Working Paper 2024/08

Methodology

for the 2023 Government Department Strategies Index as at 31 December 2023

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MCGUINNESS INSTITUTE
TE HONONGA WAKA

Title

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Author

McGuinness Institute

2023/24 research team

Wendy McGuinness, Patrick Shonakan, Molly Woods, Arne Larsen, Annie McGuinness, Eilish Cartysquires and Mani McDougall

2021/22 research team

Thomas Augustowicz, Reuben Brady, Eilish Cartysquires, Gemma Coutts, Madison Crisp, Anna Kissock, Arne Larsen and Patrick Shonakan

2018/19 research team

Reuben Brady, Wei Kai Chen, Holly Diepraam, Madeleine Foreman, Isabella Smith and Freya Tearney

2014/15 research team

Annie McGuinness, Renata Mokena-Lodge, George Spittle, Karri Shaw and Hannah Steiner-Mitchell

Designers

Lauren Hynd, Dana King and Lucy Roughan

Editors

Johanna Knox and Caren Wilton

For further information

McGuinness Institute
Phone (04) 499 8888
Level 1A, 15 Allen Street
PO Box 24222
Wellington 6011
New Zealand

www.mcguinnessinstitute.org

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Preface

Every few years, the Institute produces a government department strategies (GDS) Index (e.g. the *2023 GDS Index*). This involves publishing a Handbook (which contains the data on each GDS), a Methodology (which explains the approach, issues and limitations) and a small number of additional working papers (depending on what areas the Institute has decided to focus on).

This Methodology explains how the *2023 Government Department Strategies Index Handbook – He Puna Rautaki* (the *Handbook*) was created. Its Māori name means the spring of profound strategic thinking.

The *Handbook* assesses whether sufficient information is available in government department strategies (GDSs) for readers to make a judgement on the quality of the strategies. It does not, itself, judge the quality of strategies.

The *Handbook*'s purpose is twofold. First, it aims to help departments, and government more generally, develop an integrated and streamlined approach to strategy documents (e.g. removing repetition, confusing language and misalignment within and between departments), and ultimately increase the usability and transparency of these documents for the public.

Second, it is intended to make GDSs more accessible to the public, empowering citizens to work with government to achieve shared goals, improving public trust and enabling citizens to evaluate and critique strategies' effectiveness.

As a GDS is designed to manage significant issues of the day, a list of GDSs since 1994 provides a historical map of emerging or ongoing issues. This history is often lost due to the machinery of government. Once a GDS is no longer operational, it tends to be removed from the department's website, so lessons may not be learned and insights not gained.

To help build coordination across the public service and learn lessons from past strategies, we have previously suggested that the Public Service Commission (PSC) maintain a public register of all operational and non-operational GDSs as at the end of every calendar year, and require all operational GDSs to be listed in each department's annual report. This suggestion has not been implemented, but we continue to believe that making GDSs available on a register will be extremely helpful for politicians, public servants and the general public.

Given the recent establishement of the Ministry for Regulation Te Manatū Waeture, it may be more within the ministry's scope to establish and maintain a central register of GDSs, a consultation timeline for members of the public, and guidance on how government departments can improve GDS content.

We hope the Institute's own work contributes to improving strategic thinking across government and improving the public's interest in the work of public servants. As with any research, thanks must go to those who contributed. Thank you to government department officials for their assistance, patience and interest in our work and the team at the Institute for their hard work and persistence.

Wendy McGuinness

Chief Executive
McGuinness Institute

1.0 Introduction

This paper explains why the Institute produces and publishes a GDS Index and how the *2023 GDS Index* was created.

1.1 Purpose

Three objectives underpin the Institute's research.

The purpose of the GDS Index is to:

1. maintain a public record of strategic documents published by government departments over time
2. provide feedback on strategic documents (ideally to help improve the quality of such documents going forward), and
3. showcase a process for improvement – for example, the GDS Index could be something that the public service actively manages, a public register of strategy documents that is easy for Ministers, officials and citizens to access and assess.

The key research question underlying the GDS Index is: Does this strategy document contain sufficient information for an independent reader to assess the quality of the strategy? Importantly, the *Handbook* does not itself review the quality.

Table 1.1 sets out the key publications that were published as a direct result of this methodology being implemented.

Table 1.1: The *2023 GDS Index* publications

Publication	Type of publication	Title
2023 GDS Index Handbook	Book	*2023 Government Department Strategies Index Handbook – He Puna Rautaki*
Methodology	Working Paper	*Working Paper 2024/08 – Methodology for the 2023 Government Department Strategies Index as at 31 December 2023* (this document)
Analysis of Climate Change	Working Paper	*Working Paper 2024/09 – Analysis of Climate Change in Government Department Strategies as at 31 December 2023*

1.2 What has changed since the *2021 GDS Index*

The Institute has streamlined the *2023 GDS Index* in the following ways:

1. Improving clarity

The term 'Scorecard' has been changed to 'Transparency Scorecard' to be more precise.

2. Refining the criteria for GDSs

- Criterion 3 and criterion 4 of the Institute's definition of what makes a document a GDS have been updated to reflect the tightening of the GDS criteria. Criterion 3 now states that documents must be externally facing, and criterion 4 now notes that a document must set out the approach (the means) and purpose of a strategy (the ends).
- All documents have been reviewed and those that were solely internally facing have been removed and archived. The focus has shifted to externally facing strategy documents. See Appendix 5 for a list of GDSs archived because they were solely internally facing.

- Web pages can now be included as GDSs. This is due to the increase in GDSs being published as web pages on departments' websites. (This also allows for Cabinet papers that have been published on departments' websites to be included.) The Institute is not comfortable with this emerging approach for these reasons: website content can be changed easily; there is less accountability and ownership (e.g. often they are not signed and/or the author is unclear); and less publication information (e.g. date, ISBN etc.) is given.

  Note that we did not carry out an extensive search for GDSs of this nature as part of the *2023 GDS Index*; however, we have included GDSs published as web pages that we have been made aware of by government departments.

3. Streamlining time taken for scoring GDSs

The new additions to the *2023 GDS Index* have only been scored once, for 30 minutes, by one reviewer (rather than by two different reviewers). Introducing climate intelligence scoring to the *2023 GDS Index* meant we needed to allocate our second reviewer's time to that, rather than to checking the first reviewer's scoring. The next GDS Index is likely to be completed by one reviewer who will be given 30 minutes to score.

4. Merging of inter-related GDSs

In some cases, GDSs were merged with an overarching strategy document in order to achieve fairer representation of action and implementation plans and their inter-relatedness with overarching strategies. All documents that included the terms 'action', 'implementation', 'plan', 'policy', 'principles' and 'roadmap' have been reviewed under this process. See Appendix 6 for more detail on how the decision to merge documents was made.

5. Emphasising the length of time remaining for a GDS

Knowing the number of years remaining before a strategy expires is important for Ministers, officials and the public. For this reason, we have added a new 'year strategy ends' alert at the top of the index.

6. Assessing the scope

GDSs vary greatly in regard to how wide-ranging the subject matter they consider is; some GDSs relate to a broad range of demographics or species, and/or cover a generalised topic (e.g. seabirds, climate change), and others relate to a smaller group, and/or cover a specific topic (e.g. New Zealanders in aged care). In the *2023 GDS Index*, the Institute has decided to categorise GDSs as having either a 'wide' or 'narrow' scope (for definitions of these terms, see the Glossary).

Note that the Institute does not consider either a wide scope or narrow scope to be better. We have included this assessment as it is useful to understand the breadth of a GDS's subject matter, as those with a wide scope can be expected to be higher-level strategy documents, whereas those with a narrow scope tend to identify more specific details on how to implement the strategy.

7. Adding a climate intelligence score

As the Institute firmly believes departments should properly consider and integrate climate impacts into their strategies and strategic thinking, a climate intelligence score was added into the *2023 GDS Index* with the intention of foregrounding our climate analysis. See Section 3.2 for more detail on how GDSs were scored on their climate intelligence, and *Working Paper 2024/09 – Analysis of Climate Change in Government Department Strategies as at 31 December 2023* for a detailed analysis.

8. Removing radar diagrams

The radar diagrams have been removed from the Transparency Scoring process as they are time-consuming to create and we felt that the climate intelligence information was more important to include in the *2023 GDS Index*.

1.3 Background

Effective strategy helps government departments solve challenging problems, which is why GDSs are such important instruments for managing the long-term interests of New Zealanders. Despite this, no single government institution regularly reviews GDS content. There is no register to show which GDSs are operational, and no guidelines suggesting how a GDS should be written. GDSs are not required to be dated or signed, include information about their expected duration, or include when/if a review will be undertaken. There is no designated institution that the public can engage with to discuss the content of a GDS or complain about a department failing to engage with stakeholders. There is also no central register that collates all GDSs on a single platform, which would enable strategies to be viewed together, allowing interested parties to identify where repetition or synergies exist or strategic gaps lie. As a result, this important policy instrument has few feedback loops, little transparency and minimal accountability.

This is surprising for five reasons:

1. When analysing data on the creation of GDSs over the last 28 years, it is evident that GDSs are increasingly an important policy instrument to bring about change. Every year there are more: there were 230 operational GDSs as at 31 December 2023.
2. GDSs are expensive to generate, often requiring external expertise and public consultation.
3. GDSs often drive change over long periods. Sometimes they (and their visions) persist through successive governments.
4. GDSs are public documents. Not only do they provide a window into the workings of government, but they build on the thinking of the public through public engagement. The GDS drafting process is an opportunity to crowd-source ideas, generate consensus and collaborate with the wider community (including businesses, philanthropists and local authorities).
5. GDSs are critical instruments, able to bring about change. They track and describe the means to desired end/s. However, if there is no due diligence as to their content, structure and review, they may operate solely as blunt instruments – delivering more harm than good to the public by using valuable resources but failing to deliver any tangible outcomes.

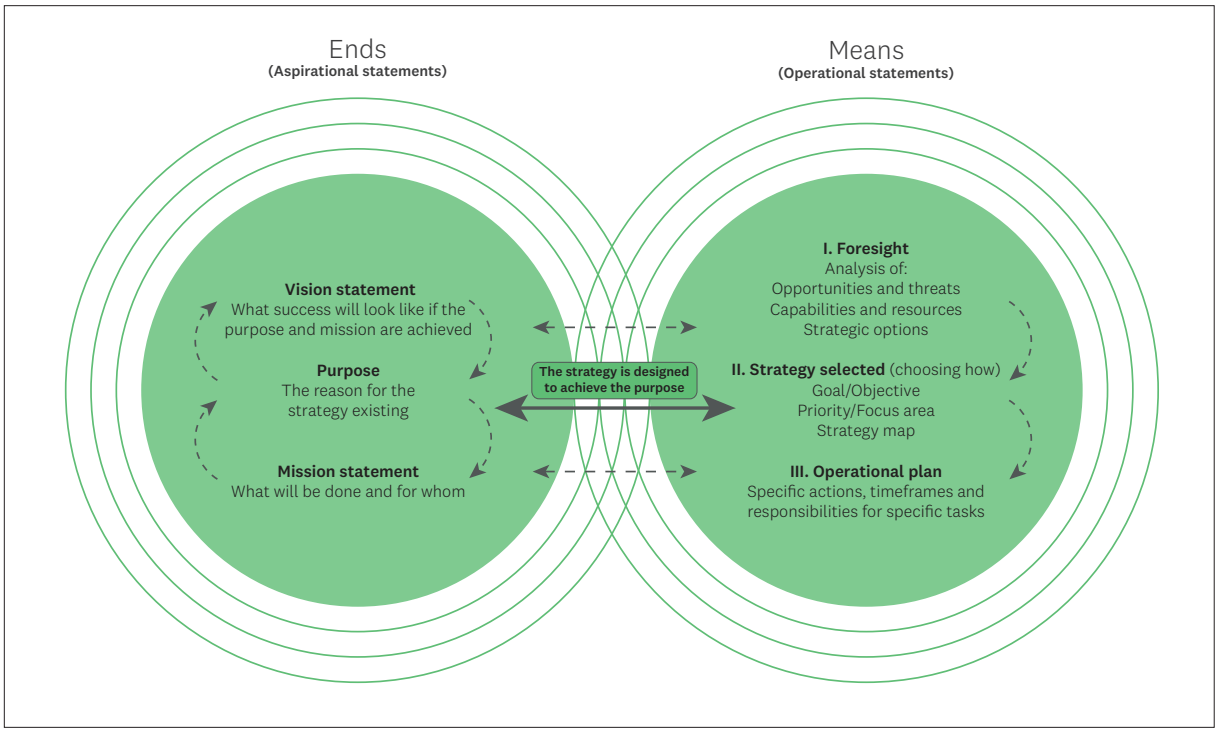
In school, children are taught that their goals need to be SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) to be effective. This basic blueprint is missing in the majority of GDSs.

1.4 The important link between purpose and strategy

Figure 1.1 (overleaf) sets out how the Institute sees the link between an aspirational statement and an operational statement. The most important of these is the link between the purpose statement and the strategy statement. The connection between the two should be clear, logical and aligned. Within each GDS, departments should answer the ‘what question’ (what it wants) and the ‘how question’ (how it might be achieved).

A glossary of key terms is provided on pages 31–32.

Figure 1.1: Link between aspirational statements and operational statements



Aspirational statements

These statements are future-focused. Common aspirational statements are vision, values, purpose and mission statements. Although these terms have slightly different meanings, they are often used interchangeably.

Operational statements

These statements are action-orientated. Common operational statements include strategy, tactics, priority areas, focus areas, themes and plans. Although these terms have slightly different meanings, they are often used interchangeably

Purpose statements

These are aspirational future-focused statements that explain in a concise, unique, coherent and specific way what the strategy aims to achieve and provide an impetus for action. A purpose statement is more specific than a vision or mission statement. A vision statement tends to be broad and general (e.g. to reduce poverty) and a mission statement tends to explain aspirations in terms of values and character (e.g. to be trustworthy and respected). In practice, vision, purpose and mission are often used interchangeably, but for the Institute, a purpose statement should be specific and able to be judged (i.e. was success achieved?). Examples might include to alleviate poverty for young mothers or to protect Hector's dolphins. The purpose always sets the scope of a strategy. Although the purpose statement can include metrics, in practice, metrics are more commonly used to describe goals or objectives.

Strategy statements

Strategy statements are the 'means' to an end. The approach is unique to a department and indicates the method the department has chosen to adopt to bring about change. It describes the choices made.

1.5 The strategy pyramid

Figure 1.2 sets out how strategy can turn purpose into actionable steps. If each question in the strategy pyramid can be answered logically, it is possible to design a road map for achieving desired outcomes.

Using the metaphor of a road, the goal should be to find the fastest, safest and most cost-effective route from point A to point B. This is why it is so important for GDSs to be designed well, thoroughly tested and regularly re-evaluated; not just because of how much they cost, but because they have the potential to deliver significant long-term benefits to current and future generations. Put another way, a GDS only costs the public money when it is not effective. Hence, departments that design and stress-test strategies have a real responsibility to put effort not only into the initial strategy design, but the middle (the execution) and the end (the review, reflections and lessons). GDSs are a cheap and effective tool capable of delivering significant value to the public of New Zealand – officials have a responsibility to act in good faith and deliver on the public service principles.

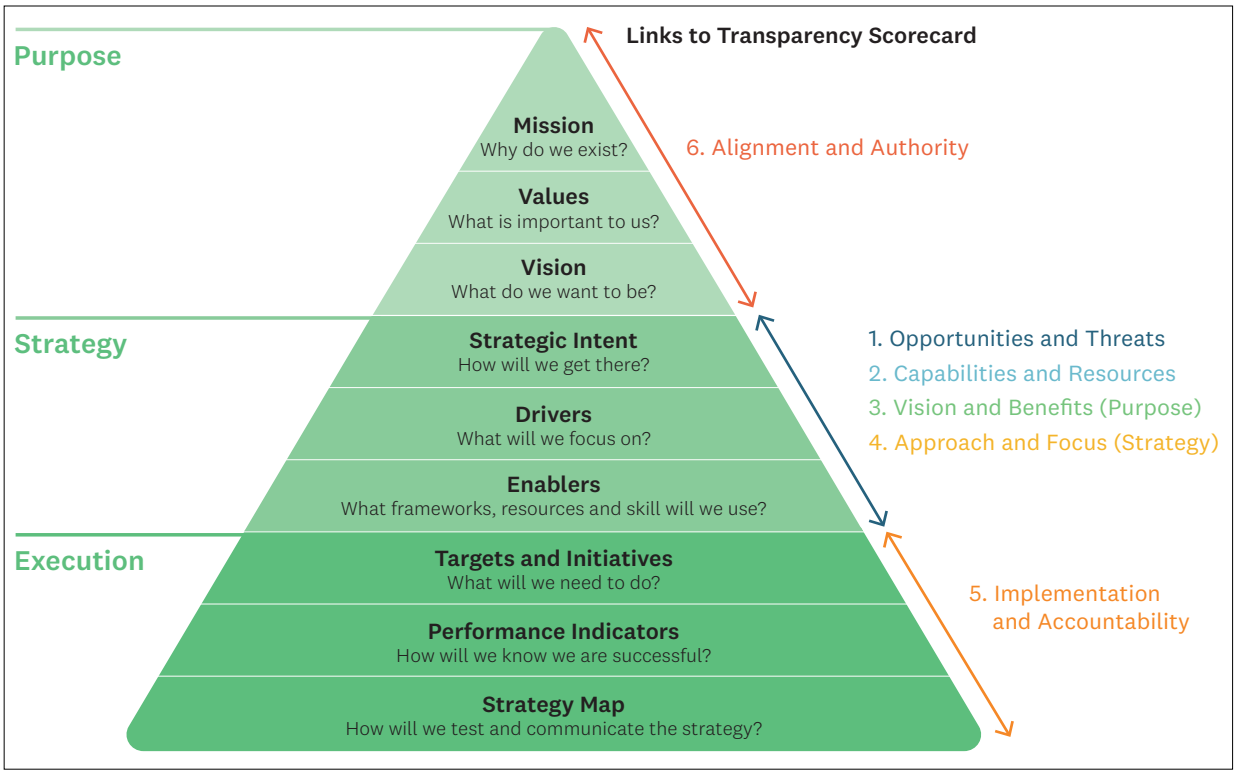
Section 12 of the Public Service Act 2020, sets out five public service principles, of which the fifth principle is stewardship. Furthermore, s 52 sets out the general responsibilities of chief executives of departments and departmental agencies, and states:

> (1) A chief executive of a department or departmental agency is responsible to the appropriate Minister for—
>
> (a) improving ways of working across public service agencies; and
>
> (b) their agency's responsiveness on matters relating to the collective interests of government; and
>
> (c) the operation of their agency, including in carrying out the purpose of the public service under section 11; and
>
> (d) supporting that Minister to act as a **good steward of the public interest**, including by—
>
> (i) maintaining public institutions, assets, and liabilities; and
>
> (iii) providing advice on the long-term implications of policies; and...
>
> (h) the efficient and economical delivery of the goods or services provided by the agency and how effectively those goods or services contribute to the intended outcomes. See more detail in Appendix 1.

Figure 1.2 shows how the strategy pyramid connects to the Institute's Transparency Scorecard.

Figure 1.2: The link between the strategy pyramid and the Institute's Transparency Scorecard

Source: Adapted from McGuinness Institute Project 2058 report – Science Embraced: Government-funded Science under the Microscope (2012)[1]



2.0 Methodology

2.1 Previous GDS Index data sets

Given the McGuinness Institute's focus on New Zealand's long-term future,[2] government department strategies help to shape our thinking and influence several of our projects. The GDS Index, as part of *Project StrategyNZ*, provides a foundation for future Institute research into external reporting strategy, specifically climate change reporting and climate change strategy (encompassed by the projects *ReportingNZ* and *ClimateChangeNZ*).

The Institute has a number of initiatives focused on strategy. We support consideration of the development of a nationally integrated strategy for New Zealand which would anchor and align all government department strategies.

We have collected GDS data six times (in 2014, 2015, 2018, 2020, 2021 and 2023). Table 2.1 below provides a comprehensive list of all GDS data sets generated to date.

Table 2.1: GDS Index data sets over time

GDS data set	GDSs in operation	GDSs archived	Total GDSs since 1 July 1994	GDSs in operation as a percentage of all GDSs since 1 July 1994
GDSs as at 30 June 2014	136	154	290	46.9%
GDSs as at 30 June 2015	134	168	302	44.4%
GDSs as at 31 December 2018	148	265	413	35.8%
GDSs as at 31 December 2020	199	288	487	40.9%
GDSs as at 31 December 2021	221	327	548	40.3%
GDSs as at 31 December 2023	230	406	636	36.2%

Note to Table 2.1

This includes GDSs that have been jointly held. Each time a jointly held document is listed against a department, it is treated as one GDS. Hence, a strategy jointly held by four departments is included four times in the GDS Index. See Appendix 7 for a list of all jointly held GDSs.

Over time, the methodology of the GDS Index has been further developed and refined. This is the fourth time the methodology has been refreshed. A complete list of GDS publications can be found in Appendix 1.

Table 2.2, opposite, sets out the process applied to generate the GDS Index.

In the *2023 GDS Index*, of the 79 GDSs archived (being 406 - 327, see Appendix 9):

- 69 from the *2021 GDS Index* were archived as 'no longer in operation'
- 4 were added to the *2023 GDS Index* and then archived from the *2023 GDS Index* as 'no longer in operation'. Ideally, the department should have advised the Institute of these potential strategies as part of the OIA process for the *2021 GDS Index*.
- 4 were archived from the *2021 GDS Index* as found to be 'solely internally facing'
- 1 was archived from the *2021 GDS Index* as 'no longer meets the criteria'
- 1 was archived from the *2021 GDS Index* as 'no longer jointly held'.

Table 2.2: The *2023 GDS Index* process

	GDSs from the *2021 GDS Index*		*2023 GDS Index*	
Stage 1 Collection	**List of previous GDSs** (See *Working Paper 2022/02: Complete Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*)	**221**	**List of potential new GDSs** OIA requests are made to each government department between January 2024 and November 2024, requesting all GDSs they hold (see Worksheet 1).*	**138**
Stage 2 Verification	**Less rejected strategy documents**		**Less rejected strategy documents**	
	Less 2021 GDSs archived by department as 'no longer in operation' (see Appendix 9)	–69	Verification 1: Initial review Less documents that clearly 'did not meet the criteria' (see Appendix 4)	–7
	Less 2021 GDSs archived by Institute as found to be 'solely internally facing' (see Appendix 5)	–4	Verification 2: Detailed review (a) Less documents that on a closer look 'did not meet the criteria' (see Appendix 4)	–18
	Less 2021 GDSs archived by Institute as found to 'no longer meet the criteria' required to be considered a GDS (see Appendix 9)	–1	(b) Less documents found to have been in the *2021 GDS Index* under a different title (see Appendix 4)	-3
	Less 2021 GDSs archived by department as 'no longer jointly held' (see Appendix 9)	–1	Less documents added to the *2023 GDS Index* and archived as 'no longer in operation'. (see Appendix 9)	–4
	Less merged strategy documents		**Less merged strategy documents**	
	Less 2021 GDSs merged by Institute with previous GDSs (see Appendix 6)	–3	Less strategy documents merged by the Institute (see Appendix 6)	-19
Stage 3 Total	**New additions to the *2023 GDS Index***			**87**
	2021 GDSs to be carried forward	**143**		**143**
	Total GDSs in operation as at 31 December 2023 (See Appendix 10)			**230**

*Note: An OIA schedule combines all correspondence with government departments. It is published on the McGuinness Institute's 'OIAs and other correspondence' web page.[3]

2.2 Does the document meet the Institute's definition of a GDS?

For the purposes of the *2023 GDS Index*, 'government department strategy' (GDS) is defined in terms of the following criteria.

A 'government department strategy' must:

1. be a publicly available document that is published by a government department
2. be a public-facing document that is written for the public to read
3. be an externally facing document (i.e. not written for internal management purposes)
4. be a strategic document that contains long-term thinking (i.e. it sets out the approach (the means) and the purpose (the ends) of the strategy)
5. be a national document (i.e. it excludes local and regional strategies)
6. be a document that looks out at least two years or more, and
7. not be a corporate document (i.e. not a statement of intent, a four-year plan or an annual report.

A document will be excluded if it does not meet the definition of a GDS above. We contact the relevant department and explain why it does not meet the definition. Question 1 below explains the process for excluding a document from the GDS Index and gives some examples. See Appendix 4 for the full list of GDSs rejected from the *2023 GDS Index*. Please note, when discussing a specific GDS in the *2023 GDS Index*, the Institute's protocol is to include the GDS number in square brackets. As noted, titles are not always consistently used by departments so this protocol ensures there is no doubt as to what GDS the Institute is referring to.

Technical questions with practical examples

1. How does the Institute deal with strategies that do not meet the definition of a GDS?

   Before accepting a document as a new operational GDS, we check its publication and operational dates to ensure they align with the year for which the analysis is carried out. For example, a new GDS published in January 2024 will be excluded from the *2023 GDS Index* as it is past the cut-off date for this particular GDS Index update.

   When assessing GDSs, the Institute came across some documents that appeared to be GDSs but did not meet the criteria. An example is Land Information New Zealand's (LINZ's) *Biosecurity and biodiversity strategy*. This document did not meet criterion 1 of the definition as it is not 'a publicly available document'. It was evident that this strategy was only available by request, therefore was not designed by the department to be public-facing.

   If it is unclear whether a document is a GDS (as defined by the Institute), it is placed in a separate folder for further review. If a document is deemed not to be a GDS, an explanation is provided to the respective government department via email and is included on the Institute's OIA correspondence schedule.

   Documents that are required to be produced every year are also not included in the McGuinness Institutes's GDS definition. Examples include national policy statements, statements of intent (SOIs), performance improvement framework reviews (PIFs), briefings to the incoming Minister (BIMs) and long-term insights briefings (LTIBs). 'Regulatory stewardship documents' also fall into this category with three exceptions: DIA's [GDS04–08] *Regulatory Services Group Strategy*; LINZ's [GDS09–03] *Regulatory Stewardship Strategy*; and MBIE's [GDS15–14] *Regulatory Systems Stewardship Strategy* (see reason on p. 18).[4]

   In the *2023 GDS Index*, a slight exception to criterion 1 was made. [GDS03–04], [GDS17–09], [GDS19–34], [GDS21–01], [GDS22–02], [GDS23–13], [GDS27–02] and [GDS28–02] *Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence* (December 2021), jointly held by several departments, was identified as a GDS even though it was produced by Te Puna Aonui, an Interdepartmental Executive Board (IEB).

We consider this to be a GDS as the departments are members of the IEB and thus share a responsibility for not only the implementation of the strategy, but the strategy itself.

2. How are strategy documents that are related treated?

Some government departments have GDS packages that comprise multiple interconnected documents, such as a broader strategy document and related action or implementation plans. Where the documents are so intertwined it would be inappropriate to treat them as separate, these have been combined and considered as one strategy, where practicable, to avoid giving undue weight to the package or making unfair assumptions if departments separate their GDS across several documents.

In the *2023 GDS Index*, there were 12 documents that consisted of more than one document (see list in Appendix 6). For example, [GDS11–04] and [GDS20–06] *Fale mo Aiga – Pacific Housing Strategy 2030* (November 2022) and *Fale mo Aiga – Pacific Housing Action Plan 2030* (November 2022) were treated and scored as one strategy, as the Ministry for Pacific Peoples (MPP) intended the two documents to be read together. In contrast, the Ministry of Health's (MOH's) [GDS19–08] *He Korowai Oranga – Māori Health Strategy* (June 2014) and [GDS19–27] *Whakamaua – Māori Health Action Plan 2020–2025* (July 2020) have not been merged and instead are treated as separate strategies. This is due to the length of time between the publication of the two strategies and the content of [GDS19–27] *Whakamaua – Māori Health Action Plan 2020–2025* (July 2020) being detailed enough to warrant standing on its own.

Action and implementation plans can still be considered GDSs if they meet the Institute's GDS criteria: in particular, if they contain long-term thinking and set out the means (the strategy) and the ends (the purpose). See the example from the Ministry of Health directly above for an action plan that has been considered a stand-alone GDS.

When merging interconnected GDS documents:

- Each must individually meet the GDS criteria as a stand-alone document.
- The documents must clearly be related to the same strategy, i.e. they were released under the same project name and the supporting document references the main strategy document.

From a public good perspective, as much information as possible on actions and implementation is good practice, as it enables the public to understand, review and assess the department's intentions and later its success. It also ensures there is an opportunity for future policy analysts, politicians and interested parties to understand how theory translated into practice and to learn the lessons of what worked and what did not.

3. How is a jointly held GDS treated?

In the *2023 GDS Index*, 37 of the 230 GDSs in operation are jointly held by two or more government departments (see list in Appendix 7). The term 'jointly held' is defined in the glossary. As in the previous *2021 GDS Index*, we have treated jointly held GDSs as being held by each department separately (i.e. a GDS owned by three departments is treated as three GDSs). Although this means more weight is put on jointly held GDSs, it allows for more accurate GDS comparison across departments and sectors.

4. What happens when a department is disestablished?

The Institute notes that the department was disestablished and checks to ensure that none of its GDSs have been passed on to another department. An example of this is the Canterbury Earthquake Restoration Authority (CERA).[5] CERA was disestablished on 18 April 2016, and therefore is excluded from our analysis. When this agency was disestablished its GDSs were not transferred to any other agency.

5. What happens when a new department is established between GDS Index updates?

The Institute adds this department into the analysis. For example, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency was established by the State Sector Order 2017 (Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency) on 11 December 2017, and therefore qualified for the *2018 GDS Index* and *2021 GDS Index*.

The Ministry for Regulation, established on 1 March 2024 by the Public Service (Ministry for Regulation) Order 2024 (SL 2024/5), and the Social Investment Agency, established on 1 July 2024 by the Public Service (Social Investment Agency) Order 2024 (SL 2024/73), were excluded from the *2023* GDS *Index* as these departments were established after the cut-off date for this particular index.

6. What happens if there is more than one GDS in a document?

If a government department publishes two GDSs in one document but indicates in their OIA response that these are two distinct GDSs, they are treated as two separate GDSs. These GDSs may have been combined in one document because they were part of the same work programme, or for another reason unknown to the Institute. For example, in 2014, the Ministry of Business, Innovation and Employment (MBIE) specified two separate GDS documents in their response table, but the two documents were attached in a single PDF. These documents were *Energy Strategy* (August 2011) and *Energy Efficiency and Conservation Strategy 2011–2016* (2011), and as stated, were analysed as two separate GDSs. Both GDSs were archived in the *2023 GDS Index*.

7. How is this information ordered?

Excel spreadsheets and hard copy folders of departments are ordered alphabetically, consistent with the order of departments in Schedule 2, Part 1 of the Public Service Act 2020 (see Appendix 3).

Each time the GDS Index is updated, an updated version of Schedule 2, Part 1 of the Public Service Act 2020 is used. This is the record of which government departments exist.

8. Which government departments are included?

This is one of the first steps that needs to be taken before sending out Official Information Act requests, as this determines the full list of departments to be contacted. To determine this list, the Institute did the following:

(i) Visited legislation.govt.nz.

(ii) Searched for the Public Service Act 2020.

(iii) Clicked on the 'versions and amendments' tab on the upper right-hand side.

(iv) Ensured the version that they were viewing (as indicated with brackets) was the appropriate one for the time period of the GDS Index update.

(v) Downloaded the PDF of this version.

(vi) Printed Schedule 2 and used this as the copy for determining the list of existing government departments.

(vii) Alternatively, if a historic version of the legislation was sought, found the appropriate version and downloaded the PDF of this version.

9. How does the Institute check whether a GDS has been updated or replaced?

If the original strategy and the updates are not substantially different and follow a similar approach, the update is not treated as a new GDS. For the purposes of the GDS Index, the original publication date is treated as the publication date in all cases. In cases where a strategy is significantly different from its predecessor, this is often indicated by a change in year (e.g. the Government Communications Security Bureau (GCSB) and New Zealand Security Intelligence Service's (NZSIS's) *Diversity and Inclusion Strategy 2017–2020* was archived and replaced by the *Diversity & Inclusion Strategy 2021–2025* [which has since been archived, due to being solely internally-facing, see Appendix 5]). On the other hand, the Department of the Prime Minister and Cabinet's (DPMC's) [GDS05–05] *Countering Terrorism and Violent Extremism Strategy* was first published in February 2020 and was then updated in June 2021 and October 2022, hence the update published in October 2022 is the current GDS in operation.

10. What happens if a GDS has been archived by a department before a replacement strategy is made public?

If a new strategy replaces an archived strategy, there may be a time gap between the original strategy being archived and its replacement being published. In all cases we follow the directive of the OIA response from the department as to whether the GDS is operational for the purposes of the GDS Index. For example, LINZ advised in November 2018 that their GDS *Understanding Our Geographic Information Landscape: A New Zealand Geospatial Strategy: A Coordinated Approach to Location Information* (published in January 2007 and listed in the *2015 GDS Index*) was no longer current. They also advised that it had been taken down from the LINZ website (with work under way on a replacement). It was therefore not listed in the *2018 GDS Index*.

11. If a GDS is published as a web page (not in a PDF format) and is not dated, does it meet the Institute's GDSs definition?

Yes, while ideally a GDS should be a position 'statement' or a 'report' at a fixed point of time, GDSs published as web pages have been included in the *2023 GDS Index* and will be in future Indexes. As stated in Section 1.2, this is due to the increase in GDSs being published as web pages on departments' websites. (This also allows for Cabinet papers that have been published on departments' websites to be included.) GDSs published as web pages were previously not included in the *2018 GDS Index* and the *2021 GDS Index* for the following reasons: website content can be changed easily; there is less accountability and ownership (e.g. often they are not signed and/or the author is unclear); and less publication information (e.g. date, ISBN etc.) is given.

12. How does the Institute determine if a GDS is internally or externally facing?

A strategy is considered internally facing if it is focused on the operations of the department that are specific to the department's staff or resources. An externally facing strategy is considered to be focused on subject matter outside of the department.

For example, the GCSB and NZSIS's *Diversity and Inclusion Strategy 2021–2025* (July 2021) is focused on creating a diverse and inclusive workforce and therefore is considered internally facing. As a result, it has been removed from the *2023 GDS Index*. In contrast, MOH's [GDS19–31] *Data and Information Strategy for Health and Disability | He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki* (November 2021) is externally facing as it considers how data and information is collected and managed in order to create better outcomes for the health and disability sector.

13. When are strategy documents not considered to be a GDS, and therefore excluded from the GDS Index?

The Institute acknowledges GDSs are not the only instruments used by government to bring about change. Examples include:

- Government work programmes: A few departments set out a programme of action. In some instances, programmes of action do not meet the fourth and sixth criteria as they do not contain long-term thinking or look out at least two years or more. For example, the *Carbon Neutral Government Programme* was established to 'show leadership to reduce the Government's own emissions and demonstrate what is possible to other sectors of the economy'.[6] Documents published under the Carbon Neutral Government Programme typically function as guidelines, not strategic documents that set out the means and the ends. For this reason they do not meet criterion 4, and although sometimes they do contain the overall objectives of the Carbon Neutral Government Programme, they do not contain steps to get there.
- Government priorities: A general discussion on government priorities can be found in the Speech from the Throne (every three years), the Budget Policy Statement (usually in November or December) and the Budget Speech (usually in May or June). These do not meet criterion 1 as they are not produced by a government department.

- Cabinet strategy documents: Cabinet can issue strategy documents independent of departments, often proactively released Cabinet minutes. However, these do meet criterion 1, provided they are later published by a government department, for example, [GDS13–10] *Nationally Determined Contribution Strategy* (October 2023).
- Political manifestos: A few instruments guide goals and decision-making from outside of government, for example election manifestos. These do not meet criterion 1 as they are not produced by a government department.

To illustrate how GDSs have been selected, practical examples are explained in detail below:

Example 1: When are similar types of documents treated differently?

There are a number of regulatory stewardship plans that are published by Government. In the *2021 GDS Index*, the Department of Internal Affairs' (DIA's) [GDS04–08] *Regulatory Services Group Strategy* (July 2021) was added while the Ministry of Transport's (MOT's) *Transport System Regulatory Stewardship Plan 2019-2022* (2019) was excluded. The earlier document was included because of its strategic content and long-term thinking, whereas the latter was excluded because it contained very little strategic content and was more operational in nature.[7]

Example 2: When is a document a new GDS or just a minor change to an existing GDS?

In the *2014 GDS Index*, the Ministry for the Environment's (MFE's) strategy *New Zealand's National Implementation Plan under the Stockholm Convention on Persistent Organic Pollutants* (2006) was added. In 2018, MFE published *New Zealand's updated national implementation Plan under the Stockholm Convention on Persistent Organic Pollutants* (2018). The latter was treated as a minor change to an existing strategy. This is because the Institute was informed by MFE that the document was intended to be read alongside, and to support, the existing GDS. However, MFE advised that [GDS13–08] *New Zealand's Updated National Implementation Plan under the Stockholm Convention on Persistent Organic Pollutants 2022* (December 2022) should be added to the *2023 GDS Index* as a standalone strategy.

The Ministry for Primary Industries' (MPI's) *Biosecurity 2025 Implementation Plan* (2018) was excluded from the *2021 GDS Index* because it supports an existing GDS, [GDS12–08] *Biosecurity 2025 Direction Statement* (November 2016). This will no doubt be reviewed by MPI when the next index is undertaken.

Example 3: What if the duration of a strategy is exactly two years?

MFE's *Sustainability Strategy* (2020) has a duration of exactly two years (July 2020 to June 2022) and was therefore included in the *2021 GDS Index*.

Example 4: What if one document contains two strategies?

MBIE's *Developing our Energy Potential* (2011) was included in the *2014 GDS Index*. This document contained both the *Energy Strategy 2011–2021* (2011) and the *New Zealand Energy Efficiency and Conservation Strategy 2011–2016* (2011). For the *2021 GDS Index*, the earlier strategy was operational, whereas the latter was archived. MBIE indicated that the two strategies should be treated as separate GDSs, hence only the *Energy Strategy 2011–2021* (2011) was included in the *2021 GDS Index*. The *Energy Strategy 2011–2021* (2011) has since been archived in the *2023 GDS Index*.

Example 5: What if two documents are published that together make up one strategy?

Some government departments have GDS packages that comprise multiple interconnected documents, such as a broader strategy document and related action or implementation plans. Where the documents are so intertwined it would be inappropriate to treat them as separate, these have been combined and considered as one strategy where practicable to avoid giving undue weight to the package or making unfair implications if departments separate their GDS across several documents (see example in Question 2 on p. 15).

When merging interconnected GDS documents:

- Each must individually meet the GDS criteria as a stand-alone document.
- The documents must clearly be related to the same strategy, i.e. be released under the same project name with the supporting document referencing the main strategy document.

Example 6: What happens if a jointly held document is no longer held by one of the departments?

It is archived. For example, the *Tertiary Education Strategy 2014* was jointly held by MBIE and MOE in the *2018 GDS Index,* but then became solely held by MOE in the *2020 GDS Inde*x. In this case, MBIE's GDS was archived in the *2020 GDS Index* (see Appendix 9, row 219).

Example 7: When is a regional strategy considered a strategy of national significance?

The Department of Conservation's (DOC's) [GDS02–02] *Subantarctic Islands Research Strategy* (May 2005) was included in the *2014 GDS Index*. Despite only being a regional strategy (criterion 5), the GDS has national significance as it is designed to guide 'researchers to indicate the types of research that DOC currently considers will be useful for wise and effective management of this internationally significant group of islands' (p. 12 of the GDS).

Example 8: What if a GDS remains on a department's website as operational after the Institute has been advised it should be archived?

The Ministry of Foreign Affairs and Trade's (MFAT's) *Opening Doors to China: New Zealand's 2015 vision, ASEAN Partnership: One pathway to ten nations* and *Advancing with Australia: New Zealand Inc Australia strategy* were initially treated as archived. However, when preparing the *2021 GDS Index,* researchers noticed that these strategies were still available from MFAT's website. Given our definition, they were treated as operational for the *2021 GDS Index*. This was a difficult situation but we believe that as an independent person would have considered these active, the Institute should also treat them as active. As there was no record of them on the MFAT website in 2023, they were removed from the *2023 GDS Index*.

2.3 Worksheets

The following worksheets describe how the GDS Index is created. Briefly, the Institute creates (with the help of government department officials) a list of all GDSs (as at the specified date). Of these, only the operational GDSs are scored against the Transparency Scorecard. For transparency, we have included a set of worksheets that our staff use to carry out this work. The worksheets are written in such a way that the process can be repeated by future McGuinness Institute staff.

- Worksheet 1: How to create the OIA Excel
- Worksheet 2: How to create the Master Excel
- Worksheet 3: How to create the Transparency Scorecard Excel
- Worksheet 4: How to determine which sector a department belongs to
- Worksheet 5: How to search statements of intent and annual reports
- Worksheet 6: How to create the legislation folder
- Worksheet 7: How to search within GDSs for mention of the term 'Act'
- Worksheet 8: How to update the operational GDS table on the McGuinness Institute website

2.4 Review of processes (scoring of sub-elements)

Every time the Institute undertakes the scoring process, we review it in order to improve our processes.

The only significant change in process between the *2021 GDS Index* and the *2023 GDS Index* was using one reviewer rather than two (see Section 3.3).

2.5 Assumptions and limitations

The GDS analysis has three general limitations:

1. The Transparency Scorecard is designed to examine the content of the strategy document. Therefore, no judgement is made in regard to the quality of the problem definition (i.e. whether the strategy is appropriate given the current policy landscape), the cleverness of the strategic approach or how the strategy is envisaged to be implemented.
2. The Transparency Scorecard does not review whether the strategy has been implemented and what outcomes actually resulted from its implementation. Although an important exercise, this question is beyond the scope of the analysis, as the resources required to carry this out would be beyond those of the Institute.
3. The Institute is highly reliant on the accuracy of the government departments' OIA responses.

Specific limitations of the analysis include:

- The GDS Index relies on the OIA responses from each department being consistent and accurate. Although the Institute has attempted to correct clear inconsistencies and gaps where possible (e.g. confirming jointly held GDSs were co-owned by each of the listed departments), we have not sought to further verify the responses beyond this.
- Four GDSs were added to the list after the *2021 GDS Index* and deleted before the *2023 GDS Index* as departments indicated that the GDS was no longer operational (i.e. in between GDS Index updates). To keep track of these GDSs, a comprehensive list is provided in Appendix 9.
- The Transparency Scorecard did not analyse the drafting history of the GDS and whether this included consultation and engagement with the public. It did not look at the extent to which the public collaborated in its vision or outcomes.
- A level of judgement was necessary when carrying out the analysis of GDSs against the Transparency Scorecard. Similarly, setting the elements themselves and the values attributed to each sub-element was a wholly subjective exercise based on the Institute's position on what makes a strategy 'good'. Therefore, others who undertake a similar analysis may reach different results due to using a different metric or differences in the values awarded to each sub-element.
- The reviewers' judgements as to the accessibility of the GDS to public servants and the public (featured in the three qualitative questions at the bottom of each scoring form) may not be agreed upon by all. These judgements reflect the opinion of the Institute's reviewers, and as such they are subjective. The reviewers strove, however, to take a moderate, neutral and representative approach in their answers.
- Where departments did not have publicly available strategic documents (the statement of intent or annual report), the analysis under element 6 (Alignment and Authority) was limited, as the reviewers could not assess the integration of the GDS with the missing strategic document. In this case, the missing sub-element was given a score of 0. This occurred twice in both the *2021 GDS Index* and *2023 GDS Index*.

- We have, as a policy, not removed older GDSs from any GDS Index on the grounds that they no longer meet the criteria today. For example, MOH's [GDS19–07] *Care Closer to Home* (February 2014) was included in the *2014 GDS Index*; however, if it was reviewed for inclusion for the *2021 GDS Index* it would have been excluded on the basis it does not contain adequate strategic thinking (criterion 4). It was included in the *2014 GDS Index* because of the following statement: 'This booklet highlights some of the many initiatives that our health professionals are undertaking with the aim of providing better, integrated health care closer to home for all New Zealanders' (p. 5 of the GDS).

As our intention is to provide comprehensive analysis of GDSs published over the last 30 years, the Institute welcomes feedback on this working paper and the *2023 GDS Index*.

3.0 Scoring

3.1 Nature of subject matter (narrow or wide scope)

Each GDS has been grouped into one of two categories to reflect the extent to which its subject matter is narrow or wide in scope. Generally GDSs with a wide scope tend to be more strategic and high-level than narrow scope strategies. For example, a wide scope might include a discussion on a range of demographics or species, and/or cover a generalised topic (e.g. seabirds, climate change). In contrast, a narrow scope might be very specific (e.g. the hoiho penguin or syphilis). Furthermore, a GDS with a focus on the wellbeing of all New Zealanders (which would be considered to have a wide scope) may lead to the development of a more specific strategy, such as one that focuses on the wellbeing of New Zealanders in aged care (considered a narrow scope).

The purpose of this information is so the reader can quickly appreciate the scope of the strategy, and the Institute can draw a distinction between the types of strategies the government has in operation. See the *2023 GDS Index Handbook* for the results.

3.2 Climate (climate intelligence)

Part A – Extent of response

Each GDS has been grouped into one of four categories to reflect the extent to which it discusses climate change impacts and delivering better climate outcomes. See flow chart in Figure 2.1 (overleaf).

Stage 1: Does the GDS contain specified terms?

Each active GDS was searched for: 'climate'; 'carbon'; 'emit'; 'emissions'; 'nationally'; and 'NDC'. The previous *paper, Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 202*1, only searched 'climate', but this was broadened to include other climate-related terms. GDSs that did not contain these terms were labelled 'No mention'.

Stage 2: If yes, do the specified terms relate to climate change?

Remaining GDSs were reviewed to check if the terms related to climate change or another context (e.g. economic 'climate'). If they did not relate to climate change, the GDS was labelled 'No mention'.

Stage 3: If yes, does it discuss climate change impacts and how to deliver better climate outcomes?

Remaining GDSs were reviewed to check if they discussed climate change impacts and how they hope to deliver better climate outcomes. GDSs that did not consider this were labelled 'Mention only'.

Stage 4: If yes, is it detailed, specific and measurable?

The remaining GDSs were then reviewed to determine whether the strategy contained a detailed discussion of climate change impacts and how it would deliver better climate outcomes. GDSs that did (e.g. a strategy with several specific and measurable next steps) were labelled 'Detailed response' and those that did not (e.g. a strategy that plans to do more research or planning with no real detail) were labelled 'Basic response'.

Note: 'Mention only', 'Basic response' and 'Detailed response' replace the 'Implicit' and 'Explicit' categories found in *Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 202*1. This change has been made to better distinguish the wide variety of GDSs that previously fell within the 'Implicit' category and focuses the analysis on how departments are responding.

Part B – Focus of response

Stage 1: What is the focus of the response?

Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021 distinguished individual action points from each GDS. Given the ambiguous and subjective nature of that process, we have instead decided to determine the focus of each response.

Because some level of climate change is unavoidable, a response's focus can be on:

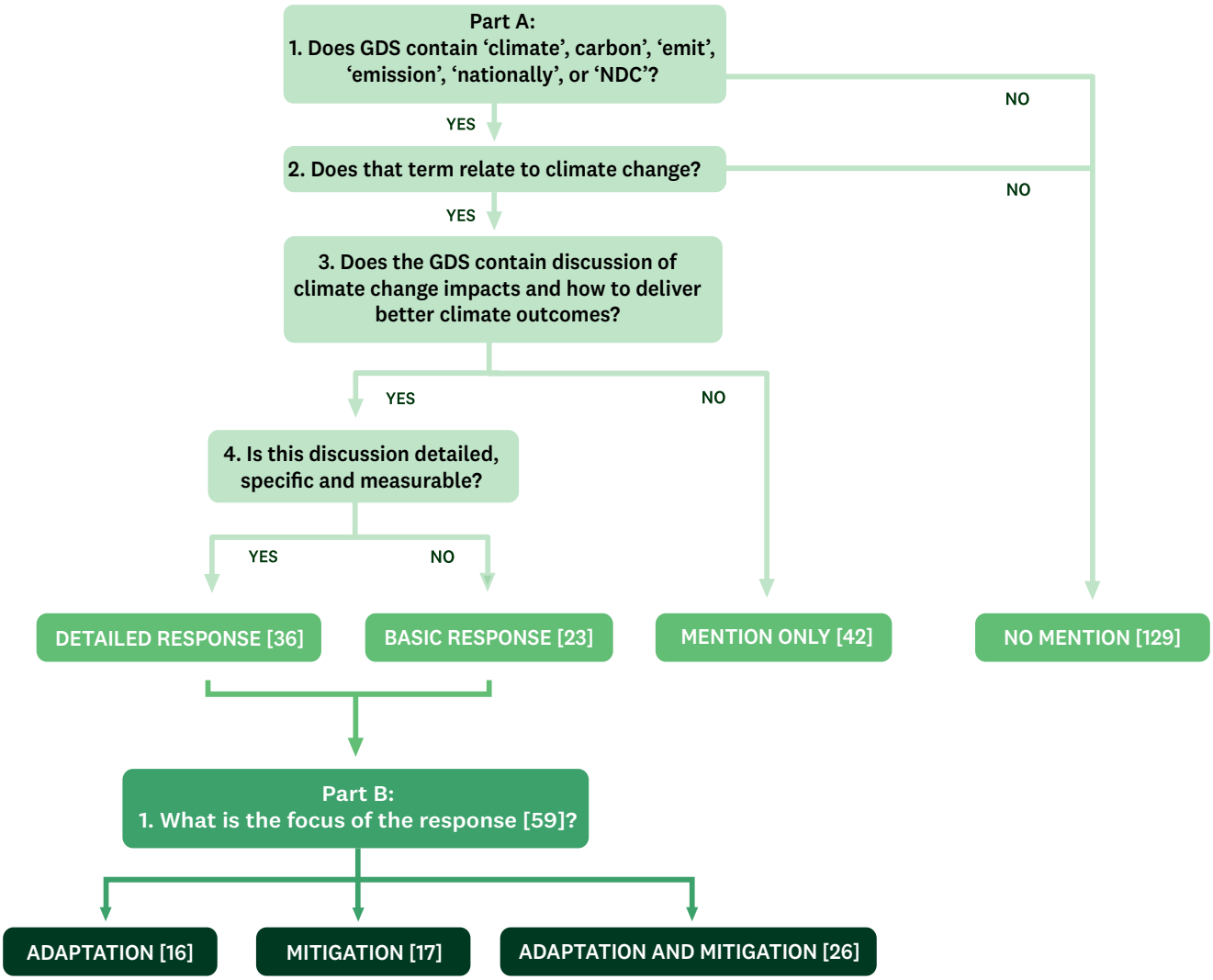
1. Adaptation: adjusting to the actual or expected future climate (e.g. preparing for negative impacts, like sea level rise and extreme weather events, or taking advantage of opportunities, like longer growing seasons in some areas); and/or
2. Mitigation: reducing the greenhouse gases flowing into the atmosphere (e.g. reducing greenhouse gas sources, like burning fossil fuels, or enhancing the 'sinks' that accumulate and store these,
like the oceans, forests and soil).

Categorising departments' responses as 'adaptation', 'mitigation' or 'adaptation and mitigation' has allowed us to make meaningful comparisons between responses and will allow us to analyse future trends in this area.

The 59 GDSs that set out the departments' responses (i.e. labelled 'Basic response' or 'Detailed response' in Part A) were then assigned to one of the following categories based on their focus:

- Adaptation: responding to the effects of climate change (e.g. moving from impacted areas).
- Mitigation: responding to the cause of climate change (e.g. reducing emissions).
- Adaptation and mitigation: responding to both the cause and the effects of climate change.

Figure 3.1: Climate intelligence flow chart



3.3 Designing and applying the Transparency Scorecard

The Transparency Scorecard was devised to assess each GDS document. This is largely a product of a discussion held on GDSs on 1 October 2014. These ideas were further explored in December 2014. We would like to thank the following people for their additional insights which helped the Institute develop the elements, structure and questions contained in the Transparency Scorecard: Professor Stephen Cummings, Director of The Atom Innovation Space, Victoria University; Patrick Nolan, Productivity Commission; James Palmer, Deputy Secretary Strategy, Ministry for the Environment; Rodney Scott, State Services Commission and Treasury; and Simon Wakeman, Productivity Commission.

Strategy Builder: How to create and communicate more effective strategies (2015), by Stephen Cummings and Duncan Angwin, proved extremely useful when assessing the elements to be used and developing the sub-elements.[8]

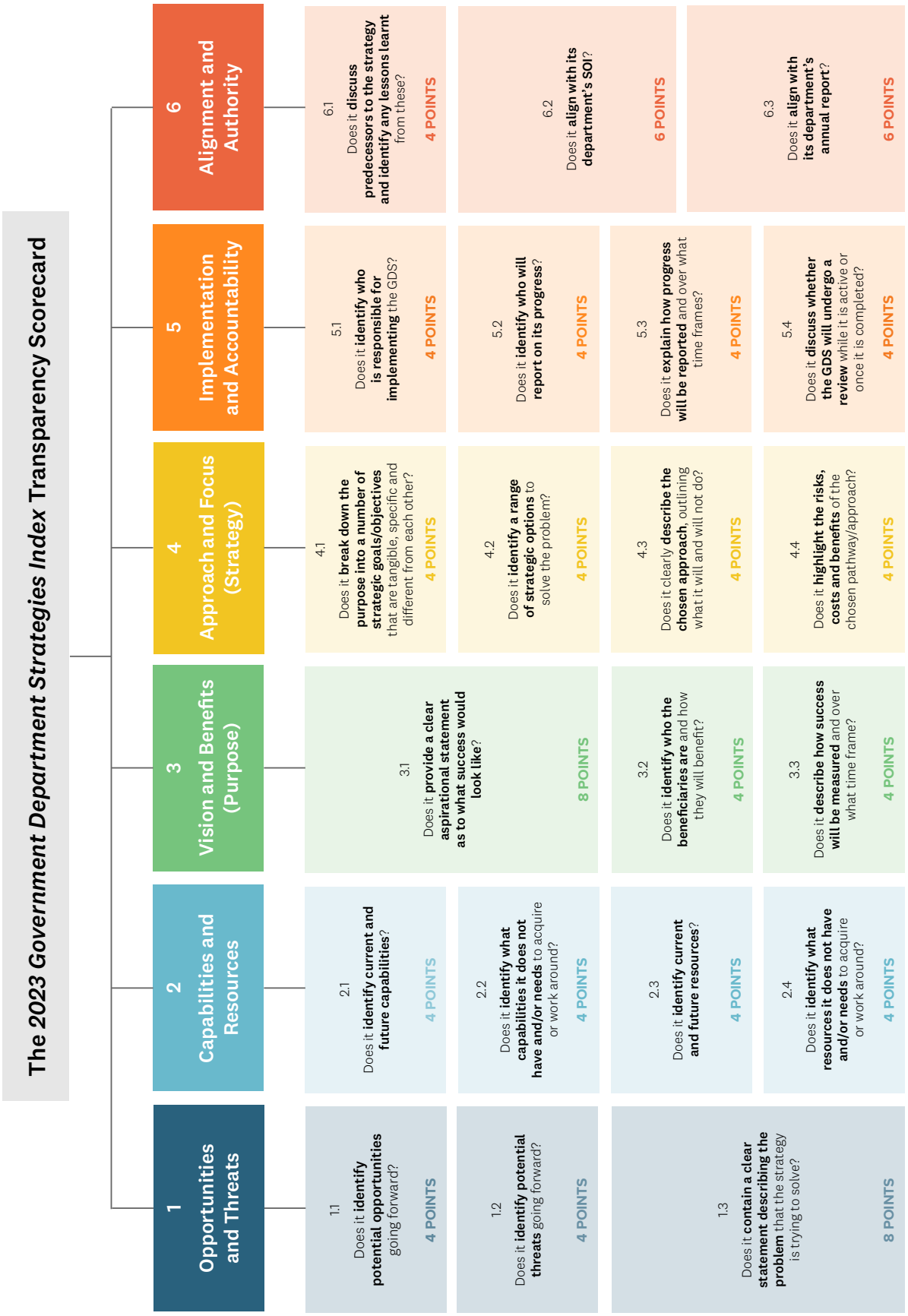
Description of the elements:

The order of elements in the Transparency Scorecard does not reflect the final order in the published GDS; it represents the order in which we formulate the GDS (see Figure 3.2 and 3.3 below).

Figure 3.2: The six elements

Element 1: Opportunities and Threats	Opportunities and Threats asks 'what is the external environment?' and is largely the second part of a standard 'SWOT' analysis – the first part being 'strengths and weaknesses'.
Element 2: Capabilities and Resources	Capabilities and Resources asks 'what are the internal strengths and weaknesses?' Capabilities refers to soft skills (including existing relationships and in-house expertise) while resources refers to physical hardware (including physical and financial assets). Capabilities and Resources is considered by the Institute to be a better metric than the standard 'strengths and weaknesses' analysis. 'Strengths and weaknesses' as a category is too narrow and would not necessarily lead reviewers to think about whether or not the department understood its available (or lacking) resources and capabilities when drafting the GDS.
Element 3: Vision and Benefits (Purpose)	Vision and Benefits asks 'what is the purpose of the strategy?' and concerns the vision and the value-proposition that the strategy, if implemented, might deliver.
Element 4: Approach and Focus (Strategy)	Approach and Focus asks 'what choices and trade-offs have been made?' and directly concerns the strategic approach itself and the strategic choices that have been made.
Element 5: Implementation and Accountability	Implementation and Accountability asks 'who is responsible for what?' and concerns how progress will be reported and whether the GDS will be reviewed when completed, expired or updated.
Element 6: Alignment and Authority	Alignment and Authority asks 'how does it align with the machinery of government?' and is relatively unique to government; in contrast, the other five elements are applicable in both the private and the public sector.

Figure 3.3: The six elements and 21 sub-elements in the Transparency Scorecard



To score the GDS, points are allocated to each sub-element on the Transparency Scorecard. In the *2023 GDS Index* there are 21 sub-elements. Seventeen sub-elements were allocated four possible points, two sub-elements were allocated six possible points (6.2 and 6.3), and two sub-elements (1.3 and 3.3) were allocated a possible eight points. This weighting is based on the importance of the sub-element. The highest possible total score in the Transparency Scorecard is 96 points.

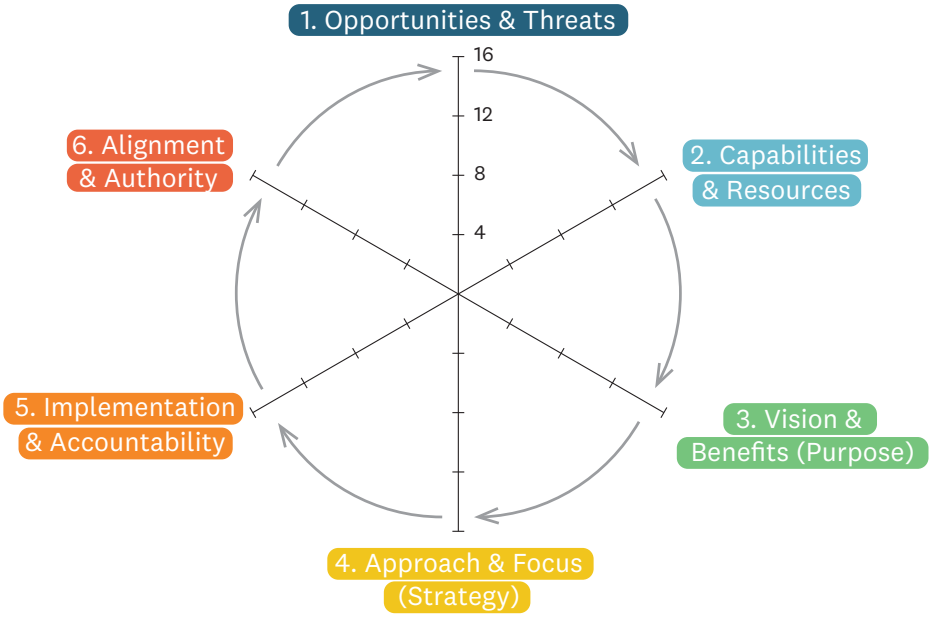
In 2021, one sub-element was removed: sub-element 6.3 of element 6: Alignment and Authority. This was because four-year plans are no longer required.[9] This is a change from earlier scorecards (which featured 22 sub-elements).

To score element 6: Alignment and Authority, reviewers searched in other corporate documents, as well as the actual GDS, which was searched to see whether previously published GDSs were mentioned (vertical alignment). Reviewers also assessed whether the GDS was mentioned explicitly (i.e. by title) or implicitly in two corporate documents (horizontal alignment). Implicit mentions meant that key words related to the GDS were mentioned. These were determined through an additional read of the strategy document to distinguish key themes that the strategy document might discuss. For example, the Department of Corrections did not specifically mention its GDS [GDS03–02] *Our alcohol and other drug strategy* (October 2021) in its *Statement of Intent 2021–2022*. However, the *Statement* did mention 'alcohol and other drugs', and therefore the GDS was considered to have been implicitly mentioned.

Formulation of the conceptual framework

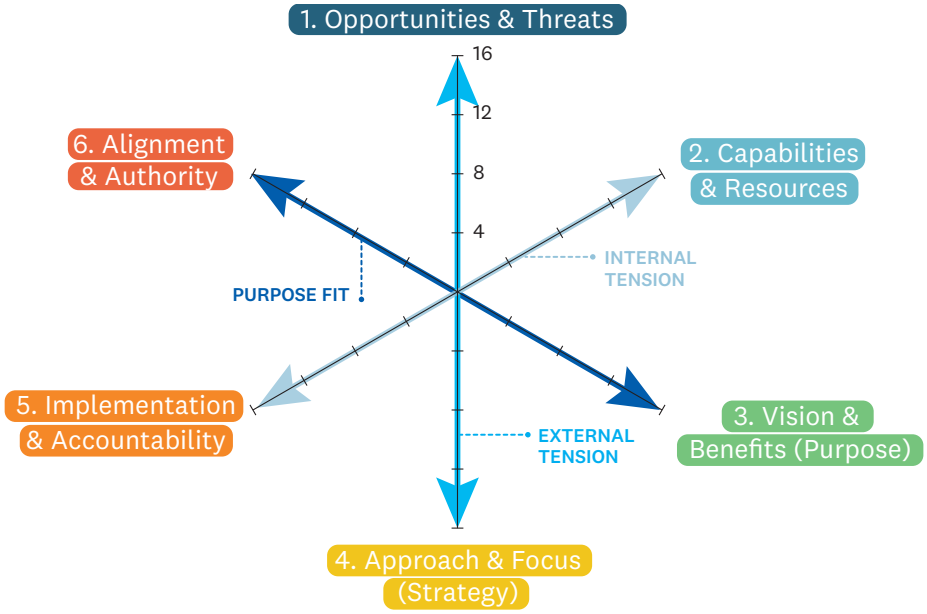
The elements in the Transparency Scorecard are in the sequence that is often used to create a strategy, starting with Opportunities and Threats. This is shown by the arrows in Figure 3.4.

Figure 3.4: The logical sequence to create a GDS



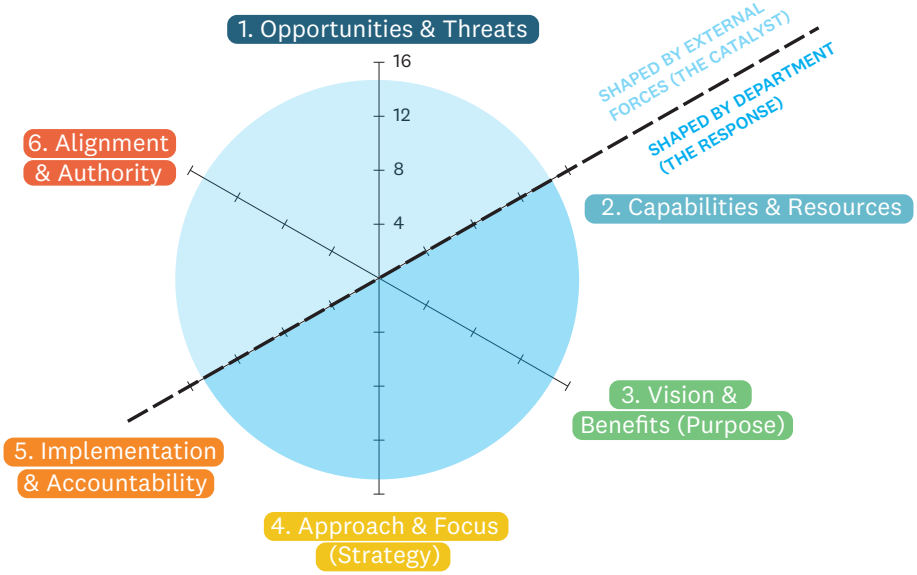
There are some tensions that naturally exist between elements. These help to optimise strategy design. This is illustrated in Figure 3.5. The 'External Tension' calls for the strategy to balance and match the GDS's Approach and Focus with its scoping of the external environment in Opportunities and Threats. The 'Internal Tension' calls for the strategy to match Capabilities and Resources with Implementation and Accountability. Lastly, the 'Purpose Fit' calls for the strategy to bring into line the Purpose, Vision and Benefits with the Alignment and Authority requirements.

Figure 3.5: The three natural tensions between elements to optimise strategy design



It is also important to recognise that government departments have little control over certain aspects of the landscape in which they operate. Their task is therefore to learn and respond to the environment and use their skills, patience and commitment to shape outcomes over the long term. The dashed line in Figure 3.6 delineates the elements that are more or less under a department's control: Elements 1 and 6 are generally outside the department's control.

Figure 3.6: Understanding what departments can control



Changes to the 2023 Transparency Scorecard

Other than a few small edits, there were no changes to the 2023 Transparency Scorecard. However, there was a change in the scoring process, see Table 3.1 opposite, and Figures 3.7 and 3.8. The reviewers, indicated in Table 3.1 below, are young New Zealanders with backgrounds in economics, law, finance and public policy. They are, in practice, the ideal audience for GDS documents – they have minimal preconceived biases about government departments and their policies, but are interested in effective public policy.

Table 3.1: GDS Index reviewers 2014–2023

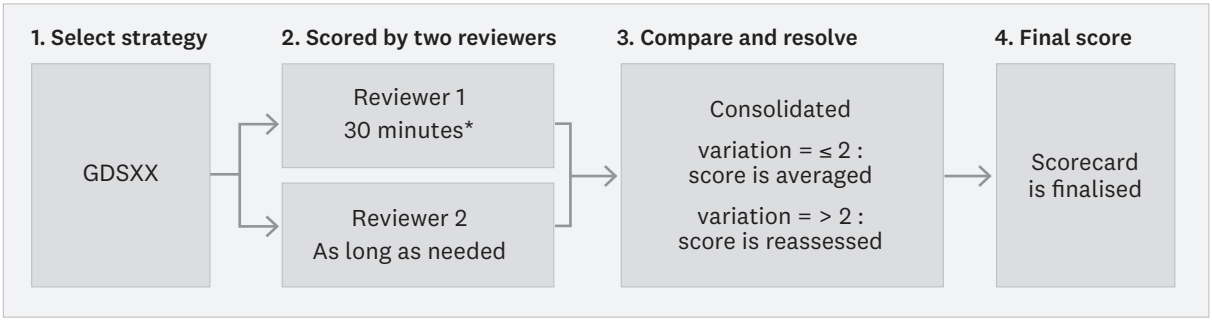
Reviewer	*2014 GDS Index* (as at 30 June 2014)	*2015 GDS Index* (as at 30 June 2015)	*2018 GDS Index* (as at 31 December 2018)	*2021 GDS Index* (as at 31 December 2021)	*2023 GDS Index* (as at 31 December 2023)
Reviewer 1 30 minutes	George	Madeleine	Madeleine	Gemma*	Eilish/Paddy
Reviewer 2 As long as needed	Madeleine	Karri	Wei Kai	Thomas*	–

*Note: With assistance from Eilish and Paddy.

Between 2014 and 2018, scores were often carried forward. This was on the basis that at least one reviewer had been involved in each of the three initial indexes and the time between reviews was not significant. However, in 2021, given it was seven years since some GDSs were scored, it was timely for all GDSs to be rescored.

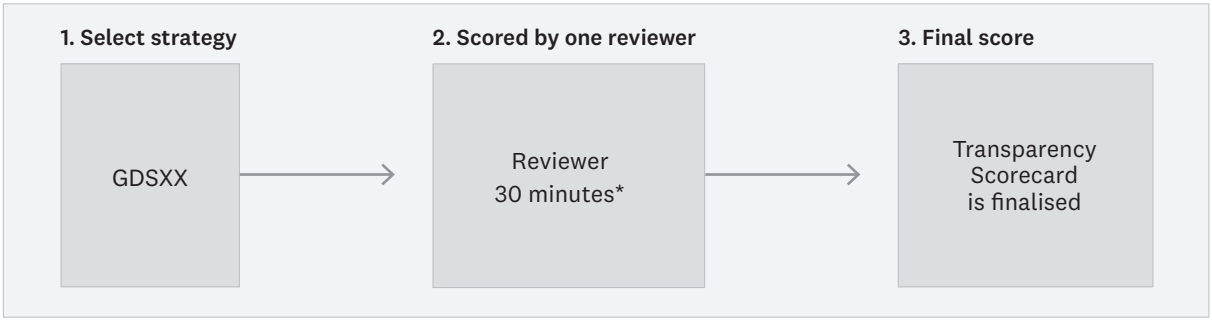
In the *2023 GDS Index*, the scores from the *2021 GDS Index* were carried forward and only the additions were scored.

Figure 3.7: 2021 Transparency Scorecard scoring method



*Note: 20 minutes reading the GDS, and 10 minutes scoring.

Figure 3.8: 2023 Transparency Scorecard scoring method



*Note: 20 minutes reading the GDS, and 10 minutes scoring.

For the *2023 GDS Index*, only one reviewer was used. This resulted in some changes to the scoring process that was previously used, particularly: the scoring form was used only once; only physical copies of each GDS were used during the scoring process (with soft copies marked up later to evidence points); and the third party review of the Excel scoresheet did not occur as there were no variations to average or reassess (i.e. scores did not need comparing or resolving).

GDS scores from the *2021 GDS Index* were carried forward (where GDSs were still active). To ensure a consistent standard of scoring was maintained, the *2023 GDS Index* reviewer scored a random selection of GDSs from the *2021 GDS Index*, and the results were cross-checked by a third party for any inconsistencies. It was very helpful that Eilish and Paddy had been involved in both the 2021 and 2023 indices.

Abbreviations

CLO	Crown Law Office
Corrections	Department of Corrections
DIA	Department of Internal Affairs
DOC	Department of Conservation
DPMC	Department of the Prime Minister and Cabinet
ERO	Education Review Office
GDS	Government department strategy
GCSB	Government Communications Security Bureau
HUD	Ministry of Housing and Urban Development
IRD	Inland Revenue Department
LINZ	Land Information New Zealand
MBIE	Ministry of Business, Innovation and Employment
MCH	Ministry for Culture and Heritage
MFAT	Ministry of Foreign Affairs and Trade
MFE	Ministry for the Environment
MOD	Ministry of Defence
MOE	Ministry of Education
MOH	Ministry of Health
MOJ	Ministry of Justice
MOT	Ministry of Transport
MFW	Ministry for Women
MPI	Ministry for Primary Industries
MPP	Ministry for Pacific Peoples
MSD	Ministry of Social Development
NZCS	New Zealand Customs Service
NZSIS	New Zealand Security Intelligence Service
OT	Oranga Tamariki—Ministry for Children
PSC	Public Service Commission
SFO	Serious Fraud Office
StatsNZ	Statistics New Zealand
TPK	Ministry of Māori Development—Te Puni Kōkiri
Treasury	The Treasury

Glossary

Adaptation (climate intelligence scoring)
Responding to the effects of climate change (e.g. moving from impacted areas).

Archived GDS
The department responsible for the GDS has advised it is no longer active. Occasionally, a department retrospectively advises the Institute of a strategy that should have been included in a previous GDS Index, but is no longer active. In this situation, the GDS is included in the current GDS Index as 'active', then moved immediately to 'archived GDSs'. For this reason, it is not scored, and does not appear in the *Handbook*.

Basic response (climate intelligence scoring)
The GDS contains some discussion on climate change impacts and/or how it hopes to deliver better climate outcomes in terms of mitigation and/or adaptation but does not explain any detail (e.g. the GDS states it plans to do more research but does not explain what, when or how).

Both mitigation and adaptation (climate intelligence scoring)
Simultaneously responding to the causes and effects of climate change (e.g. reducing emissions while also moving from impacted areas).

Budget goals and objectives
The Government's overarching goals are generally set out in the *Budget Policy Statement*. However, there exist a wide range of terms used to describe the broader goals and objectives of Government.[10]

Capabilities
Soft skills (including existing relationships and in-house expertise). See also resources.

Climate intelligence
The GDS contains some form of climate intelligence (i.e. a basic or detailed response to climate change impacts)

Criteria (GDS selection)
The criteria developed by the Institute to determine whether a document is a GDS.

Detailed response (climate intelligence scoring)
The GDS contains a detailed discussion of climate change impacts and how it will deliver better climate outcomes in terms of mitigation and adaptation (e.g. the GDS contains several clear and measurable next steps, explaining what, when and/or how).

Element (Transparency Scorecard)
An element is a characteristic that is considered of primary importance in the publication of a GDS. In the GDS Index, six high-level elements make up the Transparency Scorecard.

Explicit mention of a GDS
This is where either (i) the exact title of the GDS is stated, or (ii) the full title is not given or the subtitle is missing, but the supporting information and/or context makes it clear which GDS is being referred to.

Externally facing strategy (GDS selection)
An externally facing strategy considers matters outside of the general operations of the department.

Good strategy
Determining what makes a good strategy is a matter of judgement. One aim of the GDS Index is to invite departments to be more transparent, so that citizens can make their own assessments on the quality of strategy.

Government department
The term 'government department' refers to the list of entities found in Schedule 2, Part 1 of the Public Service Act 2020. The GDS Index reflects the list in the Schedule in terms of the department's name and order.

Since the *2021 GDS Index*, three changes have been made. On 1 July 2022, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency was disestablished. In 2024, the Ministry for Regulation and the Social Investment Agency were added to Schedule 2 of the Public Service Act 2020. However, as this was after December 2023, the *2023 GDS Index* does not include these two new departments.

Government department strategy (GDS)
A 'government department strategy' must:

1. be a publicly available document that is published by a government department
2. be a public-facing document that is written for the public to read
3. be an externally facing document (i.e. it is not written for internal management purposes)
4. be a strategic document that contains long-term thinking (i.e. it sets out the approach (the means) and the purpose (the ends) of the strategy)
5. be a national document (i.e. it excludes local and regional strategies)
6. be a document that looks forward at least two years or more, and
7. not be a corporate document (i.e. not a statement of intent, a four-year plan or an annual report.

Government targets
Government Targets are six-year aspirations set by the current Government and are expected to be delivered by 2030. The targets aim to achieve better results on public services and priorities that matter to New Zealanders.[11]

Implicit mention of a GDS (Transparency Scorecard)
This is where the GDS is indirectly mentioned in the statement of intent or annual report (i.e. not word for word). The test is if there is some doubt as to whether the strategy is being referred to (e.g. the department's energy strategy).

Internally facing strategy (GDS selection)
A strategy document that focuses solely on the internal management and/or operations of a department (e.g. it focuses on the department's staff diversity and inclusion policies or the sustainability practices related to how the department manages its resources).

Jointly held GDS
A GDS that is owned and managed by two or more departments.

May issue (legislation)
The GDS is a voluntary requirement in legislation. Terms often used are 'may issue', 'may allocate responsibility for', or 'may approve'. For example, 'may approve' relates to two fisheries GDSs, where the GDSs themselves say they were developed under the Fisheries Act, but the Fisheries Act says 'May … approve … a fisheries plan', implying that the GDS may have been developed under the Fisheries Act.

Mention only (climate intelligence scoring)
The GDS mentions climate change and may discuss its impacts, but it does not go into any detail on how it hopes to deliver better climate outcomes in terms of mitigation and adaptation.

Merged (combined)
Where two documents are significantly integrated (e.g. either two strategy documents, or a strategy document and an implementation plan/action plan), they are combined into one PDF and treated as a single GDS.

Mitigation (climate intelligence scoring)
Responding to the cause of climate change (e.g. reducing greenhouse gas emissions).

Narrow scope (scope scoring)
The nature of the subject matter discussed by the GDS relates to a group of individuals or species, or covers a specialised topic (e.g. hoiho penguin, syphilis).

No mention (climate intelligence scoring)
The GDS does not mention climate change at all.

Points (Transparency Scorecard)
Points are allocated to each sub-element. In the GDS Index there are 21 sub-elements. Seventeen of those are given four points each for a reviewer to score. Two sub-elements (6.2 and 6.3) are allocated six points each. The remaining two (sub-elements 1.3 and 3.3) are allocated eight points each. This additional weighting recognises the importance of these sub-elements. The highest possible total in the GDS Index is 96 points.

Purpose statement (the ends)
An aspirational future-focused statement that explains in a concise, unique, coherent and specific way what the strategy aims to achieve and provides an impetus for action (e.g. the purpose statement sets out what success looks like).

Rank (Transparency Scorecard)
The rank reflects where a specific GDS, department or sector sits when its Transparency Scorecard totals are compared to the average score of all GDSs, the average score of the department by which it is held, or the average score of its sector.

Regulatory Management System (RMS)
RMS is the set of policies, institutions, processes and tools used by central government to pursue and maintain good quality regulation. The responsibility for New Zealand's RMS was with The Treasury but has now moved to the newly established Ministry for Regulation. Some GDSs are specifically mentioned in legislation by name as being mandatory while others are less specific (see 'required' and 'may issue' in this glossary). Importantly, even when a GDS is not mentioned specifically by name in law, GDSs are one of the key tools of the RMS. This is because GDSs implement public policy set by Cabinet or in law. A good example is the Public Service Act which specifies that chief executives have responsibility for stewarding the legislation their agencies administer.[12]

Rejected

A document is rejected when the Institute and the department conclude it does not meet the criteria, in which case it is never added to the GDS Index. In the rare case of a disagreement, the final decision is the Institutes's.

Required (legislation)
The GDS is a mandatory requirement in legislation. Terms often used are 'must' or 'shall'.

Resources
Physical hardware (including physical and financial assets). See also capabilities.

Reviewer (Transparency Scorecard)
A person who is employed by the Institute to read and then score each GDS in operation against the Transparency Scorecard.

Score (Transparency Scorecard)
The number of points a GDS has accumulated as a result of the scoring process.

Sector
The grouping of departments is based on the summary tables of the Estimates of Appropriations in the Treasury's Budget (in the *2023 GDS Index*, it is the 2023 Budget).[13] The introduction to each volume of the Estimates of Appropriations 2024/25 explains how Votes and departments have been grouped into sectors. The 2023 Budget sector groupings are:

- Economic Development and Infrastructure
- Education and Workforce
- External
- Finance and Government Administration
- Health
- Justice
- Māori Affairs
- Natural Resources
- Social Services and Community

Strategic options
The range of options a government department might explore before deciding on the best approach. Exploring a range of strategic options often leads to a new and improved approach.

Strategy map
A visual illustration of the proposed strategy, usually on one page, showing the cause-and-effect relationships between the desired purpose and the choices made on how to achieve the strategy (e.g. types of goals/priorities/themes/actions capabilities/resources).

Strategy statement (the means)
The 'means' to an end. The unique approach a department has chosen to adopt to bring about change. It describes the choices made.

Sub-element (Transparency Scorecard)
In the GDS Index there are 21 sub-elements shared across six elements.

Transparency Scorecard
The lens through which each GDS has been assessed. The Transparency Scorecard is made up of six elements and 21 sub-elements.

Wide scope (scope scoring)
The nature of the subject matter discussed by the GDS relates to a broad range of demographics or species, and/or covers a generalised topic (e.g. seabirds, climate change).

Generally GDSs with a wide scope tend to be more strategic and high-level than narrow scope strategies. For example, a GDS focusing on the wellbeing of all New Zealanders (which would be considered to have a wide scope) may lead to development of a more specific strategy, such as a strategy focusing on the wellbeing of New Zealanders in aged care (which would be considered narrow in scope).

Worksheet 1: How to create the OIA Excel

Note: The following explains how this process was undertaken for the *2023 GDS Index*. Please note the process for the *2024 GDS Index* has been further streamlined but is not included below.

Outlined below is the process by which the raw data for a GDS Index update is collected. As in any research process, the process for gathering and refining the data is amended and refined as issues and questions are raised and answered, and so a degree of back and forth between process stages is to be expected. Specific issues and questions are considered in the technical questions section at the end of this worksheet.

Inputs
Previous GDS Index Master Excel (to be saved as new Master Excel)
Sector tables from the latest Budget rounds
Schedule 2, Part 1 of the Public Service Act 2020 as it lists the official names of government departments

Process
Search for strategies on each government department website and add new potential strategies to the Master Excel
Email out OIA request of possible status of GDSs held by the department
Create OIA Excel document of all responses
Create folders of all GDSs in operation (hard and soft copies)

Outputs
New GDS Index OIA Excels
This data is used to create the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website, and update the two tables on the McGuinness Institute's website (the table of operational GDSs and the table of archived GDSs).

Stage 1 – Master Excel

Use a new copy of the previous Master Excel to begin creating the list of operational GDSs. This Excel will have all the operational GDSs from the previous Index and will have the new GDSs added to it.

The Master Excel should have a sheet for each department, so that departments are able to easily find their strategies.

Each sheet should have a column for:

1. Index number
2. Government department currently holding the GDS
3. Title of strategy on GDS Index
4. Publication date
5. Duration
6. This GDS replaces
7. Jointly held with
8. Transferred from
9. Link to GDS (the web page the strategy is on)
10. McGuinness Institute's comments and questions
11. Response from (insert department)

Stage 2 – Collect strategies

Note: This step has changed since *Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index* so that Chief Executives only need to check, fix and confirm our list of GDSs rather than fill out the Excel on our behalf.

On each government department website, search for the terms 'strate' (which covers strategies and strategy) and 'plan' to find any potential GDSs. If any GDSs that are published post-31 December 2022 are found (for the *2023 GDS Index*), add them to the new copy of the previous Master Excel.

Note: It is the Institute's preference that strategies are called strategies, rather than 'action plans' or 'plans'. However, as this is not the case for many GDSs (particularly in the *2023 GDS Index*) the search needs to include the term 'plan' so no strategies are missed.

To broaden the search, search for the same terms on both the Parliamentary website and New Zealand Legislation website to ensure we have found all new GDSs.

Stage 3 – Preparing OIA requests

Once the Master Excel has the potential GDSs added to it, the Excel can be sent out to Chief Executives to confirm the list.

1. Compile a list of all government department CEO names and their contact emails, as well as the general OIA email for each government department.
2. Compile lists of GDSs for each department and send them to the relevant Chief Executive, asking for them to (a) review the list of existing GDSs (and advise if any have expired – and when); (b) review our list of additions, asking if they agree they are within scope; and (c) advise if we have missed any potential GDS documents.

Stage 4 – Processing OIA responses

Once the government departments have answered the OIA requests, their responses must be processed to determine whether the new GDSs fit the McGuinness Institute criteria and to formulate the additions and deletions lists.

Gather the collected information by:

- printing out all correspondence with each government department
- printing out all Excel spreadsheets that each government department has prepared
- printing out all new PDFs provided by government departments, and
- filing these documents by department (alphabetically) and in date order of GDS document (most recently published first) in a white folder.

Review each OIA response to determine whether respondents have provided the Institute with any new documents and, if so, whether these align with the Institute's definition of a government department strategy (GDS). See verification processes below, and section 4.2 of this working paper for the definition.

If further clarification for a GDS is required, send another OIA email to the respective department to confirm. This can often be a back-and-forth process.

Stage 5 – OIA email of thanks

1. Email each Chief Executive (or person corresponding in regard to the OIA) to thank them for their OIA responses, and send them the final list of GDSs for their respective department.

Stage 6 – upload GDSs and OIA correspondence onto the McGuinness Institute website

1. Upload/update the final list of operational GDSs since 1994 and the list of archived GDSs on the McGuinness Institute website.
2. Upload all OIA correspondence onto the OIA table with the name of the person(s) emailing redacted.

Verification process of GDSs (1 & 2)

Verification process 1: Initial review

During the process of receiving OIA responses from government departments, each strategy needs to be reviewed against the McGuinness Institute GDS criteria. If a strategy does not meet all of the criteria it is not considered a GDS. In the *2023 GDS Index*, this led to seven strategies being immediately rejected as they did not meet the criteria (see Appendix 4 for the list of rejected GDSs).

Verification process 2: Detailed review

After a deep review of each strategy, 18 further strategies were rejected that did not meet the criteria (see Table A4.2 in Appendix 4).

All rejected strategies are kept track of and put into a 'GDS rejects folder'.

Worksheet 2: How to create the Master Excel

The following explains how this process was undertaken so that it can be replicated by future McGuinness Institute staff.

The Master Excel is updated with each GDS Index update. It tracks all GDS documents from 1994 to the present day (in this case, 31 December 2023).

Note: Where the Institute is quoting material from a GDS such as the strategic approach, purpose, or a more general piece of text, the page number used is the page number that is provided on the document itself, not the PDF viewer. This protocol applies across all of the *2023 GDS Index* publications.

Table W2.1: Master Excel columns defined

Information sought	Objective	Explanation
Title of strategy on GDS Index	To establish a unique and easily identifiable name for each GDS while avoiding repetition.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is taken from the front cover of the GDS, where necessary with the following modifications: – If 'the', 'New Zealand', 'NZ', 'Aotearoa' or a government department name or acronym is at the beginning or end of a GDS title, it is removed. Note: This action is repeated for te reo titles where applicable. – Subtitles are not included unless there is no other way of knowing what the GDS relates to. Note: The *2023 GDS Index Handbook – He Puna Rautaki* includes an image of the cover of the GDS, which often includes the subtitle. Where a subtitle is included, a colon is used to separate it from the main title. – If branding (usually a statement or slogan linking various documents together as part of a series or collection) is present on the document cover, it is not considered part of the title. For example, the cover of Corrections' *GDS Health and Safety Strategy 2016–2020* has the text 'Everyone Safe Every Day' prominently displayed, but it has not been treated as part of the title as it forms a brand for a series of GDSs. – English and te reo Māori titles (or titles in other languages), where present, are both used, and in the order they are presented on the GDS document's cover. For consistency, and to ensure that they are presented with equal weighting, English and te reo are separated by an en dash (as opposed to a colon, which would suggest a hierarchical or explanatory relationship between the languages as titles). For example, DIA's [GDS04–01] *Te Huri Mōhiotanga Hei Uara: Ngā tohutohu rautaki ki 2030 | Turning Knowledge into Value: Strategic directions to 2030*. Note: The use of an en dash in a title is reserved for this purpose only. – For series of GDSs, i.e. GDSs that are updated every few years under the same name, the duration/date of the GDS is included in the title in order to distinguish from previous GDSs, e.g. *Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25* has the duration included in its title to distinguish it from the previous *Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22*. – If a strategy only contains an end date in its title, that date is kept in our title in the *2023 GDS Index Handbook – He Puna Rautaki*. This is because it brings necessary clarity to the intention of the strategy. For example, [GDS02–10] *Predator Free 2050 Strategy* and [GDS09–01] *Cadastre 2034*. – Where a GDS comprises several separate documents that work together (e.g. one document might outline the strategy, and a secondary document might outline the action plan to achieve the strategy), the title of the primary strategy document is used, and a note listing the titles of all separate documents is added below. – Titles appear in title case, even if the title does not appear this way on the document itself. This does not apply to subtitles, which will appear in sentence case.

Information sought	Objective	Explanation
Date published	To establish the year and month each GDS was published.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • The publication date (year and month) is taken from the GDS itself (typically from the front or inside cover). If the GDS document does not indicate its publication date, its department's website is checked for any indication of when the GDS was published. If a date cannot be found the website is checked for press releases, web pages or other documents to determine proof of publication. If the date still cannot be located, this information is sought through OIA requests and follow-up communications. Note: The Institute would prefer GDSs to have the publication date stated in the strategy document. For strategies that do not state the publication date (where the date is found from another source instead) it is stated in the *2023 GDS Index Handbook – He Puna Rautaki* that the information could not be found in the strategy. • Date ranges for publication dates are only used in certain circumstances and have been treated differently dependent on the circumstances. – For example, Inland Revenue's (IRD's) *Our Corporate Strategy* was found to be a collection of six separate 'strands', which together form a GDS. These strands were published separately, from May to September 2016. As a result, the date of publication for this GDS is indicated with a month range, rather than a single publication date (as May–September 2016). – For example, a specific month-year publication date for Corrections' *National Historic Heritage Strategy* could not be found. It was established through correspondence that it was published between October and December 2013, and so the publication date was recorded as 'October–December 2013'.
Duration in operation	To first establish the length of time that the GDS is intended to be in operation for (year range and number of months), and secondly to help understand how the GDSs fit into a tendency towards political short-termism or long-termism.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • It is presented as year–year (number of months). • The duration, in the first instance, is taken from the year range as stated on the cover of the GDS document if present. If a month is included as part of the range it is assumed to be the equivalent month in the end year as well (for example, if published in June 2014 and indicated to last ten years, it is assumed to end in June 2024). • If a date range is indicated within the date range (e.g. 2017/18–2020/21), the earliest years from each range are taken (i.e. 2017–2020). – For example, the front cover of MOT's [GDS24–08] *Government Policy Statement on Land Transport* gives year ranges for its duration: 2018/19–2027/28. The duration was recorded as 2018–2027. • If there is no year range stated by the GDS, the year of publication is taken as the start date and the end date is recorded as NK ('Not Known'). • When a strategy has passed the end date that the document states, but a department has said the strategy is still active in an OIA, the end date is changed to Not Known (NK), with the original end date stated in brackets, e.g. for the *Government Tourism Strategy*, the duration is listed as 2019–NK (was initially 2020). • If a strategy ends in 2023 and the department has said it is still active but will be replaced, refreshed or updated in 2024, the strategy has been considered as ending in 2024. For example, DIA's [GDS04–07] *Charities Services Research Strategy* initially ended in 2023, but in an OIA, they informed us that the strategy is active and will be refreshed in 2024. Therefore, the duration has been given as 2020–2024 (was initially 2020–2023). • Sometimes the duration dates and the publication date of a document do not align. – For example, the *National Civil Defence Emergency Management Strategy* was published in March 2008, but its duration was indicated on the inside cover as beginning in 2007 (there was no end date indicated). As a result, this GDS has been recorded as having a publication date of March 2008, and a duration of 2007–NK. • As with the publication date, the Institute considers it important for the strategy to state the duration. If the duration cannot be found within the strategy, it is stated that the information was not found in the strategy. This is in the *2023 GDS Index Handbook – He Puna Rautaki*.

Information sought	Objective	Explanation
Number of pages	To determine the length of GDS documents. This also helps to establish the range of lengths of GDSs.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. It is found by counting the number of PDF pages. The front cover counts as page 1 and each page up to the very back cover (irrespective of whether there is text on the page) is included in the count. • For GDS documents presented as A3, each half of an A3 page counts as one page. Note 1: When referencing text from a GDS, the page number presented in the document is used. Note 2: Where GDS documents have been merged, the combined total of each of their page numbers is used and a note stating that this is the combined total is included. For example, 'Number of pages: 72 (combined)'.
Signed by (general)	To establish the level at which the GDS is publicly signed without identifying the specific signatory.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is derived from the next row, 'Signed by (detail)', with the signatories categorised into the following: 'Crown', 'Chief Executive' ('CE'), 'Department staff (other than CE)', 'Not signed', 'Other' (if someone other than the above), or combinations of these, for example Chief Executive and other department staff. Director-General, Secretary to ..., Solicitor-General (CLO), Chief Review Officer (ERO), Director (SFO), Comptroller (NZCS), Government Statistician (Stats NZ) and Commissioner (SSC) or any other role that is highest within a department are considered in this context to be at the same level as CE, so are recorded as CE. • Surveyor-General (LINZ), Convenor (MOT) and Deputy Chief Executive/Deputy Director-General are not considered in this context to be at the same level as CE, and so are recorded as 'Department staff (other than CE)'. • The role title and the category are both mentioned in the *2023 GDS Index Handbook – He Puna Rautaki*. For example, 'Crown' (Minister for the Prevention of Family Violence and Sexual Violence). • If a GDS has a name stated but does not have a signature, it still counts as being signed.
Signed by (detail)	To establish the level at which the GDS is publicly signed by identifying the specific signatory.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is found in the GDS document, usually through a signed foreword or similar, and is not sought anywhere else. The title, name and office of the signatory (e.g. Hon Name of Minister, portfolio; name, position in organisation) is recorded as written in the GDS document. This means that the Minister's full title is the name used when the document was signed. For example, in the case of [GDS19–15] *Health Research Strategy* (June 2017), the Minister is the Minister of Science and Innovation (i.e. the current title, the Minister for Research, Science and Innovation, is not used). – Note: This section highlights information made public by the GDS document itself. If the document does not give a person's name it is treated as not signed. The Institute is aware of GDS documents that are not signed, but have been officially signed off by relevant parties such as Cabinet. For example, the *New Zealand Migrant Settlement and Integration Strategy*, archived in the *2018 GDS Index* update, was not signed. However, the strategy itself (as opposed to the document) was signed off by Cabinet. To obtain this additional information for all GDSs is beyond the scope of this research.

Information sought	Objective	Explanation
This GDS replaces	To record the history of strategies over time.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is found through the title of the previous strategy (either indicated in the GDS or by OIA and correspondence). • If the earlier GDS was held by a different department, note this information in brackets along with the year of publication. – For example, the *Energy Strategy 2011–2021,* archived in the *2023 GDS Index*, was held by MBIE, and replaced the *National Energy Efficiency and Conservation Strategy (2001)*, originally held by MFE. • Where departments have noted documents that have been replaced in their OIA correspondence but they have not been considered a GDS by the Institute in previous indexes, they have not been included in this section. – For example: DPMC's OIA notes that [GDS05–04] *National Fuel Plan* replaced the *Oil Emergency Response Strategy (2008) and National CDEM Fuel Plan*. The former has been included as it was listed in the *2021 GDS Index*. The latter has not been included as it was never considered a GDS.
Jointly held with	To record which GDSs are held by more than one government department.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is looked for 'in the first instance' in the GDS document. It is then confirmed by the OIA response and correspondence. If the information is not in the GDS document, it is obtained by the OIA request and correspondence. • GDSs held by more than one department are included as a GDS for each department. – For example, the GDS *Mātauranga Whakauka Taiao	Environmental Education for Sustainability* is jointly held by the Department of Conservation and the Ministry for the Environment. It is included in the *Handbook* under both departments and has two GDS numbers, [GDS02–04] and [GDS13–03].
Originally published by	To record who originally published the GDS.	• This information is found in the table of operational GDSs on the McGuinness Institute's website. • This information is looked for 'in the first instance' in the GDS document. It is then confirmed by the OIA request and correspondence. If it is not in the GDS document, it is obtained by the OIA request and correspondence. – For example, the *National Civil Defence Emergency Management Strategy* was originally published by the Department of Internal Affairs (DIA), but was later held by the Department of the Prime Minister and Cabinet (DPMC). Ownership of the GDS was transferred from DIA to DPMC after the Christchurch earthquakes. This was confirmed to the research team via an OIA request.
Transferred from	To establish where the GDS is transferred to if it is no longer owned by the government department that originally published it.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is looked for 'in the first instance' in the GDS document. It is then confirmed by the OIA request and correspondence. If the information is not in the GDS document, it is obtained by the OIA request and correspondence.
Whether in operation or has been archived	To establish that the GDS is operational for the year end to which the GDS Index relates.	• This information is found in the tables of operational and archived GDSs on the McGuinness Institute's website. • Confirmed via OIA request (as stated, durations in the GDSs themselves can change without the documents themselves being updated).
Strategic approach	To establish, in a statement, what the GDS is at its core (essentially, what is the strategy?).	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • The strategic approach is a statement generated by McGuinness Institute staff in order to articulate, briefly, what the strategy is.

Information sought	Objective	Explanation
Externally focused	To establish whether the direction of focus of a strategy looks outward.	• This information is found in the *2023 GDS Index Handbook – He Puna Rautaki* and the table of operational GDSs on the McGuinness Institute's website. • This information is generated by Institute staff using the following definitions: – External: The strategy focuses on subject matter outside of the department (e.g. environment, public health, poverty) and therefore meets criterion 3. Note: An externally facing strategy can be focused on the operations of the department (i.e. how technology is used by the department in their processes) but must not consider personnel. – Internal: The strategy focuses on the operations of the department itself (e.g. information management, staff diversity) and therefore does not meet criterion 3.
Government sector	To establish which sector each GDS comes under.	• This information is found in the Treasury's 2023 Budget in *The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2024*.[14] • Two government departments straddle two sectors: the Ministry of Business, Innovation and Employment and Ministry of Justice. The Institute took a view on what GDS related to what sector based on the respective topic. This was previously advised to the relevant departments in an email of 22 February 2022, during research for the *2021 GDS Index*, seeking their feedback. In the 2023 Budget, these two departments still straddled the same two sectors.
Published during a Labour- or National-led Government	To track which governments have produced which GDSs.	• This information is found in *Nation Dates* (2023), Chapter 6 (pp. 317–321). • This information is determined by the McGuinness Institute by comparing the publication date (see row above) with the dates the governments held office.

Worksheet 3: How to create the Transparency Scorecard Excel

Note: The purpose of this worksheet is to explain how the Transparency scoring process is undertaken so that it can be replicated by future McGuinness Institute staff.

Aside from the four sub-elements that were weighted with values of either six or eight (in order to represent their greater importance), each sub-element was scored in whole numbers out of four. Although this resulted in a total possible score of 96 (which is not the most intuitive total – 100 being the obvious choice), this decision was made to encourage reviewers to judge each GDS as precisely as possible. The reviewers had to consider the sub-element score carefully, as they were unable to pick the uncontroversial 'middle mark' (three, if the sub-elements were scored out of five, for example).

Jointly held GDSs are scored once. The scores are used for each mention of the GDS. The only exception to this rule is for scoring sub-elements 6.2 and 6.3, as they involve comparisons between the GDS document and other corporate documents published by the respective government departments.

Inputs

New GDS Index Master Excel (from Worksheet 1)
Previous GDS Index Transparency Scorecard Excel Document (to be saved as new Transparency Scorecard Excel)
Folder of all GDSs in operation (hard copies)
Transparency Scorecard form (in green)

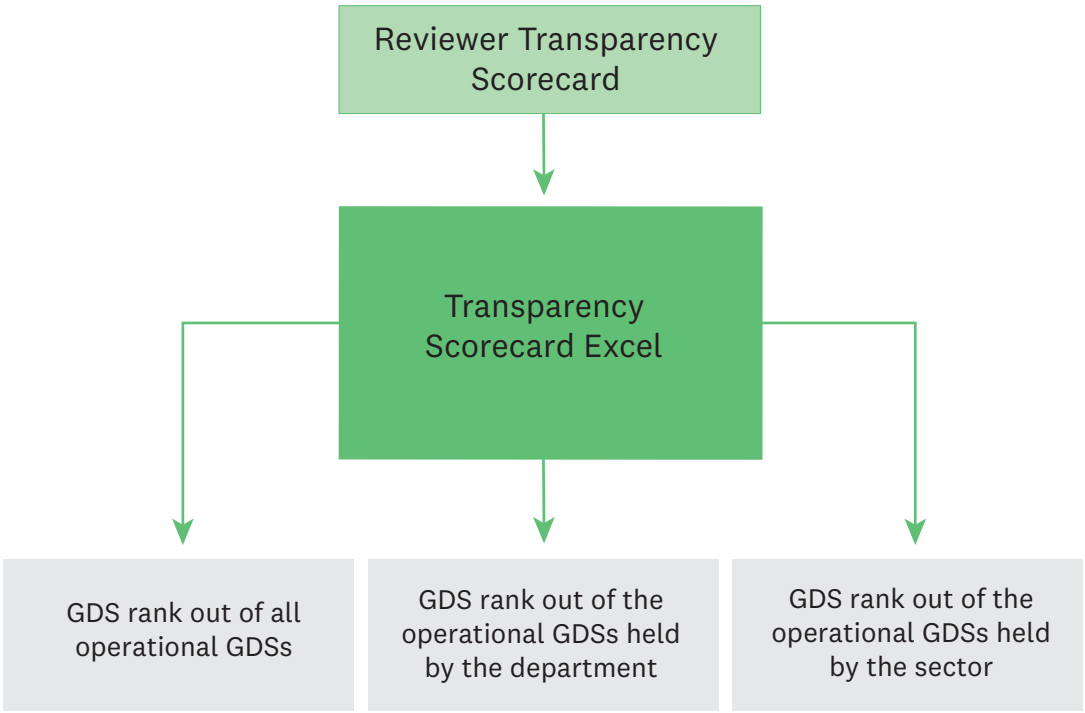
Process

Reviewer completes the scoring process

Outputs

New GDS Index Transparency Scorecard Excel
This data is used to provide GDS scores and rankings for the *Handbook*

Figure W3.1: Transparency Scorecard Excel structure



Stage 1: Scoring GDSs described in more detail

Element 1: Opportunities and Threats

What is the external environment?

1.1 Does it identify potential opportunities going forward?

1.2 Does it identify potential threats going forward?

1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?

Sub-element 1.1. Does it identify opportunities going forward? [4 points]

The purpose of this question is to assess whether the GDS in question has outlined the opportunities which currently exist or may come about within the focus area if the strategy is implemented. Points are awarded based on the following scale:

0 points	The GDS makes no mention of any potential opportunities which may result if the strategy is implemented.
2 points	The GDS mentions potential opportunities which may result if the strategy is implemented, but they are not discussed in detail.
4 points	The GDS discusses comprehensively the potential opportunities which may result if the strategy is implemented. Examples and scenario case studies may be used, for example.

Sub-element 1.2. Does it identify threats going forward? [4 points]

The purpose of this question is to assess whether the GDS has outlined the threats which currently exist or may result within the focus area if the strategy is implemented. Points are awarded in the following way:

0 points	The GDS makes no mention of potential threats which may result from the implementation of its strategy.
2 points	The GDS mentions some potential threats which may result from the implementation of its strategy in minimal detail only. No examples are included.
4 points	The GDS discusses comprehensively potential threats which may result from the implementation of the GDS. Examples are included.

Sub-element 1.3. Does it contain a clear statement describing the problem that this strategy is trying to solve? [8 points]

This question examines whether the GDS clearly identifies the problem which it focuses on and aims to solve. This is important as a succinct identification of the issue is necessary for both the public and the public servants reading the GDS. This question was given a weight of eight points to represent its importance. Points are awarded in the following way:

0 points	The GDS makes no reference to the specific problem.
2 points	The GDS makes reference to the problem, but with no supporting detail.
4 points	The GDS makes reference to the problem, but the discussion of its nature and extent is limited, with no supporting evidence or examples.
6 points	The GDS discusses the specific issue it is focusing on, with reference to evidence describing the current situation. However, discussion is short or lacks depth.
8 points	The GDS makes detailed reference to the problem and describes its nature and extent. The GDS provides concrete details and supporting examples to illustrate any complexities of the problem.

Element 2: Capabilities and Resources

What are the internal strengths and weaknesses?

2.1 Does it identify current and future capabilities?

2.2 Does it identify what capabilities it does not have and needs to acquire or work around?

2.3 Does it identify current and future resources?

2.4 Does it identify what resources it does not have and needs to acquire or work around?

Sub-element 2.1. Does it identify current and future capabilities? [4 points]

This question examines whether the GDS outlines the capabilities currently available and necessary for implementation of the GDS. It asks whether this stocktake of capabilities also takes into account when and how they will be used in the future. Points are awarded in the following way:

0 points	The GDS makes no mention of current capabilities.
2 points	The GDS mentions capabilities currently available, but detail is limited.
4 points	The GDS discusses available capabilities, and it details comprehensively when and how these will be used to implement the GDS in the future.

Sub-element 2.2. Does it identify capabilities it does not have but needs to acquire or work around? [4 points]

This question examines whether the GDS outlines the capabilities that are necessary for the implementation of the GDS but are currently lacking. It asks whether this identification of lacking capabilities constructively discusses ways to account for or work around this need. Points are awarded in the following way:

0 points	The GDS makes no mention of missing capabilities.
2 points	The GDS mentions missing capabilities, but detail is limited. There is no discussion of how to work around the identified missing capability, resource or skill.
4 points	The GDS discusses missing capabilities, and it details comprehensively ways in which this can be accounted for or worked around so that the purpose is still achieved.

Sub-element 2.3. Does it identify current and future resources? [4 points]

This question examines whether the GDS outlines the resources available to its lead agency for its implementation. It asks whether this identification of available resources discusses when and how they will be used in the future. Points are awarded in the following way:

0 points	The GDS makes no mention of current and future resources.
2 points	The GDS mentions current and future resources, but detail is limited.
4 points	The GDS discusses available current and future resources, and it details comprehensively how and when these will be used to implement the strategy.

Sub-element 2.4. Does it identify resources it does not have but needs to acquire or work around? [4 points]

This question examines whether the GDS outlines the resources that are necessary for its implementation but are currently lacking. It asks whether this identification of lacking resources constructively discusses ways to account for or work around this need. Points are awarded in the following way:

0 points	The GDS makes no mention of missing resources.
2 points	The GDS mentions missing resources, but detail is limited. There is no discussion of how to work around the lack of resources.
4 points	The GDS discusses missing resources, and it details comprehensively ways in which this can be accounted for or worked around so that the purpose is still achieved.

Element 3: Vision and Benefits (Purpose)

What is the purpose?

3.1 Does it provide a clear aspirational statement as to what success would look like (a desired future state)?

3.2 Does it identify who the beneficiaries are and how they will benefit?

3.3 Does it describe how success will be measured and over what time frame?

Sub-element 3.1. Does it provide a clear aspirational statement as to what success would look like (a desired future state)? [8 points]

This question examines whether the GDS illustrates what its successful end output/s will look like. To achieve clear illustration of its purpose, the GDS must give readers a detailed understanding of the outputs that will result from its implementation. Points are awarded in the following way:

0 points	The GDS's purpose is not clearly stated or is absent altogether.
2 points	The GDS states its purpose in limited detail, with no explanation of desired end outputs.
4 points	The GDS states its purpose in limited detail, with some explanation of end outputs desired.
6 points	The GDS discusses a detailed image of what it is aiming to achieve, but without examples.
8 points	The GDS provides a detailed description of its purpose, with examples of desired end outputs and their connection to the strategic goals of the GDS.

Sub-element 3.2. Does it identify who the beneficiaries are and how they will benefit? [4 points]

This question examines how well the GDS analyses who will benefit from its implementation and how they will benefit. Points are awarded in the following way:

0 points	The GDS does not articulate who will benefit from the GDS.
2 points	The GDS articulates who will benefit from the GDS, but discussion of how they will benefit is poor and lacks detail.
4 points	The GDS articulates who will benefit from the GDS in detail, and it discusses the specific nature of this benefit.

Sub-element 3.3. Does it describe how success will be measured and over what time frame? [4 points]

This question examines the quality of the GDS's description of its implementation time frame and its description of indicators of its success. Points are awarded in the following way:

0 points	The GDS makes no reference to dates or time frames by which its goals should be implemented. There is no discussion of how its success will be indicated.
2 points	The GDS refers to the time frame in which the GDS's goals will be implemented, but these time frames are not specific. There is limited and undetailed mention of how success will be measured.
4 points	The GDS refers to the time frame in which the GDS's goals will be implemented in detail, with specific dates included at points. There is discussion of how each goal is linked to the overarching time frame, and the measures of success are highly detailed.

Element 4: Approach and Focus (Strategy)

What choices and trade-offs have been made?

4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?

4.2 Does it identify a range of strategic approaches to solve the problem?

4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?

4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?

Sub-element 4.1. Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other? [4 points]

This question examines whether the GDS deconstructs its purpose into measurable, separate goals. It focuses on whether the GDS identifies and isolates the various stages necessary for achieving the GDS's purpose. Points are awarded in the following way:

0 points	The GDS's purpose is not broken down, and there is no discussion of specific, separate goals.
2 points	The GDS states its goals but does not explain how these relate to the end output, and it does not provide any detail as to how they differ from one another.
4 points	The GDS states its goals and goes into specific detail as to how each of these contributes to the end output. There is supporting and differentiated detail accompanying each goal, with useful information such as time frames attached.

Sub-element 4.2. Does it identify a range of strategic options to solve the problem? [4 points]

This question examines whether the GDS has taken into account alternative strategic options which could address the problem it focuses on. Points are awarded in the following way:

0 points	The GDS makes no reference to other possible strategic options to address the problem.
2 points	The GDS makes reference to alternative strategic options in minimal detail and with no supporting evidence or examples.
4 points	The GDS makes detailed reference to alternative strategic options, with a comprehensive discussion of the opportunities and threats of implementing these other various options.

Sub-element 4.3. Does it clearly describe the chosen approach, outlining what it will and will not do? [4 points]

This question examines whether the GDS has clearly described its approach. It asks whether it has described the reasons why it chose one approach over others and if there is subsequent reference to what the GDS will not do. The Institute distinguishes between approach and strategic options; see the glossary in this working paper. Points are awarded in the following way:

0 points	The GDS does not discuss why some strategic options were chosen over others.
2 points	The GDS discusses why its strategic options were chosen, but it does not discuss why other options would not be as effective.
4 points	The GDS discusses comprehensively why it is the most effective approach. There is full consideration of other strategic options and the reasons for their rejection. It clearly describes its approach.

Sub-element 4.4. Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)? [4 points]

This question examines whether the GDS has taken into account the negative or unintended impacts which may arise in its focus area due to its implementation. Points are awarded in the following way:

0 points	The GDS does not discuss unintended impacts which may arise due to its implementation.
2 points	The GDS includes a brief and shallow discussion of some unintended impacts which may arise due to its implementation.
4 points	The GDS includes a full discussion of the unintended impacts which may arise due to the implementation of the GDS, and this is supported by specific details or scenarios.

Element 5: Implementation and Accountability

Who is responsible for what?

5.1 Does it identify who is responsible for implementing the GDS?

5.2 Does it identify who will report on its progress?

5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?

5.4 Does it discuss whether the GDS will undergo a final review while it is active or once it is completed?

Sub-element 5.1. Does it identify who is responsible for implementing the GDS? [4 points]

This question examines whether the GDS clearly identifies who is responsible for the GDS and therefore who is accountable for its results. Points are awarded in the following way:

0 points	The GDS does not state the name of any person as being responsible for its results.
2 points	The GDS states the name of the person/people responsible for its results but is not signed.
4 points	The GDS provides the name and the signature of the person/people responsible for the GDS, and it is clear that this person/group is accountable for its results.

Sub-element 5.2. Does it identify who will report on its progress? [4 points]

This question examines whether the GDS outlines who will report on the progress of the GDS (whether it be an individual, department, organisation, etc.). This is important in order for a reader to understand whom they may contact regarding the progress of the GDS. Points are awarded in the following way:

0 points	There is no mention in the GDS of who will report on its progress.
2 points	The GDS states who will report on its progress, but provides no further details about them or their role in relation to the GDS.
4 points	The GDS clearly outlines who will report on the GDS, providing their details and their specific role in relation to the GDS.

Sub-element 5.3. Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames? [4 points]

This question examines whether the GDS discusses reporting of its progress. This is important as successful implementation of a GDS requires comprehensive progress reporting to ensure results are as intended, and if not, that there is adaptation. Points are awarded in the following way:

0 points	The GDS does not discuss how its progress will be reported.
2 points	The GDS discusses methods or time frames for reporting its progress but in limited detail.
4 points	The GDS refers comprehensively to methods and time frames for reporting its progress. Further, there is discussion of possible responses to a need for adaptation of the GDS.

Sub-element 5.4. Does it discuss whether the GDS will undergo a review once it is completed, updated or expired? [4 points]

This question examines whether the GDS has stated when and how it will be reviewed once its implementation is complete. Points are awarded in the following way:

0 points	The GDS does not refer to any arrangements for future review.
2 points	The GDS states that it will need to be reviewed, but there is no further detail as to how this will occur.
4 points	The GDS outlines in specific detail the arrangements for future review.

Element 6: Alignment and Authority

How does it align with the machinery of government?

6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?

6.2 Does it align with its department's statement of intent?

6.3 Does it align with its department's annual report?

Sub-element 6.1. Does it discuss predecessors to the strategy and identify any lessons learnt from these? [4 points]

This question examines whether the GDS refers to any predecessors to the strategy. It focuses also on the GDS's discussion of lessons learnt from the success or failure of these predecessors and whether it considers these lessons in the context of its goals. Points are awarded in the following way:

0 points	The GDS makes no reference to its predecessors or the strategic context in which it is situated.
2 points	The GDS refers to its predecessors (or to the wider strategic context if it has no predecessors); however, there is no discussion of the lessons learnt from these.
4 points	The GDS refers in comprehensive detail to its predecessors (or to the wider strategic context if it has no predecessors). It discusses the lessons learnt from these in relation to its goals.

Sub-element 6.2. Does it align with its department's statement of intent? [6 points]

This question examines the extent to which the GDS aligns with its department's statement of intent. The scoring for this question illustrates whether the GDS has been referred to in its department's statement of intent explicitly, implicitly or not at all. Points are awarded in the following way:

0 points	The GDS is not referenced in its department's statement of intent.
3 points	The GDS is implicitly referenced in its department's statement of intent.
6 points	The GDS is explicitly referenced in its department's statement of intent.

If a GDS's department lacks a statement of intent, the GDS receives 0 points.

Sub-element 6.3. Does it align with its department's annual report? [6 points]

This question examines the extent to which the GDS aligns with its department's annual report. The scoring for this question illustrates whether the GDS has been referred to in its department's annual report explicitly, implicitly or not at all. Points are awarded in the following way:

0 points	The GDS is not referenced in its department's annual report.
3 points	The GDS is implicitly referenced in its department's annual report.
6 points	The GDS is explicitly referenced in its department's annual report.

If a GDS's department lacks an annual report, the GDS receives 0 points.

Note: For this analysis to remain up to date for each GDS as it remains on the GDS Index over the course of multiple years, it is necessary to re-analyse each GDS against the relevant corporate documents every time we do the analysis. This ensures we give each GDS the most up-to-date analysis possible, and involves re-analysing the alignment sub-elements 6.2 and 6.3. Each government department's most up-to-date GDS will need to be printed out, and a PDF copy saved. The search is undertaken as described above.

In addition, scoring jointly held GDSs against Element 6 means that the GDS is scored against the corporate documents of the government department it is listed under. As a result, jointly held GDSs may have different final scores.

Stage 2: Scoring GDSs using the scoring forms

In addition to the GDS scoring against the Transparency Scorecard, the scoring form (see Figure W3.2) asks the following questions to gather information on the purpose, strategic approach and strategy maps contained in the GDSs.

Purpose (the end goal):

This is taken from the GDS, and is a close paraphrase to keep it concise. The page number is also provided for referencing purposes.

Strategic approach (the means to the end goal):

The reviewer writes up their understanding of the strategic approach. The page number is also provided for referencing purposes.

Does the GDS contain a strategy map (an illustration of the strategic approach)?

The Institute considers that strategy maps could be better utilised. Our goal is to keep a record of these and benchmark progress over time. The objective is to identify an illustration that contains the objective, the actions and how they are integrated towards bringing about change. The bar for identifying whether an illustration is a strategy map is set quite low. The reviewer identifies potential strategy maps. These are then copied into a hard-copy folder, and are reviewed by other members of the team.

An output of the *2021 GDS Index* was *Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps found in Government Department Strategies in Operation as at 31 December 2021*, documenting the strategy maps found in the *2021 GDS Index*. This working paper was not updated as part of the *2023 GDS Index*.

Figure W3.2: Scoring form

Government Department Strategy Scorecard (as at December 2023)					
Reviewer: **Review date:**		**Title of GDS:** **Department:** **GDS number:**	**Actual Score**	**Possible Score**	**Page number(s) and comments**
1. Opportunities and Threats *What is the external environment?*					
1.1	Does it identify potential opportunities going forward?			/4	
1.2	Does it identify potential threats going forward?			/4	
1.3	Does it contain a clear statement describing the problem that this strategy is to solve?			/8	
2. Capabilities and Resources *What are the internal strengths and weaknesses?*					
2.1	Does it identify current and future capabilities (e.g., skills, partnerships/relationships etc)?			/4	
2.2	Does it identify capabilities it does not have but needs to acquire or work around?			/4	
2.3	Does it identify current and future resources (e.g., financial)?			/4	
2.4	Does it identify resources it does not have but needs to acquire or work around?			/4	
3. Vision and Benefits (Purpose) *What is the purpose?*					
3.1	Does it provide a clear aspirational statement as to what success would like look (a desired future state)?			/8	
3.2	Does it identify who the beneficiaries are and how they will benefit?			/4	
3.3	Does it describe how success will be measured and over what time frame?			/4	
4. Approach and Focus (Strategy) *What choices and trade-offs have been made?*					
4.1	Does it divide the vision into a number of strategic goals/objectives that are tangible specific and different from one another?			/4	
4.2	Does it identify a range of strategic options to solve the problem?			/4	
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?			/4	
4.4	Does it highlight the risks, costs, and benefits of the chosen pathway/approach (e.g., possible unintended consequences)?			/4	
5. Implementation and Accountability *Who is responsible for what?*					
5.1	Does it identify who is responsible for implementing the GDS?			/4	
5.2	Does it identify who will report on its progress?			/4	
5.3	Does it explain how progress will be reported (e.g., reports and statistics) and over what timeframe?			/4	
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?			/4	
6. Alignment and Authority *How does it align with the machinery of government?*					
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?			/4	
6.2	Does it align with its department's statement of intent?			/6	
6.3	Does it align with its department's annual report?			/6	
TOTAL:				/96	

1. What is the **aspirational statement**? (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute).	**2. Strategic approach**: Describe the selected approach/strategy in one sentence. How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)? (The means to the end goal. This text is generated by the McGuinness Institute).	**3.** Does it contain a **strategy map** (an illustration of the strategic approach)?	**4.** If a **public servant new to the policy area** had **an hour** to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	**5.** If an **uninformed member of the public** had **30 minutes** to read this GDS, would they be able to understand the purpose (element 3), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?	**6.** Additional **comments**

WORKSHEET 3

Worksheet 4: How to determine which sector a department belongs to

Note: The following explains how this process was undertaken so that it can be replicated by future McGuinness Institute staff.

The term 'government departments' comes from the Public Service Act 2020. Schedule 2, Part 1 lists all 33 departments that are currently in existence as at 22 November 2024 (see Appendix 3). As stated in Section 2.2, the Ministry for Regulation and the Social Investment Agency have not been included in the *2023 GDS Index* as the dates of their establishment are after the cut-off date for this particular update. As a result, 31 departments were included in the *2023 GDS Index*.

The term 'sectors' comes from the nine sectors mentioned within the Treasury's annual Budget. Government departments are grouped across the nine sectors, with the exception of two. Both the Ministry of Business, Innovation and Employment's and Ministry of Justice's vote straddle two sectors (see Table W4.1 opposite for a list of government departments within each sector).

Table W4.1: List of sectors and their respective government departments as at 18 May 2023 Budget [9]

Note: * means the department covers two sectors

1. Economic Development and Infrastructure Sector	2. Education and Workforce Sector	3. External Sector	4. Finance and Government Administration Sector	5. Health Sector	6. Justice Sector	7. Māori Affairs Sector	8. Natural Resources Sector	9. Social Services and Community Sector
Ministry of Business, Innovation and Employment*	Ministry of Business, Innovation and Employment*	New Zealand Customs Service	Government Communications Security Bureau	Ministry of Health	Department of Corrections	Ministry of Justice*	Department of Conservation	Ministry for Culture and Heritage
Ministry of Transport	Education Review Office	Ministry of Defence	Inland Revenue Department		Crown Law Office	Ministry of Māori Development - Te Puni Kōkiri	Ministry for the Environment	Ministry of Housing and Urban Development
	Ministry of Education	Ministry of Foreign Affairs and Trade	Department of Internal Affairs		Ministry of Justice*		Land Information New Zealand	Oranga Tamariki - Ministry for Children
			New Zealand Security Intelligence Service		Serious Fraud Office		Ministry for Primary Industries	Ministry for Pacific Peoples
			Department of the Prime Minister and Cabinet					Ministry of Social Development
			Public Service Commission					Ministry for Women
			Statistics New Zealand					
			The Treasury					

Worksheet 5: How to search statements of intent and annual reports

Note: The following explains how this process was undertaken so that it can be replicated by future McGuinness Institute staff.

The process of searching for GDSs in statements of intent and annual reports is to evaluate the transparency of government departments in relation to their strategies.

Step 1

Search for the title of a GDS in its owner's statement of intent and annual report. The Institute uses the most recently published statements of intent and annual reports. For the *2023 GDS Index*, the statements of intent varied in publication date from 2020 to 2024 and all annual reports were for the year ended 30 June 2023.

First search for the full title of the GDS. If no results are found, type in key words from the GDS title.

Then analyse the results using the Institute's definitions of explicit mentions and implicit mentions of GDSs. See the Glossary on page 31.

If the statement of intent or annual report has an explicit mention, a score of 6 is given; implicit mentions receive a score of 3; no mention, 0. See the 2023 Transparency Scorecard.

For each explicit or implicit mention, note down the page number(s). If an explicit mention of a GDS is found, it is not necessary to search for implicit mentions.

Step 2

Repeat process for all operational GDSs.

Worksheet 6: How to create the legislation folder

Note: The following explains how this process was undertaken so that it can be replicated by future McGuinness Institute staff.

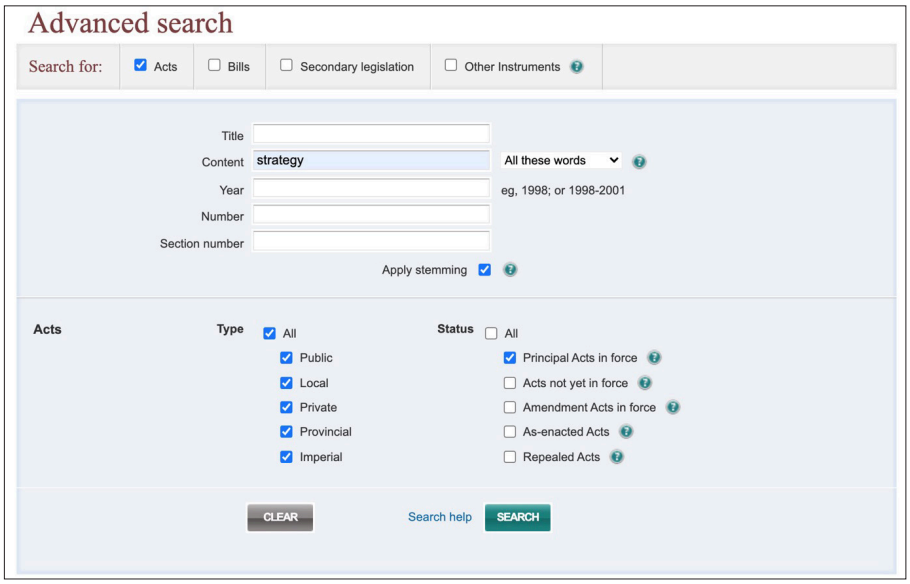
Worksheets 6 and 7 are two separate tasks but the data collected from both tasks is used together. Worksheet 6 is to see if there are any strategies required by law, whereas Worksheet 7 examines whether the strategies state if they are required by law or not.

Not all GDSs are required by legislation to be prepared, so the difference between strategies that are legally required and those that are not provides some interesting insights.

Stage 1: Generate data set

Key terms relating to legislation can be searched on the New Zealand Parliament website. From here, go to the advanced search function, and inside the content box, enter the word 'strategy'. Be sure to tick the 'apply stemming' box to ensure that related terms are also included in search results. Select all types and principal Acts in force, then click search to generate findings.

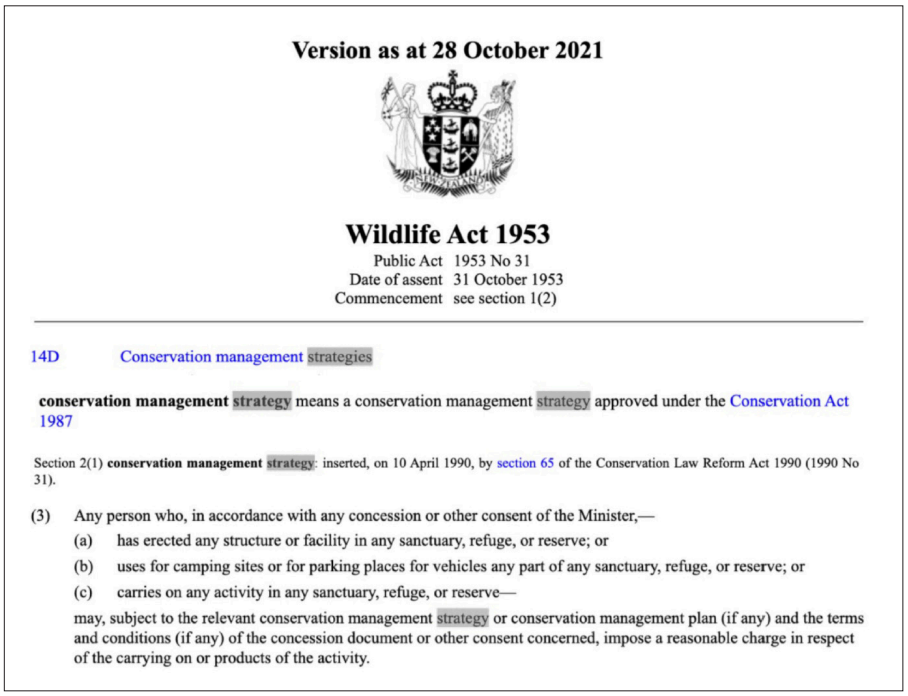
Figure W6.1: Steps required to generate accurate search results



Stage 2: Compose screenshot documents

All pieces of legislation that mention strategy will be listed in a table under the search results. To locate the appropriate text, select an Act and scan the document for the term 'strategy' within the document – these will be highlighted in yellow. Take a screenshot of each mention, and import all screenshots of the relevant Act into a Word document, using the 'insert pictures' function. Include the number of mentions, the location of the Act, and a screen capture of the title piece of legislation. Repeat this process for each Act that mentions 'strategy' from the search table.

Figure W6.2: Example of 'strategy' content search on the New Zealand Legislation website



Version as at 28 October 2021

Wildlife Act 1953

Public Act 1953 No 31
Date of assent 31 October 1953
Commencement see section 1(2)

14D Conservation management strategies

conservation management strategy means a conservation management strategy approved under the Conservation Act 1987

Section 2(1) **conservation management strategy**: inserted, on 10 April 1990, by section 65 of the Conservation Law Reform Act 1990 (1990 No 31).

(3) Any person who, in accordance with any concession or other consent of the Minister,—

(a) has erected any structure or facility in any sanctuary, refuge, or reserve; or

(b) uses for camping sites or for parking places for vehicles any part of any sanctuary, refuge, or reserve; or

(c) carries on any activity in any sanctuary, refuge, or reserve—

may, subject to the relevant conservation management strategy or conservation management plan (if any) and the terms and conditions (if any) of the concession document or other consent concerned, impose a reasonable charge in respect of the carrying on or products of the activity.

Stage 3: Prepare hard copy folder

Print a colour copy of each strategy screenshot Word document and place within a hard copy folder. This stage of the process is now complete and is ready to be used for analysis.

Stage 4: Legislation analysis

Create a table collating the results of the legislation analysis, distinguishing between mandatory and voluntary legal requirements to publish a strategy. See format of table in Appendix 8.

Worksheet 7: How to search within GDSs for mentions of the term 'Act'

Note: The following explains how this process was undertaken so that it can be replicated by future McGuinness Institute staff.

Step 1: Arrange PDFs of all operational GDSs into folders by government department (organised by publication date – in this case, using generated GDS numbers following the system GDSXX-YY, XX being the department number and YY being the given number based on publication date).

Step 2: Use the advanced search function in Adobe Acrobat, found under the edit tab in the top ribbon, to search the PDFs for the term 'Act'. Select the options for 'whole words only' and 'case sensitive'.

Step 3: Sort the PDFs by file name to retain order of publication date and review each result for the term 'Act' in each PDF.

Step 4: Acts that are referred to in a GDS are searched to see if they led to the development of that GDS. If so, the section and title of the Act are recorded, as well as a brief comment. If not, the next result is checked. In either case record the page numbers where the PDF uses the term 'Act'.

Step 5: For Acts that are referred to and that led to the development of the GDS, search the Acts to see if the specific GDS is required by law. If so, the section that requires this and title of the Act are also recorded.

This information will be used in the *2023 GDS Index Handbook* for each GDS (see figures W7.1 and W7.2 below).

Figure W7.1: Example of a strategy that is 'required' by law and is cited in the GDS

Key data	
Publication date:	April 2019
Duration:	2019–2029
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	*National Civil Defence Emergency Management Strategy* (2008)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 3
Legislation:	Required (see Civil Defence Emergency Management (CDEM) Act 2002, s 31) and cited in the GDS

Figure W7.2: Example of legislation that states a department 'may issue' the strategy and is not cited in the GDS

Key data	
Publication date:	November 2020
Duration:	2020–2023
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 1–2
Legislation:	'May issue' a strategy (see Education and Training Act 2020, s 5(1)) and cited in the GDS

Worksheet 8: How to update the operational GDS table on the McGuinness Institute website

Note: The following explains how this process was undertaken so that it can be replicated by future McGuinness Institute staff.

Input

Operational GDS table (exported from TablePress)
Master Excel (from researchers)

Process

Below

Outputs

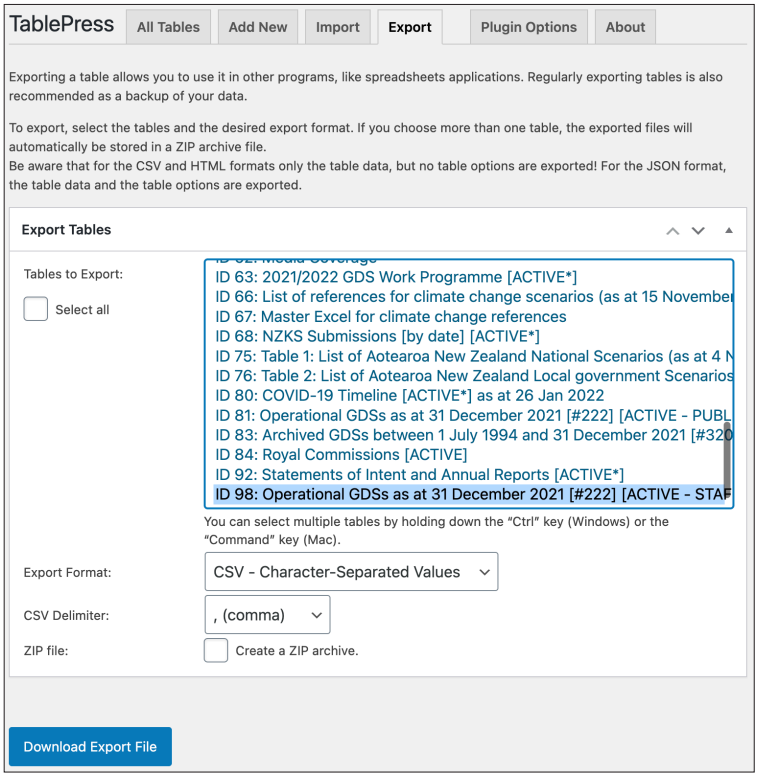
Updated TablePress table (imported back into TablePress as a CSV file)

The operational GDS table found on TablePress can be exported, updated with new data, and then imported back into TablePress. This process minimises the risk of information being carried over incorrectly from the Master Excel to the TablePress table. It also minimises the number of GDS datasets, lessening the chance of discrepancies between them.

Step 1 – Exporting the table from TablePress

1. Open the table that needs to be updated in TablePress.
2. Select the 'export' tab from the top menu.
3. In the list provided, select the table you are wanting to export and update (it is important to make sure you are selecting the correct table – remember to check both the table ID and title is correct before exporting or making any changes).
4. For 'export format', select: *CSV – Character-Separated Values*
   For 'CSV Delimiter', select: *, (comma)*
5. Select 'download export file'. This will download a file of the TablePress table to your local download files on your computer (this does not delete or change the table on TablePress).

Figure W8.1: Exporting a table from TablePress



Step 2 – Formatting the CSV files

6. Download a copy of the most recent Master Excel to your computer and open (make sure you are working on a copy of the most recent Master Excel so that you do not accidentally edit the working copy).
7. Delete any unnecessary header rows from the copy of the Master Excel so they are not carried across to the TablePress file (there should only be one header row in each file).
8. In the Master Excel, select File > Save as > [file name] > File format: CSV.
   Close the Master Excel and open the Master Excel CSV.
9. Both the TablePress file and Master Excel CSV should have the same number of rows, equalling the number of operational GDSs plus one header row (e.g. 230 rows of operational GDSs + 1 header row = 231 rows).

Step 3 – Inserting new data into the TablePress file

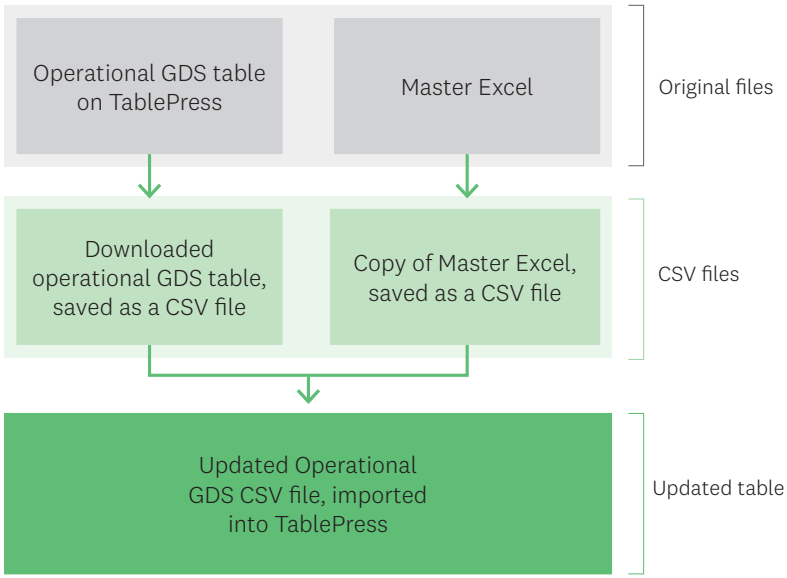
10. In the Master Excel CSV, select the letter of the entire column you would like to transfer into the TablePress file and press cmd+C to copy.
11. Select the letter of the column in the TablePress file that you would like to enter this data into, and paste (cmd+V).
12. Check that data has been inserted into the correct column, and that the rows align correctly.
13. In the TablePress file, Select File > Export to > CSV.
14. In the export dialogue box, 'Include table names' should be unticked.
    Select 'next' and save the TablePress CSV as a new file with the date, time and version (if applicable). The original, downloaded TablePress file must be kept to archive on SharePoint.

Step 4 – Importing new table to TablePress

15. Open the TablePress browser and select the 'import' tab.
16. Under 'import source', select: *File upload*
    Select 'choose file' and select the updated TablePress CSV that has just been saved.
    Under 'import format', select: *CSV – Character-Separated Values*
    Under 'add, replace or append?', select: *Replace existing table*
    Select the table that is being replaced and select 'import'.
17. Add 'last updated [date] [time]' in the description to keep track of when changes have been made.
18. Check that the table has imported correctly and that there are the correct number of rows (which will be the number of operational GDSs + 1 header row).

As this process replaces the table, it is important that you always keep a file of the original table. These files can be kept in archive on SharePoint as a backup.

Figure W8.2: Process for updating a TablePress table



Appendix 1: GDS Index publications, 2014–2023

Appendix 1: GDS Index publications, 2014–2023

Table A1.1 below lists the publications produced by the Institute under each edition of the GDS Index.

We initially planned to update the index annually. However, due to the resources required to produce the GDS Index, a decision was made in 2015 to update the GDS Index only when resources were available.

Table A1.1: GDS Index publications, 2014–2023

Title	Publication date
***2014 GDS Index* (GDSs as at 30 June 2014)**	
2014/01 – List of Government Department Strategies Between 1 July 1994 and 30 June 2014	September 2014
2014/02 – Analysis of Government Department Strategies Between 1 July 1994 and 30 June 2014 – An overview	December 2014
2015/04 – Methodology for the Government Department Strategies Index New Zealand [original]	February 2015
2015/05 – Tables Collating and Ranking Government Department Strategies in Operation as at 30 June 2014	February 2015
2015/06 – Profiles Scoring Government Department Strategies in Operation as at 30 June 2014	February 2015
***2015 GDS Index* (GDSs as at 30 June 2015)**	
2015/07 – List of Government Department Strategies Between 1 July 1994 and 30 June 2015	October 2015
2015/08 – Tables Collating and Ranking Government Department Strategies in Operation as at 30 June 2015	November 2015
2015/09 – Profiles Scoring Government Department Strategies in Operation as at 30 June 2015	November 2015
2015/10 – Analysis of Government Department Strategies Between 1 July 1994 and 30 June 2015 – An overview	November 2015
***2018 GDS Index* (GDSs as at 31 December 2018)**	
2019/01 – Methodology for the Government Department Strategies Index New Zealand [first refresh]	May 2019
2019/02 – List of Government Department Strategies Between 1 July 1994 and 31 December 2018	May 2019
2019/03 – Scoring Tables Collating and Ranking Government Department Strategies	May 2019
2019/04 – Analysis of Government Department Strategies Between 1 July 1994 and 31 December 2018	May 2019
2018 Government Department Strategies Handbook – He Puna Rautaki	May 2019
***2021 GDS Index* (GDSs as at 31 December 2020)**	
2021/02 – List of Government Department Strategies as at 31 December 2020	April 2021
***2021 GDS Index* (GDSs as at 31 December 2021)**	
2022/01 – Methodology for the 2021 Government Department Strategies Index [second refresh]	June 2022
2022/02 – Complete Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021	June 2022
2022/03 – Scoring Tables Collating and Ranking Government Department Strategies in Operation as at 31 December 2021	June 2022

Title	Publication date
2022/04 – Analysis of Government Department Strategies Between 1 July 1994 and 31 December 2021	June 2022
2022/05 – Best Practice: Guidance for Policy Analysts Preparing Government Department Strategy Documents	June 2022
Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps Found in Government Department Strategies in Operation as at 31 December 2021	June 2022
Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021	June 2022
Working Paper 2022/08 – Analysis of Poverty in Government Department Strategies as at 31 December 2021	June 2022
2021 Government Department Strategies Index Handbook – He Puna Rautaki	June 2022
Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index [third refresh]	August 2022
***2023 GDS Index* (GDSs as at 31 December 2023)**	
2023 Government Department Strategies Index Handbook – He Puna Rautaki	December 2024
Working Paper 2024/08 – Methodology for the 2023 Government Department Strategies Index as at 31 December 2023 [fourth refresh] (this document)	December 2024
Working Paper 2024/09: Analysis of Climate Change in Government Department Strategies as at 31 December 2023	December 2024

Appendix 2: *2021 GDS Index* process

Appendix 2: *2021 GDS Index* process

This appendix contains key excerpts from the *2021 GDS Index*. The definition, Scorecard and the *2021 GDS Index* process can be found in *Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index*.

A: Definition of a GDS (2021)

The definition below was used to produce the *2021 GDS Index*. The definition of a GDS was updated in the *2023 GDS Index* (see Section 3.3).

For the purposes of the *2021 GDS Index*, 'government department strategy' (GDS) is defined in terms of the following criteria.

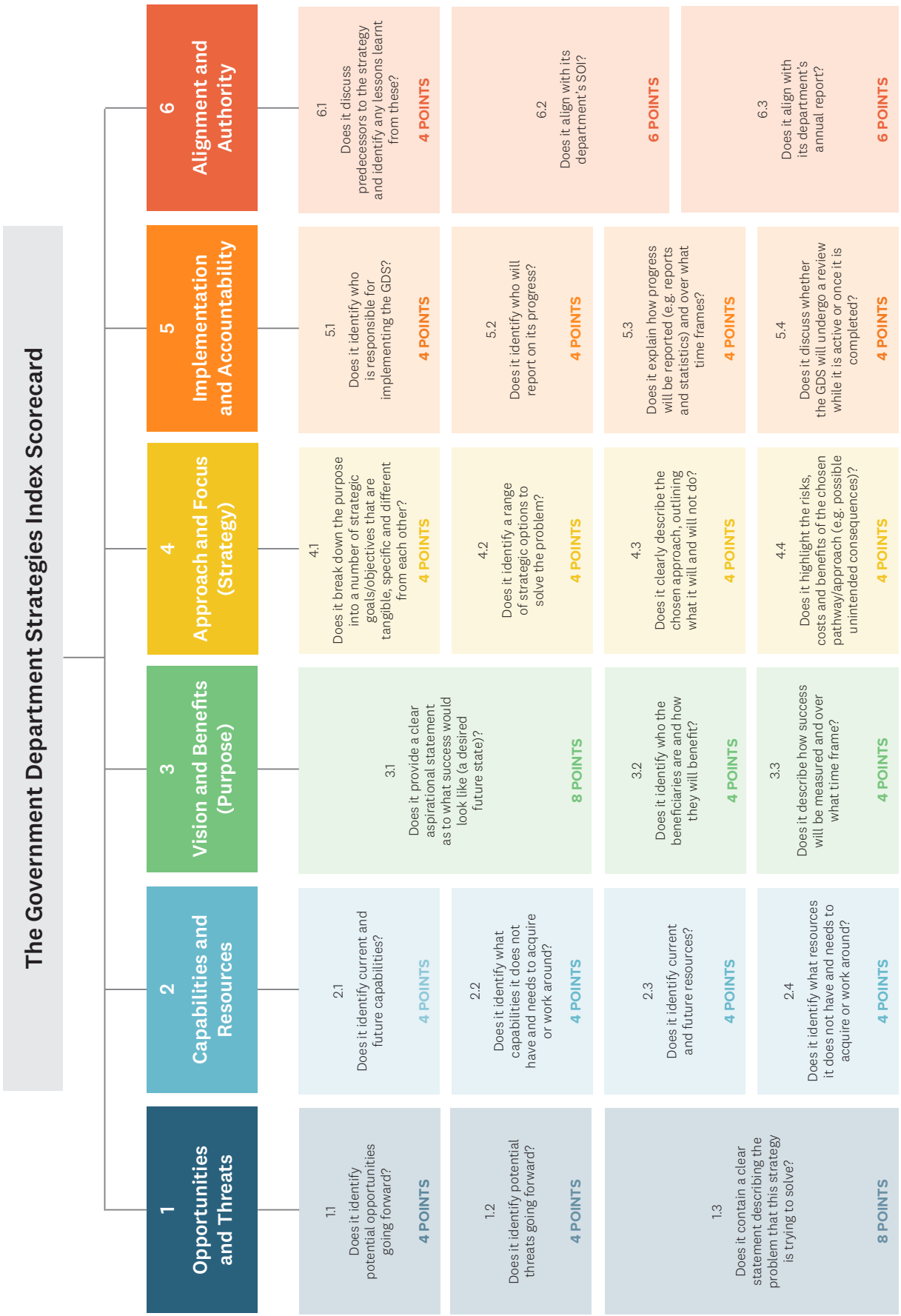
A 'government department strategy' must:

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 both the means (how) and the ends (the purpose)
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 not be a statement of intent or annual report.

B: Scorecard

Figure A2.1 overleaf shows the Scorecard that GDSs were scored against in the *2021 GDS Index*. In 2023, the Scorecard was updated and is now called the Transparency Scorecard (see Glossary).

Figure A2.1: The *2021 GDS Index* Scorecard



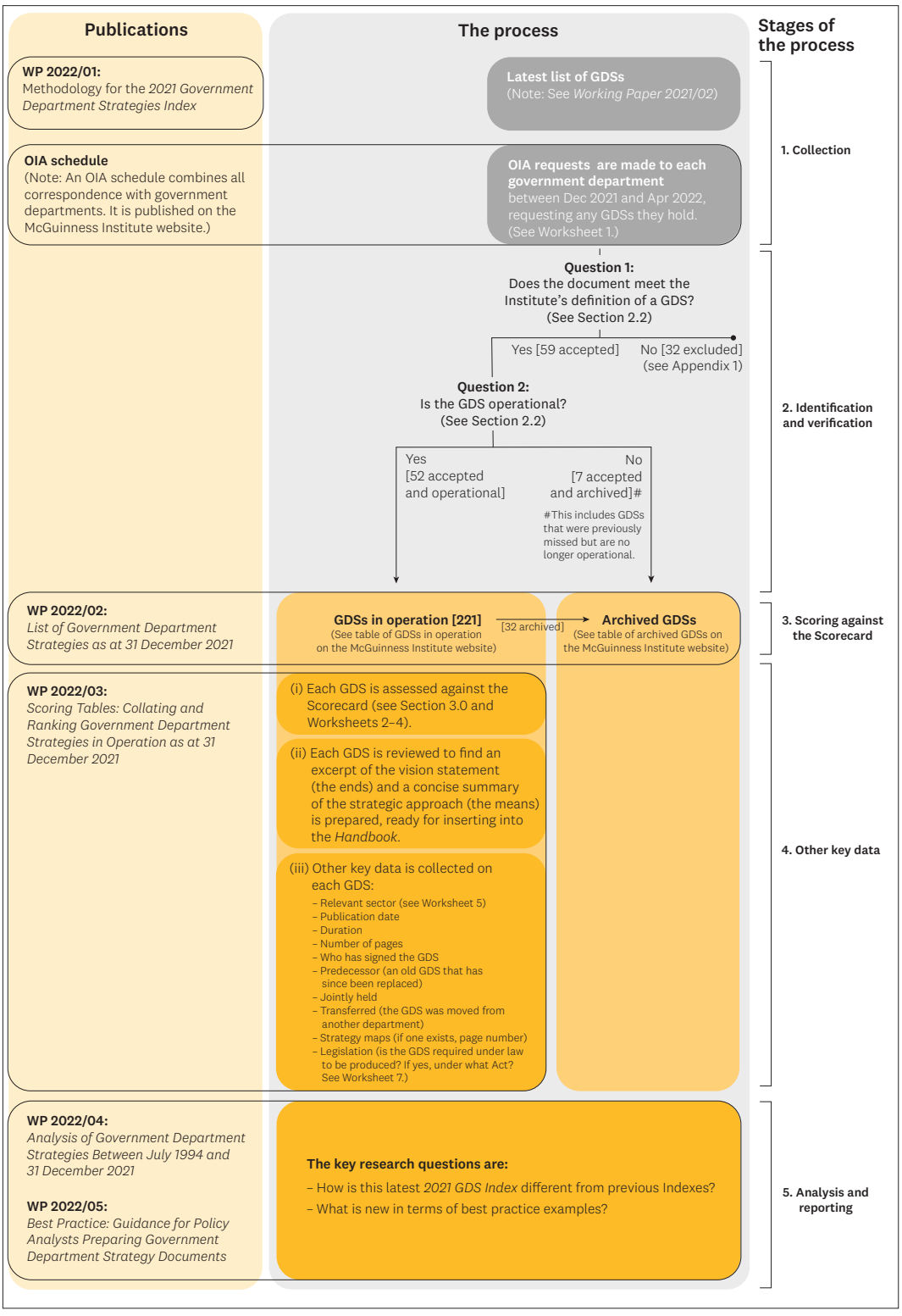
C: Process

Figure A2.2 below shows the process undertaken to produce the *2021 GDS Index*.

The differences between the 2021 process and the 2023 process are explained in Section 1.1.

Note: All references to sections and appendices in Figure A2.2 below are specific to those found within the *Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index* and are not to be confused with the sections and appendices of this paper.

Figure A2.2: The *2021 GDS Index* process



Note to Figure A2.2

All references to sections and appendices in Figure A2.2 are specific to the previous methodology in the *2021 GDS Index*, see *Working Paper 2022/01 Methodology for the 2021 Government Department Strategies Index*.

Appendix 3: List of government departments [31]

Appendix 3: List of government departments [31]

Within the GDS Index, each department is assigned a number according to the order the departments appear in the legislation below. Importantly, the Ministry for Regulation and the Social Investment Agency were added to Schedule 2 of the Public Service Act 2020 in 2024. These are not included in the *2023 GDS Index*, as it was published after December 2023 and only includes the 31 departments that were active at the end of December 2023.

Table A3.1: Department numbers used in the *2023 GDS Index*

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

Figure A3.1: Public Service Act 2020

Schedule 2
Public service agencies

ss 23, 26, 33

Part 1
Departments

Crown Law Office
Department of Conservation
Department of Corrections
Department of Internal Affairs
Department of the Prime Minister and Cabinet
Education Review Office
Government Communications Security Bureau
Inland Revenue Department
Land Information New Zealand
Ministry for Culture and Heritage
Ministry for Pacific Peoples
Ministry for Primary Industries
Ministry for Regulation
Ministry for the Environment
Ministry for Women
Ministry of Business, Innovation, and Employment
Ministry of Defence
Ministry of Education
Ministry of Foreign Affairs and Trade
Ministry of Health
Ministry of Housing and Urban Development
Ministry of Justice
Ministry of Māori Development—Te Puni Kōkiri
Ministry of Social Development
Ministry of Transport
New Zealand Customs Service
New Zealand Security Intelligence Service
Oranga Tamariki—Ministry for Children
Public Service Commission

Serious Fraud Office

Social Investment Agency

Statistics New Zealand

The Treasury

Schedule 2 Part 1 Ministry for Regulation: inserted, on 1 March 2024, by clause 4 of the Public Service (Ministry for Regulation) Order 2024 (SL 2024/5).

Schedule 2 Part 1 Social Investment Agency: inserted, on 1 July 2024, by clause 4(1) of the Public Service (Social Investment Agency) Order 2024 (SL 2024/73).

Part 2
Public service agencies and joint operational agreements

Subpart 1—Public service agencies

Departments and departmental agencies

23 Establishment and reorganisations of departments and departmental agencies

(1) The Governor-General may, by Order in Council,—

(a) if a department or a departmental agency is established or disestablished or if its name is changed, insert an item into, or repeal or amend an item in, Part 1 or 2 of Schedule 2:

(b) if the host department, or the name of the host department, of a departmental agency is changed, amend an item in Part 2 of Schedule 2:

(c) if a working arrangement referred to in section 24(2) will apply to a departmental agency (whether new or existing) or no longer applies, amend columns 3 or 4 of the table in Part 2 of Schedule 2, as appropriate.

(2) An order relating to the establishment of a departmental agency must—

(a) identify the department that will be the host department of the departmental agency; and

(b) if either or both of the working arrangements referred to in section 24(2) apply to the departmental agency, state which apply.

(3) The making of an order under this section does not remove the need for a department or departmental agency established by an Act to be disestablished or have its name changed by an Act.

(4) An order under this section is secondary legislation (*see* Part 3 of the Legislation Act 2019 for publication requirements).

Compare: 1988 No 20 s 30A

Legislation Act 2019 requirements for secondary legislation made under this section		
Publication	PCO must publish it on the legislation website and notify it in the *Gazette*	LA19 s 69(1)(c)
Presentation	The Minister must present it to the House of Representatives	LA19 s 114, Sch 1 cl 32(1)(a)
Disallowance	It may be disallowed by the House of Representatives	LA19 ss 115, 116

This note is not part of the Act.

Section 23(4): inserted, on 28 October 2021, by section 3 of the Secondary Legislation Act 2021 (2021 No 7).

Relevant excerpts from the Public Service Act 2020

Section 12 of the Public Service Act 2020 sets out five public service principles, of which the fifth principle is stewardship:

> (e) to proactively promote stewardship of the public service, including of—
>
> (i) its long-term capability and its people; and
>
> (ii) its institutional knowledge and information; and
>
> (iii) its systems and processes; and
>
> (iv) its assets; and
>
> (v) the legislation administered by agencies.

Section 52 sets out the general responsibilities of chief executives of departments and departmental agencies, and states:

> (1) A chief executive of a department or departmental agency is responsible to the appropriate Minister for—
>
> (a) improving ways of working across public service agencies; and
>
> (b) their agency's responsiveness on matters relating to the collective interests of government; and
>
> (c) the operation of their agency, including in carrying out the purpose of the public service under section 11; and
>
> (d) supporting that Minister to act as a good steward of the public interest, including by—
>
> (i) maintaining public institutions, assets, and liabilities; and
>
> (ii) maintaining the currency of any legislation administered by their agency; and
>
> (iii) providing advice on the long-term implications of policies; and
>
> (e) the performance of the functions and duties and the exercise of the powers of the chief executive or of their agency (whether those functions, duties, or powers are imposed or conferred by an enactment or by the policies of the Government); and
>
> (f) giving advice to Ministers; and
>
> (g) the integrity and conduct of the employees for whom the chief executive is responsible; and
>
> (h) the efficient and economical delivery of the goods or services provided by the agency and how effectively those goods or services contribute to the intended outcomes.

Appendix 4:
Rejected documents [25]

Appendix 4: Rejected documents [25]

A GDS is archived when it was included in a previous GDS Index, but has since been moved to the list of 'archived GDSs' due to the department that is responsible for the GDS advising that it is no longer active.

In a few cases, a department will retrospectively advise the Institute of a strategy that should have been included in a previous GDS Index, but is now no longer active. In this situation, the GDS is firstly included in the current GDS Index as 'active', but then moved immediately to the list of 'archived GDSs'. For this reason, it is not scored, and does not appear in the *2023 GDS Index Handbook*.

Note: A document is rejected when a department proposes a strategy document as a potential GDS, but together the Institute and the department conclude it does not meet the criteria. In the rare case there is a disagreement, the final decision is the Institute's. See rejected documents in Tables A4.1 and A4.2.

Table A4.1: Verification process one: initial review [7]

Row	Department (number & name)/ organisation	Title of strategy	Reason for rejection*
1	03. Department of Corrections	*Te Aorerekura Implementation Plan: The national strategy to eliminate family violence and sexual violence*	This was rejected because it is an implementation plan for a strategy, and not a strategy itself. Please note that this plan is specific to the Department of Corrections.
2	04. Department of Internal Affairs	*Gambling Group Strategic Direction 2020–2023*	This does not meet criterion 4: 'be a strategic document that contains long-term thinking (i.e. it sets out the approach (the means) and the purpose (the ends) of the strategy)'.
3	09. Land Information New Zealand	*Biosecurity and Biodiversity Strategy*	This does not meet criterion 1: 'be a publicly available document that is published by a government department'.
4	15. Ministry of Business, Innovation and Employment	*Advancing New Zealand's Energy Transition*	This is a document that discusses other strategies; it is not a strategy itself.
5	21. Ministry of Justice	*Our Strategy 2023–2027*	This does not meet criterion 7: 'is not a corporate document (i.e. excludes a statement of intent, a four-year plan or an annual report)'.
6	24. Ministry of Transport	*Haumaru Tāngata Ki Uta Ki Tai – Volunteer Plan*	This does not meet criterion 6: 'be a document that looks out at least two years or more'.
7	Tertiary Education Commission (not a department)	*National Careers System Strategy*	The Tertiary Education Commission is not a department, so it has no department number. The strategy does not meet criterion 1: 'be a publicly available document that is published by a government department'.

Table A4.2: Verification process two: detailed review [18]

* Note: 'Reason for rejection' refers to our definition of a GDS.

Row	Department (number & name)	Title of strategy	Reason for rejection*
1	01. Crown Law Office	*Te Rautaki Ratonga Ā-Ture A Te Kāwanatanga – Government Legal Services Strategy 2022-2026*	Crown Law states: 'This is only made public as a result of an OIA, therefore not a GDS.'
2	04. Department of Internal Affairs	*Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan*	Ministry for Ethnic Communities (as part of MSD) does not consider this a strategy. Instead, it is one of seven population-based action plans that support New Zealand's overarching [GDS15–13] *Employment Strategy*.
3	09. Land Information New Zealand	*Wilding Conifer Management Strategy*	MPI listed this strategy as jointly held with DOC and LINZ. However, LINZ stated in a follow-up OIA that they did not hold this strategy.
4	12. Ministry for Primary Industries	*Deepwater Strategy*	This is a high level summary document and does not meet criterion 2 or criterion 4 as it not publicly accessible and does not contain strategic thinking that sets out the means (how) to the purpose or a time frame.
5	12. Ministry for Primary Industries	*Hector's and Maui Dolphin Threat Management Plan 2020*	MPI listed this strategy as jointly held with DOC. However, DOC claimed sole ownership of the strategy, so it was not considered jointly held.
6	12. Ministry for Primary Industries	*Hauraki Gulf Fisheries Plan*	This document does not meet criterion 5 as it is a regional plan.
7	13. Ministry for the Environment	*Gender and Ethnic Pay Gaps Action Plan*	This is an internally facing strategy focusing on the employees of the department.
8	13. Ministry for the Environment	*Sustainability Strategy*	This is an internally facing strategy focusing on the internal goals of the department relating to its employees; the sustainability of its practices; and its financial management.
9	15. Ministry of Business, Innovation and Employment	*Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa*	DIA listed the strategy as not jointly held. MBIE did not include the strategy in the list of GDSs they hold and clarified in a follow-up OIA that they considered the strategy no longer active.
10	15. Ministry of Business, Innovation and Employment	*Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan*	See row 2 above.
11	18. Ministry of Foreign Affairs and Trade	*Trade Recovery Strategy 2.0*	This is a web page and was initially rejected on this basis. Going forward, we will allow web pages but they should have a date and a clear author. When preparing the next GDS Index, the Institute will ask departments to include web page strategy documents and develop a verification process for this purpose.
12	19. Ministry of Health	*Pharmacy Whakamahere: Understanding the pharmacy needs of our population*	This document does not meet criterion 4 as it does not contain strategic thinking that sets out the means (how) to the purpose.

Row	Department (number & name)	Title of strategy	Reason for rejection*
13	19. Ministry of Health	*Health Workforce Strategic Framework*	This document does not meet criterion 4 and criterion 6 as it does not contain strategic thinking that sets out the means (how) to the purpose or a time frame for long-term thinking.
14	23. Ministry of Social Development	*Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan*	See row 2 above.
15	24. Ministry of Transport	*Mahere Hohenga kia Whakakorea te Waro ā-Kawenga – Decarbonising Transport Action Plan*	MOT does not consider the Decarbonising Transport Action Plan (DTAP) to be a GDS. The DTAP acts as an implementation plan for the actions set out in the transport chapter of the first Emissions Reduction Plan [GDS13–06].
16	25. New Zealand Customs Service	*Inclusion and Diversity Strategy and Plan*	This is an internally facing strategy focusing on the employees of the department.
17	31. The Treasury	*He Puna Hao Pātiki: 2022 Investment Statement*	This is a report with advice to the government. It is not a strategy.
18	31. The Treasury	*Te Tai Waiora: Wellbeing in Aotearoa New Zealand 2022*	This is a report with advice to the government. It is not a strategy.

Table A4.3 below lists three GDSs whose titles were changed as a result of the more in-depth verification process. These are not rejects and are therefore recorded below.

Table A4.3: Verification process two: identified three GDSs with different titles in the *2023 GDS Index* [3]

Row	Department (number & name)	*2021 GDS Index* title	*2023 GDS Index* title	Reason for change in title
1	17. Ministry of Education	*Te Rautaki Mātauranga Māori – The Māori Education Strategy*	*Ka Hikitia Ka Hāpaitia – The Māori Education Strategy*	The previous title has been updated to reflect what was provided in MOE's 2024 OIA response.
2	17. Ministry of Education	*Te Rautaki mā te Reo Māori i roto i te Mātauranga – The Māori Language in Education Strategy*	*Tau Mai te Reo – The Māori Language in Education Strategy*	The previous title has been updated to reflect what was provided in MOE's 2024 OIA response.
3	19. Ministry of Health	*COVID-19: Kia Kaha, Kia Māia, Kia Ora Aotearoa – Psychological and Mental Wellbeing Plan*	*Kia Kaha, Kia Māia, Kia Ora Aotearoa – COVID-19 Psychosocial and Mental Wellbeing Recovery Plan*	The previous title has been updated to reflect what was provided in MOH's 2024 OIA response.

Appendix 5: 2021 GDSs that were archived due to being solely internally facing [4]

Appendix 5: 2021 GDSs that were archived due to being solely internally facing [4]

Table A5.1 lists GDSs that were archived due to being solely internally facing. This is due to an amendment to the *2023 GDS Index* criteria – criterion 3 now states that a strategy document must be externally facing to be considered a GDS (see Section 1.1).

The Institute defines an internally facing strategy as:

> A strategy document that focuses solely on the internal management and/or operations of a department (e.g. it focuses on the department's staff diversity and inclusion policies or the sustainability practices related to how the department manages its resources).

A strategy that considers the internal management and/or operations of a department can still be counted as external if it is applying the internal information to an external source or beneficiary (e.g. how a department uses its data and technology to create better outcomes for a target group).

Each GDS in operation from the *2021 GDS Index* was reviewed to identify and remove those that were solely internally facing. GDSs that were previously operational in the *2021 GDS Index* and identified as solely internally facing were archived (see Table A5.1), while internally facing GDSs that were new to the *2023 GDS Index* were rejected (see the three listed in Table A4.2 in Appendix 4). This process ensures that going forward, the GDS Index contains only externally facing strategies.

Table A5.1: 2021 GDSs that were archived due to being solely internally facing [4]

Row	Department (number & name)	GDS title	Publication date	Sector
1	07. Government Communications Security Bureau	*Diversity and Inclusion Strategy 2021–2025*	July 2021	Finance and Government Administration Sector
2	18. Ministry of Foreign Affairs and Trade	*Our People Strategy*	July 2017	External Sector
3	18. Ministry of Foreign Affairs and Trade	*Diversity and Inclusion Strategy 2018–2028*	June 2018	External Sector
4	26. New Zealand Security Intelligence Service	*Diversity and Inclusion Strategy 2021–2025*	July 2021	Finance and Government Administration Sector

Appendix 6:
Merged GDSs [22]

Appendix 6: Merged GDSs [22]

Table A6.1 lists the 73 GDSs that were reviewed to identify any GDSs that would be more fairly represented if merged with another GDS. This resulted in 12 documents being merged, effectively removing 22 GDSs, as some were jointly held.

Purpose

In some cases, a government department will publish several strategy documents that work in conjunction with one another to achieve the same outcome(s). In such cases, it is important to consider whether these documents should be merged to form one GDS, to ensure a fairer representation of strategies that are significantly inter-related.

Method

The Institute's definition of 'merged' is as follows:

> When two strategy documents, or a strategy document and an implementation plan/action plan, are highly integrated with one another, they are combined into one PDF and treated and scored as a single GDS.

A search was completed for GDSs with titles that contained the following terms: 'action', 'implementation', 'plan', 'policy', 'principles' and 'roadmap'. These terms were selected as they are commonly used in documents that supplement or support an overarching document (e.g. a roadmap to achieving actions set out in another strategy document).

Where GDSs exhibited a strong inter-relatedness (e.g. connections could be found between the purpose and approach of each GDS, or one provided more detail on actions listed in another GDS), they were recorded as being merged and scored as one GDS. If inter-related GDSs were published in quick succession (e.g. within the same 12-month period), this was further reason to consider them for merging.

The GDS that gave a higher-level overview of the strategy was considered by the Institute to be the 'overarching strategy' under which any other inter-related GDSs were merged.

There were cases where even though GDSs did demonstrate some degree of inter-relatedness, they were not merged. Some examples of why are:

- they were published too far apart from one another to warrant merging
- they were so detailed that they could be read as a standalone document, or
- they related to a GDS held by a different department.

Results

See Table A6.1 opposite for specific details.

A: 2021 GDS Index changes (reduces 3 GDSs from 2023 GDS Index)

1. [GDS19–31]: *Data and Information Strategy for Health and Disability | He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki* (November 2021) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Data and Information Strategy for Health and Disability | He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki* (2021) and (ii) *Data and Information Strategy for Health and Disability: Roadmap* (2021).
2. [GDS23–06]: *Better Later Life | He Oranga Kaumātua* (November 2019) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Better Later Life | He Oranga Kaumātua* (2019) and (ii) *Better Later Life Action Plan | He Oranga Kaumātua: Action plan 2021–2024* (2021).
3. [GDS24–02]: *International Air Transport Policy* (May 2012) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *International Air Transport Policy* (August 2012) and (ii) *International Air Transport Policy* (May 2012).

B: 2023 GDS Index changes (reduces 19 GDSs from 2023 GDS Index)

1. [GDS04–10]: *Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa* (September 2022) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa* (2022) and (ii) *Action Plan for the Digital Strategy for Aotearoa* (2022).
2. [GDS11–02]: *Pacific Languages Strategy* (August 2022) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Pacific Languages Strategy* (2022) and (ii) *Pacific Languages Government Action Plan* (2023).
3. [GDS16–02]: *Defence Policy and Strategy Statement* (August 2023) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Defence Policy and Strategy Statement* (2023) and (ii) *Future Force Design Principles* (2023).
4. [GDS23–19]: *Youth Plan Voice, Leadership, Action: Strategic framework* (August 2023) (merges 3 documents, which results in 2 GDSs being removed from the potential list). The three merged documents are: (i) *Strategic Framework* (2023), (ii) *Rolling Suite of Actions* (2023) and (iii) *Measurement Framework* (2023).
5. [GDS24–07]: *Transport Evidence Base Strategy* (December 2019) (merges 2 documents, which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Transport Evidence Base Strategy* (2019) and (ii) *Te Rautaki Whai-Taunakitanga Waka a Aotearoa – Transport Evidence Base Strategy: Implementation plan* (2022).
6. [GDS27–04]: *Oranga Tamariki Action Plan* (July 2022) (merges 2 documents which results in 1 GDS being removed from the potential list). The two merged documents are: (i) *Oranga Tamariki Action Plan* (2022) and (ii) *Implementing the Oranga Tamariki Action Plan* (2022).
7. [GDS03–04], [GDS17–09], [GDS19–34], [GDS21–01], [GDS22–02], [GDS23–13], [GDS27–03] and [GDS28–02]: *Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence* (December 2021) (merges 2 documents, which results in 8 GDSs being removed from the potential list). The two merged documents are: (i) *Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence* (2021) and (ii) *Te Aorerekura – The Enduring Spirit of Affection: Action plan for the national strategy to eliminate family violence and sexual violence* (2021).
8. [GDS11–04] and [GDS20–06]: *Fale mo Aiga – Pacific Housing Strategy 2030* (November 2022) (merges 2 documents, which results in 2 GDSs being removed from the potential list). The two merged documents are: (i) *Fale mo Aiga – Pacific Housing Strategy 2030* (2022) and (ii) *Fale mo Aiga – Pacific Housing Action Plan 2030* (2022).
9. [GDS20–05] and [GDS22–03]: *Maihi Ka Ora – The National Māori Housing Strategy* (December 2021) (merges 2 documents, which results in 2 GDSs being removed from the potential list). The two merged documents are: (i) *Maihi Ka Ora – The National Māori Housing Strategy* (2021) [strategy] and (ii) *Maihi Ka Ora – The National Māori Housing Strategy* (2022) [implementation plan].

Table A6.1: Strategy documents that have 'action', 'implementation', 'plan', 'policy', 'principles' or 'roadmap' in the title

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
GDSs held by one department only (not jointly held)					
1	02. Department of Conservation	*Karst Management Guidelines: Policies and actions* (May 1999)	Not merged	N/A	GDS02–01
2	02. Department of Conservation	*Kiwi Recovery Plan | Mahere Whakaora Kiwi* (November 2018)	Not merged	N/A	GDS02–07

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
3	02. Department of Conservation	*Climate Change Adaptation Action Plan | He Whakamahere Hātepe Urutau Mō Te Huringa Āhuarangi* (June 2020)	Not merged	N/A	GDS02–13
4	02. Department of Conservation	*Hector's and Māui Dolphin Threat Management Plan 2020* (December 2021)	Not merged	N/A	GDS02–18
5	03. Department of Corrections	*Ara Poutama Aotearoa – Suicide Prevention and Postvention Action Plan* (March 2022)	Not merged	N/A	GDS03–05
6	03. Department of Corrections	*Disability Action Plan* (February 2023)	Not merged	N/A	GDS03–06
7	03. Department of Corrections	*Ageing Well Action Plan* (August 2023)	Not merged	N/A	GDS03–07
8	04. Department of Internal Affairs	*Action Plan for the Digital Strategy for Aotearoa* (September 2022) [Addition to the *2023 GDS Index*]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the three goals identified in the strategy.	*Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa* (September 2022)	GDS04–10
9	11. Ministry for Pacific Peoples	*Pacific Employment Action Plan* (May 2022)	Not merged	N/A	GDS11–01
10	11. Ministry for Pacific Peoples	*Pacific Languages Government Action Plan*[#] (June 2023) [Addition to the *2023 GDS Index*]	Merged The action plan outlines how the strategy will be implemented in order to advance the key objectives and vision of the strategy.	*Pacific Languages Strategy* (August 2022)	GDS11–02[1]
11	12. Ministry for Primary Industries	*National Plan of Action for the Conservation and Management of Sharks* (January 2014)	Not merged	N/A	GDS12–05
12	12. Ministry for Primary Industries	*Primary Sector Science Roadmap – Te Ao Tūroa* (June 2017)	Not merged	N/A	GDS12–09
13	12. Ministry for Primary Industries	*National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019* (May 2019)	Not merged	N/A	GDS12–12
14	12. Ministry for Primary Industries	*National Fisheries Plan for Highly Migratory Species* (May 2019)	Not merged	N/A	GDS12–13

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
15	12. Ministry for Primary Industries	*National Inshore Finfish Fisheries Plan* (October 2022)	Not merged	N/A	GDS12–21
16	13. Ministry for the Environment	*Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan* (May 2022)	Not merged	N/A	GDS13–06
17	13. Ministry for the Environment	*Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants* (December 2022)	Not merged	N/A	GDS13–08
18	14. Ministry for Women	*Te Mahere Whai Mahi Wāhine | Women's Employment Action Plan* (June 2022)	Not merged	N/A	GDS14–01
19	16. Ministry of Defence	*Defence Capability Plan 2019* (June 2019)	Not merged	N/A	GDS16–01
20	16. Ministry of Defence	*Future Force Design Principles* (August 2023) [Addition to the *2023 GDS Index*]	Merged *Future Force Design Principles* acts as a key bridging document between the information outlined in the *Defence Policy and Strategy Statement* and the investment planning that is to be included in an upcoming *Defence Capability Plan* (not the one currently included in the *2023 GDS Index*). Note: The Ministry of Defence website as at 19 November 2024 notes that work is underway on options to inform a new *Defence Capability Plan* as the next phase of the Defence Policy Review.	*Defence Policy and Strategy Statement* (August 2023)	GDS16–02[1]
21	17. Ministry of Education	*Learning Support Action Plan* (July 2019)	Not merged	N/A	GDS17–03

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
22	17. Ministry of Education	*Action Plan for Pacific Education: 2023 Refresh* (July 2023)	Not merged	N/A	GDS17–15
23	18. Ministry of Foreign Affairs and Trade	*International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]* (November 2019)	Not merged	N/A	GDS18–01
24	18. Ministry of Foreign Affairs and Trade	*Gender Action Plan* (January 2021)	Not merged	N/A	GDS18–03
25	18. Ministry of Foreign Affairs and Trade	*Child & Youth Well-Being Strategic Action Plan* (May 2021)	Not merged	N/A	GDS18–04
26	18. Ministry of Foreign Affairs and Trade	*Human Rights Strategic Action Plan for International Development Cooperation* (October 2021)	Not merged	N/A	GDS18–05
27	19. Ministry of Health	*National Plan for Child Cancer Services* (December 2011)	Not merged	N/A	GDS19–06
28	19. Ministry of Health	*Cancer Plan 2015–2018* (December 2014)	Not merged	N/A	GDS19–09
29	19. Ministry of Health	*Faiva Ora 2016–2021 – National Pasifika Disability Plan* (August 2017)	Not merged	N/A	GDS19–16
30	19. Ministry of Health	*Influenza Pandemic Plan: A framework for action* (August 2017)	Not merged	N/A	GDS19–17
31	19. Ministry of Health	*Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan* (March 2018)	Not merged	N/A	GDS19–18
32	19. Ministry of Health	*Mental Health and Addiction Workforce Action Plan* (April 2018)	Not merged	N/A	GDS19–20
33	19. Ministry of Health	*National Poliomyelitis Response Plan* (February 2019)	Not merged	N/A	GDS19–21
34	19. Ministry of Health	*National Syphilis Action Plan* (June 2019)	Not merged	N/A	GDS19–22
35	19. Ministry of Health	*COVID-19 Health and Disability System Response Plan* (April 2020)	Not merged	N/A	GDS19–25
36	19. Ministry of Health	*Ola Manuia – Pacific Health and Wellbeing Action Plan* (June 2020)	Not merged	N/A	GDS19–26

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
37	19. Ministry of Health	*Whakamaua – Māori Health Action Plan* (July 2020)	Not merged	N/A	GDS19–27
38	19. Ministry of Health	*Kaiāwhina Workforce Action Plan* (November 2020)	Not merged	N/A	GDS19–28
39	19. Ministry of Health	*Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan* (December 2020)	Not merged	N/A	GDS19–29
40	19. Ministry of Health	*Data and Information Strategy for Health and Disability: Roadmap 2021–2024* (November 2021) [From *2021 GDS Index*]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the five focus areas identified in the strategy.	*Data and Information Strategy for Health and Disability | He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki* (November 2021)	GDS19–31[1]
41	19. Ministry of Health	*COVID-19 Māori Health Protection Plan* (December 2021)	Not merged	N/A	GDS19–32
42	19. Ministry of Health	*Smokefree Aotearoa 2025 Action Plan* (December 2021)	Not merged	N/A	GDS19–33
43	19. Ministry of Health	*National HIV Action Plan* (March 2023)	Not merged	N/A	GDS19–36
44	20. Ministry of Housing and Urban Development	*Homelessness Action Plan* (February 2020)	Not merged	N/A	GDS20–02
45	20. Ministry of Housing and Urban Development	*Public Housing Plan 2021–2024* (January 2021)	Not merged	N/A	GDS20–03
46	20. Ministry of Housing and Urban Development	*Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki | Government Policy Statement on Housing and Urban Development* (September 2021)	Not merged	N/A	GDS20–04
47	23. Ministry of Social Development	*Te Pae Tata Māori Strategy and Action Plan* (June 2019)	Not merged	N/A	GDS23–03

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
47	23. Ministry of Social Development	*Disability Action Plan 2019–2023* (November 2019)	Not merged Note: This document could not be merged with the *Disability Strategy 2016–2026* as the latter is jointly held by MOH and MSD, whereas the former is only held by MSD.	N/A	GDS23–07
48	23. Ministry of Social Development	*Campaign for Action on Family Violence: Framework for change* (June 2020)	Not merged	N/A	GDS23–08
49	23. Ministry of Social Development	*Better Later Life Action Plan | He Oranga Kaumātua: Action plan 2021–2024* (September 2021) [From *2021 GDS Index*]	Merged The action plan outlines the actions that will be taken to support the strategy from 2021 to 2024 and is underpinned by the guiding principles of the strategy. As well as developing 25 new actions, the 10 initial actions identified in the strategy are carried forward.	*Better Later Life | He Oranga Kaumātua* (November 2019)	GDS23–06
50	23. Ministry of Social Development	*Working Matters: An action plan to ensure disabled people and people with health conditions have an equal opportunity to access employment* (July 2020)	Not merged	N/A	GDS23–12
51	23. Ministry of Social Development	*Older Workers Employment Action Plan | He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke* (April 2022)	Not merged	N/A	GDS23–16

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
52	23. Ministry of Social Development	*Youth Plan Voice, Leadership, Action: Rolling suite of actions* (August 2023) *Youth Plan Voice, Leadership, Action: Youth plan measurement framework* (August 2023) [Addition to the *2023 GDS Index*]	Merged The action plan and the measurement framework were published alongside the strategy. The action plan sets out actions that directly relate to the two identified focus areas that underpin the vision of the strategy. The measurement framework provides monitoring and assessment of how the action plan contributes to the key outcomes of the strategy.	*Youth Plan Voice, Leadership, Action: Strategic framework* (August 2023)	GDS23–19[1]
53	24. Ministry of Transport	*National Airspace Policy* (April 2012)	Not merged	N/A	GDS24–01
54	24. Ministry of Transport	*International Air Transport Policy* (August 2012) [From *2021 GDS Index*]	Merged Both strategies have the same name and were published in the same year. The strategy that was published in May appears to be the main strategy document, whereas the strategy published in August appears to be less comprehensive but contains some overlapping content.	*International Air Transport Policy* (May 2012)[2]	GDS24–02[1]
55	24. Ministry of Transport	*Te Rautaki Whai-Taunakitanga Waka a Aotearoa – Transport Evidence Base Strategy Implementation Plan* (October 2022) [Addition to the *2023 GDS Index*]	Merged The action plan outlines a work programme to implement the high-priority initiatives that are identified in the strategy and sets out the actions that need to be taken to achieve the strategy's vision.	*Transport Evidence Base Strategy* (December 2019)	GDS24–07[1]

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
56	24. Ministry of Transport	*Government Policy Statement on Land Transport 2021/22–2030/31* (September 2020)	Not merged	N/A	GDS24–08
57	24. Ministry of Transport	*Rail Plan* (April 2021)	Not merged	N/A	GDS24–10
58	24. Ministry of Transport	*Search and Rescue Strategic Plan* (NK)	Not merged	N/A	GDS24–13
59	27. Oranga Tamariki – Ministry for Children	*Children's Action Plan* (October 2012)	Not merged	N/A	GDS27–01
60	27. Oranga Tamariki – Ministry for Children	*Future Direction Action Plan* (September 2021)	Not merged	N/A	GDS27–02
61	27. Oranga Tamariki – Ministry for Children	*Implementing the Oranga Tamariki Action Plan* (July 2022) [Addition to the *2023 GDS Index*]	Merged The implementation plan was published alongside the strategy and contains actions that directly relate to the six outcomes identified in the strategy.	*Oranga Tamariki Action Plan* (July 2022)	GDS27–04[1]
62	28. Public Service Commission	*Kia Toipoto – Public Service Action Plan* (November 2021)	Not merged	N/A	GDS28–01
63	28. Public Service Commission	*Fourth National Action Plan | Te Tuawhā o ngā Mahere Mahi ā-Motu* (December 2022)	Not merged	N/A	GDS28–03
64	30. Statistics New Zealand	*Government Data Strategy and Roadmap* (August 2021)	Not merged	N/A	GDS30–02
65	31. The Treasury	*Thirty Year New Zealand Infrastructure Plan* (August 2015)	Not merged	N/A	GDS31–01
Jointly held					
66	02. Department of Conservation and 12. Ministry for Primary Industries	*New Zealand Sea Lion/ Rāpoka Threat Management Plan* (July 2017)	Not merged	N/A	GDS02–05 and GDS12–10

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
67	02. Department of Conservation and 12. Ministry for Primary Industries	*National Plan of Action – Seabirds* (May 2020)	Not merged	N/A	GDS02–12 and GDS12–16
68	03. Department of Corrections, 17. Ministry of Education, 19. Ministry of Health, 21. Ministry of Justice, 22. Ministry of Māori Development—Te Puni Kōkiri, 23. Ministry of Social Development, 27. Oranga Tamariki – Ministry for Children and 28. Public Service Commission	*Action Plan for the National Strategy to Eliminate Family Violence and Sexual Violence* (December 2021) [Addition to the *2023 GDS Index*]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the six focus areas identified in the strategy.	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence* (December 2021)	GDS03–04, GDS17–09, GDS19–34, GDS21–01, GDS22–02, GDS23–13, GDS27–03 and GDS28–02[1]
69	05. Department of the Prime Minister and Cabinet and 15. Ministry of Business, Innovation and Employment	*National Fuel Plan* (March 2020)	Not merged	N/A	GDS05–04 and GDS15–11
70	11. Ministry for Pacific Peoples and 20. Ministry of Housing and Urban Development	*Fale mo Aiga – Pacific Housing Action Plan 2030* (November 2022) [Addition to the *2023 GDS Index*]	Merged The action plan was published alongside the strategy and contains short-, medium- to long-term and long-term actions and targets that directly relate to the four priority areas identified in the strategy.	*Fale mo Aiga – Pacific Housing Strategy 2030* (November 2022)	GDS11–04 and GDS20–06[1]

Row	Department (number & name)	GDS title/s	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, the strategy it's merged with)	Final *2023 GDS Index* number
71	15. Ministry of Business, Innovation and Employment and 17. Ministry of Education	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society* (July 2014)	Not merged	N/A	GDS15–04 and GDS17–01
72	20. Ministry of Housing and Urban Development and 22. Ministry of Māori Development—Te Puni Kōkiri	*Maihi Ka Ora – The National Māori Housing Strategy* [implementation plan] (March 2022) [Addition to the *2023 GDS Index*]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the six priority areas identified in the strategy.	*Maihi Ka Ora – The National Māori Housing Strategy* [strategy] (December 2021)	GDS20–05 and GDS22–03[1]
73	23. Ministry of Social Development and 27. Oranga Tamariki – Ministry for Children	*Social Sector Commissioning 2022–2028 Action Plan* (October 2022)	Not merged	N/A	GDS23–18 and GDS27–05

Notes to Table A6.1.

1. This table was generated using searches of strategy document titles. Key search terms included: 'action', 'implementation', 'plan', 'policy', 'principles' and 'roadmap'.
2. In this instance, the GDS numbers apply to the overarching GDS, as the strategy documents in which the terms were found have been merged to form the overarching GDS and therefore are no longer considered to be standalone GDSs, but components of one.
3. This was an unusual situation where two documents were published in the same year under the same title. The Institute decided to use the most recently published iteration as the primary document. For the purposes of the GDS Index, both documents were combined into one PDF.

Appendix 7:
Jointly held GDSs [37]

Appendix 7: Jointly held GDSs [37]

Table A7.1 lists GDSs that are jointly held by two or more departments. Jointly held GDSs are listed under each department that holds them, so a GDS that is jointly held by four departments will appear in the GDS Index four times as four separate GDSs. This is to illustrate each department's ownership of the strategy and responsibility for its implementation.

The decision to treat a GDS as jointly held is made through OIA correspondence with the relevant departments. A department will typically inform the Institute that another department has a role to play in a certain part of a GDS, or the GDS as a whole. The Institute will then confirm this with the department that was mentioned before recognising the strategy as jointly held.

In certain cases, a department may disagree and state that they do not hold the strategy. In this case, the Institute will accept a commitment from the department concerned that it is no longer responsible or accountable for the strategy. Obtaining clarity over which department holds each GDS has been difficult and very time-consuming.

Table A7.1: Jointly held GDSs [37]

Row	GDS title	Department (number & name)	GDS number	Publication date	Sector
1	*Antarctic and Southern Ocean Research Directions and Priorities*	09. Land Information New Zealand	GDS09–05	December 2021	Natural Resources Sector
2	*Antarctic and Southern Ocean Research Directions and Priorities*	12. Ministry for Primary Industries	GDS12–19	December 2021	Natural Resources Sector
3	*Antarctic and Southern Ocean Research Directions and Priorities*	18. Ministry of Foreign Affairs and Trade	GDS18–06	December 2021	External Sector
4	*Charging Our Future: National electric vehicle charging strategy*	15. Ministry of Business, Innovation and Employment	GDS15–16	October 2023	Economic Development and Infrastructure Sector
5	*Charging Our Future: National electric vehicle charging strategy*	24. Ministry of Transport	GDS24–13	October 2023	Economic Development and Infrastructure Sector
6	*Disability Strategy 2016–2026*	19. Ministry of Health	GDS19–13	November 2016	Health Sector
7	*Disability Strategy 2016–2026*	23. Ministry of Social Development	GDS23–01	November 2016	Social Services and Community Sector
8	*Fale mo Aiga – Pacific Housing Strategy 2030*	11. Ministry for Pacific Peoples	GDS11–04	November 2022	Social Services and Community Sector
9	*Fale mo Aiga – Pacific Housing Strategy 2030*	20. Ministry of Housing and Urban Development	GDS20–06	November 2022	Social Services and Community Sector
10	*Health Research Strategy*	15. Ministry of Business, Innovation and Employment	GDS15–06	June 2017	Economic Development and Infrastructure Sector

Row	GDS title	Department (number & name)	GDS number	Publication date	Sector
11	*Health Research Strategy*	19. Ministry of Health	GDS19–15	June 2017	Health Sector
12	*Maihi Ka Ora – The National Māori Housing Strategy*	20. Ministry of Housing and Urban Development	GDS20–05	December 2021	Social Services and Community Sector
13	*Maihi Ka Ora – The National Māori Housing Strategy*	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22–03	December 2021	Māori Affairs Sector
14	*Mātauranga Whakauka Taiao | Environmental Education for Sustainability*	02. Department of Conservation	GDS02–04	July 2017	Natural Resources Sector
15	*Mātauranga Whakauka Taiao | Environmental Education for Sustainability*	13. Ministry for the Environment	GDS13–03	July 2017	Natural Resources Sector
16	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society*	15. Ministry of Business, Innovation and Employment	GDS15–04	July 2014	Education and Workforce Sector
17	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society*	17. Ministry of Education	GDS17–01	July 2014	Education and Workforce Sector
18	*National Fuel Plan*	05. Department of the Prime Minister and Cabinet	GDS05–04	March 2020	Finance and Government Administration Sector
19	*National Fuel Plan*	15. Ministry of Business, Innovation and Employment	GDS15–10	March 2020	Economic Development and Infrastructure Sector
20	*National Plan of Action – Seabirds*	02. Department of Conservation	GDS02–12	May 2020	Natural Resources Sector
21	*National Plan of Action – Seabirds*	12. Ministry for Primary Industries	GDS12–16	May 2020	Natural Resources Sector
22	*New Zealand Sea Lion/Rāpoka Threat Management Plan*	02. Department of Conservation	GDS02–05	July 2017	Natural Resources Sector
23	*New Zealand Sea Lion/Rāpoka Threat Management Plan*	12. Ministry for Primary Industries	GDS12–10	July 2017	Natural Resources Sector
24	*Social Sector Commissioning 2022–2028 Action Plan*	23. Ministry of Social Development	GDS23–18	October 2022	Social Services and Community Sector
25	*Social Sector Commissioning 2022–2028 Action Plan*	27. Oranga Tamariki – Ministry for Children	GDS27–05	October 2022	Social Services and Community Sector

Row	GDS title	Department (number & name)	GDS number	Publication date	Sector
26	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	03. Department of Corrections	GDS03–04	December 2021	Justice Sector
27	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	17. Ministry of Education	GDS17–09	December 2021	Education and Workforce Sector
28	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	19. Ministry of Health	GDS19–34	December 2021	Health Sector
29	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	21. Ministry of Justice	GDS21–01	December 2021	Justice Sector
30	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22–02	December 2021	Māori Affairs Sector
31	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	23. Ministry of Social Development	GDS23–13	December 2021	Social Services and Community Sector
32	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	27. Oranga Tamariki – Ministry for Children	GDS27–03	December 2021	Social Services and Community Sector
33	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	28. Public Service Commission	GDS28–02	December 2021	Finance and Government Administration Sector
34	*Te Kaweka Takohaka mō te Hoiho*	02. Department of Conservation	GDS02–14	August 2020	Natural Resources Sector
35	*Te Kaweka Takohaka mō te Hoiho*	12. Ministry for Primary Industries	GDS12–18	August 2020	Natural Resources Sector
36	*Wilding Conifer Management Strategy*	02. Department of Conservation	GDS02–03	December 2014	Natural Resources Sector
37	*Wilding Conifer Management Strategy*	12. Ministry for Primary Industries	GDS12–06	December 2014	Natural Resources Sector

Appendix 8:
GDSs in legislation [32]

Appendix 8: GDSs in legislation [32]

Table A8.1: GDSs in legislation [32]

Row	GDS number	Department (number & name)	GDS title	Publication date	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
1	GDS03–02	03: Department of Corrections	*Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy 2021–2026*	October 2021	Yes	-	Corrections Act 2004, s 123	Cited
2	GDS05–01	05: Department of the Prime Minister and Cabinet	*National Disaster Resilience Strategy | Rautaki ā-Motu Manawaroa Aituā*	April 2019	Yes	-	Civil Defence Emergency Management (CDEM) Act 2002, s 31	Cited
3	GDS05–03	05: Department of the Prime Minister and Cabinet	*Child and Youth Wellbeing Strategy*	August 2019	Yes	-	Children's Act 2014, ss 4 and 6	Cited
4	GDS12–08	12: Ministry for Primary Industries	*Biosecurity 2025 Direction Statement*	November 2016	Yes	-	Biosecurity Act 1993, s 56	Not cited
5	GDS12–12	12: Ministry for Primary Industries	*National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019*	May 2019	-	Yes	Fisheries Act 1996, s 11A	Cited
6	GDS12–13	12: Ministry for Primary Industries	*National Fisheries Plan for Highly Migratory Species*	May 2019	-	Yes	Fisheries Act 1996, s 11A	Cited
7	GDS12–21	12: Ministry for Primary Industries	*National Inshore Finfish Fisheries Plan*	October 2022	-	Yes	Fisheries Act 1996, s 11A	Cited
8	GDS13–05	13: Ministry for the Environment	*Te Hau Mārohi ki Anamata – Transitioning to a Low-Emissions and Climate-Resilient Future*	November 2021	Yes	-	Climate Change Response Act 2002, ss 5ZG–5ZI	Cited
9	GDS13–06	13: Ministry for the Environment	*Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan*	May 2022	Yes	-	Climate Change Response Act 2002, ss 5ZG–5ZI	Cited

Row	GDS number	Department (number & name)	GDS title	Publication date	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
10	GDS13–07	13: Ministry for the Environment	*Urutau, ka Taurikura: Kia tū pakari a Aotearoa i ngā huringa āhuarangi | Adapt and Thrive: Building a climate-resilient New Zealand*	August 2022	Yes	-	Climate Change Response Act 2002, ss 5ZS–5ZT	Cited
11	GDS13–08	13: Ministry for the Environment	*Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants*	December 2022	Yes	-	Hazardous Substances and New Organisms Act 1996, sch 1AA	Cited
12	GDS13–10	13: Ministry for the Environment	*Nationally Determined Contribution Strategy*	October 2023	Yes	-	Climate Change Response Act 2002, sch 2A	Not cited
13	GDS15–06	15: Ministry of Business, Innovation and Employment	*Health Research Strategy*	June 2017	Yes	-	Health Research Council Act 1990, s 34(2)	Not cited
14	GDS15–07	15: Ministry of Business, Innovation and Employment	*Health and Safety at Work Strategy*	December 2018	Yes	-	Health and Safety at Work Act 2015, s 195	Not cited
15	GDS17–07	17: Ministry of Education	*Statement of National Education and Learning Priorities*	November 2020	-	Yes	Education and Training Act 2020, s 5	Cited
16	GDS17–08	17: Ministry of Education	*Tertiary Education Strategy 2020*	November 2020	Yes	-	Education and Training Act 2020, s 7	Cited
17	GDS17–13	17: Ministry of Education	*International Education Strategy*	August 2022	-	Yes	Education and Training Act 2020, s 8	Not cited
18	GDS19–15	19: Ministry of Health	*Health Research Strategy*	June 2017	Yes	-	Health Research Council Act 1990, s 34(2)	Not cited

Row	GDS number	Department (number & name)	GDS title	Publication date	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
19	GDS19-35	19: Ministry of Health	*Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25*	June 2022	-	Yes	Gambling Act 2003, s 317	Cited
20	GDS19-38	19: Ministry of Health	*Health Strategy*	July 2023	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 41	Cited
21	GDS19-39	19: Ministry of Health	*Pae Tū: Hauora Māori Strategy*	July 2023	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 42	Cited
22	GDS19-40	19: Ministry of Health	*Provisional Health of Disabled People Strategy*	July 2023	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 44	Cited
23	GDS19-41	19: Ministry of Health	*Te Mana Ola – The Pacific Health Strategy*	July 2023	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 43	Cited
24	GDS19-42	19: Ministry of Health	*Rural Health Strategy*	July 2023	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 46	Cited
25	GDS19-43	19: Ministry of Health	*Women's Health Strategy*	July 2023	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 45	Cited
26	GDS20-04	20: Ministry of Housing and Urban Development	*Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki | Government Policy Statement on Housing and Urban Development*	September 2021	Yes	-	Kāinga Ora– Homes and Communities Act 2019, s 22	Cited
27	GDS22-01	22: Ministry of Māori Development—Te Puni Kōkiri	*Maihi Karauna – The Crown's Strategy for Māori Language Revitalisation*	February 2019	Yes	-	Te Ture Mō Te Reo Māori 2016 – Māori Language Act 2016, s 10	Cited
28	GDS24-08	24: Ministry of Transport	*Government Policy Statement on Land Transport 2021/22–2030/31*	September 2020	Yes	-	Land Transport Management Act 2003, s 66	Cited
29	GDS27-03	27: Oranga Tamariki — Ministry for Children	*Oranga Tamariki Action Plan*	July 2022	Yes	-	Children's Act 2014, s 8	Cited

Row	GDS number	Department (number & name)	GDS title	Publication date	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
30	GDS28–04	28: Public Service Commission	*Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa | The Leadership Strategy for New Zealand's Public Service*	July 2023	Yes	-	Public Service Act 2020, s 61	Cited
31	GDS31–01	31: The Treasury	*Thirty Year New Zealand Infrastructure Plan*	August 2015	Yes	-	New Zealand Infrastructure Commission/ Te Waihanga Act 2019, ss 12 and 13	Not cited
32	GDS31–02	31: The Treasury	*He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing*	September 2021	Yes	-	Public Finance Act 1989, ss 26I–26N	Cited

Table A8.2: Key data (legislation): Two GDSs from the *2021 GDS Index* are no longer mentioned in legislation

Row	GDS number	Department (number & name)	GDS title	Publication date	Previous legislation		Reason no longer mentioned in legislation
					Act title and section	Cited or not cited in the GDS	
1	GDS19–13	19: Ministry of Health	*Disability Strategy 2016–2026*	November 2016	New Zealand Public Health and Disability Act 2000, s 8(2)	Cited	New Zealand Public Health and Disability Act 2000 was repealed on 1 July 2022 and replaced by Pae Ora (Healthy Futures) Act 2022. However, the Healthy Futures Act does not mention the Disability Strategy. Therefore, this Disability Strategy is no longer mentioned in legislation.
2	GDS23–01	23: Ministry of Social Development	*Disability Strategy 2016–2026*	November 2016	New Zealand Public Health and Disability Act 2000, s 8(2)	Cited	As GDS19–13 above

Appendix 9: GDSs archived between October 1994 and 31 December 2023 [406]

Appendix 9: GDSs archived between October 1994 and 31 December 2023 [406]

Table A9.1 below lists all archived GDSs. This includes:

(i) 4 GDSs from the *2021 GDS Index* (solely internally facing)

(ii) 1 GDS from the *2021 GDS Index* (no longer jointly held)

(iii) 1 GDS from the *2021 GDS Index* (no longer met the criteria)

(iv) 4 GDSs from the additions to the *2023 GDS Index* that MBIE advised were no longer in operation. These are identified with an asterisk.

(iv) 69 GDSs from the *2021 GDS Index* that departments advised were no longer in operation.

During the OIA process, departments inform the Institute whether any GDSs have been archived since the previous GDS Index. GDSs will typically be archived due to being replaced by a new GDS, or having simply run their course (no longer in operation).

Occasionally a department fails to inform the Institute of an operational GDS until after the GDS has expired. In these situations the GDS is treated as both accepted and archived in the same GDS Index. This situation is recorded in the column titled 'Reason archived' as 'Accepted and archived'.

Due to the tightening of the criteria for a strategy document to be considered a GDS in the *2023 GDS Index*, any strategy documents that were previously accepted as a GDS in the *2021 GDS Index* but do not meet the updated criteria have been archived. This situation is recorded in the column titled 'Reason archived' as 'Archived as found to no longer meet the criteria'.

Table A9.1: GDSs archived between October 1994 and 31 December 2023 [406]

Row	Department that archived the GDS	GDS title	Publication date
***2014 GDS Index:* GDSs archived as at 30 June 2014**			
1	Department of Conservation	*Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions*	NK 2001
2	Department of Conservation	*Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond*	NK 2002
3	Department of Conservation	*Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond*	NK 2003
4	Department of Conservation	*National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries* (jointly held by MPI and DOC)	April 2004
5	Department of Conservation	*Marine Mammal Action Plan for 2005-2010*	December 2004
6	Department of Corrections	*Pacific Strategy 2002–2005*	NK 2002
7	Department of Corrections	*Strategy to Reduce Drug and Alcohol Use by Offenders 2005–2008*	NK 2004
8	Department of Corrections	*Te Reo Strategy 2004–2008*	NK 2004
9	Department of Corrections	*Pacific Strategy 2005–2008*	NK 2005
10	Department of Corrections	*Justice Sector Information Strategy 2006–2011* (jointly held by MOJ and Corrections)	July 2006
11	Department of Corrections	*Prisoner Employment Strategy 2006–2009*	NK 2006

Row	Department that archived the GDS	GDS title	Publication date
12	Department of Corrections	*Māori Strategic Plan 2008–2013*	June (approx) 2008
13	Department of Corrections	*Pacific Strategy 2008–2013*	June (approx) 2008
14	Department of Corrections	*Prisoner Skills & Employment Strategy 2009–2012*	NK 2009
15	Department of Internal Affairs	*National Civil Defence Emergency Management Strategy – 2003–2006*	March 2004
16	Department of the Prime Minister and Cabinet	*Crime Prevention Strategy 1994*	October 1994
17	Department of the Prime Minister and Cabinet	*Growing an Innovative New Zealand*	February 2002
18	Department of the Prime Minister and Cabinet	*Sustainable Development For New Zealand: Programme of action*	January 2003
19	Land Information New Zealand	*Geodetic Strategy 2003–2008*	April 2003
20	Land Information New Zealand	*Ross Sea Region: Strategy 2003–2012*	May 2003
21	Land Information New Zealand	*Topographic Information Strategy 2005–2010*	June 2005
22	Land Information New Zealand	*Future-proofing Core Survey and Title Paper Records: Strategy paper for the Minister for Land Information*	October 2007
23	Land Information New Zealand	*Biosecurity Strategy 2010–2013*	July 2010
24	Ministry for Culture and Heritage	*Building a Strong and Sustainable Public Broadcasting Environment for New Zealand: A programme of action*	NK 2005
25	Ministry for Culture and Heritage	*Digital Television Strategy*	November 2006
26	Ministry for Pacific Peoples	*Ala Fou – New Pathways: Strategic directions for Pacific youth in New Zealand*	NK 2003
27	Ministry for Pacific Peoples	*Pacific Economic Action Plan and Pacific Women's Economic Development Plan*	NK 2005
28	Ministry for Pacific Peoples	*Pathways to Leadership: Goal 2010: A report on Pacific leadership in the public service*	NK 2006
29	Ministry for Pacific Peoples	*Auckland Pacific Strategy: Successful Pacific peoples 2009–2014*	NK 2009
30	Ministry for Pacific Peoples	*Career Futures for Pacific Peoples: A report on future labour market opportunities and education pathways for Pacific peoples*	October 2010
31	Ministry for Primary Industries [previously MAF]	*A Standard Setting Strategy for the Protection of New Zealand's Forests and Trade in Their Products*	NK 1998
32	Ministry for Primary Industries [previously MAF]	*Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry* (jointly held by MFE and MPI)	May 2003

Row	Department that archived the GDS	GDS title	Publication date
33	Ministry for Primary Industries [previously MAF]	*Tiakina Aotearoa, Protect New Zealand: The biosecurity strategy for New Zealand*	August 2003
34	Ministry for Primary Industries [previously MAF]	*A Pastoral Greenhouse Gas Research Strategy*	October 2003
35	Ministry for Primary Industries [previously MAF]	*National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries* (jointly held by MPI and DOC)	April 2004
36	Ministry for Primary Industries [previously MAF]	*Strategy for Managing the Environmental Effects of Fishing*	June 2005
37	Ministry for Primary Industries [previously MAF]	*Campylobacter in Poultry: Risk management strategy 2006–2009*	November 2006
38	Ministry for Primary Industries [previously MAF]	*Food Safety Authority Strategy for Involving Māori in Food Safety and Consumer Protection Issues*	April 2007
39	Ministry for Primary Industries [previously MAF]	*Listeria Monocytogenes Risk Management Strategy 2008–2013*	July 2008
40	Ministry for Primary Industries [previously MAF]	*National Plan of Action for the Conservation and Management of Sharks*	October 2008
41	Ministry for Primary Industries [previously MAF]	*Campylobacter Risk Management Strategy 2008–2011*	December 2008
42	Ministry for Primary Industries [previously MAF]	*Salmonella Risk Management Strategy 2009–2012*	March 2009
43	Ministry for Primary Industries [previously MAF]	*Strategic Objectives in Codex 2010–2013*	NK 2010
44	Ministry for the Environment	*Environment 2010 Strategy: A statement of the government's strategy on the environment*	September 1995
45	Ministry for the Environment	*Sustainable Land Management: A strategy for New Zealand*	June 1996
46	Ministry for the Environment	*Learning to Care for Our Environment – Me Ako ki te Tiaki Taiao: A national strategy for environmental education*	June 1998
47	Ministry for the Environment	*National Energy Efficiency and Conservation Strategy: Towards a sustainable energy future*	September 2001
48	Ministry for the Environment	*Waste Strategy 2002*	March 2002
49	Ministry for the Environment	*Climate Change Research Strategy*	NK 2002
50	Ministry for the Environment	*Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry* (jointly held by MFE and MPI)	May 2003

Row	Department that archived the GDS	GDS title	Publication date
51	Ministry for the Environment	*Strategy for Improving the Workability of Hazardous Substances Provisions of the Hazardous Substances and New Organisms Act*	June 2003
52	Ministry for the Environment	*The Water Programme of Action*	November 2003
53	Ministry for the Environment	*Climate Change Solutions: Whole of government climate change work programmes*	June 2006
54	Ministry for Women	*Action Plan for New Zealand Women*	March 2004
55	Ministry of Business, Innovation and Employment	*The Government's Strategy for Research, Science and Technology in New Zealand to the Year 2010*	August 1996
56	Ministry of Business, Innovation and Employment	*A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002* (jointly held by MBIE and TPK)	NK 1999
57	Ministry of Business, Innovation and Employment	*Industry Development Strategy*	May 2000
58	Ministry of Business, Innovation and Employment	*Regional Development Strategy*	June 2000
59	Ministry of Business, Innovation and Employment	*E-Commerce: Building the strategy for New Zealand*	November 2001
60	Ministry of Business, Innovation and Employment	*Tourism Strategy 2010*	NK 2001
61	Ministry of Business, Innovation and Employment	*Connecting Communities: A strategy for government support of community access to information and communications technology*	June 2002
62	Ministry of Business, Innovation and Employment	*Biotechnology Strategy: A foundation for development with care*	May 2003
63	Ministry of Business, Innovation and Employment	*A Future Together: The New Zealand settlement strategy in outline*	NK 2003
64	Ministry of Business, Innovation and Employment	*The Digital Strategy: Creating our digital future*	May 2005
65	Ministry of Business, Innovation and Employment	*Labour Market & Employment Strategy: Better work, working better*	June 2005
66	Ministry of Business, Innovation and Employment	*Roadmaps for Science: Energy research*	December 2006
67	Ministry of Business, Innovation and Employment	*Roadmaps for Science: Nanoscience + nanotechnologies*	December 2006
68	Ministry of Business, Innovation and Employment	*Roadmaps for Science: Biotechnology research*	March 2007

Row	Department that archived the GDS	GDS title	Publication date
69	Ministry of Business, Innovation and Employment	*Tourism Strategy 2015*	NK 2007
70	Ministry of Defence	*Defence Long-term Development Plan*	June 2002
71	Ministry of Defence	*The Defence Sustainability Initiative: Building a long-term future for the New Zealand Defence Force*	May 2005
72	Ministry of Defence	*Defence Long-term Development Plan 2006 Update*	October 2006
73	Ministry of Education	*Ko e Ako 'a e Kakai Pasifika – Pacific Islands Peoples' Education in Aotearoa, New Zealand Towards the Twenty-first Century: A plan to promote Pacific Islands peoples' success in New Zealand education*	December 1996
74	Ministry of Education	*More Than Words: The New Zealand Adult Literacy Strategy – Kei tua atu i te kupu: Te mahere rautaki whiringa ako o Aotearoa*	May 2001
75	Ministry of Education	*Pasifika Education Plan 2001–2005*	NK 2001
76	Ministry of Education	*Pathways to the Future – Ngā Huarahi Arataki: A 10-year strategic plan for early childhood education 2002–2012*	September 2002
77	Ministry of Education	*Tertiary Education Strategy 2002–2007*	NK 2002
78	Ministry of Education	*The Adult ESOL Strategy*	May 2003
79	Ministry of Education	*Making a Bigger Difference for All Students – Hangaia he huarahi hei whakarewa aka I ngā tauira katoa: Schooling strategy 2005–2010*	June 2005
80	Ministry of Education	*Māori Education Strategy*	NK 2005
81	Ministry of Education	*Pasifika Education Plan 2006–2010*	June 2006
82	Ministry of Education	*Tertiary Education Strategy 2007–12: Incorporating Statement of Tertiary Education Priorities 2008–10*	December 2006
83	Ministry of Education	*Better Outcomes for Children: An action plan for GSE 2006–2011*	NK 2006
84	Ministry of Education	*Enabling the 21st Century Learner: An e-learning action plan for schools 2006–2010*	NK 2006
85	Ministry of Education	*The Arts Strategy 2006–2008*	NK 2006
86	Ministry of Education	*International Education Agenda: A strategy for 2007–2012*	August 2007
87	Ministry of Education	*Pasifika Education Plan 2008–2012*	NK 2008
88	Ministry of Education	*ICT Strategic Framework for Education 2008–2012*	NK 2008
89	Ministry of Education	*Ka Hikitia – Managing for Success: Māori education strategy 2008–2012, updated 2009*	NK 2008
90	Ministry of Education	*Pasifika Education Plan 2009–2012*	NK 2009
91	Ministry of Education	*Tertiary Education Strategy 2010–15*	January 2010
92	Ministry of Education	*Education Agencies' ICT Investment Framework: Strategy 2011–2014*	NK 2011
93	Ministry of Foreign Affairs and Trade	*Strategic Policy Framework for Relations Between NZAID and New Zealand NGOs*	August 2000
94	Ministry of Foreign Affairs and Trade	*Policy Statement: Towards a safe and just world free of poverty*	July 2002
95	Ministry of Foreign Affairs and Trade	*NZAID Human Rights Policy: Implementation plan of action 2004 –09*	NK 2004

Row	Department that archived the GDS	GDS title	Publication date
96	Ministry of Foreign Affairs and Trade	*Preventing Conflict and Building Peace*	February 2005
97	Ministry of Foreign Affairs and Trade	*Pacific Fisheries Strategy 2006–2010*	October 2006
98	Ministry of Foreign Affairs and Trade	*Pacific Strategy 2007–2015: Te Ara Tupu – The Pathway of Growth: Tackling poverty in our region*	NK 2007
99	Ministry of Health	*Te Ara Tohu: Strategic Management Plan for Māori Health 1994–1999*	NK 1995
100	Ministry of Health	*Moving Forward: The national mental health plan for more and better services*	July 1997
101	Ministry of Health	*In Our Hands: New Zealand youth suicide prevention strategy* (jointly held by TPK and MOH)	March 1998
102	Ministry of Health	*Kia Piki te Ora o te Taitamariki – Strengthening Youth Wellbeing: New Zealand youth suicide prevention strategy* (jointly held by TPK and MOH)	March 1998
103	Ministry of Health	*Child Health Strategy*	June 1998
104	Ministry of Health	*National Drug Policy 1998–2003*	June 1998
105	Ministry of Health	*National Alcohol Strategy 2000–2003*	March 2001
106	Ministry of Health	*Pacific Health and Disability Action Plan*	February 2002
107	Ministry of Health	*Te Puāwaitanga – Māori Mental Health National Strategic Framework*	April 2002
108	Ministry of Health	*He Korowai Oranga – Māori Health Strategy*	November 2002
109	Ministry of Health	*Building on Strengths: A new approach to promoting mental health in New Zealand/Aotearoa*	December 2002
110	Ministry of Health	*Child Health Information Strategy*	April 2003
111	Ministry of Health	*Clinical Training Agency Strategic Intentions 2004–2013*	January 2004
112	Ministry of Health	*Clearing the Smoke: A five-year plan for tobacco control in New Zealand (2004–2009)*	September 2004
113	Ministry of Health	*Preventing and Minimising Gambling Harm: Strategic plan 2004–2010*	March 2005
114	Ministry of Health	*National Mental Health Information Strategy*	June 2005
115	Ministry of Health	*Te Tāhuhu – Improving Mental Health 2005–2015: The second New Zealand mental health and addiction plan*	June 2005
116	Ministry of Health	*Health Information Strategy for New Zealand 2005*	August 2005
117	Ministry of Health	*Pacific Provider Development Fund Purchasing Strategy 2005/06 to 2007/08*	October 2005
118	Ministry of Health	*Problem Gambling Research Programme 2005–2010*	NK 2005
119	Ministry of Health	*Te Puāwaiwhero – The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015*	July 2008
120	Ministry of Health	*National Strategic Plan of Action for Breastfeeding 2008–2012*	March 2009
121	Ministry of Health	*Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2010–2014*	January 2010
122	Ministry of Health	*National Health IT Plan: Enabling an integrated healthcare model*	September 2010
123	Ministry of Justice	*Justice Sector Information Strategy 1996*	August 1996

Row	Department that archived the GDS	GDS title	Publication date
124	Ministry of Justice	*Youth Offending Strategy: Preventing and reducing offending and re-offending by children and young people – Te Haonga* (jointly held by MOJ and MSD)	April 2002
125	Ministry of Justice	*Crime Reduction Strategy 2002*	NK 2002
126	Ministry of Justice	*Te Ara Hei Mua – The Pathway Forward 2003–2006*	June 2003
127	Ministry of Justice	*Safer Communities: Action plan to reduce community violence & sexual violence*	June 2004
128	Ministry of Justice	*Justice Sector Information Strategy 2006–2011* (jointly held by MOJ and Corrections)	July 2006
129	Ministry of Justice	*Organised Crime Strategy: Developing a whole of government approach to combat organised crime*	March 2008
130	Ministry of Justice	*STOP Strategy: A strategy for change 2008–2011*	September 2008
131	Ministry of Māori Development—Te Puni Kōkiri	*In Our Hands: New Zealand youth suicide prevention strategy* (jointly held by TPK and MOH)	March 1998
132	Ministry of Māori Development—Te Puni Kōkiri	*Kia Piki te Ora o te Taitamariki – Strengthening Youth Wellbeing: New Zealand youth suicide prevention strategy* (jointly held by TPK and MOH)	March 1998
133	Ministry of Māori Development—Te Puni Kōkiri	*A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002* (jointly held by MBIE and TPK)	NK 1999
134	Ministry of Māori Development—Te Puni Kōkiri	*Te Rautaki Reo Māori – The Māori Language Strategy 2014*	June 2003
135	Ministry of Social Development	*Te Punga – Our Bicultural Strategy for the Nineties*	Late, 1994
136	Ministry of Social Development	*Opportunity, Capacity, Participation: Government employment strategy 2000*	September 2000
137	Ministry of Social Development	*Pathways to Opportunity – Ngā ara whai oranga: From social welfare to social development*	June 2001
138	Ministry of Social Development	*Te Rito – New Zealand Family Violence Prevention Strategy*	February 2002
139	Ministry of Social Development	*Youth Offending Strategy: Preventing and reducing offending and re-offending by children and young people – Te Haonga* (jointly held by MOJ and MSD)	April 2002
140	Ministry of Social Development	*New Zealand's Agenda for Children: Making life better for children*	June 2002
141	Ministry of Social Development	*Pacific Strategy 2002*	NK 2002
142	Ministry of Social Development	*Care and Protection Blueprint 2003*	NK 2003
143	Ministry of Social Development	*Pacific Youth Development Strategy: Deliver positive life-change and affirmation for all Pacific youth in Auckland*	June 2005
144	Ministry of Social Development	*Pate, Lali, Nafa – Strategy for Pacific Islands Employment and Service Delivery*	NK 2006
145	Ministry of Social Development	*Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand carers' strategy and five-year action plan 2008*	April 2008
146	Ministry of Transport	*Transport Strategy 2002*	December 2002

Row	Department that archived the GDS	GDS title	Publication date
147	Ministry of Transport	*Road Safety to 2010*	October 2003
148	Ministry of Transport	*Getting There – On Foot, by Cycle: A strategy to advance walking and cycling in New Zealand transport*	February 2005
149	Ministry of Transport	*National Rail Strategy to 2015*	May 2005
150	Ministry of Transport	*Transport Research Strategy 2007*	May 2007
151	Ministry of Transport	*Driver Fatigue Strategy: An inter-agency strategy to combat driver fatigue*	December 2007
152	Ministry of Transport	*Sea Change: Transforming coastal shipping in New Zealand: A strategy for domestic sea freight: May 2008*	May 2008
153	Ministry of Transport	*Government Policy Statement on Land Transport Funding 2009/10–2018/19*	August 2008
154	Ministry of Transport	*Transport Strategy 2008*	NK 2008
155	Ministry of Transport	*Safer Journeys Action Plan 2011–2012*	May 2011
156	New Zealand Customs Service	*International Strategy 2002–2004*	March 2002
157	Public Service Commission	*Enabling Transformation: A strategy for e-government 2006*	November 2006
158	Statistics New Zealand	*Strategic Directions: 2002 and beyond*	April 2002
159	The Treasury	*Strategic Plan 1999–2004*	March 1999
160	The Treasury	*Strategic Direction Summary 2004*	NK 2004
161	The Treasury	*Long-term Fiscal Position*	June 2006
162	The Treasury	*Stepping Up*	November 2006
***2015 GDS Index*: GDSs archived as at 30 June 2015**			
163	Department of Corrections	*Drug and Alcohol Strategy 2009–2014*	July (approx), 2009
164	Department of Internal Affairs	*New Generation National Library: Strategic directions to 2017*	NK 2007
165	Land Information New Zealand	*Geodetic Physical Infrastructure Strategy*	September 2012
166	Land Information New Zealand	*Power of 'Where' Drives New Zealand's Success*	November 2013
167	Ministry for Culture and Heritage	*New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015*	September 2008
168	Ministry for Primary Industries	*Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of action: A partnership approach*	September 2007
169	Ministry for the Environment	*Packaging Accord 2004*	July 2004
170	Ministry for the Environment	*Meeting the Challenges of Future Flooding in New Zealand*	August 2008
171	Ministry of Business, Innovation and Employment	*Energy Strategy to 2050: Powering our future: Towards a sustainable low emissions energy system*	October 2007
172	Ministry of Business, Innovation and Employment	*Our Future Together: New Zealand settlement strategy*	NK 2007
173	Ministry of Defence	*Defence Capability Plan 2011*	September 2011

Row	Department that archived the GDS	GDS title	Publication date
174	Ministry of Health	*Disability Support Services Strategic Plan 2010 to 2014: Towards a more flexible disability support system: Nothing for us without us*	March 2012
175	Ministry of Social Development	*Strengthening Families for Well-being: From Welfare to Well-being – Mai i te toko i te ora ki te oranga: 5th Edition 1998*	NK 1998
176	The Treasury	*National Infrastructure Plan*	July 2011
***2018 GDS Index*: GDSs archived as at 31 December 2018**			
177	Canterbury Earthquake Recovery Authority Note: No longer in existence	*Recovery Strategy for Greater Christchurch – Mahere Haumanutanga o Waitaha*	May 2012
178	Canterbury Earthquake Recovery Authority Note: No longer in existence	*Community in Mind, Hei Puāwai Waitaha – a flourishing Waitaha: Strategy for rebuilding health and wellbeing in greater Christchurch*	June 2014
179	Department of Conservation	*Marine Protected Areas: Policy and implementation plan* (jointly held by MPI and DOC)	December 2005
180	Department of Conservation	*Sea Lion Species Management Plan: 2009-2014*	July 2009
181	Department of Conservation	*Rena: Long-term environmental recovery plan* (jointly held by DOC, MFE, MPI and MOT)	December 2011
182	Department of Conservation	*Science Counts! The Department of Conservation's strategic science and research priorities 2011–2016*	June 2011
183	Department of Corrections	*Creating Lasting Change: Strategy 2011–2015*	NK 2011
184	Department of Corrections	*Youth Strategy: Reducing re-offending by young people*	November 2013
185	Department of Corrections	*RR25%: Reducing re-offending strategy 2014–2017*	November 2014
186	Department of Internal Affairs	*Government ICT Strategy and Action Plan to 2017*	June 2013
187	Department of Internal Affairs	*Result 10 Blueprint: A strategy for digital public services*	June 2014
188	Department of Internal Affairs	*Government ICT Strategy 2015*	October 2015
189	Department of Internal Affairs	*A Dynamic, Integrated Programme of Work to Deliver the Government ICT Strategy*	June 2016
190	Department of the Prime Minister and Cabinet	*Tackling Methamphetamine: An action plan*	October 2009
191	Department of the Prime Minister and Cabinet	*Cyber Security Strategy 2011*	June 2011
192	Department of the Prime Minister and Cabinet	*Measures to Improve Youth Mental Health*	June 2012

Row	Department that archived the GDS	GDS title	Publication date
193	Land Information New Zealand	*Geospatial Strategy 2007*	January 2007
194	Land Information New Zealand	*He Whāriki Maurua – Business with Māori Strategy 2013–2016*	June 2013
195	Land Information New Zealand	*Strategic Plan 2015*	December 2015
196	Ministry for Primary Industries	*Marine Protected Areas: Policy and implementation plan* (jointly held by MPI and DOC)	December 2005
197	Ministry for Primary Industries	*Fisheries 2030: New Zealanders maximising benefits from the use of fisheries within environmental limits*	September 2009
198	Ministry for Primary Industries	*National Fisheries Plan for Deepwater and Middle-depth Fisheries*	NK 2010
199	Ministry for Primary Industries	*National Fisheries Plan for Highly Migratory Species (HMS) 2010–2015*	NK 2010
200	Ministry for Primary Industries	*Pest Management National Plan of Action*	February 2011
201	Ministry for Primary Industries	*Draft National Fisheries Plan for Freshwater*	July 2011
202	Ministry for Primary Industries	*Draft National Fisheries Plan for Inshore Finfish*	July 2011
203	Ministry for Primary Industries	*Draft National Fisheries Plan for Inshore Shellfish*	July 2011
204	Ministry for Primary Industries	*Our Strategy 2030: Growing and protecting New Zealand*	July 2011
205	Ministry for Primary Industries	*Rena: Long-term environmental recovery plan* (jointly held by DOC, MFE, MPI and MOT)	December 2011
206	Ministry for Primary Industries	*Future Directions for the Border Sector*	February 2012
207	Ministry for Primary Industries	*Freshwater Reform: 2013 and beyond* (jointly held by MFE and MPI)	March 2013
208	Ministry for Primary Industries	*National Plan of Action – 2013: To reduce the incidental catch of seabirds in New Zealand fisheries*	April 2013
209	Ministry for Primary Industries	*Campylobacter Risk Management Strategy*	July 2013
210	Ministry for Primary Industries	*Listeria Risk Management Strategy*	July 2013
211	Ministry for Primary Industries	*Salmonella Risk Management Strategy*	July 2013
212	Ministry for Primary Industries	*National Plan of Action for the Conservation and Management of Sharks 2013*	January 2014
213	Ministry for the Environment	*Water Research Strategy*	December 2009
214	Ministry for the Environment	*Rena: Long-term environmental recovery plan* (jointly held by DOC, MFE, MPI and MOT)	December 2011
215	Ministry for the Environment	*Freshwater Reform: 2013 and beyond* (jointly held by MFE and MPI)	March 2013
216	Ministry for the Environment	*Framework for Environmental Reporting in New Zealand*	February 2014

Row	Department that archived the GDS	GDS title	Publication date
217	Ministry of Business, Innovation and Employment	*Workplace Health and Safety Strategy for New Zealand to 2015 – Ruataki mō te Haumaru me te Hauora o te Wāhi Mahi mō Aotearoa ki te 2015*	June 2005
218	Ministry of Business, Innovation and Employment	*Migrant Settlement and Integration Strategy*	March 2014
219	Ministry of Business, Innovation and Employment	*Tertiary Education Strategy 2014* (jointly held by MBIE and MOE then solely MOE). It was replaced by the *Tertiary Education Strategy 2014-2019,* which was later replaced by the *Tertiary Education Strategy 2020.*	March 2014
220	Ministry of Business, Innovation and Employment	*Better Public Services Result 9: Improving business' interactions with government*	July 2014
221	Ministry of Business, Innovation and Employment	*Business Growth Agenda: Future direction 2014*	NK 2014
222	Ministry of Business, Innovation and Employment	*Business Growth Agenda: Towards 2025*	September 2015
223	Ministry of Defence	*Defence White Paper 2010*	November 2010
224	Ministry of Education	*Success for All: Every school, every child: Building an inclusive education system*	NK 2010
225	Ministry of Education	*Leadership Statement for International Education*	September 2011
226	Ministry of Education	*School Property Strategy 2011–2021* (jointly held by MOE and MBIE)	NK 2011
227	Ministry of Foreign Affairs and Trade	*Latin America: A revised approach*	May 2010
228	Ministry of Foreign Affairs and Trade	*Opening Doors to India: New Zealand's 2015 vision*	October 2011
229	Ministry of Foreign Affairs and Trade	*International Development Group Strategic Plan 2012–2015: Development that delivers*	September 2012
230	Ministry of Foreign Affairs and Trade	*Opening Doors to the Gulf Region: The New Zealand Inc strategy*	July 2013
231	Ministry of Foreign Affairs and Trade	*New Zealand Aid Programme Strategic Plan 2015–19*	September 2015
232	Ministry of Foreign Affairs and Trade	*New Zealand Aid Programme Investment Priorities 2015–19*	February 2016
233	Ministry of Health	*Health Strategy 2000*	December 2000
234	Ministry of Health	*Disability Strategy 2001*	April 2001
235	Ministry of Health	*National Drug Policy 2007–2012*	NK 2007
236	Ministry of Health	*National Health Emergency Plan 2008*	December 2008
237	Ministry of Health	*Actioning Medicines New Zealand 2010*	April 2010
238	Ministry of Health	*Preventing and Minimising Gambling Harm [Six-year strategic plan]*	May 2010
239	Ministry of Health	*National Screening Unit Strategic Plan 2010-2015*	June 2010
240	Ministry of Health	*Better, Sooner, More Convenient Health Care in the Community*	June 2011
241	Ministry of Health	*National Health Emergency Plan: Mass casualty action plan*	September 2011

Row	Department that archived the GDS	GDS title	Publication date
242	Ministry of Health	*Preventing and Minimising Gambling Harm [Three-year service plan and levy rates]*	May 2013
243	Ministry of Health	*National Health Emergency Plan: H5N1 Pre-Pandemic Vaccine Usage Policy* (Revised 2013)	December 2013
244	Ministry of Health	*National Health Emergency Plan: National reserve supplies management and usage policies, 3rd Edition*	December 2013
245	Ministry of Health	*Faiva Ora National Pasifika Disability Plan*	January 2014
246	Ministry of Justice	*Strengthening New Zealand's Resistance to Organised Crime: An all-of-government response 2011*	August 2011
247	Ministry of Justice	*Delivering Better Public Services: Reducing crime and re-offending result action plan*	July 2012
248	Ministry of Social Development	*Pathways to Inclusion – Ngā ara whakauru ki te iwi whānui: Improving vocational services for people with disabilities*	September 2001
249	Ministry of Social Development	*Delivering Better Public Services: Reducing long-term welfare dependence: Result action plan*	August 2012
250	Ministry of Social Development	*Community Investment Strategy*	June 2015
251	Ministry of Transport	*Government Policy Statement on Land Transport Funding 2012/13–2021/22*	July 2011
252	Ministry of Transport	*Connecting New Zealand: A summary of the government's policy direction for transport*	August 2011
253	Ministry of Transport	*Rena: Long-term environmental recovery plan* (jointly held by DOC, MFE, MPI and MOT)	December 2011
254	Ministry of Transport	*Safer Journeys Action Plan 2013–2015*	March 2013
255	Ministry of Transport	*Government Policy Statement on Land Transport 2015/16 – 2024–25*	December 2014
256	New Zealand Customs Service	*Towards Customs 2020*	September 2013
257	New Zealand Customs Service	*Customs IS Strategy 2014–2017*	December 2014
258	Oranga Tamariki - Ministry for Children	*Delivering Better Public Services: Supporting vulnerable children: Result action plan*	August 2012
259	Public Service Commission	*Direction and Priorities for System Stewardship*	May 2016
260	Statistics New Zealand	*Strategic Plan 2010–20*	September 2010
261	The Treasury	*Challenges and Choices: New Zealand's long-term fiscal statement 2009*	October 2009
262	The Treasury	*Affording Our Future: Statement on New Zealand's long-term fiscal position*	July 2013
263	The Treasury	*Investment Statement: Managing the Crown's balance sheet 2014*	March 2014
***2020 GDS Index*: GDSs archived as at 31 December 2020**			
264	Department of Conservation	*Biodiversity Strategy (2000)*	February 2000
265	Department of Corrections	*Reducing Re-offending Among Māori*	March 2017

Row	Department that archived the GDS	GDS title	Publication date
266	Department of the Prime Minister and Cabinet	*Cyber Security Strategy 2015*	December 2015
267	Education Review Office	*Pacific Strategy 2013-2017*	January 2013
268	Ministry for Culture and Heritage	*Cultural Sector Strategic Framework 2014-2018*	August 2014
269	Ministry for Primary Industries	*Campylobacter Risk Management Strategy 2017-2020*	May 2017
270	Ministry for Primary Industries	*Growing and Protecting New Zealand*	July 2017
271	Ministry of Business, Innovation and Employment	*Tourism Strategy 2016*	August 2016
272	Ministry of Defence	*Defence Capability Plan 2014*	June 2014
273	Ministry of Education	*Pasifika Education Plan*	November 2012
274	Ministry of Education	*Tau Mai Te Reo – The Māori Language in Education Strategy 2013-2017*	June 2013
275	Ministry of Education	*Ka Hikitia – Accelerating Success: The Māori education strategy 2013-2017*	July 2013
276	Ministry of Education	*Tertiary Education Strategy 2014-2019*	March 2014
277	Ministry of Foreign Affairs and Trade	*International Development Policy Statement*	March 2011
278	Ministry of Health	*National Drug Policy 2015-2020*	August 2015
279	Ministry of Health	*Strategy to Prevent and Minimise Gambling Harm 2016/17-2018/19*	May 2016
280	Ministry of Māori Development—Te Puni Kōkiri	*Te Rautaki Reo Māori – Māori Language Strategy 2014*	July 2014
281	Ministry of Social Development	*Positive Ageing Strategy*	April 2001
282	Ministry of Social Development	*Disability Action Plan 2014-2018*	May 2014
283	Ministry of Social Development	*Youth Investment Strategy*	September 2017
284	Ministry of Transport	*Safer Journeys: Road Safety Strategy 2010–2020*	March 2010
285	Ministry of Transport	*Intelligent Transport Systems Technology Action Plan 2014-2018*	May 2014
286	Ministry of Transport	*Safer Journeys: Action Plan 2016–2020*	March 2016
287	Ministry of Transport	*Transport Research Strategy*	July 2016
288	New Zealand Customs Service	*Customs 2020*	September 2015
***2021 GDS Index*: GDSs archived as at 31 December 2021**			
289	Department of Conservation	*Hector's and Maui's Dolphin Threat Management Plan*	August 2007
290	Department of Conservation	*Information Systems Strategic Plan*	April 2015

Row	Department that archived the GDS	GDS title	Publication date
291	Department of Corrections	*Our Drug and Alcohol Strategy Through to 2020*	March 2016
292	Department of Corrections	*Health and Safety Strategy 2016–2020*	May 2016
293	Department of Corrections	*Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou – Women's Strategy*	June 2017
294	Department of the Prime Minister and Cabinet	*National Civil Defence Emergency Management Strategy*	March 2008
295	Government Communications Security Bureau	*Diversity and Inclusion Strategy 2017–2020* (jointly held by GCSB and NZSIS)	April 2018
296	Land Information New Zealand	*Outcomes Framework*	December 2017
297	Ministry for Pacific Peoples	*Pacific Languages Framework*	October 2012
298	Ministry for Primary Industries	*Cadmium and New Zealand Agriculture and Horticulture*	February 2011
299	Ministry for the Environment	*Hitting the Mark – Our Strategic Plan to 2045*	December 2015
300	Ministry of Business, Innovation and Employment	*Oil Emergency Response Strategy*	July 2008
301	Ministry of Business, Innovation and Employment	*Plan of Action to Prevent People Trafficking*	July 2009
302	Ministry of Business, Innovation and Employment	*Energy Efficiency and Conservation Strategy 2011–2016*	NK 2011
303	Ministry of Business, Innovation and Employment	*Investment Attraction Strategy*	July 2015
304	Ministry of Business, Innovation and Employment	*From the Knowledge Wave to the Digital Age – Mai I Te Ao Mātauranga Ki Te Ao Matihiko Nei*	July 2019
305	Ministry of Defence	*Defence Capability Plan 2016*	November 2016
306	Ministry of Foreign Affairs and Trade	*Antarctic and Southern Ocean Science*	April 2011
307	Ministry of Health	*Sexual and Reproductive Health Strategy (1996)*	May 1996
308	Ministry of Health	*Sexual and Reproductive Health Strategy (2001)*	October 2001
309	Ministry of Health	*Influenza Pandemic Action Plan 2010*	April 2010
310	Ministry of Health	*Whāia Te Ao Mārama 2012 to 2017 – The Māori Disability Action Plan*	August 2012
311	Ministry of Health	*Kaiāwhina Workforce Action Plan 2015-20*	July 2015
312	Ministry of Housing and Urban Development	*Public Housing Plan 2018-2022*	August 2018

Row	Department that archived the GDS	GDS title	Publication date
313	Ministry of Māori Development—Te Puni Kōkiri	*Māori Housing Network Investment Strategy (2015)*	October 2015
314	Ministry of Social Development	*E Tu Whānau Programme of Action for Addressing Family Violence 2013 – 2018*	February 2013
315	Ministry of Social Development	*Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa*	February 2014
316	Ministry of Social Development	*Social Housing Investment Strategy 2017/18*	August 2017
317	Ministry of Social Development	*Elder Abuse in Aotearoa 2019*	December 2019
318	Ministry of Transport	*Transport Domain Plan*	July 2016
319	Ministry of Transport	*Government Policy Statement on Land Transport 2018/19–2027/28*	June 2018
320	New Zealand Customs Service	*Diversity and Inclusion (2017)*	December 2017
321	New Zealand Security Intelligence Service	*Diversity and Inclusion Strategy (2018)* (jointly held by GCSB and NZSIS)	April 2018
322	Statistics New Zealand	*2018 Census Strategy*	September 2016
323	Statistics New Zealand	*2018 Census Data Quality Management Strategy*	July 2017
324	Statistics New Zealand	*Open Data Action Plan*	July 2017
325	Statistics New Zealand	*Empowering Agencies to Use Data More Effectively*	March 2018
326	Statistics New Zealand	*Data Strategy and Roadmap For New Zealand*	October 2018
327	The Treasury	*He Tirohanga Mokopuna – Statement on the Long-term Fiscal Position (2016)*	November 2016
***2023 GDS Index*: GDSs archived as at 31 December 2023**			
328	Department of Conservation	*National Education Strategy 2010–2030*	March 2011
329	Department of Conservation	*Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons*	March 2021
330	Department of Corrections	*National Historic Heritage Strategy 2013*	October–December 2013
331	Department of Corrections	*Change Lives Shape Futures: Investing in better mental health for offenders*	March 2017
332	Department of Internal Affairs	*National Library of New Zealand Digitisation Plan 2019–2022*	August 2019
333	Department of Internal Affairs	*Three Waters Reform Programme*	July 2020
334	Department of the Prime Minister and Cabinet	*Countering Terrorism and Violent Extremism: National strategy overview*	February 2020
335	Government Communications Security Bureau	*Diversity and Inclusion Strategy 2021–2025* (jointly held by GCSB and NZSIS)	July 2021
336	Inland Revenue Department	*Our Corporate Strategy – Customer*	May-September 2016

Row	Department that archived the GDS	GDS title	Publication date
337	Land Information New Zealand	*He Whāriki Maurua – Business with Māori Strategy 2013–2017*	September 2014
338	Land Information New Zealand	*Topographic Strategy*	March 2015
339	Land Information New Zealand	*Crown Property Strategy*	June 2018
340	Ministry for Primary Industries	*Aquaculture Strategy and Five-year Action Plan to Support Aquaculture*	April 2012
341	Ministry for Primary Industries	*Essential Freshwater* (jointly held by MPI and MFE)	October 2018
342	Ministry for Primary Industries	*Food Safety 2019–2024*	November 2019
343	Ministry for the Environment	*National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants*	December 2006
344	Ministry for the Environment	*Waste Strategy*	October 2010
345	Ministry for the Environment	*Essential Freshwater* (jointly held by MPI and MFE)	October 2018
346	Ministry for the Environment	*Shared Interests in Freshwater*	October 2018
347	Ministry for the Environment	*Sustainability Strategy*	July 2020
348	Ministry of Business, Innovation and Employment	*Energy Strategy 2011–2021*	August 2011
349	Ministry of Business, Innovation and Employment	*Major Events Strategy: Investing in world class events*	NK 2013
350	Ministry of Business, Innovation and Employment	*Pacific Economic Strategy 2015–2021*	August 2015
351	Ministry of Business, Innovation and Employment	*Energy Efficiency and Conservation Strategy 2017–2022*	June 2017
352	Ministry of Business, Innovation and Employment	*Government Tourism Strategy* (jointly held by DOC and MBIE)	May 2019
353	Ministry of Business, Innovation and Employment	*Small Business Strategy*	July 2019
354	Ministry of Business, Innovation and Employment	*Our Employment Strategy*	August 2019
355	Ministry of Business, Innovation and Employment	*Economic Plan for a Productive, Sustainable and Inclusive Economy*	September 2019
356	Ministry of Business, Innovation and Employment	*Responsibly Delivering Value: A minerals and petroleum resource strategy for Aotearoa New Zealand 2019–2029*	November 2019

Row	Department that archived the GDS	GDS title	Publication date
357	Ministry of Business, Innovation and Employment	*Agritech Industry Transformation Plan*	July 2020
358	Ministry of Business, Innovation and Employment	*Advanced Manufacturing ITP Scope*	July 2021
359	Ministry of Business, Innovation and Employment	*Antarctic and Southern Ocean Research Directions and Priorities 2021–2030* (jointly held by LINZ, MPI, MBIE and MFAT)	December 2021
360	Ministry of Business, Innovation and Employment	*Advanced Manufacturing Industry Transformation Plan**	March 2023
361	Ministry of Business, Innovation and Employment	*He Mahere Tiaki Kaimahi – Better Work Action Plan**	March 2023
362	Ministry of Business, Innovation and Employment	*Agritech Industry Transformation Plan**	June 2023
363	Ministry of Business, Innovation and Employment	*Our Economic Plan**	NK
364	Ministry of Defence	*Defence White Paper 2016*	June 2016
365	Ministry of Defence	*Strategic Defence Policy Statement 2018*	July 2018
366	Ministry of Education	*International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030*	August 2018
367	Ministry of Education	*Mahi Aroha – Carers' Strategy Action Plan 2019–2023* (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
368	Ministry of Education	*Action Plan for Pacific Education 2020–2030*	July 2020
369	Ministry of Foreign Affairs and Trade	*Opening Doors to China: New Zealand's 2015 vision*	February 2012
370	Ministry of Foreign Affairs and Trade	*ASEAN Partnership: One pathway to ten nations*	July 2013
371	Ministry of Foreign Affairs and Trade	*Advancing with Australia: New Zealand Inc Australia strategy*	NK 2013
372	Ministry of Foreign Affairs and Trade	*Our People Strategy*	July 2017
373	Ministry of Foreign Affairs and Trade	*Diversity and Inclusion Strategy 2018–2028*	June 2018
374	Ministry of Foreign Affairs and Trade	*Trade Recovery Strategy*	June 2020
375	Ministry of Health	*Reduced Waiting Times for Public Hospital Elective Services*	March 2000
376	Ministry of Health	*Primary Health Care Strategy*	February 2001
377	Ministry of Health	*Health of Older People Strategy*	April 2002
378	Ministry of Health	*Youth Health: A guide to action*	September 2002
379	Ministry of Health	*Suicide Prevention Strategy 2006–2016*	June 2006
380	Ministry of Health	*Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017*	December 2012
381	Ministry of Health	*Suicide Prevention Action Plan 2013–2016*	May 2013

Row	Department that archived the GDS	GDS title	Publication date
382	Ministry of Health	*National Health Information Technology Plan Update 2013/14*	November 2013
383	Ministry of Health	*'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2014–2018*	June 2014
384	Ministry of Health	*Disability Support Services Strategic Plan 2014–2018*	June 2015
385	Ministry of Health	*Health Strategy 2016*	April 2016
386	Ministry of Health	*Pharmacy Action Plan 2016 to 2020*	May 2016
387	Ministry of Health	*Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22*	June 2019
388	Ministry of Health	*Mahi Aroha – Carers' Strategy Action Plan 2019–2023* (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
389	Ministry of Health	*Tā Tātau Rautaki – Our Strategy*	October 2020
390	Ministry of Housing and Urban Development	*Maihi Ka Ora – The National Māori Housing Strategy 2021–2051* (jointly held by HUD and TPK)	September 2021
391	Ministry of Justice	*Our Māori Strategy – Te Haerenga*	September 2017
392	Ministry of Māori Development—Te Puni Kōkiri	*Mahi Aroha – Carers' Strategy Action Plan 2019–2023* (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
393	Ministry of Māori Development—Te Puni Kōkiri	*Maihi Ka Ora – The National Māori Housing Strategy 2021–2051* (jointly held by HUD and TPK)	September 2021
394	Ministry of Māori Development—Te Puni Kōkiri	*Māori Housing Investment Strategy 2018–19 to 2020–21*	NK 2018
395	Ministry of Social Development	*Youth Development Strategy Aotearoa*	January 2002
396	Ministry of Social Development	*Employment and Social Outcomes Investment Strategy*	October 2018
397	Ministry of Social Development	*Mahi Aroha – Carers' Strategy Action Plan 2019–2023* (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
398	Ministry of Social Development	*Youth Plan 2020–2022*	July 2020
399	Ministry of Social Development	*Social Sector Commissioning*	August 2020
400	New Zealand Security Intelligence Service	*Diversity and Inclusion Strategy 2021–2025* (jointly held by GCSB and NZSIS)	July 2021
401	Oranga Tamariki - Ministry for Children	*Children's Action Plan*	October 2012
402	Oranga Tamariki - Ministry for Children	*Youth Justice Work Programme 2013–2023* (previously called Youth Crime Action Plan)	October 2013
403	Oranga Tamariki - Ministry for Children	*Mahi Aroha – Carers' Strategy Action Plan 2019–2023* (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
404	Public Service Commission	*Leadership Strategy for the State Services*	November 2013
405	Public Service Commission	*Open Government Partnership: National action plan 2016–18*	October 2016
406	The Treasury	*He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing*	March 2018

Appendix 10: GDSs in operation in the *2023 GDS Index*, by department [230]

Appendix 10: GDSs in operation in the *2023 GDS Index*, by department [230]

Table A10.1 opposite lists all the GDSs that make up the *2023 GDS Index*. The list of GDSs in operation ranked by the Transparency Scorecard can be found in the *2023 GDS Index Handbook*.

The 'Sector' column refers to the groupings used in *The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2023*.[15] The 'GDS Index' column states when a GDS was first added to a GDS Index. Both of these columns are analysed further in the *2023 GDS Index Handbook*.

The 'Method used' column refers to which year's methodology was used to score each strategy against the Transparency Scorecard.

Table A10.1: All GDSs in operation in the *2023 GDS Index* [230]

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
1	02. Department of Conservation	GDS02–01	*Karst Management Guidelines: Policies and actions*	May 1999	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
2	02. Department of Conservation	GDS02–02	*Subantarctic Islands Research Strategy*	May 2005	Natural Resources Sector	*2014 GDS Index*	See *2021 Methodology*
3	02. Department of Conservation	GDS02–03	*Wilding Conifer Management Strategy*	December 2014	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
4	02. Department of Conservation	GDS02–04	*Mātauranga Whakauka Taiao | Environmental Education for Sustainability*	July 2017	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
5	02. Department of Conservation	GDS02–05	*New Zealand Sea Lion/Rāpoka Threat Management Plan*	July 2017	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
6	02. Department of Conservation	GDS02–06	*National Compliance Strategy*	August 2017	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
7	02. Department of Conservation	GDS02–07	*Kiwi Recovery Plan | Mahere Whakaora Kiwi*	November 2018	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
8	02. Department of Conservation	GDS02–08	*Government Tourism Strategy*	May 2019	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
9	02. Department of Conservation	GDS02–09	*National RMA and EEZA [Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012] Advocacy Strategy*	June 2019	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
10	02. Department of Conservation	GDS02–10	*Predator Free 2050 Strategy*	February 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
11	02. Department of Conservation	GDS02–11	*Visitor Centre Strategy*	February 2020	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*
12	02. Department of Conservation	GDS02–12	*National Plan of Action – Seabirds*	May 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
13	02. Department of Conservation	GDS02–13	*Climate Change Adaptation Action Plan | He Whakamahere Hātepe Urutau Mō Te Huringa Āhuarangi*	June 2020	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
14	02. Department of Conservation	GDS02–14	*Te Kaweka Takohaka mō te Hoiho*	August 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
15	02. Department of Conservation	GDS02–15	*Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020*	August 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
16	02. Department of Conservation	GDS02–16	*Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-Year Research Strategy*	November 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
17	02. Department of Conservation	GDS02–17	*Heritage and Visitor Strategy | He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki*	January 2021	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*
18	02. Department of Conservation	GDS02–18	*Hector's and Māui Dolphin Threat Management Plan 2020*	December 2021	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*
19	02. Department of Conservation	GDS02–19	*Procurement Strategy for Roading Activities*	May 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
20	02. Department of Conservation	GDS02–20	*A Structured Decision-Making Approach for the Recovery of Kuaka/Whenua Hou Diving Petrel (Pelecanoides whenuahouensis)*	June 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
21	02. Department of Conservation	GDS02–21	*Ngā Awa, DOC's Priority River Restoration Programme*	2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
22	03. Department of Corrections	GDS03–01	*Hōkai Rangi – Ara Poutama Aotearoa Strategy*	August 2019	Justice Sector	*2020 GDS Index*	See *2021 Methodology*
23	03. Department of Corrections	GDS03–02	*Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy*	October 2021	Justice Sector	*2021 GDS Index*	See *2021 Methodology*
24	03. Department of Corrections	GDS03–03	*Wāhine – E rere ana ki te pae hou: Women's strategy 2021–2025*	October 2021	Justice Sector	*2021 GDS Index*	See *2021 Methodology*
25	03. Department of Corrections	GDS03–04	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Justice Sector	*2023 GDS Index*	See *2023 Methodology*
26	03. Department of Corrections	GDS03–05	*Ara Poutama Aotearoa – Suicide Prevention and Postvention Action Plan*	March 2022	Justice Sector	*2023 GDS Index*	See *2023 Methodology*
27	03. Department of Corrections	GDS03–06	*Disability Action Plan*	February 2023	Justice Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
28	03. Department of Corrections	GDS03–07	*Ageing Well Action Plan*	August 2023	Justice Sector	*2023 GDS Index*	See *2023 Methodology*
29	04. Department of Internal Affairs	GDS04–01	*Te Huri Mōhiotanga Hei Uara: Ngā tohutohu rautaki ki 2030 | Turning Knowledge into Value: Strategic directions to 2030*	December 2016	Finance and Government Administration Sector	*2018 GDS Index*	See *2021 Methodology*
30	04. Department of Internal Affairs	GDS04–02	*Archives 2057 Strategy*	May 2017	Finance and Government Administration Sector	*2018 GDS Index*	See *2021 Methodology*
31	04. Department of Internal Affairs	GDS04–03	*Digital Inclusion Blueprint | Te Mahere mō te Whakaurunga Matihiko*	March 2019	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*
32	04. Department of Internal Affairs	GDS04–04	*Office of Ethnic Communities – Strategic Framework*	January 2020	Finance and Government Administration Sector	*2020 GDS Index*	See *2021 Methodology*
33	04. Department of Internal Affairs	GDS04–05	*Anti-Money Laundering and Countering Financing of Terrorism Group Framework*	February 2020	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
34	04. Department of Internal Affairs	GDS04–06	*Strategy for a Digital Public Service*	March 2020	Finance and Government Administration Sector	*2020 GDS Index*	See *2021 Methodology*
35	04. Department of Internal Affairs	GDS04–07	*Charities Services Research Strategy*	March 2021	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*
36	04. Department of Internal Affairs	GDS04–08	*Regulatory Services Group Strategy*	July 2021	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*
37	04. Department of Internal Affairs	GDS04–09	*Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism*	July 2022	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
38	04. Department of Internal Affairs	GDS04–10	*Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa*	September 2022	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
39	04. Department of Internal Affairs	GDS04–11	*Strategy 2022–2025: A pathway to an Aotearoa where ethnic communities feel at home*	September 2022	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
40	05. Department of the Prime Minister and Cabinet	GDS05–01	*National Disaster Resilience Strategy | Rautaki ā-Motu Manawaroa Aituā*	April 2019	Finance and Government Administration Sector	*2020 GDS Index*	See *2021 Methodology*
41	05. Department of the Prime Minister and Cabinet	GDS05–02	*Cyber Security Strategy 2019*	July 2019	Finance and Government Administration Sector	*2020 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
42	05. Department of the Prime Minister and Cabinet	GDS05–03	*Child and Youth Wellbeing Strategy*	August 2019	Finance and Government Administration Sector	*2020 GDS Index*	See *2021 Methodology*
43	05. Department of the Prime Minister and Cabinet	GDS05–04	*National Fuel Plan*	March 2020	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*
44	05. Department of the Prime Minister and Cabinet	GDS05–05	*Countering Terrorism and Violent Extremism Strategy*	June 2021	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
45	05. Department of the Prime Minister and Cabinet	GDS05–06	*Secure Together | Tō Tātou Korowai Manaaki*	August 2023	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
46	06. Education Review Office	GDS06–01	*Pacific Strategy: Driving success for Pacific learners*	April 2019	Education and Workforce Sector	*2020 GDS Index*	See *2021 Methodology*
47	08. Inland Revenue Department	GDS08–01	*Our Strategy: Improving oranga for current and future generations*	NK 2023	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
48	09. Land Information New Zealand	GDS09–01	*Cadastre 2034*	February 2014	Natural Resources Sector	*2015 GDS Index*	See *2021 Methodology*
49	09. Land Information New Zealand	GDS09–02	*Positioning Strategy*	May 2014	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
50	09. Land Information New Zealand	GDS09–03	*Regulatory Stewardship Strategy*	August 2018	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
51	09. Land Information New Zealand	GDS09–04	*New Zealand Geographic Board Strategy*	April 2020	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
52	09. Land Information New Zealand	GDS09–05	*Antarctic and Southern Ocean Research Directions and Priorities*	December 2021	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*
53	11. Ministry for Pacific Peoples	GDS11–01	*Pacific Employment Action Plan*	May 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
54	11. Ministry for Pacific Peoples	GDS11–02	*Pacific Languages Strategy*	August 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
55	11. Ministry for Pacific Peoples	GDS11–03	*Pacific Wellbeing Strategy*	September 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
56	11. Ministry for Pacific Peoples	GDS11–04	*Fale mo Aiga – Pacific Housing Strategy 2030*	November 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
57	12. Ministry for Primary Industries	GDS12–01	*Biosecurity Science Strategy for New Zealand | Mahere Rautaki Putaiao Whakamaru*	October 2007	Natural Resources Sector	*2014 GDS Index*	See *2021 Methodology*
58	12. Ministry for Primary Industries	GDS12–02	*Harvest Strategy Standard for New Zealand Fisheries*	October 2008	Natural Resources Sector	*2014 GDS Index*	See *2021 Methodology*
59	12. Ministry for Primary Industries	GDS12–03	*Research and Science Information Standard for New Zealand Fisheries*	May 2011	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
60	12. Ministry for Primary Industries	GDS12–04	*Animal Welfare Matters*	May 2013	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
61	12. Ministry for Primary Industries	GDS12–05	*National Plan of Action for the Conservation and Management of Sharks*	January 2014	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
62	12. Ministry for Primary Industries	GDS12–06	*Wilding Conifer Management Strategy*	December 2014	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
63	12. Ministry for Primary Industries	GDS12–07	*Science Strategy | Rautaki Putaiao*	October 2015	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
64	12. Ministry for Primary Industries	GDS12–08	*Biosecurity 2025 Direction Statement*	November 2016	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
65	12. Ministry for Primary Industries	GDS12–09	*Primary Sector Science Roadmap – Te Ao Tūroa*	June 2017	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
66	12. Ministry for Primary Industries	GDS12–10	*New Zealand Sea Lion/Rāpoka Threat Management Plan*	July 2017	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
67	12. Ministry for Primary Industries	GDS12–11	*National Blue Cod Strategy*	December 2018	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
68	12. Ministry for Primary Industries	GDS12–12	*National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019*	May 2019	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
69	12. Ministry for Primary Industries	GDS12–13	*National Fisheries Plan for Highly Migratory Species*	May 2019	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
70	12. Ministry for Primary Industries	GDS12–14	*Aquaculture Strategy*	September 2019	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
71	12. Ministry for Primary Industries	GDS12–15	*Cadmium and New Zealand Agriculture and Horticulture*	December 2019	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*
72	12. Ministry for Primary Industries	GDS12–16	*National Plan of Action – Seabirds*	May 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
73	12. Ministry for Primary Industries	GDS12–17	*Fit for a Better World: Accelerating our economic potential*	July 2020	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
74	12. Ministry for Primary Industries	GDS12–18	*Te Kaweka Takohaka mō te Hoiho*	August 2020	Natural Resources Sector	*2020 GDS Index*	See *2021 Methodology*
75	12. Ministry for Primary Industries	GDS12–19	*Antarctic and Southern Ocean Research Directions and Priorities*	December 2021	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*
76	12. Ministry for Primary Industries	GDS12–20	*A Strategy for New Zealand Food Safety: Strategy refresh*	August 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
77	12. Ministry for Primary Industries	GDS12–21	*National Inshore Finfish Fisheries Plan*	October 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
78	12. Ministry for Primary Industries	GDS12–22	*Wallaby Strategy: Achieving a wallaby-free Aotearoa*	October 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
79	13. Ministry for the Environment	GDS13–01	*Urban Design Protocol*	March 2005	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
80	13. Ministry for the Environment	GDS13–02	*Clean Healthy Air for all New Zealanders*	August 2011	Natural Resources Sector	*2014 GDS Index*	See *2021 Methodology*
81	13. Ministry for the Environment	GDS13–03	*Mātauranga Whakauka Taiao | Environmental Education for Sustainability*	July 2017	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
82	13. Ministry for the Environment	GDS13–04	*Our Science Strategy | Rautaki Pūtaiao*	May 2018	Natural Resources Sector	*2018 GDS Index*	See *2021 Methodology*
83	13. Ministry for the Environment	GDS13–05	*Te Hau Mārohi ki Anamata – Transitioning to a Low-Emissions and Climate-Resilient Future*	November 2021	Natural Resources Sector	*2021 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
84	13. Ministry for the Environment	GDS13–06	*Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan*	May 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
85	13. Ministry for the Environment	GDS13–07	*Urutau, ka Taurikura: Kia tū pakari a Aotearoa i ngā huringa āhuarangi | Adapt and Thrive: Building a climate-resilient New Zealand*	August 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
86	13. Ministry for the Environment	GDS13–08	*Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants*	December 2022	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
87	13. Ministry for the Environment	GDS13–09	*Te Rautaki Para | Waste Strategy*	March 2023	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
88	13. Ministry for the Environment	GDS13–10	*Nationally Determined Contribution Strategy*	October 2023	Natural Resources Sector	*2023 GDS Index*	See *2023 Methodology*
89	14. Ministry for Women	GDS14–01	*Te Mahere Whai Mahi Wāhine | Women's Employment Action Plan*	June 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
90	15. Ministry of Business, Innovation and Employment	GDS15–01	*Vision Mātauranga*	July 2007	Economic Development and Infrastructure Sector	*2014 GDS Index*	See *2021 Methodology*
91	15. Ministry of Business, Innovation and Employment	GDS15–02	*Strategy to 2040: He kai kei aku ringa – The Crown-Māori economic growth partnership*	November 2012	Economic Development and Infrastructure Sector	*2014 GDS Index*	See *2021 Methodology*
92	15. Ministry of Business, Innovation and Employment	GDS15–03	*Refugee Settlement: Resettlement strategy*	December 2012	Education and Workforce Sector	*2014 GDS Index*	See *2021 Methodology*
93	15. Ministry of Business, Innovation and Employment	GDS15–04	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society*	July 2014	Education and Workforce Sector	*2015 GDS Index*	See *2021 Methodology*
94	15. Ministry of Business, Innovation and Employment	GDS15–05	*National Statement of Science Investment*	October 2015	Economic Development and Infrastructure Sector	*2018 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
95	15. Ministry of Business, Innovation and Employment	GDS15–06	*Health Research Strategy*	June 2017	Economic Development and Infrastructure Sector	*2021 GDS Index*	See *2021 Methodology*
96	15. Ministry of Business, Innovation and Employment	GDS15–07	*Health and Safety at Work Strategy*	December 2018	Education and Workforce Sector	*2018 GDS Index*	See *2021 Methodology*
97	15. Ministry of Business, Innovation and Employment	GDS15–08	*Conformance System Strategy*	July 2019	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
98	15. Ministry of Business, Innovation and Employment	GDS15–09	*Technical Barriers to Trade (TBT) Strategy*	NK 2019	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
99	15. Ministry of Business, Innovation and Employment	GDS15–10	*National Fuel Plan*	March 2020	Economic Development and Infrastructure Sector	*2021 GDS Index*	See *2021 Methodology*
100	15. Ministry of Business, Innovation and Employment	GDS15–11	*Combatting Modern Forms of Slavery*	December 2020	Economic Development and Infrastructure Sector	*2021 GDS Index*	See *2021 Methodology*
101	15. Ministry of Business, Innovation and Employment	GDS15–12	*Building for the Future: Building system regulatory strategy*	December 2020	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
102	15. Ministry of Business, Innovation and Employment	GDS15–13	*Employment Strategy*	November 2022	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
103	15. Ministry of Business, Innovation and Employment	GDS15–14	*Regulatory Systems Stewardship Strategy*	March 2023	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
104	15. Ministry of Business, Innovation and Employment	GDS15–15	*Aerospace Strategy | Te Rautaki Ātea-ārangi*	July 2023	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
105	15. Ministry of Business, Innovation and Employment	GDS15–16	*Charging Our Future: National electric vehicle charging strategy*	October 2023	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
106	16. Ministry of Defence	GDS16–01	*Defence Capability Plan 2019*	June 2019	External Sector	*2020 GDS Index*	See *2021 Methodology*
107	16. Ministry of Defence	GDS16–02	*Defence Policy and Strategy Statement*	August 2023	External Sector	*2023 GDS Index*	See *2023 Methodology*
108	17. Ministry of Education	GDS17–01	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society*	July 2014	Education and Workforce Sector	*2018 GDS Index*	See *2021 Methodology*
109	17. Ministry of Education	GDS17–02	*International Student Wellbeing Strategy*	June 2017	Education and Workforce Sector	*2018 GDS Index*	See *2021 Methodology*
110	17. Ministry of Education	GDS17–03	*Learning Support Action Plan*	July 2019	Education and Workforce Sector	*2020 GDS Index*	See *2021 Methodology*
111	17. Ministry of Education	GDS17–04	*Te Rautaki Rawa Kura | The School Property Strategy 2030*	June 2020	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
112	17. Ministry of Education	GDS17–05	*Ka Hikitia - Ka Hāpaitia – The Māori Education Strategy*	July 2020	Education and Workforce Sector	*2020 GDS Index*	See *2021 Methodology*
113	17. Ministry of Education	GDS17–06	*Tau Mai te Reo – The Māori Language in Education Strategy*	July 2020	Education and Workforce Sector	*2020 GDS Index*	See *2021 Methodology*
114	17. Ministry of Education	GDS17–07	*Statement of National Education and Learning Priorities*	November 2020	Education and Workforce Sector	*2021 GDS Index*	See *2021 Methodology*
115	17. Ministry of Education	GDS17–08	*Tertiary Education Strategy 2020*	November 2020	Education and Workforce Sector	*2021 GDS Index*	See *2021 Methodology*
116	17. Ministry of Education	GDS17–09	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
117	17. Ministry of Education	GDS17–10	*Literacy & Communication and Maths Strategy*	March 2022	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
118	17. Ministry of Education	GDS17–11	*Attendance and Engagement Strategy*	June 2022	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
119	17. Ministry of Education	GDS17–12	*Hei Raukura mō te Mokopuna – A Te Reo Matatini and Pāngarau Strategy*	August 2022	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
120	17. Ministry of Education	GDS17–13	*International Education Strategy*	August 2022	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
121	17. Ministry of Education	GDS17–14	*Connected Ako: Digital and data for learning (a strategy for education agencies)*	June 2023	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
122	17. Ministry of Education	GDS17–15	*Action Plan for Pacific Education: 2023 refresh*	July 2023	Education and Workforce Sector	*2023 GDS Index*	See *2023 Methodology*
123	18. Ministry of Foreign Affairs and Trade	GDS18–01	*International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]*	November 2019	External Sector	*2020 GDS Index*	See *2021 Methodology*
124	18. Ministry of Foreign Affairs and Trade	GDS18–02	*India – New Zealand 2025: Investing in the relationship*	February 2020	External Sector	*2020 GDS Index*	See *2021 Methodology*
125	18. Ministry of Foreign Affairs and Trade	GDS18–03	*Gender Action Plan*	January 2021	External Sector	*2021 GDS Index*	See *2021 Methodology*
126	18. Ministry of Foreign Affairs and Trade	GDS18–04	*Child & Youth Well-Being Strategic Action Plan*	May 2021	External Sector	*2021 GDS Index*	See *2021 Methodology*
127	18. Ministry of Foreign Affairs and Trade	GDS18–05	*Human Rights Strategic Action Plan for International Development Cooperation*	October 2021	External Sector	*2021 GDS Index*	See *2021 Methodology*
128	18. Ministry of Foreign Affairs and Trade	GDS18–06	*Antarctic and Southern Ocean Research Directions and Priorities*	December 2021	External Sector	*2021 GDS Index*	See *2021 Methodology*
129	18. Ministry of Foreign Affairs and Trade	GDS18–07	*International Climate Finance Strategy – Tuia te Waka a Kiwa*	August 2022	External Sector	*2023 GDS Index*	See *2023 Methodology*
130	19. Ministry of Health	GDS19–01	*Palliative Care Strategy*	February 2001	Health Sector	*2014 GDS Index*	See *2021 Methodology*
131	19. Ministry of Health	GDS19–02	*Sexual and Reproductive Health Strategy – Phase One*	October 2001	Health Sector	*2014 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
132	19. Ministry of Health	GDS19–03	*Cancer Control Strategy*	August 2003	Health Sector	*2014 GDS Index*	See *2021 Methodology*
133	19. Ministry of Health	GDS19–04	*Medicines New Zealand*	December 2007	Health Sector	*2014 GDS Index*	See *2021 Methodology*
134	19. Ministry of Health	GDS19–05	*Ambulance Service Strategy*	June 2009	Health Sector	*2014 GDS Index*	See *2021 Methodology*
135	19. Ministry of Health	GDS19–06	*National Plan for Child Cancer Services*	December 2011	Health Sector	*2018 GDS Index*	See *2021 Methodology*
136	19. Ministry of Health	GDS19–07	*Care Closer to Home*	February 2014	Health Sector	*2014 GDS Index*	See *2021 Methodology*
137	19. Ministry of Health	GDS19–08	*He Korowai Oranga – Māori Health Strategy*	June 2014	Health Sector	*2014 GDS Index*	See *2021 Methodology*
138	19. Ministry of Health	GDS19–09	*Cancer Plan*	December 2014	Health Sector	*2018 GDS Index*	See *2021 Methodology*
139	19. Ministry of Health	GDS19–10	*Implementing Medicines New Zealand*	June 2015	Health Sector	*2015 GDS Index*	See *2021 Methodology*
140	19. Ministry of Health	GDS19–11	*Cancer Health Information Strategy*	July 2015	Health Sector	*2018 GDS Index*	See *2021 Methodology*
141	19. Ministry of Health	GDS19–12	*Living Well with Diabetes*	October 2015	Health Sector	*2018 GDS Index*	See *2021 Methodology*
142	19. Ministry of Health	GDS19–13	*Disability Strategy 2016–2026*	November 2016	Health Sector	*2018 GDS Index*	See *2021 Methodology*
143	19. Ministry of Health	GDS19–14	*Healthy Ageing Strategy*	December 2016	Health Sector	*2023 GDS Index*	See *2023 Methodology*
144	19. Ministry of Health	GDS19–15	*Health Research Strategy*	June 2017	Health Sector	*2021 GDS Index*	See *2021 Methodology*
145	19. Ministry of Health	GDS19–16	*Faiva Ora 2016–2021 – National Pasifika Disability Plan*	August 2017	Health Sector	*2018 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
146	19. Ministry of Health	GDS19–17	*Influenza Pandemic Plan: A framework for action*	August 2017	Health Sector	*2020 GDS Index*	See *2021 Methodology*
147	19. Ministry of Health	GDS19–18	*Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan*	March 2018	Health Sector	*2018 GDS Index*	See *2021 Methodology*
148	19. Ministry of Health	GDS19–19	*Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy*	March 2018	Health Sector	*2018 GDS Index*	See *2021 Methodology*
149	19. Ministry of Health	GDS19–20	*Mental Health and Addiction Workforce Action Plan*	April 2018	Health Sector	*2018 GDS Index*	See *2021 Methodology*
150	19. Ministry of Health	GDS19–21	*National Poliomyelitis Response Plan*	February 2019	Health Sector	*2020 GDS Index*	See *2021 Methodology*
151	19. Ministry of Health	GDS19–22	*National Syphilis Action Plan*	June 2019	Health Sector	*2020 GDS Index*	See *2021 Methodology*
152	19. Ministry of Health	GDS19–23	*Every Life Matters | He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy*	September 2019	Health Sector	*2020 GDS Index*	See *2021 Methodology*
153	19. Ministry of Health	GDS19–24	*Planned Care Strategic Approach*	September 2019	Health Sector	*2021 GDS Index*	See *2021 Methodology*
154	19. Ministry of Health	GDS19–25	*COVID-19 Health and Disability System Response Plan*	April 2020	Health Sector	*2020 GDS Index*	See *2021 Methodology*
155	19. Ministry of Health	GDS19–26	*Ola Manuia – Pacific Health and Wellbeing Action Plan*	June 2020	Health Sector	*2020 GDS Index*	See *2021 Methodology*
156	19. Ministry of Health	GDS19–27	*Whakamaua – Māori Health Action Plan*	July 2020	Health Sector	*2020 GDS Index*	See *2021 Methodology*
157	19. Ministry of Health	GDS19–28	*Kaiāwhina Workforce Action Plan*	November 2020	Health Sector	*2020 GDS Index*	See *2021 Methodology*
158	19. Ministry of Health	GDS19–29	*Kia Kaha, Kia Māia, Kia Ora Aotearoa – COVID-19 Psychosocial and Mental Wellbeing Recovery Plan* Note: MOH completed a revision of this document in the same calendar year but it was not treated as a new GDS.	December 2020	Health Sector	*2020 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
159	19. Ministry of Health	GDS19–30	*Kia Manawanui Aotearoa – Long-Term Pathway to Mental Wellbeing*	August 2021	Health Sector	*2021 GDS Index*	See *2021 Methodology*
160	19. Ministry of Health	GDS19–31	*Data and Information Strategy for Health and Disability | He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki*	November 2021	Health Sector	*2021 GDS Index*	See *2021 Methodology*
161	19. Ministry of Health	GDS19–32	*COVID-19 Māori Health Protection Plan*	December 2021	Health Sector	*2021 GDS Index*	See *2021 Methodology*
162	19. Ministry of Health	GDS19–33	*Smokefree Aotearoa 2025 Action Plan*	December 2021	Health Sector	*2021 GDS Index*	See *2021 Methodology*
163	19. Ministry of Health	GDS19–34	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Health Sector	*2023 GDS Index*	See *2023 Methodology*
164	19. Ministry of Health	GDS19–35	*Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25*	June 2022	Health Sector	*2023 GDS Index*	See *2023 Methodology*
165	19. Ministry of Health	GDS19–36	*National HIV Action Plan*	March 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
166	19. Ministry of Health	GDS19–37	*Ngā Pokenga Paipai Me Ngā Pokenga Huaketo Mā Te Toto: Te Rautaki | Sexually Transmitted and Blood Borne Infection Strategy*	March 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
167	19. Ministry of Health	GDS19–38	*Health Strategy*	July 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
168	19. Ministry of Health	GDS19–39	*Pae Tū: Hauora Māori Strategy*	July 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
169	19. Ministry of Health	GDS19–40	*Provisional Health of Disabled People Strategy*	July 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
170	19. Ministry of Health	GDS19–41	*Te Mana Ola – The Pacific Health Strategy*	July 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
171	19. Ministry of Health	GDS19–42	*Rural Health Strategy*	July 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
172	19. Ministry of Health	GDS19–43	*Women's Health Strategy*	July 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
173	19. Ministry of Health	GDS19–44	*Strategic Framework for Managing COVID-19*	September 2023	Health Sector	*2023 GDS Index*	See *2023 Methodology*
174	20. Ministry of Housing and Urban Development	GDS20–01	*He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy*	July 2014	Social Services and Community Sector	*2015 GDS Index*	See *2021 Methodology*
175	20. Ministry of Housing and Urban Development	GDS20–02	*Homelessness Action Plan*	February 2020	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
176	20. Ministry of Housing and Urban Development	GDS20–03	*Public Housing Plan 2021–2024*	January 2021	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
177	20. Ministry of Housing and Urban Development	GDS20–04	*Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki | Government Policy Statement on Housing and Urban Development*	September 2021	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
178	20. Ministry of Housing and Urban Development	GDS20–05	*Maihi Ka Ora – The National Māori Housing Strategy*	December 2021	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
179	20. Ministry of Housing and Urban Development	GDS20–06	*Fale mo Aiga – Pacific Housing Strategy 2030*	November 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
180	21. Ministry of Justice	GDS21–01	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Justice Sector	*2023 GDS Index*	See *2023 Methodology*
181	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22–01	*Maihi Karauna – The Crown's Strategy for Māori Language Revitalisation*	February 2019	Māori Affairs Sector	*2021 GDS Index*	See *2021 Methodology*
182	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22–02	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Māori Affairs Sector	*2023 GDS Index*	See *2023 Methodology*
183	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22–03	*Maihi Ka Ora – The National Māori Housing Strategy*	December 2021	Māori Affairs Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
184	23. Ministry of Social Development	GDS23–01	*Disability Strategy 2016–2026*	November 2016	Social Services and Community Sector	*2018 GDS Index*	See *2021 Methodology*
185	23. Ministry of Social Development	GDS23–02	*New Zealand Sign Language Strategy*	October 2018	Social Services and Community Sector	*2018 GDS Index*	See *2021 Methodology*
186	23. Ministry of Social Development	GDS23–03	*Te Pae Tata Māori Strategy and Action Plan*	June 2019	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
187	23. Ministry of Social Development	GDS23–04	*Family Violence Funding Approach*	July 2019	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
188	23. Ministry of Social Development	GDS23–05	*Pacific Prosperity: Our people, our solutions, our future*	October 2019	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
189	23. Ministry of Social Development	GDS23–06	*Better Later Life | He Oranga Kaumātua*	November 2019	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
190	23. Ministry of Social Development	GDS23–07	*Disability Action Plan 2019–2023*	November 2019	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
191	23. Ministry of Social Development	GDS23–08	*Campaign for Action on Family Violence: Framework for change*	June 2020	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
192	23. Ministry of Social Development	GDS23–09	*E Tū Whānau Mahere Rautaki (Framework for Change)*	June 2020	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
193	23. Ministry of Social Development	GDS23–10	*Pathways for Change*	June 2020	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
194	23. Ministry of Social Development	GDS23–11	*Elder Abuse in Aotearoa*	July 2020	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
195	23. Ministry of Social Development	GDS23–12	*Working Matters: An action plan to ensure disabled people and people with health conditions have an equal opportunity to access employment*	July 2020	Social Services and Community Sector	*2020 GDS Index*	See *2021 Methodology*
196	23. Ministry of Social Development	GDS23–13	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
197	23. Ministry of Social Development	GDS23–14	*Financial Capability*	December 2021	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
198	23. Ministry of Social Development	GDS23–15	*Rautaki Hangarau | Technology Strategy*	March 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
199	23. Ministry of Social Development	GDS23–16	*Older Workers Employment Action Plan | He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke*	April 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
200	23. Ministry of Social Development	GDS23–17	*Employment and Social Outcomes Investment Strategy*	June 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
201	23. Ministry of Social Development	GDS23–18	*Social Sector Commissioning 2022–2028 Action Plan*	October 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
202	23. Ministry of Social Development	GDS23–19	*Youth Plan: Voice, leadership, action*	August 2023	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
203	24. Ministry of Transport	GDS24–01	*National Airspace Policy*	April 2012	Economic Development and Infrastructure Sector	*2014 GDS Index*	See *2021 Methodology*
204	24. Ministry of Transport	GDS24–02	*International Air Transport Policy*	May 2012	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
205	24. Ministry of Transport	GDS24–03	*Framework for Shaping our Transport System*	June 2018	Economic Development and Infrastructure Sector	*2018 GDS Index*	See *2021 Methodology*
206	24. Ministry of Transport	GDS24–04	*Taking Flight: An aviation system for the automated age [Drone integration paper]*	July 2019	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
207	24. Ministry of Transport	GDS24–05	*Hei Arataki – Ministry of Transport Māori Strategy*	September 2019	Economic Development and Infrastructure Sector	*2021 GDS Index*	See *2021 Methodology*
208	24. Ministry of Transport	GDS24–06	*Road to Zero: New Zealand's road safety strategy*	December 2019	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
209	24. Ministry of Transport	GDS24–07	*Transport Evidence Base Strategy*	December 2019	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
210	24. Ministry of Transport	GDS24–08	*Government Policy Statement on Land Transport 2021/22–2030/31*	September 2020	Economic Development and Infrastructure Sector	*2021 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
211	24. Ministry of Transport	GDS24–09	*Maritime Security Strategy*	December 2020	Economic Development and Infrastructure Sector	*2020 GDS Index*	See *2021 Methodology*
212	24. Ministry of Transport	GDS24–10	*Rail Plan*	April 2021	Economic Development and Infrastructure Sector	*2021 GDS Index*	See *2021 Methodology*
213	24. Ministry of Transport	GDS24–11	*Freight and Supply Chain Strategy*	August 2023	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
214	24. Ministry of Transport	GDS24–13	*Charging Our Future: National electric vehicle charging strategy*	October 2023	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
215	24. Ministry of Transport	GDS24–13	*Search and Rescue Strategic Plan*	NK	Economic Development and Infrastructure Sector	*2023 GDS Index*	See *2023 Methodology*
216	25. New Zealand Customs Service	GDS25–01	*Information Management Strategy*	September 2021	External Sector	*2021 GDS Index*	See *2021 Methodology*
217	25. New Zealand Customs Service	GDS25–02	*Rautaki Mana Ārai | Customs Strategy*	July 2023	External Sector	*2023 GDS Index*	See *2023 Methodology*
218	27. Oranga Tamariki – Ministry for Children	GDS27–02	*Future Direction Action Plan*	September 2021	Social Services and Community Sector	*2021 GDS Index*	See *2021 Methodology*
219	27. Oranga Tamariki – Ministry for Children	GDS27–03	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
220	27. Oranga Tamariki – Ministry for Children	GDS27–04	*Oranga Tamariki Action Plan*	July 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
221	27. Oranga Tamariki – Ministry for Children	GDS27–05	*Social Sector Commissioning 2022–2028 Action Plan*	October 2022	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
222	27. Oranga Tamariki – Ministry for Children	GDS27–06	*The Oranga Tamariki Disability Vision and Strategy*	December 2023	Social Services and Community Sector	*2023 GDS Index*	See *2023 Methodology*
223	28. Public Service Commission	GDS28–01	*Kia Toipoto – Public Service Action Plan*	November 2021	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*

Row	Department (number & name)	GDS number	GDS title	Publication date	Sector	GDS Index when GDS was added	Method used to score GDS
224	28. Public Service Commission	GDS28–02	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
225	28. Public Service Commission	GDS28–03	*Fourth National Action Plan | Te Tuawhā o ngā Mahere Mahi ā-Motu*	December 2022	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
226	28. Public Service Commission	GDS28–04	*Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa | The Leadership Strategy for New Zealand's Public Service*	July 2023	Finance and Government Administration Sector	*2023 GDS Index*	See *2023 Methodology*
227	30. Statistics New Zealand	GDS30–01	*Transforming the New Zealand Census of Population and Dwellings*	April 2012	Finance and Government Administration Sector	*2014 GDS Index*	See *2021 Methodology*
228	30. Statistics New Zealand	GDS30–02	*Government Data Strategy and Roadmap*	August 2021	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*
229	31. The Treasury	GDS31–01	*Thirty Year New Zealand Infrastructure Plan*	August 2015	Finance and Government Administration Sector	*2018 GDS Index*	See *2021 Methodology*
230	31. The Treasury	GDS31–02	*He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing*	September 2021	Finance and Government Administration Sector	*2021 GDS Index*	See *2021 Methodology*

Endnotes

1 See McGuinness Institute. (February 2012). *Project 2058 report – Science Embraced: Government-funded Science under the Microscope*, p. 3. Retrieved 6 December 2024 from www.mcguinnessinstitute.org/publications/project-2058-reports

Learn more about the origins of the Strategy Pyramid on the McGuinness Institute's blog. See McGuinness, W. (10 January 2025). The Origins of the Strategy Pyramid. McGuinness Institute. Retrieved 10 January 2025 from www.mcguinnessinstitute.org/strategynz/the-origins-of-the-strategy-pyramid

2 In 2011, the Institute hosted StrategyNZ (see McGuinness Institute. (n.d.). StrategyNZ. Retrieved 4 August 2022 from www.mcguinnessinstitute.org/policy-projects/strategy-nz). This event brought together over 100 people from throughout the country, with the aim of exploring an overarching strategy for New Zealand. The idea that most resonated with participants was Sir Paul Callaghan's vision of making New Zealand 'a place where talent wants to live'. This thinking led to our StrategyNZ project and our TalentNZ initiative. For more information about TalentNZ, see McGuinness Institute. (n.d.). TalentNZ. Retrieved 4 August 2022 from www.mcguinnessinstitute.org/research-projects/talent-nz

3 See McGuinness Institute schedule of OIAs at www.mcguinnessinstitute.org/publications/oias-correspondence

4 Previously seven key regulatory departments were required to publish 'regulatory stewardship documents' to meet the government's expectation that departments 'maintain and publish up-to-date information about their regulatory decision-making processes, including timelines and the information or principles that inform their regulatory decisions'. This requirement was established when Treasury was initially overseeing the management of the Regulatory Management System (RMS). See The Treasury. (21 April 2017). Government Expectations for Good Regulatory Practice, p. 4. Retrieved 9 January 2025 from www.treasury.govt.nz/publications/guide/government-expectations-good-regulatory-practice

New Zealand's Regulatory Management System (RMS) is the set of policies, institutions, processes and tools used by central government to pursue and maintain good quality regulation. Previously, Treasury had responsibility for New Zealand's RMS. The responsibility for the RMS has recently been transferred to the Ministry for Regulation.

Key components of the RMS are generally set by Cabinet. Government Expectations for Good Regulatory Practice (2017), published by Treasury, sets out general guidance on the features of a good regulatory system, and explain what agencies should be doing to meet their regulatory stewardship obligations. There are a few components set out in law: the Public Service Act (which specifies that chief executives have responsibility for stewarding the legislation their agencies administer), the Legislation Act (which provides for the role and responsibilities of the Parliamentary Counsel Office (PCO)) and a growing range of international agreements, or treaties, that include obligations for good regulatory practices or regulatory transparency.

See Ministry for Regulation. (13 December 2024). The Regulatory Management System. Retrieved 22 December 2024 from www.regulation.govt.nz/our-work/the-regulatory-management-system

The Ministry for Regulation keeps a record of all regulatory impact analysis (RIA). The level of analysis is in proportion to the significance of the change, and in some cases an exemption may apply. If a regulatory proposal is taken to Cabinet, the accompanying Regulatory Impact Statement (RIS) is also published on the ministry's website. A RIS summarises, based on the findings of the agency's regulatory impact analysis, an agency's best advice on a regulatory proposal to both its Minister and Cabinet.

See Ministry for Regulation. (13 December 2024). Regulatory Impact Analysis (RIA). Retrieved 22 December 2024 from www.regulation.govt.nz/our-work/regulatory-impact-analysis-ria

The ministry also undertakes its own reviews and prepares public reports on areas that it considers, or its Minister considers, would be useful for ensuing that good quality regulation is maintained.

See Ministry for Regulation. (13 December 2024). About regulatory reviews. Retrieved 22 December 2024 from www.regulation.govt.nz/our-work/the-regulatory-management-system

Note: Treasury has a website page that explains the history and lists the departments previously required to publish regulatory stewardship documents. See The Treasury. (18 May 2020). Regulatory System Reporting. Retrieved 4 August 2022 from www.treasury.govt.nz/informationand-services/regulation/regulatory-stewardship/keeping-regulation-fit-purpose/regulatorysystem-reporting

Note: The Government Expectations for Good Regulatory Practice (2017) notes that it succeeds and replaces previous government statements of regulatory expectations including: the 1997 Code of Good Regulatory Practice, the 2009 Government Statement on Regulation, and the 2013 Initial Expectations for Regulatory Stewardship. See The Treasury. (21 April 2017). Government Expectations for Good Regulatory Practice, p. 1. Retrieved 9 January 2025 from www.treasury.govt.nz/publications/guide/government-expectations-good-regulatory-practice

5 See Department of the Prime Minister and Cabinet (DPMC). (23 December 2021). Disestablishment of CERA. Retrieved 23 February 2022 from environment.govt.nz/assets/publications/climatechange/Carbon-Neutral-Government-Programme-A-guide-to-managing-your-greenhouse-gasemissions.pdf

6 See Ministry for the Environment (MFE). (May 2023). *Carbon Neutral Government Programme*, p. 7. Retrieved 22 December 2024 from environment.govt.nz/assets/publications/climate-change/Carbon-Neutral-Government-Programme-A-guide-to-managing-your-greenhouse-gas-emissions.pdf

7 See endnote 4.

8 See Cummings, S. & Angwin, D. (2015). *Strategy Builder: How to create and communicate more effective strategies*. Chichester: Wiley.

The Institute used a number of other sources for preparing the Transparency Scorecard:

See Freedman, L. (2013). *Strategy: A History*. New York: Oxford University Press.

See also Kaplan, R. S. & Norton, D. P. (2004). *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Boston: Harvard Business School.

See also Kaplan, R. S. & Norton, D. P. (2008). *The Executive Premium: Linking Strategy to Operations for Competitive Advantage*. Boston: Harvard Business School.

See also Kaplan, R. S. & Norton, D. P. (2001). *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston: Harvard Business School.

See also Rumelt, R. P. (2011). *Good Strategy Bad Strategy: The Difference and Why It Matters*. New York: Crown Business.

See also Simons, R. (2010). *Seven Strategy Questions: A Simple Approach for Better Execution*. Boston: Harvard Business School.

9 'In September 2019, Cabinet considered public finance system modernisation and strategic planning. It agreed to stop requirements for Four Year Plans, and noted Ministers should have certain expectations for all agency strategic planning and reporting processes.' See The Treasury. (22 December 2020). Strategic thinking and planning. Retrieved 5 November 2024 from www.treasury.govt.nz/information-and-services/state-sector-leadership/guidance/strategic-thinking-and-planning

10 The goals and objectives of government are confusing. In addition to 'Government targets', there are a range of other terms used to indicate the direction of public policy. Key terms in the Public Finance Act 1989 alone include:

1. long-term objectives
2. short-term intentions
3. strategic objectives
4. strategic intentions
5. wellbeing objectives

Other terms used in the *2024 Budget* include:

6. overarching goals (in 2024, there are three)
7. (Government) priorities (in 2024, there are five).

See The Treasury. (27 March 2024). *Budget Policy Statement*, pp. 1–2. Retrieved 5 January 2024 from www.treasury.govt.nz/publications/budget-policy-statement/budget-policy-statement-2024#budget-policy-statement

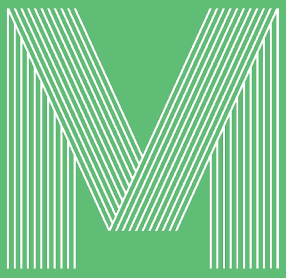
11 The DPMC website states: 'Government Targets will focus attention, resources and accountability on improving service outcomes. The Targets are intentionally ambitious to ensure New Zealanders get better results and the public services they deserve in health, education, law and order, work, housing and environment. Ministers and agency chief executives are accountable for delivery, and the Government expects the public service to dig deeply into root causes, to be innovative, and to be disciplined in directing resources to where they will have the greatest impact on outcomes.' See Department of the Prime Minister and Cabinet (DPMC). (n.d.). Government Targets. Retrieved 20 December 2024 from www.dpmc.govt.nz/our-programmes/government-targets

12 See endnote 4.

13 See The Treasury. (May 2023). The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2024. Retrieved 5 November 2024 from www.treasury.govt.nz/publications/budgets/estimates-appropriations-government-new-zealand-year-ending-30-june-2024

14 See The Treasury. (May 2023). The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2024. Retrieved 5 November 2024 from www.treasury.govt.nz/publications/budgets/estimates-appropriations-government-new-zealand-year-ending-30-june-2024

15 See The Treasury. (May 2023). The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2024. Retrieved 5 November 2024 from www.treasury.govt.nz/publications/budgets/estimates-appropriations-government-new-zealand-year-ending-30-june-2024



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