

Schedule of correspondence to the McGuinness Institute's OIA 2021/18:

This schedule contains non-confidential correspondence received by each government department in response to our OIA 2021/18. Please note that for the dates below, we have included dates from confidential messages, extensions and final responses. Because of this, dates below may not match what is contained within the schedule.

1. Crown Law Office (latest received 31/3/2022)
2. Department of Conservation (latest received 4/5/2022)
3. Department of Corrections (latest received 10/2/2022)
4. Department of Internal Affairs (latest received 4/3/2022)
5. Department of the Prime Minister and Cabinet (latest received 28/3/2022)
6. Education Review Office (latest received 17/3/2022)
7. Government Communications Security Bureau (latest received 27/1/2022)
8. Inland Revenue Department (latest received 1/4/2021)
9. Land Information New Zealand (latest received 3/3/2022)
10. Oranga Tamariki – Ministry for Children (latest received 19/4/2022)
11. Ministry for Culture and Heritage (latest received 3/2/2022)
12. Ministry for Pacific Peoples (latest received 8/4/2022)
13. Ministry for Primary Industries (latest received 28/3/2022)
14. Ministry for the Environment (latest received 2/5/2022)
15. Ministry for Women (latest received 24/5/2022)
16. Ministry of Business, Innovation and Employment (latest received 21/4/2022)
17. Ministry of Defence (latest received 9/2/2022)
18. Ministry of Education (latest received 14/4/2022)
19. Ministry of Foreign Affairs and Trade (latest received 6/4/2022)
20. Ministry of Health (latest received 17/2/2022)
21. Ministry of Housing and Urban Development (latest received 12/4/2022)
22. Ministry of Justice (latest received 2/2/2022)
23. Ministry of Māori Development (latest received 10/1/2022)
24. Ministry of Social Development (latest received 12/4/2022)
25. Ministry of Transport (latest received 18/2/2022)
26. New Zealand Customs Service (latest received 1/2/2022)
27. New Zealand Security Intelligence Service (latest received 4/4/2022)
28. Public service Commission (latest received 5/4/2022)
29. Serious Fraud Office (latest received 30/3/2022)
30. Statistics New Zealand (latest received 13/4/2022)
31. Pike River Recovery Agency (latest received 2/5/2022)
32. The Treasury (latest received 17/03/2022)

Saturday, April 9, 2022 at 12:10:27 New Zealand Standard Time

Subject: Re: GDS Index: 01. Crown Law Office (confirmation that there are no new GDSs between 1 Jan 2021 and 31 Dec 2021)
Date: Saturday, 9 April 2022 at 12:10:05 PM New Zealand Standard Time
From: [REDACTED]
To: Wendy McGuinness
Attachments: image001.jpg

From: [REDACTED]
Date: Thursday, 31 March 2022 at 10:45 AM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: RE: GDS Index: 01. Crown Law Office (confirmation that there are no new GDSs between 1 Jan 2021 and 31 Dec 2021)

Tēnā koe Wendy,

I can confirm that Crown Law doesn't have a departmental strategy of the nature your working paper is examining. The closest we have is laid out in our Statement of Intent released in October 2021 and available on our website. I'm not sure that it's quite the type of strategic intent that you're really looking at – Crown Law's advice and legal services are delivered to and for the Crown, rather than public services as such.

Do please let me know if you'd like to discuss or have further questions – given the intent of your paper is to encourage/enable greater collaboration between government departments, I wonder if the role of the [Government Legal Network](#) is relevant. Happy to discuss further if you wish.

Ngā mihi manahau
[REDACTED]

[REDACTED] ([she/her](#)) – Deputy Chief Executive, Strategy & Corporate
Te Tari Ture o te Karauna Crown Law
M: +64 27 297 3465
19 Aitken Street | PO Box 2858 | Wellington 6011



Executive Support: [REDACTED]
M: [REDACTED] | Email: [REDACTED]

Please note: I work flexibly and am sending this email at a time that suits me. I don't expect you to read, action or respond if this falls outside your usual work hours.

From: Wendy McGuinness [REDACTED]
Sent: Saturday, 26 March 2022 11:18 am
To: [REDACTED]
Cc: [REDACTED]
Subject: GDS Index: 01. Crown Law Office (confirmation that there are no new GDSs between 1 Jan 2021 and 31 Dec 2021)

Mōrena,

I am writing to request confirmation by email that there are no newly published GDSs between 1 January and 31 December 2021. Based on our records there has never been a GDS published by the Crown Law Office.

If you can confirm that this continues to be the case (no GDSs), by return email, that would be great.

A definition is found below. The table that lists our understanding of all Government Department Strategies as at 31 December 2021, can be found [here](#). Let me know if you have any questions.

Thank you in advance, Wendy

PS: The definition of a GDS is as follows:

A 'government department strategy' must:

1. Be a publicly available statement or report (i.e. was intended to be public-facing. This means we exclude strategies made public through an OIA request);
2. Be generated by government departments with a national rather than a local focus;
3. Contain long-term thinking presented in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. Guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).*

*Note: This excludes Statements of Intent, Four Year Plans, Annual report or any other document that is required to be published by a government department over a regular time-frame. Note 2: Only government departments strategies are included. For example a Cabinet Paper is owned by Cabinet and is not a government department strategy).

From: Wendy McGuinness [REDACTED]
Date: Wednesday, 24 March 2021 at 10:19 PM
To: [REDACTED]
Subject: 01. Crown Law Office (confirmation email request)

Mōrena,

Government Department Strategies Handbook (As at 31 December 2020) (Draft)

We understand that the Crown Law Office had no GDSs in operation as at 31 December 2020.

For this reason we have listed 'No GDS' against the Crown Law Office in our *Working Paper 2021/02: Tentative List of Government Department Strategies as at 31 December 2020* (prepared 24 March 2021), see link [here](#).

The working paper contains our understanding of all GDSs in operation across all government departments as at 31 December 2020 (other than MPI). We hope that this list might increase collaboration between departments in 2021 and 2022.

Next Steps

The Institute will now begin the process of analysing the GDSs on the tentative list. If you have a strategy document you believe should be included on the list, please let me know asap.

If you can email a quick acknowledgement that you have received this email, that would be excellent.

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
+64 4 499 8888 | www.mcguinnessinstitute.org

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(a) reply promptly to that effect, and remove this email and the reply from your system; (b) do not act on this email in any other way. Thank you.

[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:28 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 23 December 2021 at 9:38 PM
To: Wendy McGuinness [REDACTED]
Subject: Automatic reply: GDS Index Update (our reference: OIA 2021/18)

Thank you for your enquiry. Please note this email box is not monitored during the Xmas/New Year period 24 December – 9 January so there will be a delay in replying. If you are reporting illegal activity or sick, injured or dead wildlife please call the DOC emergency hotline [REDACTED]

Regards
DOC Enquiries

Subject: RE: OIAD-1900 Correspondence Response
Date: Wednesday, 4 May 2022 at 2:35:26 PM New Zealand Standard Time
From: [REDACTED]
To: Wendy McGuinness
CC: [REDACTED]
Attachments: image005.png, image006.png, image007.png

Kia ora Wendy

You are correct that conservation management strategies (CMSs) are always regional. I'll try and summarise how these things fit together:

- CMSs are required under the Conservation Act 1987, and are 10-year regional strategies that focus on outcomes for places that are special to communities and tangata whenua.
- Within the area covered by a CMS, there may be areas covered by conservation management plans (CMPs). The CMS sets the regional framework and national policy approaches, whereas the CMP sets detailed objectives.
- Conservation management plans (CMPs) are aimed at implementing the CMSs. That is why the CMP may be revoked when the CMS is approved – a new CMS may require a new CMP.

I therefore don't think these terms are used any differently to what you describe. The plan is different from the strategy in terms of content, and the Ministerial approval of the new strategy simply means the old plan may need to be revoked and/or replaced.

Te Mana o te Taiao, the Aotearoa New Zealand Biodiversity Strategy 2020, on the other hand, is a national strategy for the government. It is not created to fulfil a requirement of the Conservation Act 1987, but rather as part of New Zealand's commitments under the international Convention on Biological Diversity. It is therefore not a CMS.

Hopefully that answers your questions?

Ngā mihi nui
Sandré

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 3 May 2022 6:13 pm
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: OIAD-1900 Correspondence Response

Kia ora [REDACTED]

Thank you for the quick turnaround. Thank you for the link (a great resource)!

Q1: It looks as though 'conservation management strategies (CMS)' are always regional – is that correct?

Background: I wondered because I noted on page 66 of the TE MANA O TE TAI AO AOTEAROA NEW ZEALAND BIODIVERSITY STRATEGY 2020 (see below) mentioned the Conservation Act 1987, and that got me wondering if this GDS was a 'conservation management strategy'. Given the list below does not mention it, I assume it is not.

<https://www.mcguinnessinstitute.org/wp-content/uploads/2021/04/02.-GDS09-New-Te-Mana-O-Te-Taiao-Aotearoa-Mew-Zealand-Biodiversity-Strategy-2020.pdf>

We note that CMP becomes redundant when the CMS is approved (see footnote). It is an interesting use of terminology given we differentiate between a plan and a strategy by its content, not by whether it has been approved by a Minister. I will think on this and might raise in our methodology. Your thoughts would be most welcome.

Cheers,
Wendy

Āpitihanga 2

Appendix 2

Key legislation relating to biodiversity

Biosecurity Act 1993

The Biosecurity Act provides regulation relating to the exclusion, eradication and effective management of pests and unwanted organisms. It includes provisions relating to the import of risk goods, surveillance for and response to pest incursions (including establishing government/industry agreement for readiness or response), enforcement and penalties, and pest management – including pest management plans and pathway management plans.

Conservation Act 1987

The Conservation Act underpins the governance, administration and management of Aotearoa New Zealand's public conservation land and sports fish and game resources. It establishes the Department of Conservation, the New Zealand Conservation Authority and conservation boards, the New Zealand Fish and Game Council, and regional fish and game councils. It governs the administration of other conservation legislation and provides for the management of the majority of public conservation land, including stewardship land.

Marine Mammals Protection Act 1978

The Marine Mammals Protection Act provides for the protection and management of marine mammals in Aotearoa New Zealand and its waters, including the exclusive economic zone.

Marine Reserves Act 1981

The Marine Reserves Act preserves areas of underwater scenery, natural features of such distinctive quality, or so beautiful, unique, that their preservation for the benefit of the nation is in the national interest.

National Parks Act 1980

The National Parks Act preserves areas that are so beautiful, unique or of such scientific interest that their preservation is in the national interest. It provides for the preservation of these areas for their intrinsic value, benefit, use and enjoyment of the public.

Native Plants Protection Act 1961

Fisheries Act 1996

The Fisheries Act provides for the utilisation of marine and freshwater fisheries resources, while ensuring sustainability (including maintaining the potential of fisheries resources) and avoiding, remedying or mitigating any adverse effects of fishing on the aquatic environment.

Forests Act 1949

The Forests Act includes provisions that promote the sustainable forest management of indigenous forest land.

Under the Native Plants Protection Act 1932, species can be declared protected and prevented from being taken from Crown land.

Queen Elizabeth II National Park Act 1977

The Queen Elizabeth II National Park Act 1977 establishes a national trust to ensure the protection and promotion of the provision, protection, and enhancement of open space. A key objective is to partner with private landowners to protect natural and cultural heritage sites with covenants.

From: [REDACTED]
Date: Tuesday, 3 May 2022 at 9:25 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: OIAD-1900 Correspondence Response

Kia ora Wendy

As requested, the list of conservation management strategies, along with their status, is as follows:

CMS	Approved	Status
Auckland	October 2014	Current
Bay of Plenty	December 1997	Under review
Canterbury (Waitaha)	September 2016	Current
Chatham Islands	August 1999	Review not yet scheduled
East Coast/Hawke's Bay	October 1998/October 1994	Under review
Nelson/Marlborough	September 1996	Review not yet scheduled
Nga Whakahaere Takirua	Requirement of Ngati Porou Claims Settlement Act 2012	Development options under discussion
Northland	September 2014	Current
Otago	September 2016	Partial review underway
Southland Murihiku (includes subantarctic islands)	September 2016	Current
Stewart Island/Rakiura	February 2011	Review not yet scheduled

Te Hiku	Requirement of Ngāi Takoto / Ngāti Kuri / Te Aupōuri / Te Rarawa claims settlement acts 2015, Ngāti Kahu Claims Settlement Act 2017	Under development
Tongariro-Taupo	May 2002	Review not yet scheduled
Waikato	September 2014	Current
Wanganui	April 1997	Review not yet scheduled
Wellington	January 2019	Current
West Coast Te Tai o Poutini	April 2010	Review scheduled to start in 2022

This list is also available on our website at [Statutory planning status report: Policies and plans \(doc.govt.nz\)](#).

Ngā mihi nui

Outcomes Analyst
Conservation House Wellington | Whare Kaupapa Atawhai
Phone: [REDACTED]

www.doc.govt.nz



From: Wendy McGuinness [REDACTED]

Sent: Monday, 2 May 2022 6:06 pm

To: [REDACTED]

Cc: [REDACTED]; [REDACTED]; [REDACTED]

Subject: Re: OIAD-1900 Correspondence Response

Kia ora [REDACTED],

Thank you for your confirmation of our GDS Index on 19 April 2022. The Institute has one further question:

Question 1: Would you be able to provide a list of conservation management strategies that are currently in operation and approved under s 17F of the Conservation Act 1987? We think at least one of the existing GDSs in operation, would be on that list.

Thank you for your help.

Best wishes,

Wendy

From: [REDACTED]
Date: Tuesday, 19 April 2022 at 9:41 AM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: RE: OIAD-1900 Correspondence Response

Ata mārie Wendy

Thank you for your email below. We confirm that the list of current and archived GDSs is correct.

Ngā mihi nui

[REDACTED]
Outcomes Analyst
Conservation House Wellington | Whare Kaupapa Atawhai
Phone: [REDACTED]

www.doc.govt.nz



From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 12 April 2022 8:03 am
To: [REDACTED]
Cc: [REDACTED]
Subject: OIAD-1900 Correspondence Response

Kia ora Government Services,

Thank you again for your response to our OIA 2021/18.

We are now in the final part of the process. FYI, we have copied your final list below. Please do check these, as we may be missing something. Given DOC's OIA response, we have concluded that:

- DOC had 15 GDSs in operation as at 31 December 2021 (using our definition) – see list A below. A simple way to check is to go to the 'in operations' table, found [here](#), and search GDS02 (which will show all 15 GDSs).
- DOC had archived 12 DOC GDSs as at 31 December 2021 (since we started the Index) - see list B below. A simple way to check is to go to the 'archive' table (found [here](#)) and search 'Department of Conservation' Please note the second to last column shows the publication date and the last column shows when it was moved onto the archive table (i.e. what Index).

If you could check you are happy with the list of those in operation (as these will be scored) that would be fantastic. We are now about to sign off on the final number of GDSs in operation – time to celebrate!

Lastly, please consider sending this list to your annual reports team, your statement of intents team and your website team. We consider these strategies deserve to be easy for the public and other departments to access, as we all work towards making New Zealand a more sustainable, safer and just place to live.

Many thanks, Wendy

A: 15 GDSs in operation

GDS02–01 (new to the 2014 GDS Index)	Subantarctic Islands Research Strategy
GDS02–02 (new to the 2018 GDS Index)	National Education Strategy 2010–2030
GDS02–03 (new to the 2018 GDS Index)	Mātauranga Whakauka Taiao – Environmental Education for Māori (jointly held between DOC and MfE)
GDS02–04 (new to the 2020 GDS Index)	Sea lion/rāpoka Threat Management Plan 2017–2022 (jointly held between DOC and MPI)
GDS02–05 (new to the 2018 GDS Index)	National Compliance Strategy 2017–2020
GDS02–06 (new to the 2020 GDS Index)	Government Tourism Strategy (jointly held between DOC and MfE)
GDS02–07 (new to the 2020 GDS Index)	Predator Free 2050 Strategy
GDS02–08 (new to the 2021 GDS Index)	Visitor Centre Strategy 2020–2025
GDS02–09 (new to the 2020 GDS Index)	National Plan of Action Seabirds 2020 (jointly held between DOC and MPI)
GDS02–10 (new to the 2020 GDS Index)	Te Kaweka Takohaka mō te Hoiho 2019–2029 (jointly held between DOC and MPI)
GDS02–11 (new to the 2020 GDS Index)	Te Mana o te Taiao, Aotearoa New Zealand Biodiversity Strategy
GDS02–12 (new to the 2020 GDS Index)	Critical Ecosystem Pressures on Freshwater Environments research strategy
GDS02–13 (new to the 2021 GDS Index)	Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho
GDS02–14 (new to the 2021 GDS Index)	Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating horizons
GDS02–15 (new to the 2021 GDS Index)	Hector's and Māui Dolphin Threat Management Plan 2020

B: 12 DOC GDSs have been archived

Department of Conservation	Biodiversity Strategy
Department of Conservation	Science Counts! National Strategic Science & Research Portfolio
Department of Conservation	Science Counts! National Strategic Science & Research Portfolio

Department of Conservation	Science Counts! National Strategic Science & Research Por
Department of Conservation	National Plan of Action to Reduce the Incidental Catch of Se DoC).
Department of Conservation	Marine Mammal Action Plan for 2005-2010
Department of Conservation	Marine Protected Areas: Policy and Implementation Plan (jo
Department of Conservation	Hector's and Maui's Dolphin Threat Management Plan
Department of Conservation	Sea Lion Species Management Plan: 2009-2014
Department of Conservation	Rena: Long-term Environmental Recovery Plan (jointly held
Department of Conservation	Science Counts! The Department of Conservation's Strategi
Department of Conservation	Information Systems Strategic Plan

From: [REDACTED]
Date: Wednesday, 30 March 2022 at 2:53 PM
To: Wendy McGuinness [REDACTED]
Subject: OIAD-1900 Correspondence Response

Kia ora Wendy

Thank you for your request received on 17/03/2022 to the Department of Conservation.

Please find attached our response to your request.

If you have any queries email us at [REDACTED]

Ngā mihi

Government Services
Department of Conservation
Te Papa Atawhai

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[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:29 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 23 December 2021 at 9:38 PM
To: Wendy McGuinness [REDACTED]
Subject: Automatic reply: GDS Index Update (our reference: OIA 2021/18)

Hello,

Thank you for contacting the Department of Corrections; this is an automatic reply to confirm we have received your email – please do not reply to this e mail.

At the current COVID-19 Protection Framework settings we are focused on ensuring the safety and wellbeing of the people we are managing, our staff, and the community – as a result, there may be a delay in responding to your email.

If you are requesting information we are required to comply with the Privacy Act 2020, the Official Information Act 1982 and the Victims Rights Act 2002.

Depending on the nature of your request you may not receive an official response for up to **20 working days**.

Please note that the 20 working day timeframes for requests received from 29 November 2021 will be subject to the summer holiday as defined by the Privacy Commissioner and the Ombudsman. This means that the dates of 25 December – 15 January are not considered working days.

Be assured we will endeavour to respond to you as quickly as possible.

If you are a friend or family member of someone in prison, you can find some useful information [here](#).

In most cases we are required to ask the person in prison for their permission to release their information to you. If you do not want the person to know you are asking about them, please let us know as soon as possible.

All media queries should be sent to [REDACTED]

If you are a victim, you will find information about the Victim Notification Register on our website [here](#).

Our website, <http://www.corrections.govt.nz/> provides up to date news and information about our work, you can also follow us on [Facebook](#) and [Twitter](#).

Kind regards,
The Ministerial Services Team
[REDACTED]

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:29 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Tuesday, 11 January 2022 at 10:19 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy

Thank you for your email.

Your request has been sent to the Official Information Act Requests Team.

[REDACTED]

Kind Regards

Customer Services Team

Te Tari Taiwhenua - Department of Internal Affairs
www.dia.govt.nz



**Te Tari Taiwhenua
Internal Affairs**

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

You don't often get email from [REDACTED] [Learn why this is important](#)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. What GDS were both new and archived in the 2021 calendar year?

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:57 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 20 January 2022 at 1:29 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Tēnā koe Wendy,

Thank you for your OIA request to the Department of Internal Affairs (included with this email). Your enquiry was received during the closedown period of government Official Information Act processing, so was received by the Department on the first working day after Official Information Act processing resumed, 17 January 2022

The Department will provide its response to your request as soon as practicable and within twenty working days. The 20th working day is 15 February 2022

Please note that in cases where the Department's response provides information that is identified to be of general public interest, the response may also be published on the Department of Internal Affairs website. If the Department publishes its response to your OIA request, all personal information, including your name and contact details, will be removed.

Clarification:

Please could you advise whether the scope of your current request can be mirrored from your similar request last year. I.e. documents that

- are published online
- include the words Strategy, Plan or Programme in their title.
- are public-facing (i.e. about systems or services used by the public, or which are otherwise focused on the public)
- are pitched at the national level.
- Have been in force and led by DIA, at any point in the period from 1 January – 31 December 2021
- The scope excludes Departmental Annual Review, Annual Report, Statement of Intent and similar documents.

Please note that part of the Department has become a separate Ministry since the time of your last request – the Office of Ethnic Communities has now become the Ministry of Ethnic Communities. Please advise whether you also want to make your request to the Ministry of Ethnic Communities (the Department of Internal Affairs provides some OIA triage support to the Ministry so I will lodge and allocate your request with them separately if needed).

Nāku, nā

[REDACTED] ([she/her](#))



From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

You don't often get email from [REDACTED]. [Learn why this is important](#)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a 'government department strategy' must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. **What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. **What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

[REDACTED] | www.mcguinnessinstitute.org

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[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 9:08 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: Wendy McGuinness [REDACTED]
Date: Thursday, 27 January 2022 at 5:36 PM
To: [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Hi [REDACTED],

Let's have a chat by phone; is there a time that suits you tomorrow? My mobile is [REDACTED].

Thanks, Wendy

From: [REDACTED]
Date: Thursday, 27 January 2022 at 4:44 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Hi Wendy,

Your clarification unfortunately brings us into the zone where we'd have to consider refusing your request in full or part, due to substantial collation and research.

From recollection we actually had a similar conversation last year and we ended up with the previous scope because it was what DIA was able to collate relatively reliably. The scope we used last year, which we proposed to use again this year, already required substantial collation and research, and we ended up having to extend to answer it. The clarifications you have made below however greatly widen that scope and also make it harder to identify whether information is or is not within the scope. We would likely have to refuse at least in respect of these clarified widened aspects.

For reference, DIA doesn't hold information about department strategies centrally, it's held at the branch and business group level, and we are a large agency with many disparate functions. This means extensive manual collation and consultation is needed across all of the dozens of business groups to compile it. More importantly it means that we are relying on the interpretation of dozens of different people to produce a single set of information. In order for them to all use the same measure when collating, the criteria need to be really clear, crisp and objectively verifiable.

Below some comments on your clarifications

Clarification:

1. Please could you advise whether the scope of your current request can be mirrored from your similar request last year. I.e. documents that

- a) are published online [Not correct; it is whether it is a publicly available statement or report; a characteristic of that is that it is published online]

The Department does not track or record whether a public statement or report has been made/released, via any channel, in respect of any strategy. I imagine this could include things like copies being sent to the National Library, released in OIA requests, ministerial OIA requests, written parliamentary questions, the annual review, presented at a departmental or ministerial public session or included in part of a consultation. Etc etc. This change *massively* increases the scope of your request and we would be likely to refuse in respect of all channels other than published online, as the collation and research is just too substantial. It would be impossible to anticipate how much time would be needed for it, but certainly many months. Its hard to even identify all of the possible channels that could come into play.

- b) include the words Strategy, Plan or Programme in their title. [Not correct, it is whether it is a strategy not about the title]

I have previously (last year) tried to engage with you to clarify exactly how we are to define a strategy here. No sufficiently clear definition was able to be provided, hence we agreed to use search parameters. A large number of people from widely disparate functions are involved in collation, so we require objective criteria these people can apply. It cannot be an open interpretive exercise regarding whether they 'feel like' something probably is or is not a strategy, based on their own personal understanding of what a strategy looks like or is used for. Not only does the collation process spiral out into broad philosophical debate and become unmanageable, but the output of such open interpretive processes is invariably poor (with some people including all manner of kitchen-sink process items that aren't strategies, and others omitting almost everything because 'it's not a strategy, it's a plan/programme/initiative/guidance document etc'). So we need objective criteria for inclusion/exclusion.

You could consider adding further terms to the search parameter to capture other titles of things that are likely to actually be strategies.

- c) are public-facing (i.e. about systems or services used by the public, or which are otherwise focused on the public) [Not correct, we just use publicly available statement or report]

I am not clear about what you mean. Are you saying that you now also want to include strategies focused on the internal running of the Department? Public-facing would mean that the strategy is focused on external output that affects New Zealanders. Internal strategies on the other hand might be about branch development, HR or security. These strategies would, by definition, tend not to be publicly released, so would be out of scope.

Please could you consider the above comments and advise whether you want to stick with the scope you've clarified (likely resulting in full or part refusal due to substantial collation and research), default to the scope we used in previous responses, or clarify and amend further.

As we have sought to clarify the scope of your request with you within the first seven working days of your request, when your final scope is confirmed, we will be resetting the OIA clock in accordance with section 15(1AA) of the Act.

Nāku noa, nā

 (she/her)

Kaitohutohu Ārahi, te Ture Pārongo Ōkawa | Lead Advisor Official Correspondence

Te Urūngi | Organisational Strategy & Performance

Level 6, 45 Pipitea St | PO Box 805, Wellington 6140, New Zealand | www.dia.govt.nz



From: Wendy McGuinness [REDACTED]
Sent: Thursday, 27 January 2022 11:30 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora [REDACTED],

Sorry for the delay, I walked the Heaphy late last week and am still recovering (he he).

Hope I have answered all the below. My mobile is [REDACTED]

Wendy

From: [REDACTED]
Date: Tuesday, 25 January 2022 at 12:30 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Hi Wendy,

Could you please get back to me to let me know whether the scope below is OK. Until I have heard from you I cannot begin any collation on your request.

Thanks,

[REDACTED] ([she/her](#))

Kaitohutohu Ārahi, te Ture Pārongo Ōkawa | Lead Advisor Official Correspondence

Te Urūngi | Organisational Strategy & Performance

Level 6, 45 Pipitea St | PO Box 805, Wellington 6140, New Zealand | www.dia.govt.nz



Te Tari Taiwhenua
Internal Affairs

From: [REDACTED]
Sent: Thursday, 20 January 2022 1:29 PM
To: [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Tēnā koe Wendy,

Thank you for your OIA request to the Department of Internal Affairs (included with this email). Your enquiry was received during the closedown period of government Official Information Act processing, so was received by the Department on the first working day after Official Information Act processing resumed, 17 January 2022

The Department will provide its response to your request as soon as practicable and within twenty working days. The 20th working day is 15 February 2022

Please note that in cases where the Department's response provides information that is identified to be of general public interest, the response may also be published on the Department of Internal Affairs website. If the Department

publishes its response to your OIA request, all personal information, including your name and contact details, will be removed.

Clarification:

1. Please could you advise whether the scope of your current request can be mirrored from your similar request last year. I.e. documents that [see our definition in **green below**]
 - a) are published online **[Not correct; it is whether it is a publicly available statement or report; a characteristic of that is that it is published online]**
 - b) include the words Strategy, Plan or Programme in their title. **[Not correct, it is whether it is a strategy not about the title]**
 - c) are public-facing (i.e. about systems or services used by the public, or which are otherwise focused on the public) **[Not correct, we just use publicly available statement or report]**
 - d) are pitched at the national level. **[Correct]**
 - e) Have been in force and led by DIA, at any point in the period from 1 January – 31 December 2021 **[Correct]**
 - f) The scope excludes Departmental Annual Review, Annual Report, Statement of Intent and similar documents. **[Correct]**
2. Please note that part of the Department has become a separate Ministry since the time of your last request – the Office of Ethnic Communities has now become the Ministry of Ethnic Communities. Please advise whether you also want to make your request to the Ministry of Ethnic Communities (the Department of Internal Affairs provides some OIA triage support to the Ministry so I will lodge and allocate your request with them separately if needed). **[Yes please lodge on our behalf; I was not aware of this – thank you]**

Nāku, nā

[redacted] (she/her)

Kaitohutohu Arahi, te Ture Pārongo Ōkawa | Lead Advisor Official Correspondence

Te Urūngi | Organisational Strategy & Performance

Level 6, 45 Pipitea St | PO Box 805, Wellington 6140, New Zealand | www.dia.govt.nz



Te Tari Taiwhenua
Internal Affairs

From: Wendy McGuinness **[redacted]**

Sent: Thursday, 23 December 2021 9:38 PM

To: Wendy McGuinness **[redacted]**

Cc: **[redacted]**

Subject: GDS Index Update (our reference: OIA 2021/18)

You don't often get email from **[redacted]**. [Learn why this is important](#)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

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1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

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Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

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Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

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Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
+64 4 499 8888 | www.mcguinnessinstitute.org

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:30 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 13 January 2022 at 11:04 AM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

[IN-CONFIDENCE]

Kia ora

Thank you for your request under the Official Information Act 1982 which was received on Thursday, 23 December 2021, copied below. A response will be provided in accordance with the Act. Please note under Section 2(1) of the Act, days in the period commencing 25 December 2021 through to 15 January 2022, are not counted as working days.

The Department of the Prime Minister and Cabinet (DPMC) may publish the response to your Official Information Act (OIA) request.

When you are provided with a response to this request, you will be informed about whether the response to your OIA request will be published. If DPMC does publish the response to your OIA request, personal information, including your name and contact details, will be removed. This publication process does not apply to extension letters or transfers.

Ngā mihi,

Ministerial Coordinator

Ministerial and Business Services
Strategy, Governance and Engagement
Department of the Prime Minister and Cabinet
E [REDACTED]



The information contained in this email message is for the attention of the intended recipient only and is not necessarily the official view or communication of the Department of the Prime Minister and Cabinet. If you are not the intended recipient you must not disclose, copy or distribute this message or the information in it. If you have received this message in error, please destroy the email and notify the sender immediately.

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

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example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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Subject: Re: GDS Index Update (our reference: OIA 2021/18) - Request email to send invitations to the launch

Date: Monday, 28 March 2022 at 4:32:46 PM New Zealand Daylight Time

From: Wendy McGuinness

To: [REDACTED], [REDACTED]

CC: [REDACTED]

Kia ora [REDACTED]

Thank you for getting back to me. We will send an invite to [REDACTED] when the date for the webinar is finalised.

Best wishes,

Wendy

From: [REDACTED]

Date: Thursday, 17 March 2022 at 1:29 PM

To: [REDACTED]

Cc: [REDACTED], [REDACTED], [REDACTED]

Subject: RE: GDS Index Update (our reference: OIA 2021/18) - Request email to send invitations to the launch

Kia ora, Wendy, [REDACTED].

Thanks for your email.

You can send the invite to [REDACTED]

Ngā mihi

[REDACTED]
Corporate Support Officer

Education Review Office | Te Tari Arotake Mātauranga

National Office | Tari Matua

Legal House Level 1, 101 Lambton Quay, Wellington 6011, New Zealand

PO Box 2799 Wellington, 6140, New Zealand

www.ero.govt.nz

Ko te Tamaiti te Pūtake o te Kaupapa

The child - the heart of the matter

From: Enquiries [REDACTED]

Sent: Thursday, 17 March 2022 11:26 am

To: [REDACTED]

Cc: [REDACTED]

Subject: Re: GDS Index Update (our reference: OIA 2021/18) - Request email to send invitations to the launch

[External email]: Do not click on links or open attachments unless you recognise the sender and know the content is safe. Contact the Helpdesk if in doubt.

Kia ora David,

Government Department Strategies Update (As at 31 December 2021)

Thank you for responding to our OIA 2021/18 (your ref OIA22 - 3, attached).

The Institute is in the final stages of scoring each GDS. They are now listed on our website as a searchable table (*Tentative List of Operational GDSs, including pdfs, as at 31 December 2021*, see [here](#)). We also have an archive table in progress (*Table of all 265 archived GDSs between 1 July 1994 and 31 December 2018*, see [here](#)).

Invitation to the launch – a Webinar

Finally, the Institute would like to welcome you and your team to a webinar that we will be hosting (date yet to be confirmed) which will highlight results and analysis found throughout this research. The research results will be in four working papers and a handbook.

- *Working Paper 2022/01 - Methodology for the 2021 Government Department Strategies Index Aotearoa New Zealand*
- *Working Paper 2022/02 - List of Government Department Strategies as at 31 December 2021*
- *Working Paper 2022/03 - Scoring Tables Collating and Ranking Government Department Strategies in operation as at 31 December 2021*
- *Working Paper 2022/04 - Comprehensive analysis of Government Department Strategies between 1 July 1994 and 31 December 2021*
- *2021 Government Department Strategies Handbook – He Puna Rautaki*

If you can let Arne and I know the best email address to send the invite, that would be great.

Ngā mihi,

Wendy

From: [REDACTED]
Date: Monday, 31 January 2022 at 8:46 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora, Wendy.

Please find attached a letter in response to your Official Information Act request of 12 January 2022.

Ngā mihi

[REDACTED]
Corporate Support Officer

Education Review Office | Te Tari Arotake Mātauranga

National Office | Tari Matua

Legal House Level 1, 101 Lambton Quay, Wellington 6011, New Zealand

PO Box 2799 Wellington, 6140, New Zealand

www.ero.govt.nz

Ko te Tamaiti te Pūtake o te Kaupapa

The child - the heart of the matter

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

[External email]: Do not click on links or open attachments unless you recognise the sender and know the content is safe. Contact the Helpdesk if in doubt.

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

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Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:31 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Monday, 17 January 2022 at 9:20 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora, Wendy

Please consider this email as an acknowledgement of your Official Information Act Request for:

1. *What GDSs have been archived (between 1 January 2021 and 31 December 2021)?*
2. *What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?*
3. *What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?*
4. *What GDS were both new and archived in the 2021 calendar year?*

Your request was received 12 January 2022

We will endeavour to respond as soon as possible, and in any event no later than 14 February 2022, being 20 working days after the day your request was received. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

Ngā mihi

[REDACTED]
Corporate Support Officer
Education Review Office | Te Tari Arotake Mātauranga
National Office | Tari Matua
Legal House Level 1, 101 Lambton Quay, Wellington 6011, New Zealand
PO Box 2799 Wellington, 6140, New Zealand
www.ero.govt.nz
Ko te Tamaiti te Pūtake o te Kaupapa
The child - the heart of the matter

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

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4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

[REDACTED] www.mcguinnessinstitute.org

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[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:32 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Friday, 24 December 2021 at 7:37 AM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Tēnā koe

Thank you for your Official Information Act request.

We will endeavour to respond to your request as soon as possible and, in any event, no later than 20 working days after the day that your request was received. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

If you have any queries, please feel free to contact information@gcsb.govt.nz.

Ngā mihi
GCSB

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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 | www.mcguinnessinstitute.org

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[REDACTED]

From: [REDACTED]
Sent: Thursday, January 27, 2022 4:40 PM
To: Wendy McGuinness
Cc: [REDACTED]; [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)
Attachments: 2022-01-27 - McGuinness OIA response.pdf

Kia ora Wendy

Please see attached a response to your OIA request.

Kind regards
GCSB

From: Wendy McGuinness [REDACTED]
Sent: Wednesday, 26 January 2022 12:52 PM
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Thank you for your email.

This is a tricky question! My view is to treat it as a gds for the OIA and I will have a think and make a firm decision once I have looked at the gds.

Thank you, Wendy

Sent by mobile [REDACTED]
Wendy McGuinness
McGuinness Institute
Wellington
New Zealand
www.mcguinnessinstitute.org

On 26/01/2022, at 12:06 PM, [REDACTED] wrote:

Kia ora Wendy

We have a question your criteria for a GDS. You state that the GDS must be a publicly available statement or report – should we include a strategy that has been released under the OIA but has sections redacted?

The document in question is the NZIC Retention Strategy, which is available online (starts at page 10):
<https://fyi.org.nz/request/15115/response/61646/attach/html/2/Part%206.pdf.html>

Thanks
GCSB

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:33 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 23 December 2021 at 9:38 PM
To: Wendy McGuinness [REDACTED]
Subject: Automatic reply: GDS Index Update (our reference: OIA 2021/18)

Kia ora and welcome to Toitū Te Whenua – Land Information New Zealand.

Thank you for emailing us. We will respond to your enquiry as soon as possible.

Our offices close for the Christmas break at 12pm on Friday the 24th December and will reopen on Wednesday 5th January at 8am.

Also be aware that emails sent to LINZ after midday Thursday 23rd Dec might not be responded to until the new year.

Ngā mihi,

[REDACTED]

This message contains information, which may be in confidence and may be subject to legal privilege. If you are not the intended recipient, you must not peruse, use, disseminate, distribute or copy this message. If you have received this message in error, please notify us immediately (Phone 0800 665 463 or info@linz.govt.nz) and destroy the original message. LINZ accepts no responsibility for changes to this email, or for any attachments, after its transmission from LINZ. Thank You.

[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 3:40 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 11:27 AM
To: Wendy McGuinness [REDACTED]
Subject: Automatic reply: GDS Index Update (our reference: OIA 2021/18)

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Thank you for emailing us. We will respond to your enquiry as soon as possible.

Ngā mihi,

LINZ Contact Centre

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From: Wendy McGuinness
Sent: Tuesday, 8 February 2022 2:38 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Sunday, 6 February 2022 at 11:25 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy

Thank you for your email of 23 December 2021 and apologies for the long delay in acknowledging it.

Unfortunately, the person who liaised with you in January 2021 has left LINZ and we have been struggling to find the best person/business group to take the lead on this.

Like back in January 2021 we are treating your request as BAU.

We are currently liaising with the various business groups to collate the information requested.

We will provide you with a further update on progress in approximately two weeks' time.

Ngā mihi

[REDACTED]
Kaitohutohu Tumuaki Principal Advisor
Ministerial Support and Official Correspondence

[REDACTED] | DDI [REDACTED] | MOB [REDACTED]



Wellington Office, Level 7, Radio New Zealand House, 155 The Terrace
PO Box 5501, Wellington 6145, New Zealand
www.linz.govt.nz | data.linz.govt.nz



----- Original Message -----

From: Wendy McGuinness [REDACTED];
Received: Thu Dec 23 2021 21:38:12 GMT+1300 (New Zealand Daylight Time)
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>;
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

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Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 2:33 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)
Importance: Low

From: [REDACTED]
Date: Thursday, 23 December 2021 at 9:41 PM
To: Wendy McGuinness [REDACTED]
Subject: Automatic reply: GDS Index Update (our reference: OIA 2021/18)

Kia Ora,

This is an acknowledgement that your email has been received at the National Contact Centre for Oranga Tamariki.

If this is an urgent notification, or if you think a child or young person may be:

- Unsafe or in danger of harm
- Suffering from ill-treatment, abuse or neglect
- You're not sure if you should be concerned, and want advice, or just to talk things through.

Please call us on [REDACTED]

Ngā mihi,
[REDACTED]

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From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 2:28 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 2:25 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia Ora –

It does not appear that this has been received by the Ministry. Can you please confirm when and who this was sent to?

Ngā mihi

Te Pae Hāpai Minita | Ministerial Services

Manatū Taonga | Ministry for Culture & Heritage

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Public Trust Building, 131 Lambton Quay, Wellington

PO Box 5364, Wellington 6140 | Ph + [REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 1 February 2022 12:16 PM
To: [REDACTED]
Cc: Arne Larson [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

I am writing to check if you received our OIA 2021/18 (dated 23 December 2021, see below). Can you let me know as soon as possible.

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If you have any questions, please do not hesitate to contact me.

Best wishes,

Wendy

Wendy McGuinness
Chief Executive

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
[REDACTED] | www.mcguinnessinstitute.org

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From: Wendy McGuinness [REDACTED]
Date: Thursday, 23 December 2021 at 9:37 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

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Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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This is an email between the Ministry for Culture and Heritage and the intended recipients only.
It may contain privileged material. If this email is not intended for you do not read, use, distribute or copy it.
Please notify the sender immediately and then delete the email and any attachments.

From: [REDACTED]
Sent: Thursday, 3 February 2022 10:28 AM
To: Wendy McGuinness
Cc: [REDACTED]
Subject: Response to request - DOIA22/023
Attachments: DOIA22 023 Response - signed.pdf

Kia Ora

Please see attached a response to your request.

Ngā mihi

[Te Pae Hāpai Minita | Ministerial Services](#)

Manatū Taonga | Ministry for Culture & Heritage

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Public Trust Building, 131 Lambton Quay, Wellington

PO Box 5364, Wellington 6140 | Ph [REDACTED]

From: [REDACTED]
Sent: Wednesday, 2 February 2022 5:09 PM
To: 'Wendy McGuinness' [REDACTED]
Cc: [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia Ora –

We don't have a record of receipt but will process as soon as possible.

Ngā mihi

[Te Pae Hāpai Minita | Ministerial Services](#)

Manatū Taonga | Ministry for Culture & Heritage

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PO Box 5364, Wellington 6140 | Ph [REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Wednesday, 2 February 2022 5:06 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

Thank you for getting back to me so soon.

The OIA 2021/18 was sent on the 23rd of December 2021 to [REDACTED]. For your convenience, see below for a copy of the original OIA request.

If you have any further questions, please do not hesitate to contact me.

Best wishes,

Wendy

Attention: The Chief Executive

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 2:25 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

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Public Trust Building, 131 Lambton Quay, Wellington

PO Box 5364, Wellington 6140 | [REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 1 February 2022 12:16 PM
To: [REDACTED]

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:58 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Monday, 10 January 2022 at 9:37 AM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Talofa lava Ms McGuinness

Thank you for your email dated 23 December 2021, requesting information about GDS Indexes. I note this is a follow up to your previous request dated 15 January 2021. This is being treated as an Official Information Act (OIA) request.

You can expect a decision as soon as practicable, and in any case no later than 20 working days after the day on which the request was received. Our response is due to you on **11 February 2022**.

The response date shown takes into account the following dates as per the Ombudsman's website:

1. Christmas (25 December 2021)
2. Summer holidays (25 December to 15 January)
3. New Year's Day (1 January 2022)
4. Day after New Year's Day (2 January 2022)

If you have any questions, you can respond to this email.

Ia manuia

[REDACTED]
Senior Advisor – Ministerial Services
Level 1, 101-103 The Terrace
PO Box 833, Wellington 6140, New Zealand
www.mpp.govt.nz | www.pacificaotearoa.org.nz



From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness [REDACTED]
Cc: Gemma Coutts [REDACTED]; Sophie Wells [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:42 AM
To: [REDACTED]
Subject: FW: Acknowledgement of OIA21-1350 Request

From: [REDACTED]
Date: Wednesday, 5 January 2022 at 9:12 AM
To: Wendy McGuinness [REDACTED]
Subject: Acknowledgement of OIA21-1350 Request

Tēnā koe Wendy,

Thank you for your official information request received on 23 December.
Your request below will be considered and a decision provided in accordance with the requirements of the Official Information Act 1982.
If you have any questions regarding this request, please email Official.InformationAct@mpi.govt.nz.

Ngā mihi,

Official Information Act Team
Government Services | Public Affairs
Ministry for Primary Industries | Charles Fergusson Building, 34-38 Bowen Street | PO Box 2526 | Wellington | New Zealand
Telephone: [REDACTED] | Email: [REDACTED] | Web: www.mpi.govt.nz

----- Forwarded Message -----

From: Wendy McGuinness [REDACTED]
Sent: 23/12/2021 9:37 PM
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

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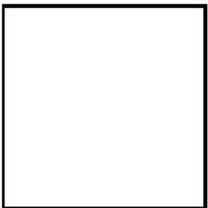
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ref:_00D4a8aSE._5009swAuX:ref

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From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 1:47 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED] on behalf of Vicky Robertson

Date: Tuesday, 1 February 2022 at 12:52 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy


Yes this was received

[REDACTED] ([they/them](#))

EA to The Secretary for Environment | Taituarā Ahurei – Tumu Whakarae

Ministry for the Environment | Manatū Mō Te Taiao

[REDACTED] | mfe.govt.nz



A flourishing environment
for every generation.
He taiao tōnui mō ngā
reanga katoa.

MFE CYBER SECURITY WARNING

This email originated from outside our organisation. Please take extra care when clicking on any links or opening any attachments.

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Cc: [REDACTED], [REDACTED]

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Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
+64 4 499 8888 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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Subject: FW: Enquiry from website on GDSs
Date: Saturday, 9 April 2022 at 10:37:43 AM New Zealand Standard Time
From: Wendy McGuinness
To: [REDACTED]
Attachments: image001.png, image002.gif

From: [REDACTED]
Date: Tuesday, 29 March 2022 at 9:47 AM
To: Wendy McGuinness [REDACTED]
Subject: Enquiry from website on GDSs

Kia ora Wendy,
Thank you for your email and your enquiry about GDSs. I have passed this to Deb Malcolm, our Policy Director, for reply.
Ngā mihi
[REDACTED]

Name Wendy McGuinness
Email [REDACTED]
Comment
Kia ora,

Thank you for your help in the past with our work on Government Department Strategies (GDSs).

I am writing to request confirmation by email that the Ministry of Women has not published any new GDSs between 1 January 2021 and 31 December 2021. Based on our review of your website, we could not find any new GDSs.

A table with our list of GDSs in operation to 31 December 2021 can be found here:
<https://www.mcguinnessinstitute.org/2021-gds-index-tables-wip/>.

Our records show that you have one in operation (that you share jointly with others): Mahi Aroha Carers' Strategy Action Plan (jointly held between OT, MPP, MoW, MoE, MoH, TPK, MSD). Given you are sharing the responsibility for implementing the strategy, we suggest you should make it accessible on your website (note: we could not find it). Q1: Please confirm you are still happy for this strategy to be treated as jointly shared with the Ministry for Women and other ministries?

Q2: If yes, can you confirm that you only have one GDS in operation (Mahi Aroha Carers' Strategy Action Plan)?

A definition is found below. Let me know if you have any questions.

Thank you in advance, Wendy

PS: The definition of a GDS is as follows:

A 'government department strategy' must:

1. Be a publicly available statement or report (i.e. was intended to be public-facing. This means we exclude strategies made public through an OIA request);
2. Be generated by government departments with a national rather than a local focus;
3. Contain long-term thinking presented in such a way that the strategy links to a long-term vision

or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and

4. Guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).*

*Note: This excludes Statements of Intent, Four Year Plans, Annual report or any other document that is required to be published by a government department over a regular time-frame. Note 2: Only government departments strategies are included. For example a Cabinet Paper is owned by Cabinet and is not a government department strategy).



Kirsty Anderson | Director, Communications and Stakeholder Engagement
Tel 021606982 | Level 9, Qual IT House
22 The Terrace | PO Box 10049 |
Wellington 6011 | www.women.govt.nz

Please note Manatū Wāhine Ministry for Women is a fully vaccinated office. To be able to come into our office you will need to be able to show your My Vaccine Pass.

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Subject: Re: Enquiry from website on GDSs
Date: Tuesday, 24 May 2022 at 9:12:44 AM New Zealand Standard Time
From: Wendy McGuinness
To: [REDACTED]
CC: [REDACTED]
Attachments: image004.png, image005.png, image006.gif, image004.png, image005.png, image006.gif

Thanks [REDACTED],

We do not use the term lead in our analysis, so options are jointly held or not held at all. What works best for you?

My view is jointly, but it is for you to choose.

Let me know - Wendy

Sent by mobile + [REDACTED]
Wendy McGuinness
McGuinness Institute
Wellington
New Zealand
www.mcguinnessinstitute.org

On 24/05/2022, at 8:32 AM, [REDACTED] wrote:

Kia ora Wendy
Thanks for your email and apologies front ringing you – you are right about busy times.
The Ministry for Women can't be recorded as a joint lead on this strategy; MSD is the lead agency and should be recorded on the Index
Thanks
[REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Monday, 23 May 2022 10:09 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Enquiry from website on GDSs

Hi [REDACTED],

Busy times!

My preference is to keep the strategy as jointly held with MfW. We are now finalising the Index, so fingers crossed that works for you. I will make a note for when we do the next Index, to check in again over this – work?

If you feel strongly, I can remove. Let me know.

Many thanks, Wendy

From: Wendy McGuinness [REDACTED]
Date: Monday, 9 May 2022 at 5:40 PM

To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Enquiry from website on GDSs

Hi [REDACTED],

Just realised we did not chat!!!

Any chance tomorrow?

Thanks, Wendy

PS: It is not about being the lead, but being held to account (even if in a smaller role). Happy to remove MoW if you like, but I think it is also great to be included.

From: [REDACTED]
Date: Tuesday, 3 May 2022 at 9:45 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: Enquiry from website on GDSs

Thanks. This definition would apply to MSD rather than the Ministry given they are the led for the Carers Strategy but happy to discuss tomorrow

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 3 May 2022 6:21 PM
To: [REDACTED]
Cc: [REDACTED] >; [REDACTED]
Subject: Re: Enquiry from website on GDSs

One last thought in advance of our chat tomorrow.

We have tweaked the latest definition of a GDS (designed to make it a little clearer, although it does not change our process).

Any feedback is most welcome.

Thanks so much, Wendy

A 'government department strategy' must:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out the means (how) and the ends (the goal),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department's thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

From: Wendy McGuinness [REDACTED]
Date: Tuesday, 3 May 2022 at 6:14 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Enquiry from website on GDSs

Hi Deb,

Tomorrow afternoon is great – our office number is 04 4998888 (or text my mobile [REDACTED]).

Thanks so much, Wendy

From: [REDACTED]
Date: Tuesday, 3 May 2022 at 9:08 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: Enquiry from website on GDSs

Kia ora Wendy
I have back to back meetings this morning but will give you a call if you are free around 12 noon or tomorrow afternoon – whatever suits you best
[REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 3 May 2022 8:20 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Enquiry from website on GDSs

Mōrena [REDACTED]

Thank you, we will work with two Yes's in the meantime.

Let me know if anything changes.

Have a great day, Wendy

Sent by mobile [REDACTED]
Wendy McGuinness
McGuinness Institute
Wellington
New Zealand
www.mcguinnessinstitute.org

On 3/05/2022, at 7:30 AM, [REDACTED]
[REDACTED] wrote:

Kia ora Wendy,
Thank you for your further email. I will ask [REDACTED] to respond to you as she led

the work on the Carers' Strategy. As far as I know, it is Yes to both questions but I will let her come back to confirm with you.

Ngā mihi

[REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Monday, 2 May 2022 3:22 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Enquiry from website on GDSs

Kia ora [REDACTED]

Happy Monday!

Just wondering if you can provide an eta on both questions, highlighted in yellow below?

Many thanks, Wendy

From: Wendy McGuinness [REDACTED]
Date: Tuesday, 12 April 2022 at 9:07 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: Enquiry from website on GDSs

Kia ora [REDACTED]

Thank you for letting us know, you might also like to pass this email on to [REDACTED]

We are now in the final part of the process. FYI, we have copied your final list below. Please do check these, as we may be missing something. Our records are as follows:

- MfW had 1 GDS in operation as at 31 December 2021 (using our definition) – see list A below. A simple way to check is to go to the 'in operations' table, found [here](#), and search GDS15 (which will show the 1 GDS).
- MfW had 1 archived GDS as at 31 December 2021 (since we started the Index) - see list B below. A simple way to check is to go to the 'archive' table (found [here](#)) and search 'Ministry for Women' Please note the second to last column shows the publication date and the last column shows when it was moved onto the archive table (i.e. what Index).

If you could check you are happy with the list of those in operation (as these will be scored) that would be fantastic.

Lastly, please consider sending the list of those in operation to your annual reports team, your statement of intents team and your website team. We consider these strategies deserve to be easy for the public and other departments to access, as we all work towards making New Zealand a more

sustainable, safer and just place to live.

Best wishes, Wendy

A: 1 MfW GDS in operation

GDS15-01 (new to the
2020 GDS Index)

[Mahi Aroha: Carers' Strategy Action Plan 2019–
MoW, MoE, MoH, MMD/TPK and MSD\)](#)

B: 1 MfW GDSs has been archived

Ministry for Women

[Action Plan for New Zealand Women](#)

From: [REDACTED]
Date: Tuesday, 29 March 2022 at 9:47 AM
To: Wendy McGuinness [REDACTED]
Subject: Enquiry from website on GDSs

Kia ora Wendy,
Thank you for your email and your enquiry about GDSs. I have passed this to
[REDACTED], our Policy Director, for reply.
Ngā mihi
[REDACTED]

Name Wendy McGuinness

Email [REDACTED]

Comment

Kia ora,

Thank you for your help in the past with our work on Government
Department Strategies (GDSs).

I am writing to request confirmation by email that the Ministry of Women
has not published any new GDSs between 1 January 2021 and 31
December 2021. Based on our review of your website, we could not find
any new GDSs.

A table with our list of GDSs in operation to 31 December 2021 can be
found here: <https://www.mcguinnessinstitute.org/2021-gds-index-tables->

[wip/](#).

Our records show that you have one in operation (that you share jointly with others): Mahi Aroha Carers' Strategy Action Plan (jointly held between OT, MPP, MoW, MoE, MoH, TPK, MSD). Given you are sharing the responsibility for implementing the strategy, we suggest you should make it accessible on your website (note: we could not find it). **Q1: Please confirm you are still happy for this strategy to be treated as jointly shared with the Ministry for Women and other ministries?**

Q2: If yes, can you confirm that you only have one GDS in operation (Mahi Aroha Carers' Strategy Action Plan)?

A definition is found below. Let me know if you have any questions.

Thank you in advance, Wendy

PS: The definition of a GDS is as follows:

A 'government department strategy' must:

1. Be a publicly available statement or report (i.e. was intended to be public-facing. This means we exclude strategies made public through an OIA request);
2. Be generated by government departments with a national rather than a local focus;
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██████████ | Director,
Communications and Stakeholder
Engagement
Tel: ██████████ | Level 9, Qual IT House
22 ██████████ | PO Box 10049 |
Wellington 6011 | www.women.govt.nz

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Subject: FW: Your OIA request - acknowledgement [UNCLASSIFIED]

Date: Thursday, 7 April 2022 at 3:16:12 PM New Zealand Standard Time

From: Wendy McGuinness

To: [REDACTED]

From: [REDACTED]
[REDACTED]

Date: Tuesday, 29 March 2022 at 2:28 PM

To: Wendy McGuinness [REDACTED]

Cc: [REDACTED], [REDACTED]

Subject: RE: Your OIA request - acknowledgement [UNCLASSIFIED]

Kia ora anō Wendy

Please accept our apologies for the delay in getting a response to you.

We're really grateful for your kindness and patience while we put our response together.

We've been working with our business groups to collect the information to respond to your request, and we're just waiting on the last couple of responses.

We have found the tables on your website really helpful in this regard.

In the meantime, I can advise in the first instance that the 2017 energy strategy does replace the 2011 strategy.

I can also advise that we haven't identified any new GDSs so far from the responses we've got back to date.

Ngā mihi

[REDACTED] | Senior Ministerial Services Advisor | Office of the Deputy Secretary, Ngā Pou o te Taumarau |
ph [REDACTED]

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Monday, 28 March 2022 7:46 pm

To: [REDACTED]

Cc: Arne Larson [REDACTED]

Subject: Re: Your OIA request - acknowledgement [UNCLASSIFIED]

Kia ora [REDACTED],

I can appreciate the challenges at this time.

If there are any new GDSs, even if they are not a complete list, please send them my way. This will enable me to get the reviewers to start the process (it does take some time).

There is one outstanding question we have. Does the *Energy Efficiency and Conservation Strategy 2017–2022* (2017) replace the *Energy Efficiency and Conservation Strategy 2011–2016* (2011)? If you can confirm this is the case, we will move the 2011 GDS to the archive table.

We are continuously updating our database with new GDSs. You may like to review the latest information on our tables, found here: see the [operational table](#) and the [archive table](#).

If you have any questions please do not hesitate to contact me

Best wishes,

Wendy

From: [REDACTED]
Date: Thursday, 10 March 2022 at 3:29 PM
To: Wendy McGuinness [REDACTED]
Subject: Your OIA request - acknowledgement [UNCLASSIFIED]

Kia ora Wendy

Thank your for the call before, we really appreciate your understanding.

I can advise that your request has now been received by us and has been correctly logged, and work to respond to it is now underway.

We are aware of your internal due date of **31 March** and will work to get information to you before this date and ideally as soon as possible.

If you have any questions about your request in the meantime, please feel free to email us at [REDACTED] or you can just call me at the number below.

Have a good night,

[REDACTED] | Senior Ministerial Services Advisor, Ngā Pou o te Taumaru | ph [REDACTED]

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:43 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)[IN-CONFIDENCE:RELEASE EXTERNAL]

From: [REDACTED]
Date: Thursday, 23 December 2021 at 9:41 PM
To: Wendy McGuinness [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)[IN-CONFIDENCE:RELEASE EXTERNAL]

Thank you for your email.

Due to the change in COVID-19 alert levels we are experiencing higher than normal demand for our services.

If your query is urgent please call us on 04 901 1499.

We apologise for the delay we aim to respond to all other queries in approximately 10 working days.

Information on a range of COVID-19 related queries can be found on our [Contact us](#) page.

This email confirms receipt of your request.

Kind regards,

Client Services Team

www.mbie.govt.nz

www.govt.nz - your guide to finding and using New Zealand government services

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[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 3:40 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)[IN-CONFIDENCE:RELEASE EXTERNAL]

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 11:35 AM
To: Wendy McGuinness [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)[IN-CONFIDENCE:RELEASE EXTERNAL]

Thank you for your email.

Due to the change in Covid protection framework or traffic light settings we are experiencing higher than normal demand for our services.

If your query is urgent please call us on [REDACTED]

We apologise for the delay we aim to respond to all other queries in approximately 10 working days.

Information on a range of COVID-19 related queries can be found on our [Contact us](#) page.

This email confirms receipt of your request.

Kind regards,

Client Services Team

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Subject: Re: OIA follow up - dates for strategy publication, ownership of NZ Health Research Strategy
[UNCLASSIFIED]

Date: Thursday, 21 April 2022 at 4:38:06 PM New Zealand Standard Time

From: Wendy McGuinness

To: [REDACTED]

CC: [REDACTED]

Perfect, super thanks.

Wendy

Sent by mobile [REDACTED]

Wendy McGuinness

McGuinness Institute

Wellington

New Zealand

www.mcguinnessinstitute.org

On 21/04/2022, at 4:31 PM, [REDACTED] wrote:

Kia ora Wendy

Thanks for the phone call before. To confirm, you'd like MBIE to

1. Where there are strategies with yellow highlights indicating that we are not sure when the strategy was published, to find if we can confirm these dates
2. To confirm whether MBIE co-owns the NZ Health Research Strategy (with MOH)

Let me know if there's anything else – I will get moving on these two items in the morning.

Regards,

[REDACTED] | Senior Ministerial Services Advisor | Office of the Deputy Secretary, Ngā Pou o te Taumaru | ph [REDACTED]

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Wednesday, February 16, 2022 at 16:20:34 New Zealand Daylight Time

Subject: Re: MOD response - GDS Index Update (our reference: OIA 2021/18) [unclassified]

Date: Wednesday, 16 February 2022 at 4:20:07 PM New Zealand Daylight Time

From: [REDACTED]

To: Wendy McGuinness

From: [REDACTED]

Date: Wednesday, 9 February 2022 at 5:24 PM

To: Wendy McGuinness [REDACTED]

Cc: [REDACTED], [REDACTED]

Subject: RE: MOD response - GDS Index Update (our reference: OIA 2021/18) [unclassified]

Good evening Wendy

Please find attached the Ministry of Defence response to your request.

Yours sincerely

[REDACTED]
Managing Principal

From: Wendy McGuinness [REDACTED]

Sent: Thursday, 23 December 2021 9:38 p.m.

To: Wendy McGuinness [REDACTED]

Cc: [REDACTED], [REDACTED]

Subject: GDS Index Update (our reference: OIA 2021/18)

CAUTION: This email is from outside NZDF. Do **not** open attachments or click on links unless you were expecting this, recognise the sender and know the content is safe. If in any doubt please forward the email to [REDACTED] and then delete the email from your Inbox. Thank you.

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* ([available here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. What GDS were both new and archived in the 2021 calendar year?

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:59 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 23 December 2021 at 9:38 PM
To: Wendy McGuinness [REDACTED]
Subject: Automatic reply: GDS Index Update (our reference: OIA 2021/18)

Tēnā koe mō tō īmēra mai ki te Tāhuhu o te Mātauranga.

Thank you for your email to the Ministry of Education.

He urupare aunoa tēnei hei whakaatu kua tae mai tō īmēra ki a mātou. Kua noa e whakautu i tēnei karere.

This is an auto generated response confirming your email has been received. Please do not respond to this message.

Mea ake nei ka urupare tonu atu mātou ki tō īmēra.

We will respond to your email as soon as possible.

Please note that the Ministry of Education | Te Tāhuhu o te Mātauranga will be closed for the holiday period from the 25th of December 2021 and will reopen on the 5th of January 2022. We will respond to you as soon as possible on our return.

Happy Holidays.

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:46 AM
To: [REDACTED]
Subject: FW: OIA Request 1280007 - Acknowledgement

From: [REDACTED]
Date: Monday, 10 January 2022 at 12:23 PM
To: Wendy McGuinness [REDACTED]
Subject: OIA Request 1280007 - Acknowledgement

Kia ora Wendy McGuinness

Thank you for your request for information below. The Ministry will consider and respond to your request in accordance with the Official Information Act 1982 (the Act).

Under section 15(1) of the Act, we are required to make and inform you of our decision on your request as soon as reasonably practicable and in any case not later than 20 working days after the day on which your request is received. You can therefore expect to receive our decision on your request on or before the 11 February 2022. If more than 20 working days are needed due to the potential workload and/or consultations involved in answering your request, we will notify you accordingly.

Please note, the period between 25 December – 15 January are not considered to be “working days” for the purposes of calculating the 20 working day timeframe for providing a response under the Act.

The Ministry may publicly release on our website the response to your request five days after you have received it. Any personal information will be removed.

In the interim, if you have any questions about your request, please email [REDACTED]

Ngā mihi

Enquiries National Team | Ministry of Education - TW

[REDACTED] | [Follow us on Twitter: @educationgovtnz](#)



From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. What GDS were both new and archived in the 2021 calendar year?

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
+64 4 499 8888 | www.mcguinnessinstitute.org

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Subject: RE: OIA Response - 1280007
Date: Thursday, 14 April 2022 at 8:01:33 AM New Zealand Standard Time
From: [REDACTED]
To: Wendy McGuinness
CC: [REDACTED], [REDACTED], [REDACTED]
Attachments: image001.jpg

Kia ora Wendy

Thank you for your email confirming the two lists of Ministry of Education GDSs, those in operation and those archived.

We have checked both the lists and they are correct. We just have one question:

The GDS "[*Mahi Aroha: Carers' Strategy Action Plan 2019–2023*](#)" is led by Ministry of Social Development but is listed under Ministry of Education - is that because it is jointly held between MoC, MoW, MoE, MoH, MMD/TPK and MSD?

Are strategies listed against agencies regardless of whether they are the lead or a contributor/joint holder?

Just want to make sure our GDS Index score is fair 😊

Many thanks
[REDACTED]

[REDACTED] | Advisor
Te Puna Rangatōpū | Corporate
DDI [REDACTED]

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 12 April 2022 9:25 am
To: [REDACTED]
Cc: [REDACTED]
Subject: OIA Response - 1280007

Kia ora, Enquiries National Team

Thank you again for your response to our OIA 2021/18.

B We are now in the final part of the process. FYI, we have copied your final list below. Please do check these, as we may be missing something. Given Ministry of Education's OIA response, we have concluded that:

- Ministry of Education had 10 GDSs in operation as at 31 December 2021 (using our definition) – see list A below. A simple way to check is to go to the 'in operations' table, found [here](#), and search GDS18 (which will show all 10 GDSs).
- Ministry of Education had 27 archived GDSs as at 31 December 2021 since we started the Index - see list B below. A simple way to check is to go to the 'archive' table (found [here](#)) and search 'Ministry of Education' Please note the second to last column shows the publication date and the last column shows when it was moved onto the archive table (i.e. what Index).

If you could check you are happy with the list of those in operation (as these will be scored) that would be fantastic. We are now about to sign off on the final number of GDSs in operation – time to celebrate!

Lastly, please consider sending the list of those in operation to your annual reports team, your statement of intents team and your website team. We consider these strategies deserve to be easy for the public and other departments to access, as we all work towards making New Zealand a more sustainable, safer and just place to live.

Many thanks, Wendy

A: 10 Ministry of Education GDSs in operation

GDS18–01 (new to the 2018 GDS Index)	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A Nation of Curious Minds (jointly held between MBIE and MoE)
GDS18–02 (new to the 2018 GDS Index)	International Student Wellbeing Strategy
GDS18–03 (new to the 2018 GDS Index)	International Education Strategy – He Rautaki Mātauranga A Ac
GDS18–04 (new to the 2020 GDS Index)	Learning Support Action Plan 2019–2025
GDS18–05 (new to the 2020 GDS Index)	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held by MoE, MoH, MMD/TPK and MSD)
GDS18–06 (new to the 2020 GDS Index)	Action Plan for Pacific Education 2020–2030
GDS18–07 (new to the 2020 GDS Index)	Te Rautaki Mātauranga Māori – The Māori Education Strategy
GDS18–08 (new to the 2020 GDS Index)	Te Rautaki mā te Reo Māori i roto i te Mātauranga – The Māori language strategy
GDS18–09 (new to the 2021 GDS Index)	Statement of National Education and Learning Priorities
GDS18–10 (new to the 2021 GDS Index)	Tertiary Education Strategy

B: 27 Ministry of Education GDSs have now been archived

Ministry of Education	Ko e Ako 'a e Kakai Pasifika: Pacific Islands Peoples' Education in Aotearoa New Zealand
Ministry of Education	More Than Words: The New Zealand Adult Literacy Strategy, Kei tua atu i te Reo
Ministry of Education	Pasifika Education Plan 2001–2005

Ministry of
Education

[Pathways to the Future: Ngā Huarahi Arataki: A 10-year Strategic Plan for](#)

Ministry of
Education

[Tertiary Education Strategy 2002–2007](#)

Ministry of
Education

[The Adult ESOL Strategy](#)

Ministry of
Education

[Making a Bigger Difference for All Students, Hangaia he huarahi hei whak](#)

Ministry of
Education

[Māori Education Strategy](#)

Ministry of
Education

[Pasifika Education Plan 2006–2010](#)

Ministry of
Education

[Tertiary Education Strategy 2007–12: Incorporating Statement of Tertiary](#)

Ministry of
Education

[Better Outcomes for Children: An Action Plan for GSE 2006–2011](#)

Ministry of
Education

[Enabling the 21st Century Learner: An e-Learning Action Plan for Schools](#)

Ministry of
Education

[The Arts Strategy 2006–2008](#)

Ministry of
Education

[International Education Agenda: A Strategy for 2007–2012](#)

Ministry of
Education

[Pasifika Education Plan 2008–2012](#)

Ministry of
Education

[ICT Strategic Framework for Education 2008–2012](#)

Ministry of
Education

[Ka Hikitia: Managing for Success: Māori Education Strategy 2008–2012, I](#)

Ministry of
Education

[Pasifika Education Plan 2009–2012](#)

Ministry of Education	Tertiary Education Strategy 2010–15
Ministry of Education	Success for All: Every School, Every Child: Building an Inclusive Education
Ministry of Education	Leadership Statement for International Education
Ministry of Education	Education Agencies' ICT Investment Framework: Strategy 2011–2014
Ministry of Education	School Property Strategy 2011–2021 [jointly held between MoE and MBIE]
Ministry of Education	Pasifika Education Plan
Ministry of Education	Tau Mai Te Reo – The Māori Language in Education Strategy 2013-2017
Ministry of Education	Ka Hikitia – Accelerating Success: The Māori Education Strategy 2013-2020
Ministry of Education	Tertiary Education Strategy 2014-2019

From: [REDACTED]
Date: Friday, 11 February 2022 at 3:28 PM
To: Wendy McGuinness [REDACTED]
Subject: OIA Response - 1280007

Tēnā koe Wendy

Thank you for your email of 23 December 2021 to the Ministry of Education requesting the following information:

1. *What GDSs have been archived (between 1 January 2021 and 31 December 2021)?*
2. *What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?*
3. *What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?*

4. What GDS were both new and archived in the 2021 calendar year?

Your request has been considered under the Official Information Act 1982 (the Act).

Our response to your individual questions has been outlined below:

Part one: What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

Part two: What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

These parts have been answered in the table below as **Appendix A**.

Part three: What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

There were no GDSs moved/shared between departments between 1 January 2021 and 31 December 2021. As such, we are refusing this part of your request under section 18(e) of the Act, as the information requested does not exist.

Part four: What GDS were both new and archived in the 2021 calendar year?

There have been no GDSs published in this timeframe that have also been archived. As such, we are refusing this part of your request under section 18(e) of the Act, as the information requested does not exist.

Please note, the Ministry now proactively publishes OIA responses on our website. As such, we may publish this response on our website after five working days. Your name and contact details will be removed.

Thank you again for your email. You have the right to ask an Ombudsman to review this decision. You can do this by writing to info@ombudsman.parliament.nz or Office of the Ombudsman, PO Box 10152, Wellington 6143.

Nāku noa, nā

Enquiries National Team | Ministry of Education - TW
education.govt.nz | Follow us on Twitter: [@educationgovtnz](https://twitter.com/educationgovtnz)



Appendix A

Ministry of Education - Government Department Strategies (GDSs): 1 January 2021 - 31 December 2021

Category	Government Department Strategy	Date Published	Link to Webpage	Link to PDF	Explanation if required
1.All GDSs archived in 2021	Ministry of Education Statement of Intent 2018-2023	December 2018	Statement of Intent – Education in New Zealand	Statement-of-Intent-2018-2023-web.pdf (education.govt.nz)	This was updated with the Ministry of Education Statement of Intent 2021-2026.

2.What GDSs are new in 2021	Ministry of Education Statement of Intent 2021-2026	December 2021		SPG-0775-Statement-of-Intent-2021-2026_AW-Web-1.pdf (education.govt.nz)	This replaces the Ministry of Education Statement of Intent 2018-2023.
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Please note: Last year we advised that the following document had been published in November 2020, which does not seem to be included on your website:

What GDSs are new in 2020	The Statement of National Education Learning Priorities (NELP), including the Tertiary Education Strategy	November 2020	The Statement of National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) – Education in New Zealand	FULL-NELP-2020.pdf (education.govt.nz)	
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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:46 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Friday, 24 December 2021 at 10:19 AM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

[UNCLASSIFIED]

Kia ora Wendy McGuinness

Thank you for your OIA request received on 24 December 2021 for:

- 1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**
This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.
Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).
- 2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**
Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).
- 3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**
Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).
- 4. What GDS were both new and archived in the 2021 calendar year?**
This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

This email confirms receipt of your request and advises that we will respond to it as soon as reasonably practicable, and in terms of the timeframes and requirements of the OIA. Please note, the period between 25 December to 15 January, are not considered working days, as set out in section 2(1) of the OIA.

We will do our best to make decisions on your OIA request as soon as practicably possible, and to keep you informed of progress if there are likely to be delays.

For your information, the Chief Ombudsman has published updated guidance on OIA requests during the COVID-19 emergency:

- [Chief Ombudsman's statement on official information response times during COVID-19 lockdown](#)(external link)
- [FAQs about official information requests during COVID-19](#)

Please note that our response letter to you (with your personal details redacted), and any enclosed documents, may be published on the Ministry's website.

Ngā mihi

[REDACTED]
New Zealand Ministry of Foreign Affairs & Trade | Manatū Aorere

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a 'government department strategy' must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

5. **What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

6. **What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

7. **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

8. **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

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From: Wendy McGuinness
Sent: Wednesday, February 2, 2022 2:59 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Wednesday, 2 February 2022 at 12:26 PM
To: Wendy McGuinness [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

Thank you for your email. The OIA team at the Ministry of Health has been unable to find a record of your request dated 23 December 2021.

The Ministry currently has one active request from you which was received 22 December 2021, under reference: H202200054. You can expect a response to this request no later than 10 February 2022.

Could you please forward us a copy of the original request that was sent to a Ministry of Health email address on 23 December 2021. The OIA team will look into this.

We look forward to hearing from you.

Ngā mihi,

OIA Services

Government Services
Office of the Director-General
Ministry of Health
E: [REDACTED]



From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 1 February 2022 12:21 pm
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

I am writing to check if you received our OIA 2021/18 (dated 23 December 2021, see below). Can you let me know as soon as possible.

For your information we keep a schedule of all Official Information Act requests [here](#). We keep (i) a schedule of all acknowledgments and (ii) a schedule of all official responses (see first row on the right). We will periodically update this table; the latest update is at 31 January 2022. As noted earlier, all correspondences has personal names and details redacted except for the Chief Executive.

If you have any questions, please do not hesitate to contact me.

Best wishes,

Wendy

Wendy McGuinness
Chief Executive

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

www.mcguinnessinstitute.org

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From: Wendy McGuinness [REDACTED]

Date: Thursday, 23 December 2021 at 9:37 PM

To: Wendy McGuinness [REDACTED]

Cc: [REDACTED] [REDACTED] [REDACTED]

Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

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Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is 021 781200.

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

 | www.mcguinnessinstitute.org

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If you have received this message in error, please notify the sender immediately and delete this message.

This e-mail message has been scanned for Viruses and Content and cleared by the Ministry of Health's Content and Virus Filtering Gateway

From: Wendy McGuinness
Sent: Tuesday, 8 February 2022 2:32 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Thursday, 3 February 2022 at 9:37 AM
To: Wendy McGuinness [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

Thank you for sending through a copy of your request. Can you please advise which Ministry of Health email address you sent this request to?

A copy of your request dated 23 December 2021 was forwarded in your email to Dr Bloomfield on 1 February 2022. However, it is noted that this request was sent to [REDACTED] instead of a Ministry of Health email address.

In the time being the Ministry has logged your request under reference number: **H202200793**. The Ministry will endeavour to respond to your request no later than **2 March 2022**, being 20 working days after the day your request was first received.

However, if you can provide evidence that a request was made to the Ministry of Health on prior to 1 February 2022, we will amend the due date to reflect this accordingly.

If you have any queries related to this request, please do not hesitate to get in touch.

Ngā mihi

OIA Services Team



[Ministry of Health information releases](#)

[Unite against COVID-19](#)

From: Wendy McGuinness [REDACTED]
Sent: Wednesday, 2 February 2022 16:54
To: [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

Please see below the original request sent to Ministry of Health for OIA 2021/18.

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

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4. guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other

departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. **What GDS were both new and archived in the 2021 calendar year?**

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Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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From: [REDACTED]
Date: Wednesday, 2 February 2022 at 12:26 PM
To: Wendy McGuinness [REDACTED]
Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

Thank you for your email. The OIA team at the Ministry of Health has been unable to find a record of your request dated 23 December 2021.

The Ministry currently has one active request from you which was received 22 December 2021, under reference: H202200054. You can expect a response to this request no later than 10 February 2022.

Could you please forward us a copy of the original request that was sent to a Ministry of Health email address on 23 December 2021. The OIA team will look into this.

We look forward to hearing from you.

Ngā mihi,

OIA Services
Government Services

[REDACTED]

From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 3:39 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)[IN-CONFIDENCE:RELEASE EXTERNAL]

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 12:25 PM
To: Wendy McGuinness [REDACTED]
Subject: Re: FW: GDS Index Update (our reference: OIA 2021/18)[IN-CONFIDENCE:RELEASE EXTERNAL]

Thank you for your email.

We aim to respond to all queries within 7 business days. If you have an urgent request, please call us on [REDACTED]. If you phone us about an email you have sent, please mention this to our advisor to avoid double handling of your enquiry.

This email confirms receipt of your request.

Kind regards,
Client Services Team

www.govt.nz - your guide to finding and using New Zealand government services

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From: Wendy McGuinness
Sent: Tuesday, 8 February 2022 2:33 PM
To: [REDACTED]
Subject: FW: Acknowledgement of your OIA request DOIA21/22020690
Attachments: DOIA21-22020690 response.pdf

From: [REDACTED]
Date: Thursday, 3 February 2022 at 3:22 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: Acknowledgement of your OIA request DOIA21/22020690

Tēnā koe Wendy

Please find attached a response to your request.

Ngā mihi

[REDACTED] ([he/him](#))
Senior Advisor | Ministerial Services
Organisational Performance
www.hud.govt.nz | 7 Waterloo Quay, Pipitea, Wellington 6011



[IN-CONFIDENCE:RELEASE EXTERNAL]

From: [REDACTED]
Sent: Wednesday, 2 February 2022 4:12 pm
To: [REDACTED]
Subject: Acknowledgement of your OIA request DOIA21/22020690

Dear Wendy McGuinness

Thank you for your email dated 1 February 2022 following up on a request under the Official Information Act dated 23 December 2021. Unfortunately, we have not received your original request for central processing and are currently investigating the reason. Apologies for this. To help with this investigation and to avoid this happening in future, could we clarify to what address your original email was sent? Please use this [REDACTED] address for any future inquiries about this request or any future OIA requests.

You have requested, under the Official Information Act 1982 (the Act), the following information:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table here).

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4. What GDS were both new and archived in the 2021 calendar year?

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Your request has now been forwarded to the appropriate officials to respond. Given the delay in the processing of this request, you may expect a decision regarding your request to be sent to you as soon as possible.

Kind regards

Ministerial Services

Ministerial Services
Organisational Performance

www.hud.govt.nz



On 1/02/2022 12:23 pm, Wendy McGuinness [REDACTED] wrote:

Kia ora,

I am writing to check if you received our OIA 2021/18 (dated 23 December 2021, see below). Can you let me know as soon as possible.

For your information we keep a schedule of all Official Information Act requests [here](#). We keep (i) a schedule of all acknowledgments and (ii) a schedule of all official responses (see first row on the right). We will periodically update this table; the latest update is at 31 January 2022. As noted earlier, all correspondences has personal names and details redacted except for the Chief Executive.

If you have any questions, please do not hesitate to contact me.

Best wishes,

Wendy

Wendy McGuinness
Chief Executive







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From: Wendy McGuinness 
Date: Thursday, 23 December 2021 at 9:37 PM
To: Wendy McGuinness 
Cc:    
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* ([available here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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[UNCLASSIFIED]

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From: Wendy McGuinness
Sent: Wednesday, February 2, 2022 2:59 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Wednesday, 2 February 2022 at 12:15 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Tēnā koe Wendy,

Thank you for your email.

Further to your query ContactUs received your email dated 23 December 2021.

Your query has been forwarded to our Official Information Act Team for follow up and response.

If you have any further queries please don't hesitate to contact us. Alternatively, the information may be available on our website: [justice.govt.nz](https://www.justice.govt.nz)

Ngā mihi



[REDACTED]
National Registry Officer
Registry Contact Centre
Ministry of Justice | Tāhū o te Ture
P [REDACTED] | www.justice.govt.nz

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This email may contain information that is confidential or legally privileged. If you have received it by mistake, please:
(1) reply promptly to that effect, and remove this email and the reply from your system;
(2) do not act on this email in any other way.
Thank you.

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 1 February 2022 12:23 pm
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

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Best wishes,

Wendy

Wendy McGuinness
Chief Executive

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From: Wendy McGuinness [REDACTED]

Date: Thursday, 23 December 2021 at 9:37 PM

To: Wendy McGuinness [REDACTED]

Cc: [REDACTED], [REDACTED]

Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

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- (2) do not act on this email in any other way.

Thank you.

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:50 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)
Attachments: 44527 Wendy McGuinness - OIA response letter.pdf

From: Mailbox - [REDACTED]
Date: Monday, 10 January 2022 at 2:57 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED], [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

Happy new year, and thank you for your enquiry below. Please find the response from Te Puni Kōkiri attached.

Ngā mihi,

[REDACTED] (he/him)
Ministerial Advisor | Kaitohu
National Office



Waea Pūkoro M: [REDACTED]

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand
PO Box 3943, Wellington 6140, New Zealand



Te Puni Kōkiri Website



Kōkiri Magazine



Facebook

From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

You don't often get email from [REDACTED]. [Learn why this is important](#)

Attention: The Chief Executive

Tēnā koe,

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Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

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The views expressed in this email and any accompanying attachments do not necessarily reflect those of Te Puni Kokiri. Te Puni Kokiri does not accept any responsibility whatsoever for any loss or damage that may result from reliance on or the use of the information contained in this email or any accompanying attachments.

This email together with any accompanying attachments may be confidential and subject to legal privilege. It may be read, copied and used only by the intended recipient(s). If you have received this message in error, please notify the sender immediately by return email, telephone or facsimile and delete this message. You may not copy, disclose or use the contents in any way. Thank you.

From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 2:08 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 1:38 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

It appears we did not receive this request. On the email you have copied below, it doesn't look like it was sent to a Ministry email address.

Your request has been forwarded to the appropriate officials at National Office to respond. You can expect a decision as soon as reasonably practicable, and in any case not later than 20 working days after the day on which the request was received.

The information you have requested will likely contain Ministry employee names and contact details. We need to consult relevant Ministry employees before deciding whether we can release this information to you, and this will take additional time and effort.

If you do not need the names of Ministry employees who are below tier 4 and/or who are not decision-makers, please advise us as soon as possible and we will treat your request as amended accordingly.

In any event, the Ministry will make and communicate to you a decision on your request as soon as reasonably practicable, and within the statutory maximum time limits – including the extension of time limits (Section 15A of the Act).

The Ministry is focussing its resources on supporting New Zealanders through COVID-19 by administering welfare support during this unprecedented time. Resources within our business units, where information for Official Information Act requests is drawn from, is limited or unavailable as the normal functions of business units have been temporarily suspended to aid in the Ministry's COVID-19 response. Staff have also been redeployed to assist the frontline with the processing of welfare payments. As such, there may be a delay in you receiving a response from the Ministry. Thank you for your patience and understanding during this time.

Nā mātou noa, nā

Official and Parliamentary Information team | Ministerial and Executive Services
Ministry of Social Development

Our Purpose:

We help New Zealanders to help themselves to be safe, strong and independent
Ko ta mātou he whakamana tangata kia tū haumarū, kia tū kaha, kia tū motuhake

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 1 February 2022 12:24 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

I am writing to check if you received our OIA 2021/18 (dated 23 December 2021, see below). Can you let me know as soon as possible.

For your information we keep a schedule of all Official Information Act requests [here](#). We keep (i) a schedule of all acknowledgments and (ii) a schedule of all official responses (see first row on the right). We will periodically update this table; the latest update is at 31 January 2022. As noted earlier, all correspondences has personal names and details redacted except for the Chief Executive.

If you have any questions, please do not hesitate to contact me.

Best wishes,

Wendy

Wendy McGuinness
Chief Executive

McGuinness Institute Te Hononga Waka

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From: Wendy McGuinness [REDACTED]
Date: Thursday, 23 December 2021 at 9:37 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

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4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. What GDS were both new and archived in the 2021 calendar year?

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

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Subject: FW: Ministry of Social Development | Your Official Information Act Request

Date: Tuesday, 12 April 2022 at 7:27:12 PM New Zealand Standard Time

From: Wendy McGuinness

To: [REDACTED]

From: [REDACTED]

Date: Tuesday, 12 April 2022 at 2:01 PM

To: Wendy McGuinness [REDACTED]

Subject: RE: Ministry of Social Development | Your Official Information Act Request

Kia ora Wendy,

Thank you for your email. I have spoken with the appropriate team and this is what they have advised:

"We agree that those 18 artefacts listed below are the artefacts meeting the GDS criteria which MSD currently has in operation and so should be included in your GDS index and scored.

We are in the process of updating our website pages to better reflect, and improve access to, the strategies and action plans MSD has in place and to remove (where appropriate) outdated or archived strategies.

Please let us know if there is anything else we can do to assist with the formation of the index."

Thank you,

Official and Parliamentary Information team | Ministerial and Executive Services
Ministry of Social Development

Our Purpose:

We help New Zealanders to be safe, strong and independent.
Manaaki Tangata, Manaaki Whānau.

From: Wendy McGuinness [REDACTED]

Sent: Tuesday, 12 April 2022 9:48 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: Ministry of Social Development | Your Official Information Act Request

Kia ora Official and Parliamentary Information team,

Thank you again for your response to our OIA 2021/18.

We are now in the final part of the process. FYI, we have copied your final list below. Please do check these, as we may be missing something. Given MSD's OIA response, we have concluded that:

- MSD had 18 GDSs in operation as at 31 December 2021 (using our definition) – see list A below. A simple way to check is to go to the 'in operations' table, found [here](#), and search GDS24 (which will

show all 18 GDSs).

- MSD had 21 archived GDSs as at 31 December 2021 since we started the Index - see list B below. A simple way to check is to go to the 'archive' table (found [here](#)) and search 'Ministry of Social Development' Please note the second to last column shows the publication date and the last column shows when it was moved onto the archive table (i.e. what Index).

If you could check you are happy with the list of those in operation (as these will be scored) that would be fantastic. We are now about to sign off on the final number of GDSs in operation – time to celebrate!

Lastly, please consider sending the list of those in operation to your annual reports team, your statement of intents team and your website team. We consider these strategies deserve to be easy for the public and other departments to access, as we all work towards making New Zealand a more sustainable, safer and just place to live.

Many thanks, Wendy

A: 18 MSD GDSs in operation

GDS24–01 (new to the 2014 GDS Index)	Youth Development Strategy Aotearoa
GDS24–02 (new to the 2018 GDS Index)	Disability Strategy 2016–2026 (jointly held between MoH and MS
GDS24–03 (new to the 2018 GDS Index)	Employment and Social Outcomes Investment Strategy
GDS24–04 (new to the 2018 GDS Index)	Sign Language Strategy 2018–2023
GDS24–05 (new to the 2020 GDS Index)	Te Pae Tata Māori Strategy and Action Plan
GDS24–06 (new to the 2020 GDS Index)	Family Violence Funding Approach
GDS24–07 (new to the 2020 GDS Index)	Pacific Prosperity: Our People, Our Solutions, Our Future
GDS24–08 (new to the 2020 GDS Index)	Better Late Life – He Oranga Kaumātua 2019 to 2034 – Super Se
GDS24–09 (new to the 2020 GDS Index)	Disability Action Plan 2019–2023
GDS24–10 (new to the 2020 GDS Index)	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held MoW, MoE, MoH, MMD/TPK and MSD)

GDS24–11 (new to the 2021 GDS Index)	Campaign for Action on Family Violence: Framework for change
GDS24–12 (new to the 2021 GDS Index)	Elder Abuse in Aotearoa 2020
GDS24–13 (new to the 2021 GDS Index)	E Tū Whānau Mahere Rautaki: Framework for Change 2019–2022
GDS24–14 (new to the 2021 GDS Index)	Pathways for Change 2019–2023
GDS24–15 (new to the 2020 GDS Index)	Working Matters: An Action Plan to ensure disabled people and people with disabilities have an equal opportunity to access employment
GDS24–16 (new to the 2020 GDS Index)	Youth Plan 2020–2022
GDS24–17 (new to the 2020 GDS Index)	Social Sector Commissioning
GDS24–18 (new to the 2021 GDS Index)	Better Later Life Action Plan – He Oranga Kaumātua: Action plan

B: 21 MSD GDSs have been archived

Ministry of Social Development	Te Punga: Our Bicultural Strategy for the Nineties
Ministry of Social Development	Strengthening Families for Well-being: From Welfare to Well-being, 1998
Ministry of Social Development	Opportunity, Capacity, Participation: Government Employment Strategy
Ministry of Social Development	Positive Ageing Strategy
Ministry of Social Development	Pathways to Opportunity: Ngā ara whai oranga: From Social Welfare to Opportunity
Ministry of Social Development	Pathways to Inclusion: Ngā ara whakauru ki te iwi whānui: Improving the lives of people with disabilities
Ministry of Social Development	Te Rito: New Zealand Family Violence Prevention Strategy
Ministry of Social Development	Youth Offending Strategy: Preventing and Reducing Offending and Te Haonga (jointly held between MoJ and MSD)

Ministry of Social Development	New Zealand's Agenda for Children: Making Life Better for Children
Ministry of Social Development	Pacific Strategy 2002
Ministry of Social Development	Care and Protection Blueprint 2003
Ministry of Social Development	Pacific Youth Development Strategy: Deliver Positive Life-change a
Ministry of Social Development	Pate, Lali, Nafa: Strategy for Pacific Islands Employment and Servi
Ministry of Social Development	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotea Five-year Action Plan 2008
Ministry of Social Development	Delivering Better Public Services: Reducing Long-term Welfare Dep
Ministry of Social Development	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotea
Ministry of Social Development	Disability Action Plan 2014-2018
Ministry of Social Development	Community Investment Strategy
Ministry of Social Development	Social Housing Investment Strategy 2017/18
Ministry of Social Development	Youth Investment Strategy
Ministry of Social Development	Elder Abuse in Aotearoa 2019

From: [REDACTED]
Date: Wednesday, 30 March 2022 at 2:54 PM
To: [REDACTED]
Subject: Ministry of Social Development | Your Official Information Act Request

Dear Wendy McGuinness

Please find attached the Ministry's response to your Official Information Act request.

Yours sincerely

Official and Parliamentary Information team | Ministerial and Executive Services
Ministry of Social Development

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From: Wendy McGuinness
Sent: Wednesday, February 2, 2022 2:54 PM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Wednesday, 2 February 2022 at 2:52 PM
To: Wendy McGuinness [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

On behalf of the Ministry of Transport, thank you for your email.

We do not have record of having received your prior email in our inboxes, I acknowledge your Official Information Act request which we have now received on 1 February 2022 seeking:

“Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020 (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a GDS Index, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

- 1. be a publicly available statement or report;*
- 2. be generated by government departments with a national rather than a local focus;*
- 3. contain long-term thinking, in such a way that that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and*
- 4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).*

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021. Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is 021 781200."

We will endeavour to respond to your request as soon as possible, and in any event no later than **2 March 2022** being 20 working days after the day your request was received. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

The Ministry publishes Official Information Act responses on our website when there may be wider interest in the information released. This means the information provided to you might be published after you have received it.

Ngā mihi nui,

[REDACTED]
Kaitohutohu - Tuhinga Ōkawa | Advisor, Official Correspondence
Te Kāhui Tangata | Corporate Services
Te Manatū Waka | Ministry of Transport
www.transport.govt.nz



Hāpaitia ana ngā tāngata o Aotearoa kia eke
Enabling New Zealanders to flourish

From: Wendy McGuinness [REDACTED]
Sent: Tuesday, 1 February 2022 12:25 pm
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

Kia ora,

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If you have any questions, please do not hesitate to contact me.

Best wishes,

Wendy

Wendy McGuinness
Chief Executive

McGuinness Institute Te Hononga Waka

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From: Wendy McGuinness [REDACTED]
Date: Thursday, 23 December 2021 at 9:37 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED], [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

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Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

5. **What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

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6. **What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**

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If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

[REDACTED] | www.mcguinnessinstitute.org

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From: Wendy McGuinness
Sent: Tuesday, February 1, 2022 3:39 PM
To: [REDACTED]
Subject: FW: Automatically generated message - Please do not reply

From: [REDACTED]
Date: Tuesday, 1 February 2022 at 12:27 PM
To: Wendy McGuinness [REDACTED]
Subject: Automatically generated message - Please do not reply

PLEASE READ AS THIS CONTAINS SOME HELPFUL ADVICE

Thank you for your e-mail requesting information. New Zealand Customs Service (Customs) will respond to your request in writing as soon as possible. Please note that this e-mail address is checked workdays Monday to Friday 08:00 to 16:00 and there may be delays in replying to you.

For your information, please click on the link for information for travellers including passenger concessions.
www.customs.govt.nz/globalassets/documents/technical-lists-and-guides/advice-to-travellers.pdf

Should you be planning to go on line shopping please check the link below to check on the duty that may be payable on your purchases www.customs.govt.nz/wmd

Further information is available on our website www.customs.govt.nz

If you have traced your parcel and seen on line a message "Parcel Delayed, or "Awaiting Customs Clearance" or similar:

Please note that Customs does not physically store or deliver parcels. You first make enquiries with the carrier example New Zealand Post 0800478 287 or the courier company concerned. If you have an enquiry about a Customs matter, example the duty charges, in relation to your item, we will require a Customs Reference number to locate the entry and duty details. This should have been advised to you by the carrier of your goods into NZ. Phone 0800-428786.

Please note if you have tracked your parcel and the message indicates a Customs delay this does **not** mean that customs are holding your package but that your carrier (e.g NZ Post) has yet to arrange clearance and you need to contact that specific carrier to arrange the clearance.

Other contact points

The following border agencies may also be of assistance:

Ministry for Primary Industries - www.mpi.govt.nz or General Enquires [REDACTED]
Aviation Security - www.avsec.govt.nz or phone [REDACTED]. (Taking liquids or other restricted articles on to an aircraft)

Ministry of Health - www.medsafe.govt.nz. or phone [REDACTED]. (Bringing prescription medicines into NZ)
NZ Passports enquires www.passports.govt.nz
NZ Immigration or NZ Visa Enquires www.immigration.govt.nz
Department of Conservation information re Convention on International Trade in Endangered Species
(CITES) www.doc.govt.nz or email to [REDACTED]
Client Services Team

Thank you
Border Operations Team
New Zealand Customs Service
PO Box 29 Auckland 1140

Te Mana Ārai o Aotearoa, New Zealand Customs Service is a COVID-19 vaccinated workplace. To meet our workplace safety requirements you will be asked to provide proof of vaccination when you visit our offices.

The information contained in this email is intended for the addressees and is not necessarily the official view or communication of the New Zealand Customs Service.

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- a. Reply promptly to that effect, remove this email and any replies from your system.
- b. Do not act on this email in any other way.

Subject: RE: Our OIA 2021/18 - GDS Index Update
Date: Monday, 4 April 2022 at 10:49:06 AM New Zealand Standard Time
From: [REDACTED]
To: Wendy McGuinness
CC: [REDACTED]
Attachments: McGuinness OIA Response.pdf

Kia ora Wendy,
Please see attached a response to your OIA request.

Kind regards,
NZSIS.

From: Wendy McGuinness [REDACTED]
Sent: Monday, 28 March 2022 4:54 PM
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: Re: Our OIA 2021/18 - GDS Index Update

Kia ora,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Two of our staff have read and scored all the existing GDSs to 31 December 2020 (this list is based on an OIA we undertook in 2020).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a 'government department strategy' must have all four elements:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Your response to our OIA request enabled us to create the following list of GDSs as at 31 December 2021: *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS. The list is also searchable and found [here](#).

OIA questions

To help us update the 31 December 2020 Index, we would appreciate the answer to the following four questions:

1. **Archived between 1 January 2021 to 31 December 2021:** This refers to those GDSs that were in operation as at 31 December 2020 (see list attached) but are no longer in operation as at 31 December 2021. See the link to the archived table, found [here](#).

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name), that would be sufficient.

2. **New between 1 January 2021 to 31 December 2021:** Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).
3. **Moved/Shared between departments:** Please list GDSs that are now being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).
4. **Both new and archived.** This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will add your response to our 31 December 2021 table and send you a link to sign off.

If you have any questions, please do not hesitate to contact us.

Wendy McGuinness

Wendy McGuinness
Chief Executive

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142
+64 4 499 8888 | www.mcguinnessinstitute.org

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This electronic message, together with any attachments, contains information that is provided in confidence and may be subject to legal privilege. Any classification markings must be adhered to. If you are not the intended recipient, you must not peruse, disclose, disseminate, copy or use the message in any way. If you have received this message in error, please notify us immediately by return email and then destroy the original message. The New Zealand Intelligence Community (NZIC) and the departments comprising the NZIC accepts no responsibility for changes to this e-mail, or to any attachments, after its transmission from NZIC. This communication may be accessed or retained for information assurance purposes. Thank you.

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:53 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Wednesday, 12 January 2022 at 3:57 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Dear Wendy,

I am writing to acknowledge receipt of your OIA request below.

We will endeavour to respond to your request as soon as possible and in any event no later than 20 working days after the day your request was received. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

If any additional factors come to light which are relevant to your request, please do not hesitate to contact us so that these can be taken into account.

Our letter notifying you of our decision on your request will confirm if we intend to publish the letter (with your personal details removed) and any related documents on Te Kawa Mataaho Public Service Commission website.

Kind regards

Enquiries Team

īmēra: [REDACTED]



Te Kawa Mataaho
Public Service Commission

Te Kawa Mataaho Public Service Commission
www.publicservice.govt.nz | www.govt.nz



From: Wendy McGuinness [REDACTED]
Sent: Thursday, 23 December 2021 9:38 pm
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: GDS Index Update (our reference: OIA 2021/18)

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a ‘government department strategy’ must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department’s thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 2, 5 Cable Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

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.....
Confidentiality notice: This email may be confidential or legally privileged. If you have received it by mistake, please tell the sender immediately by reply, remove this email and the reply from your system, and don't act on it in any other way. Ngā mihi.

Monday, April 11, 2022 at 10:35:54 New Zealand Standard Time

Subject: FW: CON0009999 Serious Fraud Office - Contact Received
Date: Saturday, 9 April 2022 at 10:43:37 AM New Zealand Standard Time
From: Wendy McGuinness
To: [REDACTED]

From: [REDACTED]
Reply to: [REDACTED]
Date: Wednesday, 30 March 2022 at 11:44 AM
To: Wendy McGuinness [REDACTED]
Subject: CON0009999 Serious Fraud Office - Contact Received

Tēnā koe/Dear Wendy McGuinness

Thank you for contacting the Serious Fraud Office. We are currently considering your request for information. Your reference number for this request is CON0009999.

We will respond as soon as is reasonably practicable and not later than 20 working days after the day on which we received your request.

Depending on your request, the Official Information Act 1982, the Privacy Act 2020 and or the Serious Fraud Office Act 1990 may apply.

Please see our website for further information on what to expect when requesting information under these Acts: <https://sfo.govt.nz/contact/request-information/>.

Kind regards

The Serious Fraud Office

Ref:MSG0233483_pEXCheQUEFgnOf3C2T9c

From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:54 AM
To: [REDACTED]
Subject: FW: GDS Index Update (our reference: OIA 2021/18)

From: [REDACTED]
Date: Monday, 10 January 2022 at 1:53 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

I am writing to acknowledge receipt of your below Official Information Act request dated 23 December 2021 regarding:

- **What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

- **What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

- **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

- **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

We will endeavour to respond to your request as soon as possible and in any event no later than 11 February 2022, being 20 working days after the day your request was received taking into account public holidays. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

Your request is being handled by the Office of the Government Statistician and Chief Executive. If you have any queries, please feel free to contact me using the details in the signature below. If additional factors come to light which are relevant to your request, please do not hesitate to contact us so that these can be taken into account.

Kind regards,

Senior Advisor | Kaitohutohu Matua

Office of the Government Statistician and Chief Executive | Tari O Te Kaitatauranga Matua Me Te Pouārahi Matua

Stats NZ | Tatauranga Aotearoa | stats.govt.nz |

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Work days: Mondays, Wednesdays, and Thursdays.

From: Wendy McGuinness

Sent: Thursday, 23 December 2021 9:38 PM

To: Wendy McGuinness

Cc:

Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* (available [here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a 'government department strategy' must contain all four criteria:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. contain long-term thinking, in such a way that that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and
4. guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

1. **What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. **What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. **What GDS were both new and archived in the 2021 calendar year?**

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

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Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Date: Wednesday, 13 April 2022 at 9:48:55 AM New Zealand Standard Time

From: [REDACTED]

To: Wendy McGuinness

CC: [REDACTED]

Kia ora Wendy,

Thank you for your email. Both the 2 GDS is in line with the information we have provided to you.

Kind regards,

[REDACTED]
Senior Advisor | Kaitohutohu Matua

Executive and Government Relations - Office of the Chief Executive | Tari O Te Kaitiāwhiri Matua Me Te Pouārahi Matua

Stats NZ | Tāwhiri Aotearoa | stats.govt.nz | [REDACTED] | [REDACTED]

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Work days: Mondays, Wednesdays, and Thursdays.

From: Wendy McGuinness [REDACTED]

Sent: Tuesday, 12 April 2022 10:05 am

To: Ruth Naude [REDACTED]

Cc: [REDACTED]

Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora [REDACTED],

Thank you again for your response to our OIA 2021/18.

We are now in the final part of the process. FYI, we have copied your final list below. Please do check these, as we may be missing something. Given Stats' OIA response, we have concluded that:

- Stats had 2 GDSs in operation as at 31 December 2021 (using our definition) – see list A below. A simple way to check is to go to the 'in operations' table, found [here](#), and search GDS303 (which will show all 2 GDSs).
- Stats had 6 archived GDSs as at 31 December 2021 since we started the Index - see list B below. A simple way to check is to go to the 'archive' table (found [here](#)) and search 'Statistics New Zealand' Please note the second to last column shows the publication date and the last column shows when it was moved onto the archive table (i.e. what Index).

If you could check you are happy with the list of those in operation (as these will be scored) that would be fantastic. We are now about to sign off on the final number of GDSs in operation – time to celebrate!

Lastly, please consider sending the list of those in operation to your annual reports team, your statement of intents team and your website team. We consider these strategies deserve to be easy for the public

and other departments to access, as we all work towards making New Zealand a more sustainable, safer and just place to live.

Many thanks, [REDACTED]

A: 2 Stats GDSs in operation

GDS30-01 (new to the 2014 GDS Index)	Transforming the New Zealand Census of Population and Dwellings
GDS30-02 (new to the 2018 GDS Index)	Data Strategy and Roadmap for New Zealand

B: 6 Stats GDSs have now been archived

Statistics New Zealand	Strategic Directions: 2002 and Beyond
Statistics New Zealand	Strategic Plan 2010-20
Statistics New Zealand	2018 Census Strategy
Statistics New Zealand	2018 Census Data Quality Management Strategy
Statistics New Zealand	Open Data Action Plan
Statistics New Zealand	Empowering Agencies to Use Data More Effectively

From: [REDACTED]
Date: Wednesday, 9 February 2022 at 4:33 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

Please find attached the response to your Official Information Request, dated 23 December 2021.

Kind regards,

[REDACTED]
Senior Advisor | Kaitohutohu Matua

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[Facebook](#) | [Twitter](#) | [LinkedIn](#)

Work days: Mondays, Wednesdays, and Thursdays.

From: Wendy McGuinness [REDACTED]

Sent: Tuesday, 1 February 2022 11:55 am

To: [REDACTED] [REDACTED]

Cc: [REDACTED]

Subject: Re: GDS Index Update (our reference: OIA 2021/18)

Kia ora [REDACTED],

This is a quick email to say thank you for acknowledging our OIA 2021/18. For your information we keep a schedule of all Official Information Act requests [here](#). We keep (i) a schedule of all acknowledgments and (ii) a schedule of all official responses (see first row on the right). We will periodically update this table; the latest update is at 31 January 2022. As noted earlier, all correspondences has personal names and details redacted except for the Chief Executive.

Please do not hesitate to get in contact if you have any issues. My mobile number is [REDACTED]; please feel free to text to organise a chat or zoom.

Best wishes,

Wendy

Wendy McGuinness
Chief Executive

McGuinness Institute Te Hononga Waka

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From: [REDACTED]
Date: Monday, 10 January 2022 at 1:53 PM
To: Wendy McGuinness [REDACTED]
Cc: [REDACTED] >, [REDACTED]
Subject: RE: GDS Index Update (our reference: OIA 2021/18)

Kia ora Wendy,

I am writing to acknowledge receipt of your below Official Information Act request dated 23 December 2021 regarding:

- **What GDSs have been archived (between 1 January 2021 and 31 December 2021)?**

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

- **What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?**

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

- **What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?**

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

- **What GDS were both new and archived in the 2021 calendar year?**

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We will endeavour to respond to your request as soon as possible and in any event no later than 11 February 2022, being 20 working days after the day your request was received taking into account public holidays. If we are unable to respond to your request by then, we will notify you of an extension of that timeframe.

Your request is being handled by the Office of the Government Statistician and Chief Executive. If you have any queries, please feel free to contact me using the details in the signature below. If additional factors come to light which are relevant to your request, please do not hesitate to contact us so that these can be taken into account.

Kind regards,

Ruth Naude

Senior Advisor | Kaitohutohu Matua

Office of the Government Statistician and Chief Executive | Tari O Te Kaitauranga Matua Me Te Pouārahi
Matua

Stats NZ | Tauranga Aotearoa | stats.govt.nz | +64 4 931 4902 | +64 27 2359 503

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Work days: Mondays, Wednesdays, and Thursdays.

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Thursday, 23 December 2021 9:38 PM

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Cc: Gemma Coutts <gc@mcguinnessinstitute.org>; Sophie Wells <sw@mcguinnessinstitute.org>

Subject: GDS Index Update (our reference: OIA 2021/18)

Attention: The Chief Executive

Tēnā koe,

Government Department Strategies Index – updating the GDS Index to 31 December 2021 (our reference: OIA 2021/18)

Thank you for all your hard work in 2021.

Every few years we score the existing GDSs that are in operation using a scorecard. Early next year we aim to update and score the content of the existing GDSs in operation as at 31 December 2021. Your response to our 15 January 2021 OIA request enabled us to create a list of GDSs in operation as at 31 December 2020. The output was *Working Paper 2021/02 – List of Government Department Strategies as at 31 December 2020* ([available here](#)). We also have a table on our GDS Index website that includes a pdf of each GDS; the table is searchable and found [here](#).

Background information on the GDS Index

The Institute is interested in understanding how government department strategies (GDSs) operate individually and collectively to effect change. We maintain a *GDS Index*, which can be viewed on our website [here](#). For the purposes of the Index, a 'government department strategy' must contain all four criteria:

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4. guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

Four questions

To help us update the 31 December 2020 Index, we would appreciate your response to each of the following four questions:

What GDSs have been archived (between 1 January 2021 and 31 December 2021)?

This refers to those GDSs that were in operation as at 31 December 2020 but are no longer in operation as at 31 December 2021.

Please state the (i) date (e.g., month and year) and (ii) briefly explain the reason the strategy was archived. For example, please explain if the strategy has been replaced by a another strategy (please name) or the strategy has moved to another department (please name).

2. What GDSs are new (as in published between 1 January 2021 and 31 December 2021)?

Please list all new GDSs published in the 2021 calendar year, being those that are not on the list as at 31 December 2020 (i.e. that are current but not listed on our table [here](#)).

3. What GDSs have been moved/shared between departments (between 1 January 2021 and 31 December 2021)?

Please list GDSs that are now being shared/no longer being shared between another department/s in 2021. For example if the strategy was solely managed by your department but is now being shared (please name the other departments and the strategy). Alternatively if the strategy was shared between departments but is now solely managed by your department (please name the other departments and the strategy).

4. What GDS were both new and archived in the 2021 calendar year?

This means they are both new to our 31 December 2020 table but also archived between 1 January 2021 to 31 December 2021. These are very rare but there can be cases where an old strategy is found or a new strategy is replaced very quickly due to unforeseen circumstances.

Once we receive your answer to the four questions above, we will create a 31 December 2021 table and send you a link to enable you to complete a final review (and sign off) before we prepare the scorecard for each GDS in operation.

If you have any questions, please do not hesitate to contact us. My mobile number is [REDACTED]

Wishing you a relaxing summer break,

Best wishes,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

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The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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From: Wendy McGuinness
Sent: Tuesday, January 25, 2022 11:55 AM
To: [REDACTED]
Subject: FW: Your OIA request 20220001
Attachments: Signed TOIA Reply_ 20220001.pdf

From: [REDACTED]
Date: Thursday, 13 January 2022 at 11:13 AM
To: Wendy McGuinness [REDACTED]
Subject: Your OIA request 20220001

Good morning

Please find an attached reply to your OIA request. Please note that this response has been signed out via an electronic process, rather than a physical signature.

Ngā mihi



**TE TAI ŌHANGA
THE TREASURY**

Jean McDowall | Senior Ministerial Advisor | Te Tai Ōhanga – The Treasury

Email/IM [REDACTED]

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