parties.

This report comprises:

- Current perceived barriers, issues and future considerations.
- Questions / critical issues.
- Options — four proposed by managers and others identified.

We believe framing the discussion around ICR phrasing may be the best way to ensure our views are taken on board. Rose Anne's goal: increase the ICR and improve CSG's ability to deal with the increased DOC funding.

Analysts expressed gratitude at being involved in conversations and hope our voices aid a stronger outcome.

CURRENT PERCEIVED BARRIERS, ISSUES AND FUTURE CONSIDERATIONS

Current – what is our value? What do we do?	Reality	Future
Interrelationships • Overall, to an extent, it doesn't matter where our unit sits, but how we work with others. • Does it matter where we sit if we have the mandate to go ahead and do what needs to be done?		
• Field ops • Interacting with business • Provide solutions • Analysis • Travel • Support	• Service based vs innovation • Overwhelmed • Too many things • Reactive • Hard to see what's going on in team, ISS, CSG	• Subject matter experts • Mobile • AGOL • Drones? • Analysis • Not to be pigeon-holed

• Innovation • Data management • System integration • Advising • Outside of DOC thought well of • Broad remit > hard to fit in a single place • Close links with operations	• Communication — within the team, to/from the team — is anyone listening? • Roles not clear • Project/task creep • We are GIS but no control over data management • Current structure under ISS • ISS can be a roadblock • No strategy • No road map • Not a client of ISS • Recommendations can get ignored • DOC sees GIS as a solution but the GIS Team doesn't feel backed up by it's Directorate. • Wide scope > clients across business • Limited by lack of authority • Slow progress > 2016 report recommending should we be in planning and outcomes, not much has happened until now. • Authority > not recognised as subject matter experts • Team might not feel safe raising issues re. things not working in ISS. Team structure • location not function based. • Specialisations not clearly defined. • Not enough clarity on roles. • Expectations — distributed vs hub roles. Communication • To/from the organisation. • Too busy to communicate out. • Can be the last one to know, called in at last minute to fix stuff. • Within the team. • Feeling like no one listens. • Task management, hard to see tasks across the team.	• More Innovation • Invited to team process • Advise • Support • Less map making • Task assignment environment • Presence in offices > raise the standard across organisation • Role clarity • GIS strategy & road map • Transparency of workloads • A clear voice within the organisation • Functional split within the team • Need to be seen as a customer, with a Director accountable for providing GIS what they require to deliver outcomes. • Mandate from business – go forth and do good stuff for conservation, ICR. • We need delivery agreements with GIS support structures as we are their customer (there are currently none, leading to GIS needing to complain until things are fixed, just to maintain basic service delivery). • Director above GIS should have a real understanding of what GIS can bring to the business and be an advocate for it.

| | Data management
• We can't fix data we don't own but if make suggestions, can't act on them.
• We are GIS but we have no control over data management. | |

QUESTIONS / CRITICAL ISSUES

Issue	Elements
1. How to understand the problem & ensure the appropriateness of scope of the proposed response?	• What is the problem we are trying to solve? Limited awareness of our unit? Barriers to fulfilling our role? Being left out of conversations? Not being seen as enablers? • What if Mahi Kotahi is about changing the structure yet the issue is a cultural one? • What if the focus should be more about what the GIS Team needs to reach its full potential rather than where it should sit? • Will moving within the organisational structure help resolve the problem? • What are the alternatives? • If not a total solution, what other strategies are we able to employ? • What can we influence outside the Group? • How do we address current ISS pinch points? • What changes will moving our location bring about? • Are we going to look at the team structure as part of this? What if there is an opportunity to restructure => optimise change once? • Are any peripheral GIS Staff (data architects, database administrators, etc.) moving & what are the likely implications?
2. What if the integrity of the process reduces outcome quality, Analysts' trust & engagement, & does not bring the rest of DOC on the journey?	• Decision-makers' depth of knowledge of the Geospatial Services Team & its potential. • Timeframe is very tight, not the advised "3 months". • Integrity & effectiveness of consultation. • Seemingly parallel rather than fully collaborative discussions. • Poor documentation — gaps, ambiguities, nebulous "business speak". • Options given in the Task Assignment Context may reduce abilities to meet the Purpose. • Limited &/or delayed information sharing. • PSA's awareness & involvement. • Likely limited effectiveness of proposed intranet notices, poor discoverability of Mahi Kotahi. • Poor confidence in this process. Feeding into this – how come GIS wasn't involved in delivering the 2016 PIF: "...a priority should be for geospatial information to make a comprehensive contribution to planning, prioritising and sharing DOC activities and success...."
3. What if the role of the Geospatial Services Team is unclear & understood differently by different parties?	• Are we Services? Support? Advisors? Leaders? All of these? • What does a Centre of Excellence look like? Do? • Are we Data? Apps? Analysis? Mapping? Cartography? GPS? Drones? Remote sensing? • How do we fit into Mahi Kotahi? Do we provide Professional Services across DOC — should we be included in 2 along with Legal & Administration? What is our role in developing "future-focused IT tools"? • What are our obligations to the business e.g. Service Level Agreements? • What can we do to make sure it is understood going forward? We are currently

Released under the Official Information Act

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	failing at this, it needs to be prioritised. • How much authority and freedom to operate do we need? • How much authority and freedom to operate do we want?
4. What level of authority, freedom and decision making do we need to achieve Rose Anne's goal?	• At present no mandate to create a strategy. • Within ISS so not see as a client of ISS, so can't state requirements. • Current constraints regarding tools/software the team can/can't use, leading potentially to work being contracted out.
5. How to fulfil our role, reduce barriers & increase linkages?	• If service providers or support, how do we enhance how clients find & engage us? • If advisors, how to be engaged early by the business & be heard? • If leaders, how to be respected & be heard? • What does a Centre of Excellence look like in terms of working with others? • How to increase linkages & relationships & understanding with the rest of DOC, both them understanding us & us (at all levels — managers, distributed & hub staff) understanding them? • How to honour & continue to honour our Service Level Agreements with the business? • How can we manage our tasks as a team more transparently? • How to find appropriate Business Owners for the projects handled by GIS Team? • What do we have to do to achieve Rose Anne's vision of an efficient and effective business? • Are we making the best use of the skills and value of the current team? • Are we currently set up in a way that can meet Rose Anne's vision?
6. How to evaluate the pros & cons of different locations in the structure & understand the implications?	• How could we work better where we are in ISS? • What is the value of joining another unit? • What could the Director do for us short & longer term? • Would the Director provide advocacy & support? • How do the Directors perceive GIS & our potential? • What unit do we have most in common with? • Why were the recommendations of the PIF reports unimplemented? • If we move out of ISS, how would ISS address its IT challenges at the coalface? • What is the value of having our own box? Would there be increased visibility, status, freedoms? • What capacities do Rose Anne, s9(2)(a) have for a "new" unit under them? • How do we safeguard our ability to innovate? • How do we retain & grow visibility to our customers? How do we not lose touch with Operations? • How to ensure our services are not unduly captured by any unit we join? • How much autonomy would we have? What constraints would we face? • Do we get to retain our own budget & financial discretion? • What are the pros & cons to becoming a client of ISS? • What are the implications for reporting lines & Analysts? What does it mean for Analysts' day to day work? • How to meet both today's needs & future-proof GIS? We shouldn't tie where we would like to sit with particular staff.
7. How to ensure we have the right people in the right roles for success, &	• A manager is stepping down, one's planning to retire, one may retire, one's acting, & one's relatively new.

accommodate succession?	• Is the largely flat structure including Analysts & Analysts specialising in development optimal? • Is the scope of the task assignment limited to "lift & shift"?
8. How to gauge success?	• What does success look like short & longer term?
9. How to look after our staff?	• Are we able to speak honestly & frankly? What are the downstream implications? • E.g. employment, wellbeing, engagement, variety of work, freedoms, opportunities to learn & grow, collaboration, sense of purpose & contribution. • Should the PSA have greater involvement? • What changes within the team? • What does it mean for me?

OPTIONS

In no particular order:

ISS — enhanced

Pros	Cons	Other considerations
• Some logic, still aligns with a lot of what we do. • Maintains a relationship with ISS	• Existing barriers may continue. • Somewhat hidden to our clients. • The GIS team will not be able to deliver the services DOC is asking for, and the services the GIS Team feels it has the potential to deliver. • There are significant blocks around decision-making and highly inefficient processes to get things done for our customers that make this option less desirable. • These frustrations may lead to highly valued and experienced GIS staff leaving the team. • The Director may not have a comprehensive understanding of what GIS can bring to the business & be an advocate for it.	• How much freedom would we be able to have? • How to improve relationships & understanding?

BSS

Pros	Cons	Other considerations
• Some logic, we are a shared service.	• Little in common with fleet, property, procurement, finance. • s9(2)(a) has many staff under him & potentially many different complex issues to address. He may not have capacity for whole new unit as well. • Doesn't feel a good fit. • Less stable environment.	• Director changing.

OMO

Pros	Cons	Other considerations
• s9(2) seems to value & understand the GIS Team's work. • s9(2) could be a strong advocate. • He already has a relationship with Rose Anne. • He has the ears of a lot of people. • He already has funding. • OMO's scope appears broad enough to accommodate what we do. • There seems strong alignment with what they do. They appear involved in many different areas of DOC at all stages from planning to outcomes — areas with which GIS could assist. (Much wider than just the "bio" apps.) • There seems strong alignment with what matters to DOC — increasing transparency, investor confidence. • s9(2) has few staff so may have capacity to include the Geospatial unit. • It feels like the GIS team would keep in touch with a lot of business across DOC and still have the ear of its Director.	• We may be a little hidden to clients, but no worse than present. • May need to ensure our services are not unduly captured by OMO & that we continue to support the entire organisation. • GIS Team could become disconnected from IT, which is an integral part of GIS. • Outwardly, OMO doesn't appear to have a very high profile within DOC. Who are they? What do they do? Will this assist us to raise our profile?	• Need to separate people & personalities from roles. How does this scenario look from a role perspective? • Could alignment with OMO help us achieve more than aiding in the increase of investor confidence?

GIS directorate

Pros	Cons	Other considerations
• Increased visibility & status & potentially freedoms. • Improved efficiency • GIS team gets to advocate for itself. • Lets us steer our own ship. • We have strong interrelationships across DOC (i.e. don't fit neatly in anywhere). • Will increase the ICR which is the key purpose of the task assignment	• We may not maintain appropriate funding. • We may not achieve "playing better with others" due to our own attitudes & approaches. • It may be tricky to ensure alignment of our direction/strategy with the business. • We may not be seen as being aligned with DOC.	

New ISS structure, GIS alongside ISS

A Chief Technical Officer (CTO) and a Chief Information Officer (CIO) sitting alongside each other. GIS could sit under the CTO (new Director), focusing on delivering solutions to customers. The rest of ISS could sit under the CIO, focusing on organisational solutions (IT/Infrastructure/Security/etc…). This would have the benefit that IT would not be too far away from GIS.

Operations / planning

We see value in considering the GIS Team moving outside of CSG (i.e. into Operations/Planning).

Pros	Cons	Other considerations
• Ops Planning is a great fit to stay as one GIS Team	• Rose Anne's objective is to increase ICR and CSG's ability to deal with DOC's increased funding.	

APPENDIX:
HUB REPORTS ON CSG CHANGE PROPOSAL 19-6-19

Hubs held their own meetings on Monday 17 and Tuesday 18 June, these are their summaries ahead of a national team meeting.

CHRISTCHURCH

Current, reality, future

Current — what is our value?	Reality	Future
• Field ops • Interacting with business • Provide solutions • Analysis • Travel • Support • Innovation • Data management • System integration • Advising • Outside of DOC thought well of	• Service based > little innovation • Overwhelmed • Too many things • Reactive • Hard to see what's going on in team, ISS, CSG • Communication – within the team, to/from the team – is anyone listening? • Roles not clear • Project/task creep • We are GIS but no control over data management • ISS can be a roadblock • No strategy • Not a client of ISS	• Subject matter experts • Mobile • AGOL • Analysis • Not to be pigeon holed • Innovation • Invited to team process • Advise • Support • Less map making • Task assignment environment • Presence in offices > raise the standard across organisation • Role clarity • GIS strategy & road map • Transparency of workloads • A clear voice within the organisation • Functional split within the team

Critical issues

Current location as part of ISS
- Not seen as client by ISS
- Not recognised as part of the business > can't state requirements
- ISS can be a roadblock > difficult to do project work
- Slow progress > 2016 report recommending should we be in planning and outcomes, not much has happened until now
- Recommendations can get ignored
- Not allowed to make a strategy

Wide scope of work (projects, assyst, technical, operations)
- We don't really fit anywhere
- Clients across the business
- Service based > reactive vs innovation
- Overwhelmed > too many things > reactive
- Project task/creep

Team structure
- Location not functional based
- Specialisations not clearly defined
- Not enough clarity on roles
- Expectations – distributed vs hub roles

- Task management, hard to see tasks across the team

Communication
- To/from the organisation
- Too busy to communicate out
- Can be the last one to know, called in at last minute to fix stuff
- Within the team
- Feeling like no one listens

Authority
- Not recognised as subject matter experts
- No strategy, road map

Data management
- We can't fix data we don't own but if make suggestions and can't act on them
- We are GIS but we have no control over data management

Options

Director	OMO	ISS	BSS
• The preferred – lets us steer our own ship • We don't fit neatly in anywhere	• What can OMO Director do for GIS? • Would we lose touch with operations? • Would we lose innovation? • What would hamstring us? • How much autonomy? • We become a client of ISS	• Not ideal • What can ISS Director do for GIS? • How much autonomy? • How much decision making? • Will it change anything? • How do we address current ISS pinch points?	• What can BSS director do for GIS? • Would we lose touch with operations? • Would we lose innovation? • How much autonomy? • We become a client of ISS

Uncertainties
- What changes within the team?
- What can we influence outside the group?
- Would we lose touch with operations if moved to another unit?
- What level of freedom/autonomy under another director?

Questions
- How much freedom or autonomy under another director?
- How do we quantify our level of freedom?
- Is it the team or just high level reporting structure that is up for change?
- How many new roles? Any managers?
- What are our current Service Level Agreements with the business?
- What can we do to future proof GIS?
- Are we going to look at the team structure as part of this? opportunity to restructure > do it once, do it right. include team structure
- Can we split the team? Put under separate directors? BAU vs technical vs projects vs support & shared service
- What can we do to future proof GIS?
- If all this fails and we stay as we are - what can we do to make systems work better for everyone?
- How can we manage our tasks as a team more transparently?

- What are our current Service Level Agreements with the business?

WELLINGTON

Issues

Issue	Elements
1. How to understand the problem & ensure the appropriateness of scope of the proposed response?	• What is the problem we are trying to solve? Limited awareness of our unit? Barriers to fulfilling our role? Being left out of conversations? Not being seen as enablers? • Will moving within the organisational structure help? • If not a total solution, what other strategies are we able to employ?
2. What if the integrity of the process reduces outcome quality, Analysts' trust & engagement, & does not bring the rest of DOC on the journey?	• Decision-makers' depth of knowledge of the Geospatial Services Team & its potential. • Timeframe is very tight, not the advised "3 months". • Integrity & effectiveness of consultation. • Seemingly parallel rather than fully collaborative discussions. • Poor documentation — gaps, ambiguities, nebulous "business speak". Options given in the Task Assignment Context may reduce abilities to meet the Purpose. • Limited &/or delayed information sharing. • PSA's awareness & involvement. • Likely limited effectiveness of proposed intranet notices, poor discoverability of Mahi Kotahi.
3. What if the role of the Geospatial Services Team is unclear & understood differently by different parties?	• Are we Services? Support? Advisors? Leaders? All of these? • What does a Centre of Excellence look like? Do? • Are we Data? Apps? Analysis? Mapping? Cartography? GPS? Drones? Remote sensing? • How do we fit into Mahi Kotahi? Do we provide Professional Services across DOC — should we be included in 2 along with Legal & Administration? What is our role in developing "future-focused IT tools"?
4. How to fulfil our role, reduce barriers & increase linkages?	• If service providers or support, how do we enhance how clients find & engage us? • If advisors, how to be engaged early by the business & be heard? • If leaders, how to be respected & be heard? • What does a Centre of Excellence look like in terms of working with others? • How to increase linkages & relationships & understanding with the rest of DOC, both them understanding us & us (at all levels — managers, distributed & hub staff) understanding them?
5. How to evaluate the pros & cons of different locations in the structure & understand the implications?	• How could we work better where we are in ISS? • What is the value of joining another unit? Would the Director provide advocacy & support? • What unit do we have most in common with? • What is the value of having our own box? Would there be increased visibility, status, freedoms? • What capacities do Rose Anne, s9(2)(a) have for a "new" unit under them? • How do we retain & grow visibility to our customers? • How to ensure our services are not unduly captured by any unit we join? • Do we get to retain our own budget & financial discretion? • What are the implications for reporting lines & Analysts?
6. How to ensure we have the right people in the	• A manager is stepping down, one's planning to retire, one may retire, one's acting, & one's relatively new.

right roles for success, & accommodate succession?	•	Is the largely flat structure including Analysts & Analysts specialising in development optimal?
	•	Is the scope of the task assignment limited to "lift & shift"?
7. How to gauge success?	•	What does success look like short & longer term?
8. How to look after our staff?	•	E.g. employment, wellbeing, engagement, variety of work, freedoms, opportunities to learn & grow, collaboration, sense of purpose & contribution.

Options

	ISS	BSS
Pros	• Some logic, still aligns with a lot of what we do.	• Some logic, we are a shared service.
Cons	• Existing barriers may continue. • Somewhat hidden to our clients.	• Little in common with fleet, property, procurement, finance. • s9(2)(a) has many staff under him & potentially many different complex issues to address. He may not have capacity for whole new unit as well.
Evaluation	• Possible	• Possible

	OMO	Directorate
Pros	• s9(2) could be a strong advocate. • He already has a relationship with Rose s9(2) • He already has funding. • OMO's scope appears broad enough to accommodate what we do. • There seems strong alignment with what they do. They appear involved in many different areas of DOC at all stages from planning to outcomes — areas with which GIS could assist. (Much wider than just the "bio" apps.) • There seems strong alignment with what matters to DOC — increasing transparency, investor confidence. • s9(2) has few staff so may have capacity to include the Geospatial unit.	• Increased visibility & status & potentially freedoms.
Cons	• We may be a little hidden to clients, but no worse than present. • May need to ensure our services are not unduly captured by OMO.	• We may not maintain appropriate funding. • We may not achieve "playing better with others" due to our own attitudes & approaches. • It may be tricky to ensure alignment of our direction/strategy with the business. • We may not be seen as being aligned with DOC.
Evaluation	• Preferred, look into further	• Preferred, look into further

Overall, to an extent, it doesn't matter where our unit sits, but how we work with others.

A further option may be a hybrid whereby the development arm of the Geospatial Services Team is separated from

the services part, and we consider where training sits, though of course, strong links would be needed between them.

NELSON

Meeting re: Mahi Kotahi attended by s9(2)(a)

- The announcement from Rose-Anne was not clear and left folks who were listening to it (not just GIS folks), wondering what she was talking about… which then morphed into a question of "Yeah, but what does that mean for *me*?"
- The email from s9(2) gave quite a bit more clarity, however, that question remains: how will my day-to-day change if we sit under a different branch of CSG?
- No matter what comes of this discussion/team process, it is healthy to look at these options, because something must not be working if we are having the discussion
- At the team hui, s9(2) shared his ideas/vision for our group and that seemed exciting and promising…we don't really know what our new director (if we shifted, whoever that ends up being) thinks of us, sees for us going forward. Would they value us and look forward to leading us?
- OMO – not very high profile within the Department (who are they? What are they up to? Doesn't seem like they are mentioned around the watercooler). If we are trying to raise the profile of the GIS group in the business, is it a good thing to be part of group that doesn't already have a strong presence?
- Question/concern of splitting the Analysts apart from the more techie members of our team – would it make more sense for the tech-GIS members to remain with ISS? If GIS Group changed Directors, would we remain intact as our current unit?
- If a goal of this change is to raise the profile of the GIS group within the business, are there other ways to achieve this goal without changing Directors?
- Regardless of the level of understanding, relevance to our day-to-day, level of interest, etc of the Analysts, we are grateful to be kept in the loop and given the opportunity to be part of the process/discussion. We hope that continues to be the case.

HAMILTON

Skype meeting 18/06/2019 Minutes, attendees: GIS Northern Hub

Options

Directorate
While it might be a stretch to aim for, we feel the GIS Team could reach its full potential under it's own Directorate.
Pros:
- GIS Team gets better visibility across Teams, gets to advocate for itself

Other
We see value in considering the GIS Team moving outside of CSG (i.e. Operations/Planning), however, this is outside the constraints set by the Task Assignment.

OMO
Regarding the GIS Team moving to OMO:
Pros:
- We feel OM's Director values and understands the GIS Team's work and would be able to advocate for it
- OM's Director has the ears of a lot of people and doesn't have such a big team, it feels like the GIS team would keep in touch with a lot of business across DOC and still have the ear of its Director
Cons:
- GIS Team could become disconnected from IT, which is an integral part of GIS
- GIS Team might become too involved in OMO work rather than supporting the entire organisation.

ISS

Regarding the status quo option/GIS Team remaining under ISS:

Cons:

- We feel the GIS team will not be able to deliver the services DOC is asking for, and the services the GIS Team feels it has the potential to deliver
- There are significant blocks around decision-making and highly inefficient processes to get things done for our customers that make this option non-desirable
- These frustrations may lead to highly valued and experienced GIS staff leaving the team

BSS

Regarding GIS moving to BSS:

Cons:

- We feel this would not be a good fit; less stable environment

Discussion points regarding issues GIS Team is experiencing

- Constraints regarding tools/software the team can/can't use, leading potentially to work being contracted out
- How to get influence across teams/get more visibility? How to ensure GIS Team is involved at initial project meetings/team process meetings/etc… ?
- What if GIS Team moves out of ISS, how would ISS address it's IT challenges at the coal front? Someone strong enough would have to ensure IT Services are still provided to customers
- GIS needs to be seen as a customer, with a Director accountable for providing GIS what they require to deliver outcomes
- How to find appropriate Business Owners for the projects handled by GIS Team. Steps are being taken, but this is still a pain point.
- Mahi Kotahi is changing the structure while it seems the issues seems to be a cultural one
  - This exercise should be more about what the GIS Team needs to reach its full potential rather than where it should sit.
  - DOC sees GIS as a solution but the GIS Team doesn't feel backed up by it's Directorate.
  - Director above GIS should have a real understanding of what GIS can bring to the business and be an advocate for it – This is a most important statement for the GIS Team
  - What if the point above can't be spoken out safely by the GIS Team?
  - Regarding the point above, should PSA be involved?
- A suggestion was raised that a Director sits above both a Chief Technical Officer (CTO) and a Chief Information Officer (CIO). GIS could sit under the CTO, focusing on delivering solutions to customers. The rest of ISS could sit under the CIO, focusing on organisational solutions (IT/Infrastructure/Security/etc…). This would have the benefit that IT would not be too far away from GIS
- Are any peripheral GIS Staff (data architects, database administrators, etc) moving?
- We need delivery agreements with GIS support structures as we are their customer (there are currently none, leading to GIS needing to complain until things are fixed, just to maintain basic service delivery).

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Options for the Geospatial Team fit within CSG

Executive Summary

As part of the Mahi Kotahi programme within the Corporate Services Group , Rose-Anne MacLeod has asked the **Geospatial Team under the leadership of the CIO to determine where they believe they can add the best value , both in terms of how they are perceived and by the organisation and where GIS perceive that they can achieve synergistic returns for DOC.**

A three-hour team Process meeting was conducted on 20th June with the key directors present to discuss the context, critical issues, options and recommendations. What evolved from the team process was that we learned a lot from each of the business units in attendance, gathered the critical issues but lacked the time necessary to thoroughly explore the options and their effective values.

While no clear decision evolved from the Team Process as to where to best place the geospatial team two clear messages did surface:

- the lack of definition around roles and responsibilities
- lack of authority by the Geospatial team to set their strategic direction

The Geospatial team propose the following two recommendations to where they believe the team could be placed to add best value as stated in the Task Assignment.

Recommended Options

1. **Own Geospatial Director - Reporting to DDG Corporate Services**

- Would give the Geospatial unit increased visibility and the status to further enable geospatial within DOC

- Ability to represent Geospatial and get the right level of executive support

- Give the Geospatial unit the mandate to build a strategy to feed into the long-term investment plan and the influence to execute it.

2. **Move under the Planning and Outcomes unit (Outcomes Management Office – OMO)**

- Would give Geospatial the opportunity to build a strategy that aligns with the reporting needs of the organisation, better addressing the issues identified in the KPMG 2018 report.

- The current OMO director already understands the power of spatial and the reporting needs of the organisation leading to a synergistic relationship for DOC.

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Team Process Meeting details

Team Process meeting attendees:

- s9(2)(a) Director of Planning and Outcomes
- s9(2)(a) Director of Business Service
- s9(2)(a) Director of ISS
- s9(2)(a) SRO for the Geospatial platform
- s9(2)(a) Director Planning and Support
- s9(2)(a) National Projects Manager
- GIS Management Team: s9(2)(a)
- Facilitator: s9(2)(a) Growing Dialogue

Date & Time: 20 June 2019, 9:00 am – 12:30 pm

Location: Ross Room, Eagle Technology,

Subject: Mahi Kotahi Task Assignment – Geospatial Services Team Process Meeting

Context:

The Task Assignment came from Rose-Anne MacLeod via s9(2)(a) which stated the Geospatial Team run a team process, that includes the Business Services Director and the Planning and Outcomes Director and other key stakeholders from the business to identify the fit within CSG for the Geospatial Services Team, to provide synergistic return and recommend option to DDG CSG for approval together with costs.

Purpose:

To make recommendations to DDG corporate services on where GIS best fits within CSG to provide synergistic returns to DOC

Process followed:

The above attendees met on 20th June to discuss the above purpose. Robust conversation about the context ensued which s9(2) (facilitator) summed up saying there appear to be more drivers than those in the task assignment underlying the meeting. It's not only about where the Geospatial team are positioned within the organisation but also about role clarity, data management / QA, lack of direction / strategy to name a few. The Geospatial Management Team reported back on their interviews with key stakeholders detailed in the following table.

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Key Stakeholder Feedback

Table detailing the feedback from the interviews with the Key Stakeholder

Interviewee	What Works well with the geospatial team?	What's not working so well with the geospatial team?
s9(2)(a) Issues Manager, Operations	• The Geospatial team are the "golden eyes" of the BFOB planning and operations but are under resourced. • The Geospatial team has been the only consistent factor between all the BFOB operations. • The team has highly skilled trained staff who provide a best practice model for the department	• Frustration at not being allowed resources to update the Pesticide and Weeds apps. Shows lack of value and disrespect for SMEs and discourages staff from using these tools. • "If GIS in DOC is not strongly supported and cherished it will wither and die. This will place the organisation at serious risk to legal, operational, environmental, financial, iwi and social threats"
s9(2)(a) Director Partnerships	• Geospatial team provide fundamental support. Spatial is fundamental to the planning and visualisation of work • Geospatial team is pivotal to success of programmes e.g. Great White Butterfly • Experts as acting as an interface between the tech and the business – understanding the client needs and how they can be best met	• Internal engagement process- difficult to know who to talk to. on for spatial help? • Engaging externals – really hard e.g. project Janszoon. • PF partners should be using existing spatial platforms, need an architect lead with appropriate authority to act.
s9(2)(a) – Landscapes Manager Predator Free 2050	• Tech support for planning and delivering working well, etc. clear team structure, effective improvement process. Ongoing need for improvements of tools. • GIS are providing a high-quality service	• We (PF2050) need the ability to be able to share tools and data more easily with the public and DOC partners the ability to more easily share data. • Staffing pressures within GIS. • ISS not offering timely solutions or looking at Geospatial as a customer • Feel like our needs are not being heard
s9(2)(a) Planning Monitoring and Reporting Manager (on behalf of s9(2)(a) s9(2)(a)	• Need to continue to ensure the Geospatial team is capable of executing its roles and responsibilities	• In the current ISS unit environment, the Geospatial team is not sufficiently enabled to deliver to the organisation with the tools that are available to them

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Critical Issues

The team process attendees broke into three subgroups and identified the following critical issues with respect to the purpose of the TA

Critical Issues in relation to the TA

- How to remove the road blocks to best deliver geospatial services (assuming that's a structural roadblock)
- How to understand synergies with the corporate services business units
- How to ensure the roles and responsibilities are well defined and understood by business and GIS
- How to understand the problem & ensure the appropriateness of scope of the proposed response
- How to take staff on the journey in the change process
- How to get the right level of executive support
- How to identify potential for streamlining with other business groups
- How to look after our staff
- How to gauge success
- How to ensure the GIS team are involved in the spatial strategy
  - How to ensure there is a clear strategy for GIS

Critical Issues outside TA

- How to identify other changes that could be identified to implement the increase in ROI
- How to support data management across all of the departments
- How to manage the tension between flexibility and rigour
- How to get co-ordinated direction
- How to collaborate better with internal business units and externals
- How to enable to future proof GIS contributions
- How to ensure Geospatial services are prioritised across business groups in DOC
- How to have faith in the quality of data collected and ensure ongoing quality
- How to clearly define the roles and responsibilities of the Geospatial team
- How to create visibility of ISS road blocks

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Options for Geospatial Team Placement

The reason for moving would be to help establish better linkages and enhance relationships

Option	Business Unit	Pros	Cons
1.	New Position - Geospatial Director	• Has the authority to influence the future for geospatial within DOC • Geospatial would have Increased visibility & status • Represent Geospatial at the top level enabling Geospatial to get the right level of executive support • Have the authority to create a Geospatial strategy to feed into long term investment plan • Geospatial would be seen as part of the business and therefore a customer of ISS.	• Limitation on the number of directors • New position with associated learning curve • Higher running costs
2.	Outcomes Management Office	• OMO are strategy focused therefore encouraging of the development of a geospatial strategy. • Synergetic to Geospatial in that OMO is measurement and outcome focused • Would look at interpreting and use spatial data and turning data into products, how it fits with the 10 year investments plans • Geospatial would be seen as part of the business and therefore a customer of ISS.	• Geospatial teams' subject areas have significant alignment with OMO but not in its entirety (e.g. biodiversity work, one off requests etc) • Increased size of team, but only one more report, maybe some transition pains e.g. would it involve physically moving the team?
3.	Stay under an enhanced ISS having resolved the critical issues	• ISS touches every part of the business • Known quantity Everything we have achieved to date has been under this current structure	• Not seen as ISS customers • Not authorised to develop strategy • Not included in critical conversations • Lack influence to chart our own technical path. (not seen as a customer) • Key architectural relationships remain difficult in ISS. • Architecture standards are opaque and inconsistently applied. Can't get the maximum benefit from our human and intellectual capital

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4.	Business Shared Services	- Both BSS and Geospatial involved in every part of the business. - Functionally aligned. - Geospatial would be seen as part of the business and therefore a customer of ISS. - Strategy is something they do by default.	- Geospatial team's subject areas have little alignment with BSS - Current Director doesn't know GIS, would take time to come up to speed.
5.	Outside CSG i.e. Operations	80% of GIS work is from OPS. A logical fit considering the importance of spatial in planning process - Geospatial would be seen as part of the business and therefore a customer of ISS.	- Already tried and failed to get business ownership through operations. - OPS focus is delivery, not strategic - Would challenge the operating model that's been put in place. - Geospatial teams subject areas have significant alignment with Operations but not in its entirety (e.g. biodiversity work, one off requests etc)

Recommendations

Recommended Options

1. **Own Geospatial Director - Reporting to DDG Corporate Services**

- Would give the Geospatial unit increased visibility and the status to future enable geospatial within DOC

- Ability to represent Geospatial to get the right level of executive support

- Give the Geospatial unit the mandate to build a strategy to feed into the long-term investment plan and the influence to execute it.

2. **Move under the Planning and Outcomes unit (Outcomes Management Office – OMO)**

- Would give Geospatial the opportunity to build a strategy that aligns with the reporting needs of the organisation, better addressing the issues identified in the KPMG 2018 report.

- The current OMO director already understands the power of spatial and the reporting needs of the organisation leading to a synergistic relationship for DOC.

Costs

To be scoped

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Appendices

Mahi Kotahi Task Assignment for CIO - <u>DOC-5970175</u>

Feedback s9(2)(a) - <u>DOC-5990848</u>

Feedback s9(2)(a) - <u>DOC-5990886</u>

Feedback s9(2)(a) - <u>DOC-5990832</u>

Feedback from Geospatial Team - <u>DOC-5978617</u>

DOC-5990374

Department of Conservation
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Date: 06 September 2019

To: Director-General

From: Neal Gordon – Acting DDG Corporate Services Group

Subject: Geospatial Services Structural Lift and Shift to Outcomes Management Office

Context

As Director-General you gave approval on the 29 August 2019 to the proposal from the DD-G, Corporate Services (Rose Anne McLeod) to transfer the Geospatial Services Team and structure from its current location in the Information Systems and Services Unit to the Outcomes Management Office.

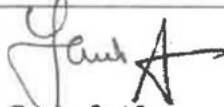No date for formal transfer was set and the teams involved have not yet been briefed.

The purpose of this note is to formally sign off on this transfer to allow action to be taken to effect the transfer from Monday, 9 September 2019.

Support for the Transition:

Three items of work will be progressed to support the successful transition:

1. A CSG budget-neutral adjustment of the Financial Planning Level and 2019/20 budget in Outcomes Management Unit with a corresponding reduction in the overall ISS Unit budget (there are no additional budget implications of the shift) – Lead Finance;

2. Completion of a review of the GS Team organisational structure to formally establish the total number of GS Team positions to be transferred – Lead Human Resources;

3. Completion of key messages to be used by relevant Directors to communicate the change – lead Director Outcomes Management

Recommendation:

Approve the structural transfer of the Geospatial Services team to the Outcomes Management Office structure	Signature Date: 19 Sept 2019

N. Ciclo

Neal Gordon
Acting DDG
Corporate Services Group

6064429 - Geospatial Services Structural Lift and Shift to Outcomes Management Office

D-G Approval Cover Sheet

File Ref: email 29/09 DG to Dir OMO   DOCCM ref: 6064429   Date: 6/9/19   Deadline: COB 9/9/19.

Approval sought by: DD-G CSG / DD-G P&E / DD-G KKA / **DD-G Partnerships** / DD-G Operations / DD-G Policy & Visitors/ DD-G BioD/CoG
(circle one)

Subject: Lift and Shift of Geospatial Services to Outcomes Mgmt Unit
From: (Director Name) Neal Gordon in discussion with Suzanne Edwards Human Resources

(Signed) N.Cid

Endorsed: (DD-G Name) Neal Gordon - Acting DDG Corporate Services

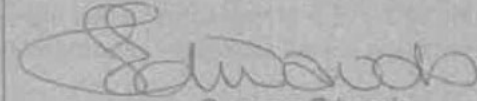(Signed) N.Cid.

Recommendation that you:

Approve the budget neutral structural transfer of the Geospatial Services Team to the Outcomes management Office structure in line with your email of 29 August 2019 as per attached paper.

Legislation (if applicable)

Application under Act ____ N/A. ____   Section _____
for:

DOC Policy/Guidelines (if applicable):

Impacts identified and endorsed by:

Corporate Services:	Yes/No/NA	NGO/other community:		Yes/No/NA
People & Engagement:	*(Yes)/No/NA*	Comments:		
Kahui Kaupapa Atawhai:	Yes/No/NA	*Endorsed*		
Operations/Partnerships:	Yes/No/NA			
Policy & Visitors:	Yes/No/NA	*Edwards*		
Biodiversity:	Yes/No/NA	Suzanne Edwards		
Treaty / Governance	Yes/No/NA	Director Human Resources		
		6/9/2019		

Advice from Legal section: [for execution of legal documents, or as appropriate]

N/A.

Signed: _____   Date: _____

Approval: Endorsed/Approved/Declined/Conditions/Noted

Signed: _____   Date: _____

Doc-2669201   updated: 12/07/2019

Neal Gordon

From:	Lou Sanson
Sent:	Thursday, 29 August 2019 10:07 a.m.
To:	Neal Gordon
Cc:	Rose Anne MacLeod
Subject:	Fwd: GIS Realignment to Neal Gordon

Good to go unless budget implications

Sent from my Samsung Galaxy smartphone.

-------- Original message --------
From: Suzanne Edwards <Sedwards@doc.govt.nz>
Date: 28/08/19 11:13 AM (GMT+12:00)
To: Lou Sanson <lsanson@doc.govt.nz>
Cc: Karen Jones <kjones@doc.govt.nz>
Subject: RE: GIS Realignment to Neal Gordon

Hi Lou

I have no concerns about the Geospacial Services Team being moved to the Outcomes Management Office as this is a discrete action.

Regards
Suzanne
A/DD-G, People and Engagement

PS. I would like to talk to you about the Admin/Operations Support work....

From: Lou Sanson <lsanson@doc.govt.nz>
Sent: Wednesday, 28 August 2019 9:06 AM
To: Suzanne Edwards <Sedwards@doc.govt.nz>
Cc: Karen Jones <kjones@doc.govt.nz>
Subject: GIS Realignment to Neal Gordon

Hi Suzanne
Rose Anne wants this signed today.
All OK from HR/OD?
Lou

Sent from my Samsung Galaxy smartphone.

From: Sandre du Plessis
To: s9(2)(a)
Subject: RE: 19-E-0696-Departmental OIA-request s9(2)
Date: Wednesday, 27 November 2019 10:02:00 am
Attachments: image001.png
image002.png

Kia ora s9(2) , as requested, we have reconsidered our decision to withhold the costs of this investigation, and have decided to release that information to you. The total cost was $110,640.19 (excluding GST).

Ngā mihi / Kind regards
Sandré

Sandré du Plessis
Outcomes Analyst
Department of Conservation | Te Papa Atawhai
DDI: +64 4 471 3162 | M: +64 27 539 2579

www.doc.govt.nz

From: 92(a)
Sent: Monday, 11 November 2019 2:07 p.m.
To: Sandre du Plessis <sduplessis@doc.govt.nz>
Subject: Re: 19-E-0696-Departmental OIA-request s9(2)(a)

Kia ora Sandré: Further to this response from Neal Gordon, I would respectfully ask DOC to reconsider its response No.3: The total costs associated with this investigation managed by Kensington Swan is commercially sensitive information, under section 9(2)(b)(ii) and is withheld. In my view there is no justification for withholding the total amount, as this is public money – and there are plenty of Ombudsman decisions that back this view. The only possible commercially sensitive part would be the hourly rate, which I've not asked for, and can't be discerned from a total. Please let me know if the department is willing to release this figure.

s9(2)(a)

| Investigative Reporter

e: s9(2)(a)
p: + s9(2)(a)   @ddub_news | in: s9(2)(a)

s9(2)(a)

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